

# **OPEN SESSION AGENDA ITEM**

## **#702 JANUARY 2018**

**DATE:** January 27, 2018

**TO:** Members, Board of Trustees

**FROM:** Kevin Harper, Interim Chief Financial Officer

**SUBJECT:** 2018 State Bar Final Budget

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### **EXECUTIVE SUMMARY**

This agenda item requests the Board of Trustees to adopt the 2018 Final Budget. This budget will be filed with the State Legislature to meet the February 15 statutorily required submission deadline.

This Final Budget includes more explanatory information than the Preliminary Budget to make it easier to read and more useful to stakeholders. This additional explanatory information includes narratives, accomplishments, objectives, performance measures, and an Executive Director's message. The Final Budget also incorporates the results of further analysis of certain budget issues since the time of Preliminary Budget submission, including capital improvement costs, Information Technology (IT) project costs, progress on collective bargaining, revisions to the funding model used to support the Bar's diversity work, and negotiations with the new Sections entity, the California Lawyers Association. The changes made to the budget since the Preliminary Budget was presented to the Board of Trustees at its November 2, 2017, meeting, are described herein.

The \$176 million Final Budget relies on deficit spending, most notably in the General Fund; General Fund reserves are anticipated to fall slightly below the 17 percent minimum reserve floor established by the Board as a result. Although the Bar has not had a fee increase in 18 years, annual costs have naturally escalated, particularly as related to personnel. Unlike personnel cost increases which could not be avoided, the Bar delayed responsible investments in capital maintenance and information technology for many of these years. The Board is asked to approve long-delayed and critically needed funding in these areas as part of Final Budget adoption. These factors – personnel cost escalation and the need for capital and information technology investment – are the key drivers behind the Bar's continued and escalating need to tap into its reserves.

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### **BACKGROUND**

On November 2, 2017, the Board of Trustees adopted the 2018 State Bar Preliminary Budget and authorized staff to make technical adjustments and corrections prior to submitting it to the Legislature. No significant adjustments were made and the Preliminary Budget was timely filed.

The Board is now asked to adopt the 2018 State Bar Final Budget. The Final Budget is required to be filed by February 15, 2018. In addition to satisfying the statutory requirement, adoption of the Final Budget will serve to finalize the Bar's 2018 spending authority.

## DISCUSSION

### **2017 Budget Performance**

Bar-Wide. 2017 projected results indicate that the Bar will close 2017 with a \$6.2 million annual deficit (projected expenses exceed projected revenues). \$1 million of this relates to the General Fund as described below. Compared to the \$19 million budgeted 2017 deficit, this reflects a \$12.8 million improvement.<sup>1</sup>

Projected 2017 total revenues are \$149.9 million, exceeding the amended budget of \$147 million by \$2.9 million or 2 percent. This increase is composed of small increases in most funds, including General Fund \$.5 million, Admissions Fund \$0.4 million, Legal Services Trust Fund \$.4 million and Sections \$.8 million.

Projected 2017 total expenses are \$156.1 million, which reflects a \$8.9 million or 5.4 percent savings compared to the adopted budget of \$165.0 million. Projected savings from personnel costs attributed to vacant positions in 2017 are approximately \$6.7 million. Other cost savings include \$2.5 million related to a delayed spend-down of Legal Specialization Fund reserves.

General Fund. 2017 projected actual General Fund revenues and expenses indicate that the General Fund will close 2017 with a \$1 million annual projected deficit (projected expenses exceed projected revenues). Compared to the \$8.5 million budgeted deficit in the 2017 adopted budget, this reflects a \$7.5 million improvement compared to the budget. Projected savings primarily results from personnel costs attributed to vacant positions of approximately \$5.5 million.

Projected 2017 total General Fund revenues are \$73.2 million, slightly exceeding the adopted budget of \$72.7 million by \$0.5 million. Projected 2017 total expenses are \$72.6 million, which reflects a \$7 million savings compared to the adopted budget of \$79.6 million.

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<sup>1</sup> The 2017 final adopted budget included the planned use of \$19 million of reserves due to the reduced level of the authorized 2017 licensing fee and one-time costs associated with the advancement of key initiatives and Board directives, including staffing augmentations in the Office of the Chief Trial Counsel, increased grant distribution due to bank settlement funding, the implementation of the discipline system case management system project, Reduction in Force Program separation payments and an increase in Legal Specialization program funding in accordance with a Board directed spend down of reserves.

## **2018 Proposed Budget**

**Bar-Wide.** The proposed 2018 Final Budget includes budgeted revenues of \$150.3 million, budgeted expenses of \$176 million, and a budgeted use of reserves of \$25.8 million. As described in the “Use of Reserves” section below, \$16.9 million of this use of reserves is planned spending of amounts accumulated in prior years by funds other than the General Fund. \$8.9 million is use of General Fund reserves primarily for one-time projects as described on page 20 of the Final Budget. Budgeted revenues of \$150.3 million represent an increase of \$4.3 million or 2.9 percent as compared to \$146 million budgeted revenues in 2017. The increase is due primarily to the passage of the 2018 fee bill, which sets the 2018 mandatory licensee fees at \$315 (this is the same level as in 2016 and represents an \$18 increase from the \$297 assessment level in 2017). The increase is offset by the loss of approximately 75 percent of Affinity and Insurance Program revenues which, pursuant to the 2018 fee bill, will be used to support activities of the State Bar Foundation and the new California Lawyers Association in 2018. Approximately \$87 million of the Bar’s revenues are fee bill related.

Budgeted expenses of \$176 million represent a net increase of \$11 million or 6.7 percent compared to \$165.0 million in the 2017 adopted budget. The \$11 million net increase includes planned spending of grant distributions, increased staffing in the Office of the Chief Trial Counsel, implementation of an Admissions Information Management System, building improvements to bring the Howard Street building into compliance with building codes, implementation of the State Bar’s pending labor relations proposal including recommendations from the classification and compensation study completed in 2017.

**General Fund.** Proposed 2018 budgeted revenues for the General Fund total \$74.1 million, a \$1.4 million net increase compared to \$72.7 million budgeted for 2017. The increase is due primarily to the passage of the 2018 fee bill, partially offset by \$1.5 million of revenue lost from the Affinity and Insurance Program in 2018. General Fund 2018 budgeted expenses and indirect costs total \$85.2 million, which represents a \$5.6 million or 7.1 percent increase compared to \$79.6 million in the 2017 adopted budget. Approximately \$2.2 million of this increase is attributed to increases in salaries and wages. Approximately \$2 million more is budgeted for Howard Street building improvements than the prior year. The General Fund’s share of IT projects is approximately \$1.6 million more in 2018 than the prior year. See page 19 for a description of major IT and building projects.

2018 General Fund budgeted expenses exceed budgeted revenues by approximately \$8.9 million. Recurring expenses are generally in line with revenues. Certain non-recurring expenses are paid from General Fund reserves, including (a) building maintenance and upgrades for the Howard Street building (\$4 million); (b) technology projects (\$5.7 million) and (c) increase in indirect costs due to separation of the State Bar Sections as discussed in the “Indirect Cost Allocation” section on page 17 of the budget (\$1.7 million). The fund condition of the General Fund is summarized in the “Use of Reserves” section below.

**Other Funds (non-General Fund).** Budgeted 2018 Restricted and Special Revenue Funds revenues total \$76.1 million, budgeted expenses total \$90.8 million, and budgeted interfund transfers out from the IT Special Assessment Fund and the Legal Specialization Fund to the General Fund to support IT projects total \$2.2 million. This results in the planned use of reserves of \$16.9 million. Approximately \$9.9 million of this deficit is planned to be funded from the Bank Settlement Fund, \$3.4 million from the Legal Specialization Fund, and \$3.1 million from the Legal Services Trust Fund. These figures compare to 2017 projected revenues and expenses of \$76.7 million and \$83.5 million, respectively. See “Use of

Reserves” section below for discussion of the fund condition of each fund.

Indirect Costs. The State Bar’s indirect costs for 2018 total \$32.8 million, compared to \$32.7 million for 2017. These costs are allocated to various funds and programs as detailed on page 248 of the 2018 Final Budget.

Significant Assumptions and Changes. The significant changes from last year and assumptions used in preparation of the 2018 budget are discussed starting on page 16 of the attached 2018 Final Budget.

### **Changes from the 2018 Preliminary Budget**

The Board adopted the 2018 Preliminary Budget on November 2, 2017 with a Bar-wide 2018 annual deficit of \$21.8 million and a General Fund annual deficit of \$5.6 million. The revisions to this Final Budget result in the Bar-wide annual deficit increasing by \$4.0 million and the General Fund annual deficit increasing by \$3.3 million. Significant revisions to the budget since the Preliminary Budget are listed below:

**Table 1 – Changes from Preliminary Budget**

	<b><u>Increase (Decrease) in Fund Balance (in 000s)</u></b>	
	<b><i>General Fund</i></b>	<b><i>Other Funds</i></b>
<b><i>Revenues</i></b>		
1. Addition of Elimination of Bias Opt Out	\$(450)	\$220
<b><i>Expenses</i></b>		
2. Increased Capital Improvements	(2,000)	
3. Admissions Information Management System	(1,000)	(1,477)
4. Personnel costs (primarily revisions to the State Bar’s collective bargaining economic package)	(77)	(210)
5. IT projects	(600)	
6. Technical correction to reduce OPEB contribution	138	62
7. Legal Specialization expenses		1,200
8. MCLE content development	(200)	
9. Legislative Activities expenses		(447)
10. Change in indirect cost allocation	827	(469)
11. Admissions Two Day Bar Exam		562
12. Other (net)	22	(104)
Total revisions	<u><u>\$(3,340)</u></u>	<u><u>\$(663)</u></u>

Each of these significant revisions is described below:

1. Elimination of Bias Opt Out. At its December 1, 2017 meeting, the Board acted to reinstate an Elimination of Bias deduction; the 2018 deduction amount is \$2 per active licensee. The opt-out will result in a loss of General Fund revenue in the equivalent amount.
2. Capital Improvements. The Preliminary Budget included \$2 million for Howard Street life and safety capital improvements. An additional \$2 million was added to the budget primarily to allow the Bar to bring its Howard Street building into compliance with City and County of San Francisco building codes. See page 19 of the 2018 Final Budget for additional detail.
3. Admissions Information Management System (AIMS). Approximately \$2.5 million is

budgeted to acquire the AIMS software. The Board will be asked to approve a related contract via a separate item on its January 27, 2018, agenda.

4. Personnel Costs. The fiscal impact of the Bar's most recent proposal to the Service Employees International Union has been incorporated into the Final Budget along with some technical adjustments to personnel costs.
5. IT Projects. \$600,000 has been added to the budget for various high priority IT projects including network infrastructure upgrades (\$400,000), automation of MCLE attendance tracking enabling 100 percent auditing of MCLE compliance,, and iLegistar implementation to improve management of public meeting materials and greatly increase the efficiency of the remediation process.
6. OPEB Contribution. The expected OPEB contribution for 2018 has been adjusted based on updated information.
7. Legal Specialization. \$1 million of professional expenses are reprogrammed from professional services to allow the Legal Specialization Fund to loan \$1 million to the Admissions Fund for implementation of AIMS. \$200,000 expenses were reduced to maintain the fund within the Board's minimum fund balance reserve target.
8. MCLE Content Development. Funding has been provided to support the development of e-learning content, to include modules related to anticipated new Rules of Professional Conduct.
9. Legislative Activities. The Preliminary 2018 budget did not include a budget for the Legislative Activities Fund. This has been corrected in the 2018 Final Budget.
10. Indirect Cost Allocation. Indirect costs were reallocated based on the new expenses included in the budget and certain technical corrections were made.
11. Admissions Two Day Bar Exam – Expenses were re-estimated for the impact of going to a Two Day Bar Exam and number of test takers and related revenues were re-estimated based on the new exam cut score.
12. Other. Several minor technical corrections are combined such as indirect cost reallocations, closing of the Annual Meeting Fund, and staff reassignments.

### **Use of Reserves**

The Final Budget requires the use of certain reserves accumulated in prior years. The proposed use of reserves has increased since the 2018 Preliminary Budget. Of the Bar's total budgeted expenses for 2018 of \$176 million, \$150.3 million will be supported by 2018 revenues and \$25.8 million will be funded by reserves. Of this \$25.8 million use of reserves, \$8.9 million is use of General Fund reserves, which are primarily used to fund one-time IT and capital projects. Page 230 of the attached budget presents the overall budget and projected reserve level of each program fund. The financial viability of each fund is assessed by comparing the reserves of each fund projected through December 31, 2018 against the Board's minimum reserve target guideline of two months (17 percent) of operating expenses (Board Book Article 1, Section 3 C). The Board's policy also calls for spend down funding whenever a fund surpasses 30% of operating expenses for a consecutive six month period (Board Book Article 1, Section 3 E). Funds that are excluded from the minimum reserve target requirement are all grant-related Funds, specifically the Grant, Legal Service Trust, Equal Access, Justice Gap, and Bank Settlement Fund).

**Table 2 – Reserve Adequacy**  
**Projected Reserves at December 31, 2018 as a Percentage of 2018 Expenses** (\$ in Thousands)

<b>Fund</b>	<b>Budgeted 2018 Surplus (Deficit)</b>	<b>Projected Reserve 12/31/2018</b>	<b>Reserve as % of 2018 Expenses</b>
General	\$ (8,898)	\$14,130	16.6%
Admissions	427	4,969	23.1
Legislative Activities	11	241	31.5
Elimination of Bias	99	66	28.6
Lawyer Assistance Program	(110)	3,447	154.1
Legal Specialization	(3,419)	897	19.7
Client Security	(64)	3,815	47.4
Legal Services Trust Fund	(3,108)	5,574	33.4

The projected General Fund reserve level at the end of 2018 is 16.6 percent, which is lower than the 17 percent minimum required by the reserve policy. Staff considers it appropriate to utilize reserves to fund one-time IT projects and capital projects as described on page 20 of the budget. The State Bar has no dedicated funding source for these one-time expenses, so they must be paid from operating revenues. As a result, of no licensing fee increase in 18 years, operating revenues are not adequate to address both operating needs as well as maintaining capital assets and upgrading IT systems and security.

All other funds are projected to meet the minimum reserve requirement of 17 percent.

See page 18 of the 2018 Final Budget for further description related to the use of reserves. Also see page 229 of the 2018 Final Budget for the schedule of Projected Reserve Balance by Fund.

#### **FISCAL/PERSONNEL IMPACT**

Described above.

#### **RULE AMENDMENTS**

None.

#### **BOARD BOOK IMPACT**

None.

#### **STRATEGIC PLAN GOALS & OBJECTIVES 2017-2022**

Goal: 3. Improve the fiscal and operational management of the State Bar, emphasizing integrity, transparency, accountability, and excellence.

Objective: d. Reallocate funds to support the discipline system based on expenditure review, revenue enhancement measures, implementation of the Bar's reserve policy, and other reengineering efforts

## **RECOMMENDATION**

Staff recommends that the Board of Trustees adopt the 2018 Final Budget as provided in the attachment. Staff also recommends that the Board of Trustees delegate to staff the ability to make technical adjustments and corrections to the proposed budget prior to its statutorily required submission to the Legislature on February 15, 2018.

Should the Board of Trustees concur with staff's recommendation, the following resolution would be in order:

**RESOLVED**, that the Board of Trustees hereby adopts the 2018 Final Budget in the form presented to the Board this day; and it is

**FURTHER RESOLVED**, that the Board of Trustees hereby authorizes staff to make technical adjustments and corrections to the 2018 Preliminary Budget prior to submitting it to the Legislature on February 15, 2018.

## **ATTACHMENT(S) LIST**

- A. State Bar 2018 Final Budget

## EXECUTIVE DIRECTOR'S BUDGET MESSAGE

The final proposed 2018 budget reflects the impact of transformative changes to the State Bar, including the separation of the State Bar sections and the cessation of Bar administration of affinity and insurance programs. These important organizational reforms place new financial pressures on the Bar, which is entering its 18<sup>th</sup> year without a licensing fee increase. The Bar's ability to continue to advance a vitally needed reform agenda, improve the performance of its discipline system, and support foundationally critical investments in information technology and capital infrastructure, are becoming increasingly jeopardized by a static licensing fee that has not even kept up with the pace of inflation. Nonetheless, the 2018 preliminary budget reflects increased investments in the attorney discipline system, particularly in the Office of the Chief Trial Counsel, as well as measures to increase accountability and good governance. The budget also includes, for the first time, funding to support organization-wide professional language access services, reflecting the Bar's commitment to serving *all* of the public.

As a result of a failed fee bill in 2017 the Supreme Court issued an order authorizing an interim special regulatory assessment in the amount of \$297 for that year. This amount compared to the historical licensing fee amount of \$315. The reduced licensing fee resulted in the Bar needing to spend heavily from its reserves, as well as to restructure the way in which a number of its programs were funded and administered.

The 2018 statutorily approved licensing fee returns to \$315; in addition to the licensing fee itself, other fee bill provisions are particularly impactful on the State Bar's 2018 fiscal position. First, the bill directs the separation of the State Bar Sections into a new stand-alone entity effective January 1, 2018. Second, the bill redirects all of the Bar's affinity program revenue and 75 percent of its insurance program revenue to other entities in 2018.

The final 2018 budget reflects these significant developments. 2018 General Fund expenditures, which are supported by mandatory licensing fees, total \$85.2 million. This represents an increase of 7.0 percent from 2017 budgeted expense levels, and compares to \$74.2 million in budgeted 2018 revenue. Virtually all of the \$8.9 million in budgeted reserve spending, represents planned non-recurring expenses:

- \$3.6 million for Case Management System initiatives designed to improve efficiency and access in the Bar's discipline and admissions systems;
- \$4.0 million for life and safety capital improvement investments necessary to ensure the structural integrity of the Bar's San Francisco location;
- \$0.6 million for information technology infrastructure which will support the deployment of new Case Management systems;
- \$0.2 million for the development of new online educational content regarding in part anticipated new Rules of Professional Conduct; and
- \$0.3 million in anticipated lump sum payments to staff pursuant to ongoing collective bargaining.



The General Fund budget also includes a modest ongoing augmentation for the Office of the Chief Trial Counsel, which has been prioritized for increased funding even given fiscal pressures facing the State Bar. Lastly, the 2018 budget reflects, for the first time, an organization wide budget for translation and interpretation services.

With respect to Other (non-General) Funds, the 2018 preliminary budget reflects \$76.1 million in revenue and \$90.4 million in expenses. Planned reserve spending, primarily stemming from the draw-down of nearly \$10 million in Bank Settlement Fund revenue to be used to support legal service grants, accounts for the variance between revenue and expenses outside of the General Fund. This \$10 million, in addition to increased IOLTA and Equal Access Fund allocations, will result in a meaningful increase in funding to support critical access to justice efforts throughout the state in 2018.

Accounting for budgeted reserve spending in 2018, the State Bar anticipates reducing its various Fund balances over the course of the year. Even with these reductions the Bar projects remaining compliant with a 2016 Board of Trustees adopted minimum reserve policy for all but one of its Funds as of December 31, 2018.

## **FISCAL YEAR 2017 ACCOMPLISHMENTS**

In January 2017, the Board of Trustees (Board) of the State Bar of California (Bar) adopted a five-year State Bar Strategic Plan. The Strategic Plan sets forth ambitious goals for 2017-2022 as follows:

**Goal 1. Successfully transition to the “new State Bar” – an agency focused on public protection, regulating the legal profession, and promoting access to justice.**

**Goal 2. Ensure a timely, fair, and appropriately resourced admissions, discipline, and regulatory system for the more than 250,000 lawyers licensed in California.**

**Goal 3. Improve the fiscal and operational management of the State Bar, emphasizing integrity, transparency, accountability, and excellence.**

**Goal 4. Support access to justice for all California residents and improvements to the state’s justice system.**

**Goal 5. Proactively inform and educate all stakeholders, but particularly the public, about the State Bar’s responsibilities, initiatives, and resources.**

The Board also adopted objectives describing specific activities the Bar would undertake to achieve these goals over the course of the Strategic Plan period.

The Bar made significant progress on the Strategic Plan during 2017, as described below.

**Goal 1: Successfully transition to the “new State Bar” – an agency focused on public protection, regulating the legal profession, and promoting access to justice.**

- Transition of the State Bar Sections. In 2017 the Bar effectuated the transition of the State Bar Sections to a new entity, the California Lawyers Association (CLA). As of December 31, 2017, CLA was established and Memoranda of Understanding (MOUs) between the State Bar and CLA codifying the terms of the separation, the nature of the continuing relationship between the Bar and CLA, and mechanisms to ensure compliance with the auditing and oversight provisions of the 2018 fee bill, had been executed.
- Adoption of a New Mission Statement. In July 2017 the Board of Trustees adopted a new mission statement for the Bar, further focusing the efforts of the organization on its licensing, regulation and discipline functions, as well as expressly articulating the Bar's role in the advancement of the ethical and competent practice of law and support for efforts to increase access to justice and diversity in the legal system:

*“The State Bar of California’s mission is to protect the public and includes the primary functions of licensing, regulation and discipline of attorneys; the advancement of the ethical and competent practice of law; and support of efforts for greater access to, and inclusion in, the legal system.”*

- Governance Reforms. The Bar's Governance in the Public Interest Taskforce completed its 2017 review and report. Consistent with and taking the lead from Taskforce recommendations, the Board revised its committee structure to better align with State Bar operations, realigned the executive management of the Bar, developed dashboards to enable review of progress on key activities, eliminated a number of sub-entities, and began a comprehensive review of all remaining sub- committees to ensure that each sub-entity's purpose and operations align with the Bar's public protection mission.

**Goal 2. Ensure a timely, fair, and appropriately resourced admissions, discipline, and regulatory system for the more than 250,000 lawyers licensed in California.**

- Fully Implemented Workforce Planning Redesign, Office of Chief Trial Counsel (OCTC). While Workforce Planning recommendations have been implemented throughout the discipline system, OCTC's effort is particularly significant. In 2017 OCTC completely transformed its organizational structure into an inter-disciplinary team model pursuant to those recommendations and streamlined a number of its business processes.
- Conducted Studies of the California Bar Exam. The Bar completed three studies of the California Bar Examination designed to identify factors that might explain the significant variance in bar pass rates between 2008 and 2016. The final study, the Law School Performance Study, is currently underway.
- Implemented the Two-Day Bar Exam. The Bar successfully implemented a new Two Day Bar Examination format, administering the first two-day exam in July 2017.
- Began Configuration of the Odyssey Case Management System. The Bar launched the Odyssey case management system initiative in 2017. Subject matter experts from throughout the Bar have been assigned to the project, which is led by a dedicated project manager. This team is working on configuration, data conversion, and identifying areas for

business process reengineering. When implemented later this year, Odyssey will both streamline many of the administrative aspects of discipline case processing as well as increase public access.

- Launched a Discipline System Workload Study. The Workload Study conducted in the fall of 2017 will identify the number and type of staff needed to achieve certain case processing goals in OCTC, State Bar Court, and the Office of Probation. Results of the study will be presented in the first quarter of 2018.
- Developed OCTC Case Prioritization. The Chief Trial Counsel developed a new case prioritization strategy to meaningfully prioritize those cases that present the most risk of harm to the public. Necessary policy changes are underway and the system is slated to be implemented in early 2018.

### **Goal 3. Improve the fiscal and operational management of the State Bar, emphasizing integrity, transparency, accountability, and excellence.**

- Implemented New Classification and Compensation Structure. The Bar implemented a new, market- based, classification and compensation structure for its executive and confidential employees. The structure aligns Bar salaries with those of comparable agencies and provides for clear promotional pathways for staff.
- Investments in the State Bar Workforce. In 2017 the Bar hired a dedicated professional development staff person and implemented an articulated staff training program.
- New Procurement and Expenditure Rules. The Bar implemented more restrictive procurement and expenditure procedures mirroring those of other state regulatory agencies.
- Focus on Compliance. In 2017 the Bar determined that it had been out of compliance with a nearly 30-year old statute regarding licensee subsequent arrest notifications. In response to this and other compliance lapses that staff has identified in recent years, the Bar established the Mission Advancement and Accountability Division. This Division has Bar-wide responsibility for compliance, specifically State Bar statutory and rule compliance.
- Implemented Information Technology Strategic Plan. In 2017 the Bar adopted a three year Information Technology Strategic Plan. 2017 activities in support of that Plan included completion of a security review and deploying online billing for annual licensee fees, including a system allowing for firm and agency billing.
- Increased Investment in OCTC. Continuing on progress made in 2016, the Bar's 2017 budget reflected increased staff for OCTC. These staffing augmentations are the result of ongoing efforts to reallocate funding from other areas of the Bar to OCTC.

### **Goal 4. Support access to justice for all California residents and improvements to the state's justice system.**

- Developed Mechanisms to Improve Access to Justice. In response to the needs of the many people impacted by the Northern California wildfires, the Bar worked with legal service providers and local bar associations to coordinate legal assistance, provide a hotline and online resources, recruit pro bono attorneys, and educate individuals on what to expect from lawyers and how to protect against fraud. This effort has been replicated for other California disasters, including the Southern California fires.
- Supported Access to Pro Bono Attorneys. The Bar began work to develop an online referral platform for pro bono attorneys and exploring ways to educate and train new pro bono attorneys.

**Goal 5. Proactively inform and educate all stakeholders, but particularly the public, about the State Bar’s responsibilities, initiatives, and resources.**

- Launched a New Website. The Bar launched its redesigned website, the Bar’s primary public and licensee communication tool. The website clearly reflects the Bar’s public protection, as opposed to associational, purpose.
- Improved Stakeholder Communication. The Bar developed and disseminated legislative newsletters designed to provide legislators with information about State Bar activity in their districts. In addition, in 2017 the Bar increased its efforts to bring attention to attorney discipline, which were proactively placed with media outlets statewide so as to increase public awareness about the Bar’s public protection activities.
- Improved Public Information. In response to the Northern California wildfires, the Bar developed consumer fraud alerts in 3 languages warning the public to watch out for and report potential fraud perpetrated by those posing as lawyers or lawyers taking advantage of vulnerable victims.

## **OUTLINE OF KEY 2018 INITIATIVES**

At its January 26, 2018, planning session, the Board will revisit its Strategic Plan, an activity which will include exploration of the activities that have been undertaken in support of the Plan, determining if any existing objectives have been completed or otherwise become obsolete, and deciding whether additional objectives should be added for 2018 and beyond. The following key 2018 initiatives have been identified in advance of the planning session; these may be modified pursuant to Board of Trustee direction:

- Complete the Governance in the Public Interest Taskforce Sub-Entity Review. The Bar will complete this review in 2018.
- Launch the Odyssey Case Management System. The new system will be deployed in 2018.
- Complete a California Job Analysis. As part of the next phase of the Bar’s effort to align its administration of the attorney licensing function with best practices, the Bar will conduct a Job Analysis in 2018. The Job Analysis will provide information as to the skills and substantive knowledge most needed by California attorneys within their first five years of

practice.

- Develop a Discipline System Funding Methodology Based on Workload Study Results.
- The Bar will develop a quantitative and objective methodology for advocating for and allocating resources based on workload. The results will specifically be used to support a request for a 2019 licensing fee increase.
- Implement and Evaluate Case Prioritization. OCTC will fully implement a new case prioritization system. Both the fidelity of the implementation and outcomes will be evaluated.
- Complete Comprehensive Review of the Client Security Fund (CSF). The Bar will complete a study of the CSF to include an analysis of mechanisms to increase funding, the amount of funding needed to facilitate timely payouts, current CSF payout protocols, and process changes that could result in increased efficiency.
- Collaborate on Innovative Bar Passage Initiative. The Bar will partner with a consortium of academics to deploy a psychological intervention for the bar exam designed to address belonging anxieties that can negatively impact performance on high-stakes tests.
- Improve Bar Employee Engagement and Development Opportunities. The Bar will continue to invest in employee engagement efforts including through expanded professional development opportunities.

## STATE BAR BACKGROUND

The California State Bar is a public protection organization committed to transparency, accountability, and excellence through lawyer regulation, education and discipline, and support for improvements to the legal justice system. In its capacity as a judicial branch agency, the Bar operates to ensure that the legal profession serves the people of the state in a manner consistent with the highest standards of professional competence, care, and ethical conduct. It also serves as an administrative adjunct to the California Supreme Court on all matters pertaining to the admission, discipline, and regulation of California's active lawyers.

## HISTORY

The California Legislature created the State Bar of California as a public corporation in the 1927 State Bar Act. The State Bar Act authorized the State Bar, subject to approval by the California Supreme Court, to fix the qualifications for admission to practice law, adopt Rules of Professional Conduct and conduct disciplinary proceedings. The State Bar Act also authorized the State Bar to aid in the administration of justice. In 1960, the electorate added the State Bar to the California Constitution. That provision, as amended in 1966, provides: "The State Bar of California is a public corporation. Every person admitted and licensed to practice law in this State is and shall be a member of the State Bar except while holding office as a judge of a court of record." The State Bar serves as an arm of the California Supreme Court in all of its regulatory duties.

In 2011, the California Legislature amended the State Bar Act to make public protection “the highest priority for the State Bar of California and the board of trustees in exercising their licensing, regulatory, and disciplinary functions.” (Business and Professions Code section 6001.1) Consistent with a statutory change effective January 1, 2018, functions and activities outside of the core mission of the Bar were transferred to a new, private, nonprofit corporation (See Stats. 2017, ch. 422.). The sole focus of the State Bar is now on its regulatory function. Consistent with this shift in focus and priorities, the Board of Trustees adopted a new State Bar Mission Statement in July 2017:

“The State Bar of California’s mission is to protect the public and includes the primary functions of licensing, regulation and discipline of attorneys; the advancement of the ethical and competent practice of law; and the promotion of efforts for greater access to, and inclusion in, the legal system.”

## **BOARD OF TRUSTEES**

The State Bar’s governing board, the Board of Trustees, meets monthly to consider organizational, policy and regulatory matters.

The board is made up of 13 trustees, including:

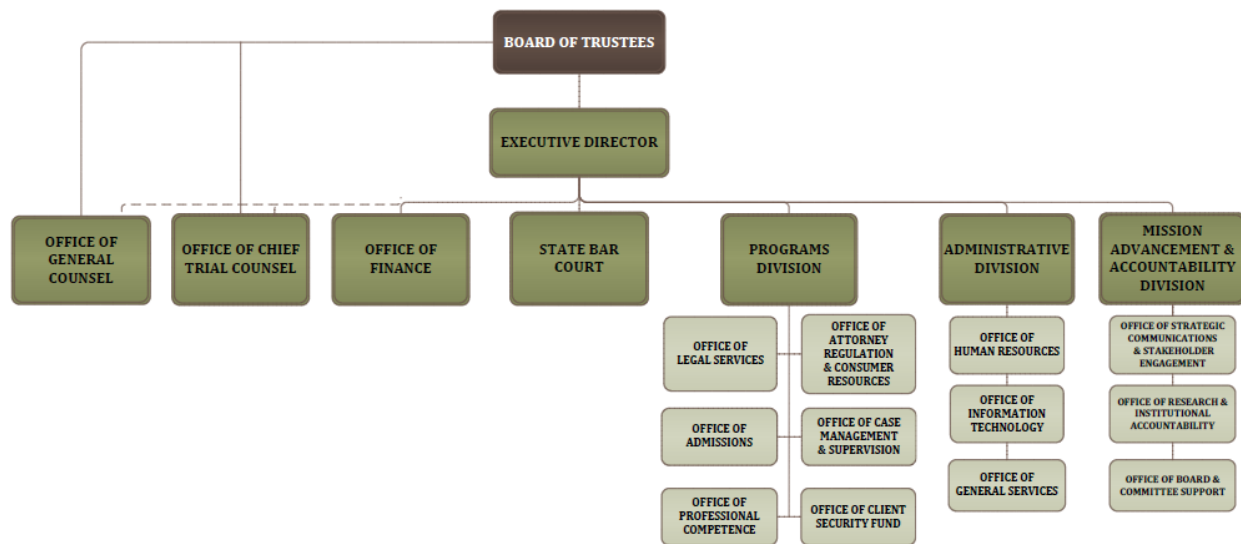
- Five attorneys appointed by the California Supreme Court, who will serve four year terms;
- Two attorneys appointed by the Legislature, one by the Senate Committee on Rules and one by the Speaker of the Assembly; and
- Six “public” or non-attorney members, four appointed by the governor, one by the Senate Committee on Rules and one by the Speaker of the Assembly.

## LICENSEES

With over 263,000 attorneys the State Bar of California is the largest State Bar in the country. To practice law in California attorneys must pass the California Bar Examination, meet moral character requirements, and pay annual licensing fees to the State Bar.

## ORGANIZATIONAL STRUCTURE

The Board of Trustees guides policymaking for the State Bar. The Bar's Executive Director, Chief Trial Counsel, and General Counsel report directly to the Board of Trustees. The Executive Director, through and with the Bar's Leadership Team<sup>1</sup> is responsible for ensuring that the organization fulfills its mission and achieves the specific goals outlined in the Bar's strategic plan. The organizational chart illustrates the Bar's oversight structure:



<sup>1</sup> In addition to the Executive Director, the Leadership Team is comprised of the General Counsel, Chief Trial Counsel, Chief Court Counsel/Administrator, Chief of Programs, Chief Financial Officer, Chief Administrative Officer, and Chief of Mission Advancement and Accountability.

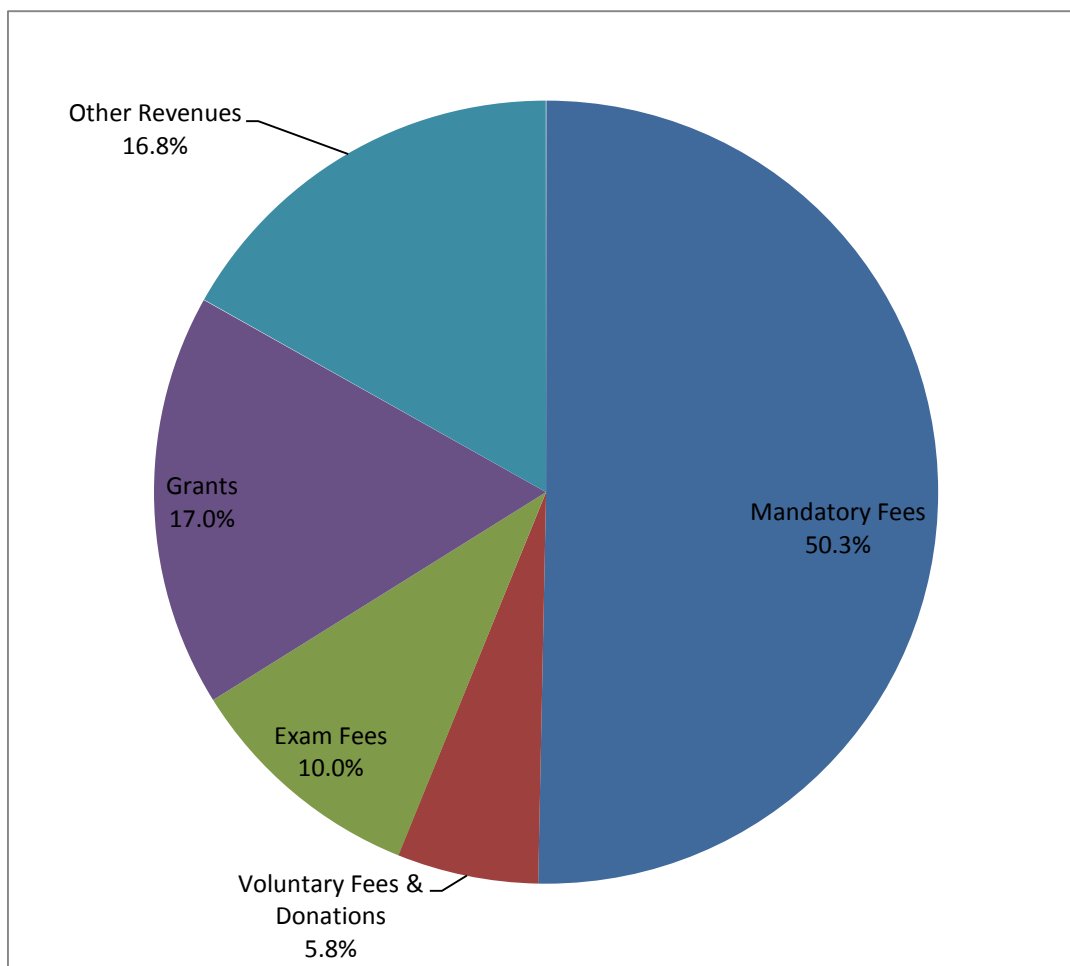
# FISCAL 2018 BUDGET OVERVIEW

## SOURCES OF FUNDS

The State Bar's 2018 Adopted Budget reflects \$150.3 million in total revenue and \$176.0 million in total expenses. The graphs and tables below report the major revenues and expenses expected in 2018. Variances in budgeted amounts compared to the prior year are discussed below.

**Figure 1** reports anticipated sources of funding for 2018. Mandatory fees are the largest source of revenue for the State Bar.

**Figure 1: Revenues, 2018**



**Table 1** provides a detailed breakdown of 2017 actual revenues and 2018 budgeted revenues by funding source. It also outlines budget variance by dollar amount and percent change from previous year.



**Table 1: Revenues, 2018**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Mandatory Fees	\$74,047,100	\$75,617,300
Voluntary Fees & Donations	7,500,000	8,745,000
Exam Fees	14,473,500	14,985,400
Grants	19,208,400	25,616,300
Other Revenues	31,814,700	25,307,500
<b>Total Fund Sources</b>	<b>\$147,043,700</b>	<b>\$150,271,500</b>

**Mandatory Fees**

Mandatory fee revenues include the attorney licensing fee, \$25 discipline fee, \$40 Client Security Fund fee, and the \$10 Lawyer Assistance Program fee. The attorney licensing fee is set by the Legislature annually. The adopted budget represents a 2.1% increase from the prior year's mandatory dues revenues, resulting from projected growth in the number of licensees by 1% and the reversion to the status quo licensing fee of \$315 per attorney (compared to \$297 in 2017).

**Grants**

Grants include revenues received by the State Bar from a variety of granting agencies and other sources. The adopted budget represents a 33.4% increase from the prior year's grants revenues, resulting primarily from \$6.4 million increase in grants received by the Equal Access Fund.

**Exam Fees**

Exam fees include revenues from the First-Year Law Students' Examination and the California Bar Examination, which are housed in the Bar's Admissions Fund. The adopted budget represents a 3.5% increase from the prior year's exam fees revenues, resulting primarily from an expected 3.0 increase in the number of applicants from 2017 to 2018.

**Voluntary Fees and Donations**

The Bar also generates revenue through voluntary fees from members and donations. Voluntary fees and donations fund specific program areas including the Elimination of Bias and legislative activities. The adopted budget represents a 16.6% increase from the prior year's voluntary fees and donations revenues, resulting primarily from a \$0.7 million increase due to reinstatement of the \$5 opt-in for Legislative Activities and a \$0.3 million increase due to reinstatement of the \$5 deduction for Legislative Activities and a \$2 Elimination of Bias deduction.

**Other Revenues**

In addition to the funding sources outlined above, the State Bar generates revenue in from a host of other sources and services provided, including student registration fees, law school accreditation, penalty and late fee assessments, the Interest on Lawyers' Trust Account program, certificates of standing, moral character fees, insurance commissions, lease revenues, and interest income.

## USE OF FUNDS

State Bar Divisions and Offices are responsible for implementing the Bar's Strategic Plan. They include: The Office of the Executive Director; the Office of the General Counsel; the Office of the Chief Trial Counsel; State Bar Court; the Mission Advancement and Accountability Division, which includes the Office of Board and Committee Support, the Office of Communications and Stakeholder Engagement, and the Office of Research and Institutional Accountability; the Programs Division, which includes the Office of Admissions, the Office of Attorney Regulation & Consumer Resources, the Office of Case Management and Supervision which includes the Lawyer Assistance Program and the Office of Probation, the Office of the Client Security Fund, the Office of Legal Services, and the Office of Professional Competence; the Administrative Division, which includes the Office of General Services, the Office of Human Resources, and the Office of Information Technology; and the Office of Finance.

A brief overview of each, along with key specific revenue, expense, and personnel data, is provided in the State Bar Operations Budget Detail section of this document.

**Table 2** below outlines the operating budget by expense type for 2018.

**Table 2: Bar Expenses by Cost Type**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$83,876,400	\$84,558,200
Leases and Rent	\$7,017,800	\$7,473,000
Services	\$14,064,900	\$10,953,400
Legal Services Grants	\$37,387,100	\$50,227,700
Supplies and Equipment	\$12,665,800	\$14,840,400
Other Expenses	\$8,850,400	\$6,819,600
Debt Service	\$2,700,000	\$1,162,100
Depreciation	\$3,597,400	\$0
<b>Total Expenses</b>	<b>\$170,159,800</b>	<b>\$176,034,400</b>

### Personnel Expenses

Personnel expenses include salary and benefits, supplemental staffing, severance expenses, and retiree medical funding. These expenses total \$84.6 million of the Bar's 2018 budget. The adopted budget represents a 0.8% increase from the prior year's budgeted personnel expenses. Changes in personnel costs reflect the estimated impact of the economic package presented to the Service Employees International Union as further described on page , offset by a decline in the number of budgeted employees from 599.8 last year to 587.5 in 2018.

### Leases and Rent

Leases and rent expenses include occupancy costs and exam room rentals. Leases and rent account for \$7.5 million of the Bar's 2018 budget. The adopted budget represents a small 6.5% increase from the prior year's leases and rent expenses.

### **Services**

Services expenses include professional services, other outside services, exam graders, and exam proctors. Services account for \$11.0 million of the Bar's 2018 Budget. The adopted budget represents a 22.1% decrease from the prior year's services expenses, resulting primarily from reduction in Sections costs due to their January 1, 2018 separation (\$1.5 million), broker commissions for recruiting tenants budgeted in 2017 but not in 2018 (\$0.6 million) and reduction in Professional Services related to the Legal Specialization spend down (1.2 million).

### **Legal Services Grants**

Legal Services grants represent distribution of grants generated through the Interest on Lawyers' Trust Accounts program, Equal Access Fund, and bank settlements. Legal Services Grants account for \$50.2 million of the Bar's 2018 Budget. These expenses represent a 34.3% increase in 2018 compared to the prior year primarily due to increases in the Equal Access Fund (\$7.0 million), Bank Settlement Fund (\$4.5 million) and the Legal Services Trust Fund (1.3 million).

### **Supplies and Equipment**

Supplies and equipment expenses include exam and software licensing, supplies and postage, computers and software, buildings and equipment, and telecommunications. Supplies account for \$14.8 million of the Bar's 2018 budget. The adopted budget represents a 17.2% increase from the prior year's services expenses, resulting from a \$2.0 million increase in budgeted expenses to ensure that the Howard Street building operates safely, efficiently, and in compliance with building codes.

### **Debt Service**

In 2012 the State Bar acquired a real property located at 845 South Figueroa Street in Los Angeles and entered into a 15- year loan agreement in the amount of \$25.5 million with Bank of America. The annual interest rate on this loan is 4.26% and the outstanding loan balance as of December 2017 is approximately \$18.6 million.

In 2016, the State Bar entered into a 10-year loan agreement with Bank of America for \$10 million for the purpose of refinancing the costs of tenant improvements of its 180 Howard Street building in San Francisco. These improvements are needed in order to restore vacant floors to lease-ready status. The annual interest rate on this loan is 4.26% and the outstanding balance as of December 2017 is approximately \$8.6 million.

Annual interest expense for these loans is approximately \$1.1 million for 2018 and the costs are charged to individual program funds through indirect cost allocation based on space occupancy.

### **Depreciation**

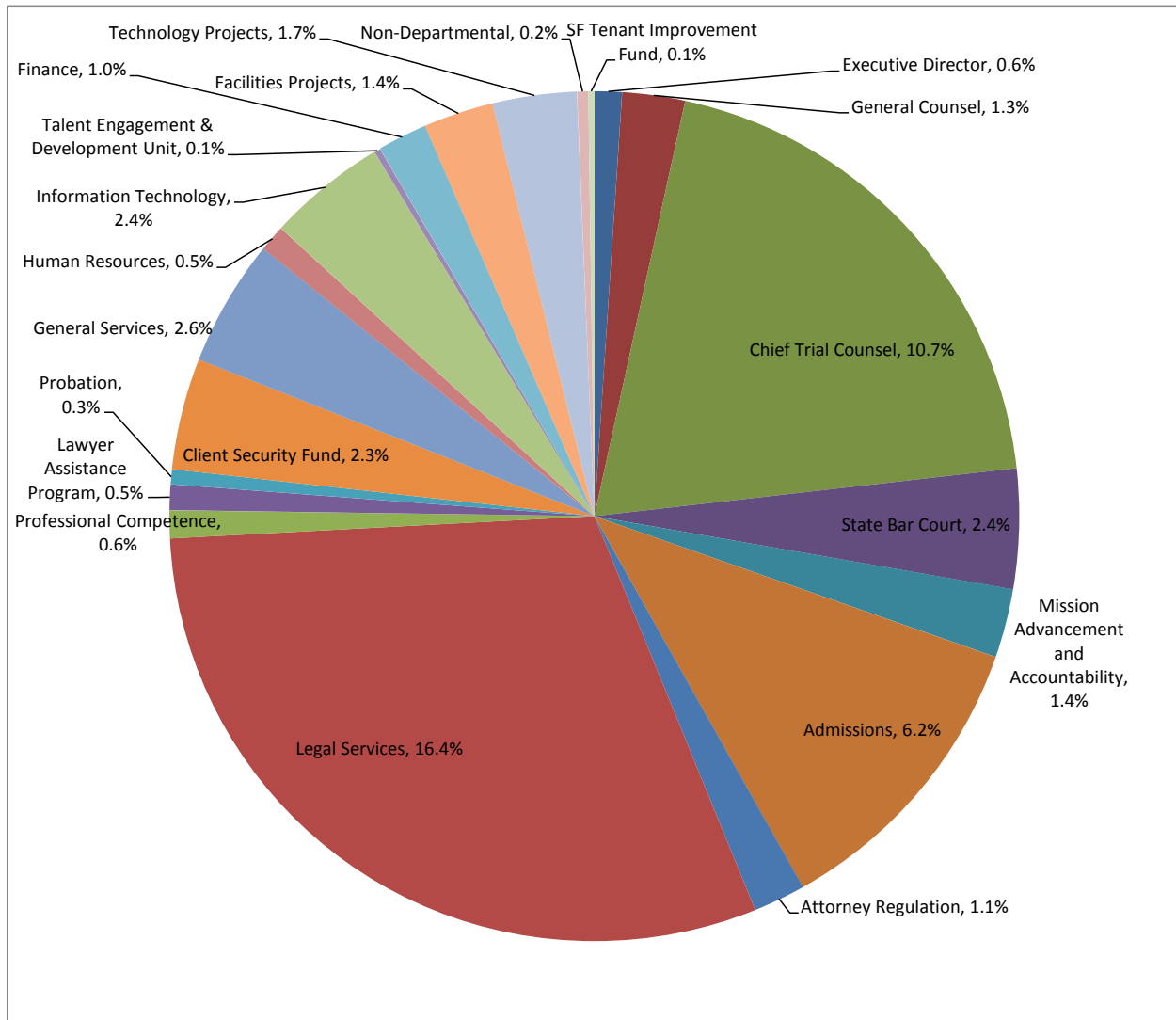
Budgeted depreciation expense for 2018 is \$3.6 million below 2017. In 2017, capital projects were budgeted both when the acquisition occurred and when the asset was used via depreciation expense. This incorrectly caused a double recording of capital costs. In 2018, capital projects are correctly budgeted only when the acquisition occurs.

### **Other Expenses**

Other expenses include travel and training, offset by reimbursements, and other expenses. These expenses account for \$6.8 million of the Bar's 2018 budget. The adopted budget represents a

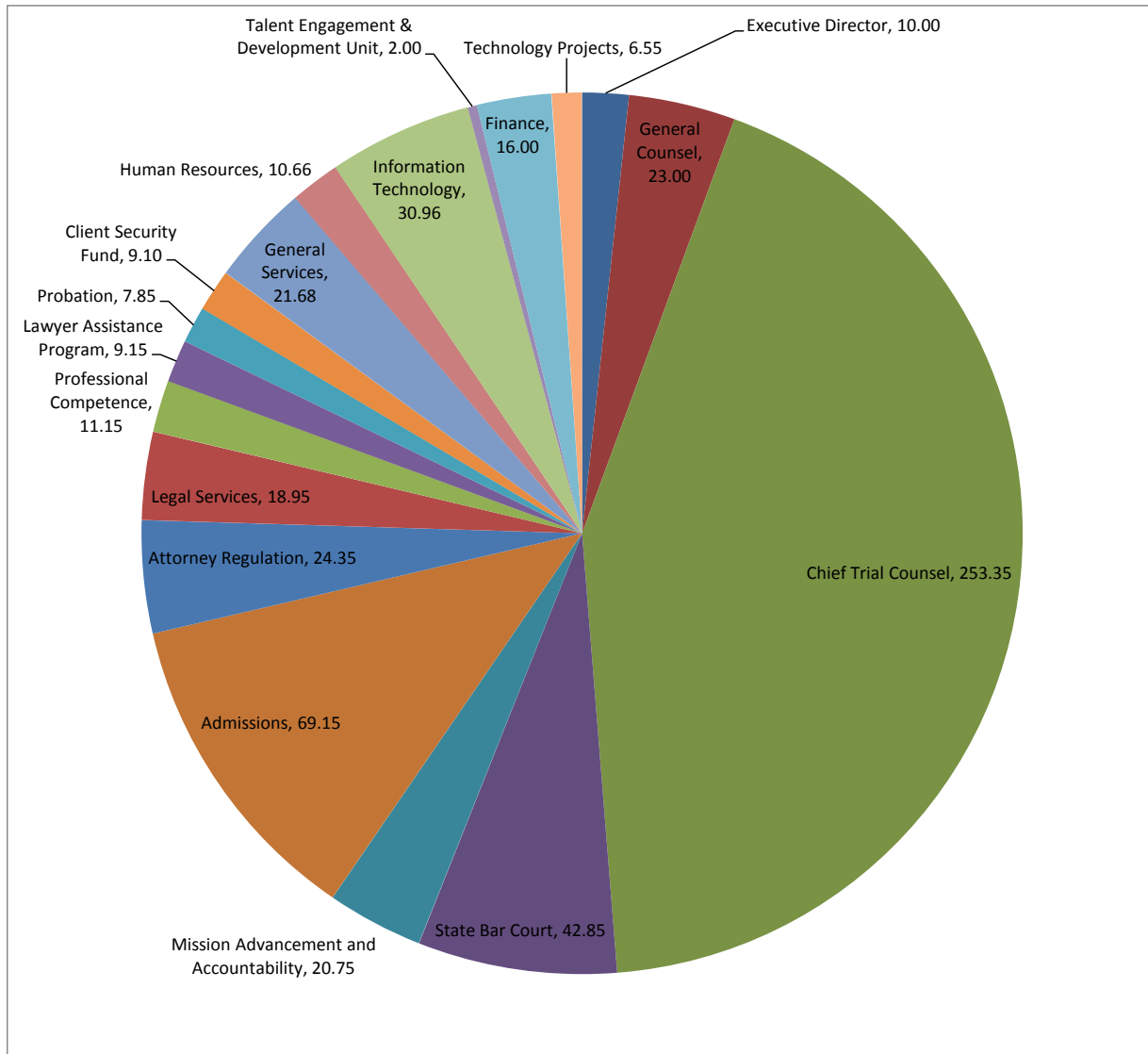
22.9% decrease from the prior year's costs, resulting from a decline in travel and training expenses previously incurred by Sections. In most fiscal years, the Office of the Chief Trial Counsel assumes the largest portion of the Bar's budget, followed by Legal Services and Admissions. Due to planned spend down of a large bank settlement grant, the Office of Legal Services comprises the largest portion of the Bar's 2018 budget, as shown below.

**Figure 2: Operations Budgets**



The 2018 adopted budget funds 587.50 full-time equivalent positions compared to 599.80 budgeted for 2017. **Figure 3** below illustrates the distribution of FTEs across the Bar. Details are provided in the State Bar Operations Budget Detail section of this document.

**Figure 3: Department Distribution of Full Time Employees**



## **BUDGET ASSUMPTIONS**

The proposed 2018 budget reflects the following significant assumptions:

### **Mandatory Licensee Fees & Voluntary Donations**

The 2018 budget assumes 1 % projected growth in the number of licensees based on historical averages. Budgeted licensee fees and voluntary donations, excluding late penalties, total \$84.4 million, reflecting a \$2.9 million increase as compared to \$81.5 million in the 2017 adopted budget. This increase stems from a reversion to the status quo licensing fee of \$315 in the 2018 fee bill as well as the projected licensee base increase.

### **Personnel Expenses**

Personnel expenses are the largest single driver of the State Bar's costs. The 2018 personnel expenses budget increased by \$0.7 million or 1.0 percent, from \$83.9 million in 2017 to \$84.6 million in 2018. The increase is due primarily to inclusion of the State Bar's economic package presented to the Service Employees International Union (SEIU) in the 2018 budget.

With respect to non-represented State Bar staff, 2018 personnel costs reflect: (a) implementation of the new classification and compensation structure (which became effective for these employees in July 2017); (b) a requirement that these employees begin contributing 20% of the cost of their health care premiums mirroring represented staff contributions; and (c) step increases in accordance with parallel increases afforded to represented staff.

Increases in personnel costs stemming from the Bar's labor proposal and the application of similar provisions for non-represented staff are partially offset by the requirement that non-represented staff begin contributing to the cost of their health care premiums and an overall reduction in the number of budgeted FTE's.

### **Affinity and Insurance Program Revenues**

The 2018 Fee Bill redirects virtually all of the State Bar's affinity and insurance program revenue. First, 100% of affinity program revenue will be remitted to the California Bar Foundation. Revenue received from insurance programs will be split as follows: 50% to the California Lawyers Association, 25% to the State Bar Foundation for allocation by that entity to qualified legal services projects and support centers, and 25% to support discipline functions of the State Bar or the Client Security Fund. Accordingly, the State Bar's 2018 budget reflects a 75 percent reduction in revenue from these funding sources. The net negative fiscal impact on the 2018 budget totals \$1.5 million.

### **Elimination of Bias**

In 2017, the California Supreme Court did not approve the \$5 "opt out" provision that had been previously used to support the Elimination of Bias (EOB) and Bar Relations<sup>12</sup> programs. The Bar used reserves that had accumulated in the EOB Fund to support a continuation of activity in 2017;

<sup>2</sup> The Bar Relations Program was discontinued in 2017. Because the previous opt out supported both the EOB and Bar Relations Programs, the reinstated opt out in the 2018 budget has been reduced to reflect the fact that it will be used to support one, not two, programs.

reserve funding was augmented by a small amount of donation support received in that year. The 2018 budget returns to the “opt out” model of EOB funding, at a reduced level of \$2.

### **Catering, Professional Services and Temporary Help Services**

Zero-based budgeting continues in 2018 for catering, professional services and temporary help line items. Catering expenses are budgeted at \$0.1 million, a decline from last year’s budget of \$1.6 million. Professional services expenses are budgeted at \$5.4 million, a decline from last year’s budget of \$6.0 million. The 2017 budget included approximately \$2.5 million of professional services related to the Legal Specialization Fund spend down. This spend down was deferred to 2018, with a budget of \$1.3 million. Temporary help expenses are budgeted at \$1.2 million, a decline from last year’s budget of \$1.4 million.

### **Separation of The State Bar Sections**

The 2018 budget reflects a reduction of revenues and expenses of approximately \$9 million and \$9 million, respectively, compared to the 2017 budget due to the transition of the State Bar Sections to a new non-profit entity, the California Lawyers Association (CLA). In addition, approximately \$1.7 million of indirect costs that were formerly allocated to the Sections are borne by the General Fund in the 2018 budget. CLA has contracted with the State Bar for 8 staff and office space for 6 months of 2018; the 2018 budget reflects these contractual agreements.

### **Legal Specialization Fund**

In July 2016, the Board of Trustees adopted a reserve policy establishing minimum and maximum reserves levels. The Legal Specialization Fund was significantly over the reserve policy maximum at that time and the Board adopted a spend-down plan for the Fund. The 2017 budget accordingly included \$2.5 million for Legal Specialization related professional services. Use of this \$2.5 million was delayed in 2017 while staff and question drafters were processing a record number of examination registrations for the examinations offered that year; \$1.3 million is carried over to the 2018 budget. In addition, \$.5 million is budgeted as the Legal Specialization Fund’s contribution toward implementation of the Admissions Information Management System.

The 2018 budget reflects a \$1 million loan from the Legal Specialization Fund to the Admissions Fund to finance a portion of the Admissions Information Management System (AIMS). The \$1 million loan is to be repaid to the Legal Specialization Fund in equal installments of \$0.1 million over 10 years, starting in 2018. The first installment is in the 2018 budget.

### **Attorney Fingerprinting**

The California Supreme Court has directed the State Bar to require active licensed attorneys to resubmit fingerprints no later than December 2019 so that the Bar can enter into a subsequent arrest notification contract with the California Department of Justice. The State Bar will have to increase staffing to effectuate this requirement. The number and timing of new staffing needs is dependent on many factors including the number of attorneys charged and convicted of crimes, the number of these cases that have gone unreported, the severity of the crimes, the number of attorneys who fail to comply with the new mandate, and the number of attorneys who contact the Bar to inquire about the policy or request an accommodation. Despite the initial estimate that staffing needs include a minimum of nine positions spread throughout various Bar offices, due to the unknown



implementation start date, the as yet unknown schedule for implementation of the new requirement and other budget needs, the 2018 budget assumes only four new staff positions for the fingerprinting effort. Funding for additional staffing needs will likely be included with the 2019 budget.

### **Capital Maintenance**

The Bar has a multi-year capital improvement program in place to ensure that its 180 Howard Street headquarters building operates safely and efficiently and complies with updated building codes. Improvement budgeted in 2018 totals \$4.0 million and includes the upgrade, replacement or new installation of components of heating, ventilation and air conditioning systems, electrical and plumbing systems, fire and life safety systems, and the emergency generator. Funding is also provided for elevator upgrade work and OCTC reconfiguration.

### **Lawyers Assistance Program**

Budgeted expenses in the Lawyers' Assistance Program (LAP) increased to \$2.2 million in 2018 from the \$1.6 million budgeted in 2017; budgeted revenue remains the same at \$2.1 million. The 2018 budget reflects resources needed to implement the LAP Strategic Plan adopted in March 2017. As reflected on page 229 (Projected Reserve Balance By Fund) of this budget, even with planned deficit spending in the program the LAP Fund balance will remain significantly in excess of the maximum reserve established by the Board of Trustees. The 2018 Fee Bill allows for the transfer of reserves from LAP to the Client Security Fund under limited circumstances. Staff anticipates working with the LAP Oversight Committee to develop a proposed process to guide the Board's future consideration of any such transfer.

### **Information Technology Projects**

2018 information technology projects include various implementation efforts, including the Odyssey Case Management System (CMS), the Oracle financial software upgrade (ERP System), and the Admissions Information Management System (AIMS). In addition, the project budget includes funding for automating the process by which attorneys notify the Bar of compliance with mandated MCLE. The 2017 adopted budget provided \$4.3 million budget for the CMS project, of which approximately \$2.0 million is unspent and carried over to the 2018 budget. The Board previously approved \$700,000 to purchase Oracle ERP software in July 2017; \$225,000 was spent in 2017 and \$475,000 is carried over to the 2018 budget. See further discussion of these projects on page 19.

### **Indirect Cost Allocation**

Direct costs are those that can be specifically identified with a particular cost objective. For the State Bar, this includes services such as Admissions, Client Security, Lawyer Assistance and Legal Services. On the other hand, indirect costs are not readily identifiable with a specific direct operating program, but rather, are incurred for a joint purpose that benefits more than one cost objective. Common examples of indirect costs include finance, human resources, information technology, insurance and building maintenance. Although indirect costs are generally not readily identifiable with direct cost programs, their cost should be included if we want to know the total cost of delivering specific services.

In the State Bar's budget, indirect costs are captured in the General Fund and allocated out to



Offices and programs based on an indirect cost allocation methodology approved by the Board of Trustees. The total amount of the 2018 indirect cost pool is \$32.8 million compared to \$32.7 million in the 2017 amended budget. Page 248 of this budget summarizes indirect cost allocation detail.

With the Sections' separation, approximately \$1.7 million additional indirect costs would have been allocated to other Offices and programs through cost allocation in 2018. This amount represents the amount of the cost pool borne by the Sections in prior years. Cost allocated Offices will need to right-size their budgets through a combination of revenue increases and expense reductions in order to absorb the increased allocations due to the loss of the Sections. Accordingly, the \$1.7 million is budgeted in the General Fund reserve in 2018 to provide cost allocated Offices with a year to make such adjustments.

### Use of Reserves

Budgeted revenues are \$150.3 million, with \$25.7 million funded from reserves. The \$25.7 million assumed reserve funding is composed of \$16.8 million of non-General Fund amounts collected in prior years that will be spent in 2018, and \$8.9 million for certain non-recurring expenses that staff recommends be financed from General Fund reserves. Following is a description of the use of reserves related to the funds that are primarily affected:

- General Fund \$8.9
- Legal Specialization Fund 3.4
- Legal Services Trust Fund 3.1
- Bank Settlement Fund 9.9

The 2018 General Fund reserve fund spending of \$8.9 million primarily represent expenses that are one-time in nature and intended to advance the Bar's mission and objectives, as follows.

- *Case Management Systems (CMS)*: \$3.6 million budgeted in 2018. This includes purchase of the Odyssey Case Management system and related document imaging capability.
- *Capital Maintenance, Howard Street*: \$4.0 million budgeted in 2018.
- *IT Infrastructure*: \$0.6 million is budgeted to support high priority information technology infrastructure upgrades.
- *Educational Content Development*: \$0.2 million is allocated to support the development of online content primarily regarding anticipated new Rules of Professional Conduct; and
- *One-Time Payments Pursuant to Labor Agreement*: \$0.3 million is budgeted for anticipated one-time employee payments that will be made pursuant to a pending agreement with SEIU.

Legal Specialization reserve spending will be used to support planned activities in the areas of exam development, administration, and grading, as well as for the program's portion of the AIMS system.

\$3.1 million in the Legal Services Trust Fund reserve balance has been budgeted pursuant to

established policy directing a spend down of that Fund's reserves when certain benchmarks are hit.

The Bar received \$44.7 million in bank settlement funds in 2016. In 2018, \$9.9 million is budgeted to be spent from these funds to support legal services initiatives focused on foreclosure prevention and community economic development.

## 2018 MAJOR PROJECTS

### INFORMATION TECHNOLOGY

***Odyssey Case Management System (CMS), Office of the Chief Trial Counsel, State Bar Court, and Probation.*** The CMS project will improve the level of automation, functionality, and end-to-end integration between OCTC, SBC, and Probation. The CMS integrated solution will also reduce operational costs and complexity by reducing the number of disparate applications and tools needed for the lifecycle processes of the discipline system. 2018 budgeted costs total \$3.6 million; this figure includes in-kind staffing support.

***Enterprise Resource and Planning (ERP) System, Office of Human Resources, Office of General Services (Procurement, and Office of Finance.*** The ERP system is currently on a legacy version of Oracle's JD Edwards platform. The State Bar recently selected Oracle's Fusion to address a majority of the Bar's ERP requirements. The Board of Trustees approved the upgrade to Oracle Fusion in 2017 and the project will be implemented in 2018. The 2018 budget includes \$500,000 to support this effort; this figure does not include in-kind staffing support.

***Admissions Information Management System (AIMS), Office of Admissions.*** The current Admissions systems rely on older technology, are insufficiently integrated, difficult to navigate, and do not support the required business processes and workflow necessary to aid in automating core activities such as tracking accommodations petitions, moral character determinations, and communicating with applicants, institutions and others involved in the admissions process. A new Admissions Information Management System will be developed in 2018. 2018 budgeted costs total \$2.5 million; this figure does not include in-kind staffing support.

***Information Technology Infrastructure.*** The 2018 budget includes \$600,000 for high priority IT infrastructure projects including Network Infrastructure Upgrades of equipment nearing the end of their useful life (\$410K), MCLE Attendance Tracking Project (\$100K), Software maintenance for 10 hour MCLE development (\$50K), and of a new system for managing board and committee agendas and materials (\$40K).

### BUILDING IMPROVEMENTS

The State Bar is required to perform certain improvements and upgrades to ensure that its 180 Howard Street headquarters building is in compliance with City and County of San Francisco

building codes. Related 2018 budgeted costs total \$1.0 million. Additional funding is provided for emergency generator and HVAC work (\$2 million) as well as OCTC expansion and the Howard Street elevator project (\$1 million).

## **BUDGET DEVELOPMENT PROCESS**

### **BUDGET CALENDAR**

The State Bar's budget process begins in August with preliminary revenue and expense projections for the upcoming budget year. In September, under the direction of the Chief Financial Officer (CFO), the Office of Finance issues budget instructions that contain detailed guidance on the preparation of budget requests. Offices then prepare their budget requests and submit to the Office of Finance for review in October. The Office of Finance reviews the budget requests, compares against projected revenues and prepares the budget document. With the approval of the Executive Director, the State Bar's preliminary budget is presented and adopted by the Board of Trustees in November of each year, followed by the final budget in January. Upon the Board's adoption of the preliminary and final budgets, the Office of Finance is responsible for preparing and submitting each version to the Legislature by November 15 and February 15 respectively.

### **BUDGET DEVELOPMENT**

Each year, the State Bar budget is prepared in accordance with Business and Professional Code section 6140.1. The State Bar's Budget Policies and Procedures Manual documents in detail budget preparation, formulation, submission and approval processes. The budget expresses, in terms of dollars, the funded programs and plans of the State Bar for the budget year and the estimated income by sources necessary to finance these programs and plans. The budget is the primary instrument of fiscal control and, accordingly, contains all income and expenses of the State Bar. The State Bar's strategic plan provides the framework for the annual budget formulation and process.

Revenue amounts included in the annual budget are estimates. Unlike expense accounts, revenue accounts are not budgets subject to adoption. Revenue estimates may be adjusted from time to time to reflect additional information as it becomes available or to correct technical or clerical errors.

The Office of Finance is responsible for the development and monitoring of the State Bar's annual operating budgets. It prepares the annual budget submission to the Board of Trustees and Legislature; fulfills internal and external budgeting reporting requirements; processes budget transfers and funding requests for new initiatives; reviews and monitors capital budget requests; and provides financial analyses for Offices and the Board.

### **BUDGET MANAGEMENT**

The Office of Finance is responsible for monitoring budget spending on a monthly basis. It conducts analytical studies to support the planning and budget development processes and

produces management information related to the State Bar's operations. The Office of Finance strives to provide efficient and productive methods of budget preparation, using sound budget and management practices, financial planning that supports management decision making, developing innovative solutions to challenging problems, and ensuring that the State Bar's budget is linked to the Bar's Strategic Plan.

All the State Bar's basic financial statements are prepared in accordance with Generally Accepted Accounting Principles as prescribed by the Governmental Accounting Standards Board.

## **BUDGET VARIANCES AND ADJUSTMENTS**

The State Bar's Board Book and Budget Policies and Procedures Manual set guidance for budget control and amendment. Quarterly financial report, mid-year forecasting and budget-to-actual variance reports are required to be presented to the Board of Trustees for review. A significant variance is defined in the Board Book policy as a year-to-date budget-to-actual variance that is greater than \$100,000 over the budgeted line item. When significant variances arise, the Office of Finance is responsible for investigating and identifying unusual items and activities. Corrective actions and reporting to the Board of Trustees are necessary depending on the extent to which the variances impact overall expenditure authority.

## **FUND STRUCTURE AND FINANCIAL POLICIES**

The State Bar's financial policies and fund structure are designed to manage financial risk and ensure that the Bar is funded in the event of revenue changes. This section describes fund structures and significant financial policies.

### **FUND STRUCTURE**

The State Bar's budget represents a complex mix of 23 funding sources supporting over 40 distinct functions within the organization. Pursuant to Board action in 2015, each of these sources is categorized into one of three Fund types:

- General Fund (*renamed from Consolidated General Fund in June 2017*): This Fund accounts for spendable financial resources that can generally be used to support most aspects of the Bar's operations.
- Restricted Fund Group: These funds account for activities and financial resources that can only be used for specific purposes or when constraints are placed on the use of resources imposed externally through legislation or similar external restrictions. The State Bar has ten funds in this group:
  - Legislative Activities Fund
  - Elimination of Bias Fund
  - Lawyer Assistance Program Fund
  - Legal Specialization Fund

- Client Security Fund
  - IT Special Assessment Fund
  - Legal Service Trust Fund
  - Equal Access Fund
  - Justice GAP Fund
  - Bank Settlement Fund
- **Special Revenue Fund Group:** These funds account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes. The State Bar has four funds in this group:
    - Admissions Fund
    - Grant Fund

The primary source of funding for the General Fund is the fees paid by licensees of the State Bar, as authorized annually by Business and Professions Code section 6041. Accordingly, the Bar's discipline system, and the majority of the administrative functions supporting that system, are funded by the General Fund.

Restricted Funds are primarily generated outside of the fee bill process, through either separate statutory authority (for example, the Client Security and Lawyer Assistance Program Funds), or grant or settlement sources. However the Legislative Activities Fund is dependent on fee bill authorization. Special Revenue Funds are self-sustained by fees paid by licensees or applicants. While Restricted and Special Revenue Funds differ in their underlying revenue sources, neither is used to support General Fund activity, other than as charged for administrative support services through the allocation of indirect costs.

## **ACCRUAL BASIS ACCOUNTING**

The State Bar utilizes the accrual basis of accounting for its Enterprise Fund, which reports all business-type activities in the General Fund, the Restricted Fund Group and the Special Revenue Fund Group. Under the accrual basis of accounting, licensee fee revenues and other fees are recognized in the period earned rather than when collected. Expenses are matched with the related revenues and are recognized in the period that the liability is incurred, regardless of the timing of the related cash flows.

Basis of budgeting refers to the method used for recognizing revenues and expenditures in budget. For budgetary purposes, the State Bar utilizes the modified accrual basis of accounting for all program funds, with budgetary control set at the cost center and expenditure category levels within each Office budget. The modified accrual basis of accounting is different from the accrual basis of accounting accepted under the GAAP. Depreciation expense is not included as a budgeted expense since it does not use spendable resources. Debt principal and capital outlay are also expensed under the modified accrual basis which is not in accordance with GAAP.

## **PROCUREMENT**

Purchase of goods and services are managed under a procurement system utilizing purchase requisition and purchase order. The State Bar does not use encumbrance accounting. As a result, unfilled purchase orders and outstanding contractual obligations at year-end are not classified as commitments for financial statement presentation. Budget control is set at the cost center and expenditure category levels. Unspent budget appropriations lapse at each fiscal year-end.

## **RESERVES**

The State Bar adopted a new fund structure in 2015 and revised its Reserve Policy the following year. The fund structure, which utilizes the concept of “fund balance” for Enterprise Funds under GAAP and the Governmental Accounting Standards Board Statement No. 54, establishes a fundamental framework for the Reserve Policy in defining the classification of reserves in each program fund. Under the Reserve Policy, the State Bar is required to maintain a net minimum reserve balance that equates to two months or a level of 17 percent of operating expenses for all non-grant funds. Funds subject to the policy are the General Fund, Legislative Activities Fund, Elimination of Bias Fund, Lawyer Assistance Program Fund, Legal Specialization Fund, Client Security Fund, Legal Services Trust Fund, and Admissions Fund. Whenever reserve levels surpass 30 percent, for a consecutive six-month period, a reserve spend-down plan shall occur in accordance with the principles stated in the Reserve Policy.

## **INVESTMENT POLICY**

It is the policy of the State Bar of California to invest public funds in a manner which will provide the maximum security with best investment return, while meeting the daily cash flow demands of the Bar and conforming to all State statutes governing the investment of public funds and all resolutions of the Board of Trustees. The Bar’s investment policy applies to all financial assets under direct control of the State Bar, including all funds accounted for in the State Bar quarterly report to the Board and include the General Fund, Restricted Funds, and other funds that may be created from time to time. The State Bar holds no pension trust funds for which it is accountable. The State Bar utilizes an independent third party custodian to provide custodial services on all its investments.

Under the investment policy, the State Bar’s investment portfolio will remain sufficiently liquid to enable the State Bar to meet all operating requirements that might be reasonably anticipated. The State Bar’s investment policy is designed to attain a market rate of return throughout budgetary and economic cycles, commensurate with the State Bar’s investment risk constraints and the cash flow characteristics of the portfolio. Investments are made with the intent to hold to maturity unless the liquidity needs of the portfolio require that the security be sold or a capital gain be realized in a manner that better positions the overall portfolio in achieving investment policy goals.

The CFO is designated as the official with responsibility for authorizing the sale or liquidation of investments in advance of their scheduled maturity dates. The CFO makes quarterly reports to the Board of Trustees on the status of the State Bar’s investment portfolio. These reports include

information as to the type of investment, the amount of money invested with various institutions, market value for securities with a maturity of more than 12 months, purchase and maturity dates, rate of interest, and statement of portfolio liquidity, as required by California state law.

Under the policy, investment officials and employees shall disclose any financial interests as required by the Conflict of Interest Code for Designated Employees of the State Bar of California and the Conflict of Interest Code for the State Bar Board of Trustees. All persons authorized to place or approve investments shall report annually on Form 700 of the California Fair Political Practices Commission all required economic interests for that year.

## **CASH RECEIPTS POLICY**

The State Bar's Cash Receipts Policy provides uniform procedures and guidelines for the collection, custody, reporting and deposit of cash receipts. The procedures have been established to encourage an effective administration and internal control of cash handling operations to meet the State Bar's objectives: to deposit cash timely, record cash collections accurately and consistently, and minimize cash delivered directly to State Bar.

## STATE BAR OPERATIONS BUDGET DETAIL

This section provides a detailed description of each operating area of the State Bar of California. The profiles include:

- Overview
- Division Objectives
- Organizational structure
- 2017 accomplishments
- 2018 objectives
- Adopted budget expenditures by cost type<sup>1</sup>
- Staffing requirements
- Significant budget changes

<sup>1</sup> Budgeted expenditures include information regarding indirect costs. Direct costs are those that can be specifically identified with a particular cost objective. Indirect costs are not readily identifiable with a specific direct operating program, but rather, are incurred for a joint purpose that benefits more than one cost objective. Common examples of indirect costs include finance, human resources, information technology, insurance and building maintenance. Although indirect costs are generally not readily identifiable with direct cost programs, these costs are included in the total cost of delivering specific services.

In the State Bar's budget, indirect costs are captured in the General Fund and allocated out to Offices and programs based on an indirect cost allocation methodology approved by the Board of Trustees. The total amount of the 2018 indirect cost pool is \$32.8 million compared to \$32.7 million in the 2017 amended budget. Page 248 of this Budget summarizes the indirect cost allocation.



## OPERATING AREA PROFILES

The table below compares the adopted 2018 budget to 2017 actual expenses by operating area, and outlines budget variance by dollar amount and percent change from the previous year.

### Bar Expenses by Operating Area

Expenses	2017 Budget	2018 Budget
Executive Director	\$1,735,700	\$1,838,300
General Counsel	4,375,000	4,182,400
Chief Trial Counsel	32,888,600	34,835,400
State Bar Court	7,515,100	7,988,400
Mission Advancement and Accountability	3,893,100	4,624,500
Admissions	21,162,100	20,205,600
Attorney Regulation	3,732,500	3,481,500
Legal Services	40,724,000	53,382,800
Professional Competence	1,750,800	1,886,200
Lawyer Assistance Program	1,200,600	1,707,400
Probation	739,900	996,200
Client Security Fund	6,734,600	7,456,300
General Services	7,816,800	8,476,000
Human Resources	1,779,400	1,784,700
Information Technology	6,448,800	7,967,600
Talent Engagement & Development Unit	0	417,300
Finance	3,649,900	3,329,400
Facilities Projects	6,400,000	4,706,700
Technology Projects	5,033,100	5,630,200
Education	7,253,900	0
Non-Departmental	4,285,900	737,500
SF Tenant Improvement Fund	1,040,000	400,000
<b>Total Expenses</b>	<b>\$170,159,800</b>	<b>\$176,034,400</b>

## OFFICE OF THE EXECUTIVE DIRECTOR

### Overview

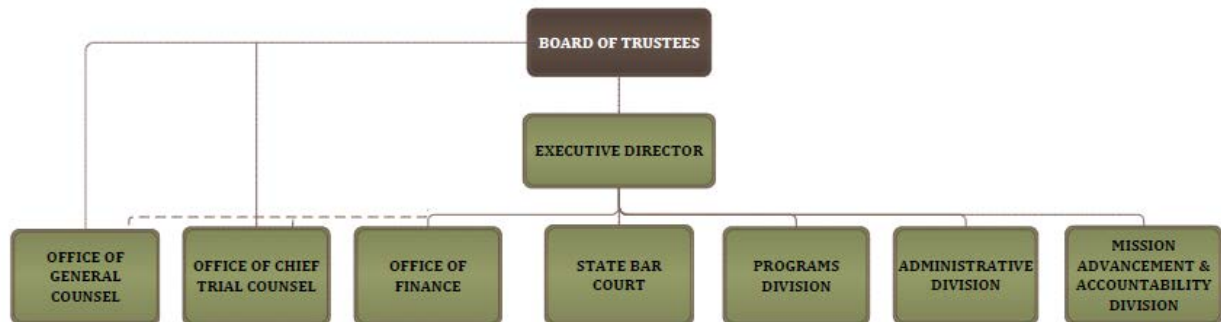
The Office of the Executive Director (OED) is responsible for ensuring that the State Bar achieves the goals and objectives outlined in the Bar's Strategic Plan; the OED is responsible for supporting the Board of Trustees and overseeing Bar staff to this end.

The OED provides support and direction regarding personnel administration, budget, facilities, and all other management related matters. In its leadership role, OED establishes and effectuates operational/programmatic oversight. OED establishes Bar-wide operating policies and procedures and communicates and reinforces those policies and procedures with all staff. OED leads the State Bar's efforts to ensure accountability for the use of resources and compliance with mandates, statutes, rules and other requirements.

### Office Objectives

- Ensure that the State Bar achieves the goals and objectives outlined in its Strategic Plan.
- Ensure that the State Bar is an accountable and transparent organization.
- Ensure the responsible use of funds.

### Organizational Chart



### Fiscal Year 2017 Accomplishments:

- Significant progress on implementation of the Bar's 2017-2022 Strategic Plan including:
  - Separation of the State Bar Sections.
  - Revision of the Board of Trustees Board Book to improve the Board's governance of the State Bar.
  - Revision of the Board Committee structure to align with the State Bar's organizational structure ensuring appropriate governance-level accountability for all functional areas of the Bar.
  - Reorganization of the State Bar to ensure appropriate management-level accountability for all functional areas of the Bar; and
  - Expansion of the Office of the Chief Trial Counsel notwithstanding a reduced 2017 licensing fee.

### Fiscal Year 2018 Projects and Objectives

- Continued progress on the 2017-2022 Strategic Plan.
- Completion of statutorily required reports including a report regarding the Client Security Fund and the relationship between the Fund's fiscal needs and executive compensation.
- Completion of a discipline system workload study and development of a quantitative, objective, funding methodology based on that study.
- Institutionalization of improved communications with State Bar staff, key stakeholders, and the public.
- Effective advocacy to support the ongoing fiscal health of the State Bar.

2018 revenue recognized in the Office of the Executive Director derives from State Bar sponsored insurance programs; in 2018, only 25 percent of related revenue will be retained by the State Bar.

### Table 1: Source of Revenue by Fund

The entire \$2.0 million revenue budgeted in 2017 was Affinity and Insurance. In 2018, that amount has been reduced to \$475K. The remaining \$1.1 million is the rental income from CLA for staff support.

Fund	2017 Budget	2018 Budget
General Fund		

Other Revenues	\$1,999,000	\$1,556,300
General Fund Total	\$1,999,000	\$1,556,300
<b>Total Funds</b>	<b>\$1,999,000</b>	<b>\$1,556,300</b>

### *2018 Budget by Expense Category*

The Office of Executive Director's total budget for 2018 is \$1.8 million. Table 2 provides detailed and comparative information regarding the Office of Executive Director budgeted 2018 expenses.

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$1,331,200	\$1,559,300
Leases and Rent	0	0
Services	161,900	158,400
Supplies and Equipment	31,100	27,000
Other Expenses	116,500	93,000
<b>Total Expenses</b>	<b>\$1,735,700</b>	<b>\$1,838,300</b>

### *2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Executive Director and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$88,500	\$7,200
Interfund Transfers Out	0	0
<b>Total Interfund Transactions</b>	<b>\$88,500</b>	<b>\$7,200</b>

### *Personnel Requirements*

The Office of Executive Director employs 10.00 full-time employees. Table 4 provides prior and current year staffing information for the Office of Executive Director. Staffing consists of the Executive Director and one Senior Administrative Assistant. The remaining eight staff support the newly formed California Lawyer's Association. They are housed in the Office of the Executive Director as part of the Sections transition.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Executive Director	1.00	1.00	1.00	\$267,500
Chief Operating Officer	1.00	1.00		
Director (Exec Office Programs)		1.00		
Managing Dir Planning Admin	1.00			
Program Director I			1.00	142,960
Special Assistant Exec Dir	1.00			
Dir. Procurement & Risk Mgmt.	1.00			
Senior Administrative Specialist	1.00	1.00		
Senior Admin Specialist	1.00			
Budget & Perf Analyst	1.00			
Program Coordinator			3.00	311,184

Senior Librarian/Archivist	1.00			
Senior Administrative Assistant	0.80	1.00	2.00	166,813
Program Specialist			2.00	143,838
Administrative Specialist I	1.00	0.80		
Administrative Assistant II	1.00		1.00	74,417
<b>Total FTE</b>	<b>11.80</b>	<b>5.80</b>	<b>10.00</b>	<b>\$1,106,712</b>

## OFFICE OF THE GENERAL COUNSEL

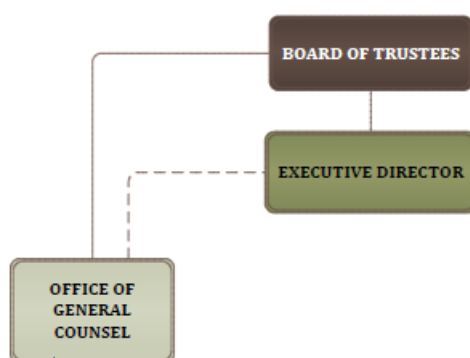
### Overview

The Office of the General Counsel (OGC) functions as the State Bar's lawyer, and is responsible for providing legal advice and counsel to the Board of Trustees, its working groups, taskforces, and committees, and all departments and programs of the State Bar.

### Office Objectives

- To provide legal advice and representation to the State Bar's Board of Trustees, executive staff and sub-entities in trial and appellate administrative and civil litigation in substantive areas including discipline and admissions, governance, labor and employment, intellectual property, contracts, bankruptcy and ethics.

### Organizational Chart



### Fiscal Year 2017 Accomplishments

- Successfully transitioned non-legal contract work to the Administrative Division.
- Continued reductions in the use of outside counsel.
- Assumed responsibility for “second look” work from the Office of the Chief Trial Counsel and decreased time from complaint filing to resolution.

### Fiscal Year 2018 Projects and Objectives

- Fully staff OGC to support continued reductions in contracting out work.
- Achieve a 35 day average for Complaint Review Unit case completion.
- Decrease use of document filing services in favor of OGC support staff performing the work.
- Install effective data and tracking systems.

### 2018 Budget by Expense Category

The Office of General Counsel's total budget for 2018 is \$4.2 million. Table 1 provides detailed and comparative information regarding the Office of General Counsel budgeted 2018 expenses.

**Table 1: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$4,098,900	\$3,937,100
Services	162,100	148,600
Supplies and Equipment	68,000	55,500
Other Expenses	46,000	41,000
<b>Total Expenses</b>	<b>\$4,375,000</b>	<b>\$4,182,400</b>

*2018 Interfund Transactions*

Table 2 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of General Counsel and the amount of transfers to or from other operation areas.

**Table 2: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Interfund Transfers Out	\$0	\$0
<b>Total Interfund Transactions</b>	<b>\$0</b>	<b>\$0</b>

*Personnel Requirements*

The Office of General Counsel employs 23.00 full-time employees. Table 3 provides prior and current year staffing information for the Office of General Counsel.

**Table 3: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Legal Officer	1.00	1.00	1.00	\$227,712
Deputy General Counsel	1.00	1.00		
Deputy Chief Legal Officer			1.00	194,250
Chief Assistant General Counsel	2.00			
Attorney IV			2.00	302,817
Attorney III Conf	7.00	8.75		
Attorney III			9.00	1,367,392
Attorney II Conf		2.00		
Attorney II			1.00	111,879
Attorney I - Confidential	3.00	3.00		
Attorney I			1.00	96,511
Legal Assistant (Confidential)	1.00	1.00		
Program/Court Systems Analyst (Conf)	1.00	1.00		
Admin Specialist II - Conf	1.00	1.00		
Administrative Supervisor			1.00	94,500
Paralegal			1.00	70,133
Administrative Secretary (Conf)	1.00			
Administrative Assistant II (Conf)	1.00	1.00		
Administrative Assistant II			3.00	230,600
Admin Specialist III (Conf)	1.00	1.00		

Legal Secretary (Confidential)	2.00	3.00		
Legal Secretary			2.00	134,058
Coordinator Of Records	1.00	1.00		
Program Assistant II			1.00	59,110
<b>Total FTE</b>	<b>23.00</b>	<b>24.75</b>	<b>23.00</b>	<b>\$2,888,962</b>

## OFFICE OF THE CHIEF TRIAL COUNSEL

### Overview

The Office of the Chief Trial Counsel (OCTC) is the prosecutorial arm of the State Bar, responsible for investigating and prosecuting attorneys for violations of the Rules of Professional Conduct and the State Bar Act. In addition to its core attorney discipline functions, OCTC is responsible for regulatory proceedings before the State Bar Court, such as representing the Committee of Bar Examiners in moral character appeals and representing the Board of Legal Specialization in specialization certification appeals. OCTC is also responsible for ancillary proceedings such as superior court proceedings involving the assumption of a law practice and the pursuit of civil penalties against those involved in the unauthorized practice of law.

OCTC is staffed with executive, attorney and non-attorney staff. Together, these staff comprise 41 percent of the Bar's workforce.

### Office Objectives

- To protect the public by fairly, efficiently, and aggressively investigating and prosecuting misconduct and ethics violations committed by California-licensed attorneys, by promptly and thoroughly investigating the unauthorized practice of law committed by both non-attorneys and by former California-licensed attorneys, and by working proactively to prevent attorney misconduct.

### Organizational Chart



### Fiscal Year 2017 Accomplishments

- Implemented Workforce Planning redesign and fully transitioned to a team structure.
- Established a Supervising Attorney position to lead teams and filled 15 of 16 Supervising Attorney positions.
- Increased investigator staffing.
- Per the recommendations of the California State Auditor, the Audit and Review second-look function was moved to OGC in July 2016. In March 2017, OCTC had resolved all second-look cases that were in its inventory as of June 30, 2016.

- Hired a new Chief Trial Counsel and successfully began addressing long-standing morale challenges in the Office.

Performance Objective	2017 Progress		
Increase attorney and investigator staffing to support timely resolution of complaints and backlog reduction.	<ul style="list-style-type: none"><li>✓ Although additional attorney positions were included in OCTC’s 2017 budget, the combined impact of the Bar’s voluntary reduction in force program and hiring through internal promotions resulted in a small decline in the number of filled attorney positions when comparing the beginning and end of 2017 (82 versus 79).</li><li>✓ 19 additional investigator positions were filled in 2017, increasing the number of filled investigator positions from 40 to 59.</li></ul>		
Develop and track new performance objectives	<p>New metrics have been identified including:</p> <ul style="list-style-type: none"><li>✓ All matters closed or referred to enforcement within 60 days: 2017 average = 22.6 days</li><li>✓ No more than 5% of complainants’ requests to reopen matters closed in Intake are deemed appropriate to be reopened By OGC’s Complaint Review Unit: 2017 average = 6.3%</li><li>✓ The decision to close an investigation complies with applicable case law, charging standards and office policies and procedures in at least 95% of closed investigations randomly audited: new metric for collection in 2018.</li></ul>		
Monitor Year-Over-Year Workload by Case Processing Stage	Workload Category	2016	Est 2017
	Opened in Intake	15,247	15,542
	Closed in Intake	10,445	9,023
	Closed in Investigations	3,676	3,851
	Closed Pre-Filing	109	91
	Closed Pre-Filing	117	116
	Filed in State Bar Court	671	431

#### *Fiscal Year 2018 Projects and Objectives*

- Seek additional resources to support increased staffing to improve case processing timelines and reduce backlog.
- Implement a case prioritization system that is centered on public protection by prioritizing complaints that put the client or the general public at the most significant risk, and addressing as many complaints of misconduct as quickly, completely, and capably as possible.
- Implement the Odyssey Case Management system.
- Leverage lessons learned from bi-annual audits, appeals, stipulations, and other sources to reduce errors and increase compliance with policy.

- Focus on reducing recidivism.
- Focus on proactive methods to prevent misconduct before it occurs.
- In partnership with the Office of Research and Institutional Accountability, conduct an assessment of the impact of Workforce Planning redesign.

**Table 1: Source of Revenue by Fund**

2018 Revenue recognized in the Office of Chief Trial Counsel derives primarily from Ethics School Class Fees.

<b>Fund</b>	<b>2017 Budget</b>	<b>2018 Budget</b>
General Fund		
Other Revenues	\$60,500	\$60,500
General Fund Total	\$60,500	\$60,500
<b>Total Funds</b>	<b>\$60,500</b>	<b>\$60,500</b>

#### *2018 Budget by Expense Category*

The Office of Chief Trial Counsel's total budget for 2018 is \$34.8 million. Table 2 provides detailed and comparative information regarding the Office of Chief Trial Counsel budgeted 2018 expenses.

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$31,860,700	\$34,563,800
Services	436,100	328,600
Supplies and Equipment	1,030,700	489,200
Other Expenses	(848,700)	(846,000)
<b>Total Expenses</b>	<b>\$32,888,600</b>	<b>\$34,835,400</b>

#### *2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Chief Trial Counsel and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$12,743,400	\$14,042,200
Interfund Transfers Out	0	0
<b>Total Interfund Transactions</b>	<b>\$12,743,400</b>	<b>\$14,042,200</b>

#### *Personnel Requirements*

The Office of Chief Trial Counsel employs 253.35 full-time employees. Table 4 provides prior and current year staffing information for the Office of Chief Trial Counsel.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Trial Counsel	1.00	1.00	1.00	\$245,000



Deputy Chief Trial Counsel	1.00	1.00	2.00	489,258
Assistant Chief Trial Counsel	5.00	7.00	6.00	1,145,193
Director Of Administration	1.00			
Special Asst. Chief Trial Cnsl	1.00			
Program Manager III			1.00	160,348
Director, Central Admin, CTC	1.00	1.00		
Attorney III Conf		0.25		
Attorney III			0.25	42,604
Supervising Attorney		6.00	17.00	2,680,856
Senior Attorney	32.30	32.80	25.30	3,565,614
Senior Attorney - Part Time		0.50		
Attorney	34.80	45.80	42.80	4,673,152
Senior Administrative Supervisor	2.00	2.00		
Investigator III			4.00	422,184
Investigator Supervisor	6.00	4.00		
Lead Data Analyst	1.00			
Program/Court Systems Analyst	2.00			
Investigator II	40.00	38.00	46.00	4,199,914
Complaint Analyst II	15.00	14.00		
Investigator I	2.00	11.00	17.00	1,423,289
Complaint Analyst I	6.00	1.00		
Translator / Interpreter		1.00	2.00	165,479
Administrative Supervisor			4.00	354,063
Executive Secretary Conf	2.00	2.00		
Paralegal	15.00	17.00	18.00	1,382,624
Case Administrator (JD Asst)		1.00		
Administrative Secretary	7.00	7.00		
Senior Administrative Assistant	3.00	3.00	5.00	395,882
Secretary II	12.00	11.00		
Administrative Assistant II	1.00	1.00	21.00	1,401,849
Admin Secretary	1.00			
Legal Secretary	16.00	16.00	16.00	1,054,772
Administrative Assistant I	2.00	2.00	2.00	114,762
Coordinator Of Records	18.00	17.00		
General Clerk III	5.00	4.00		
Office Assistant II			3.00	151,448
Program Assistant II			20.00	1,242,115
<b>Total FTE</b>	<b>233.10</b>	<b>247.35</b>	<b>253.35</b>	<b>\$25,310,405</b>

## STATE BAR COURT

### Overview

The California State Bar is the only state bar in the United States with independent professional judges dedicated to ruling on attorney disciplinary and regulatory cases. The independent State Bar Court

adjudicates matters filed by OCTC, and has the power to recommend that the California Supreme Court suspend or disbar those attorneys found to have committed acts of professional misconduct or to have been convicted of serious crimes. For lesser offenses, public or private reprovls may be issued. In regulatory matters, the State Bar Court adjudicates attorney reinstatements and matters where applicants for admission are challenging an adverse moral character determination.

### *Hearing Department*

The Hearing Department of the State Bar Court hears disciplinary cases brought by the Office of the Chief Trial Counsel, regulatory matters brought by petitioners, motions for modification and revocation of attorney probation, and other matters.

### *Review Department*

The Review Department of the State Bar Court decides disciplinary and regulatory cases on appeal, exercises suspension and other powers delegated pursuant to California Rule of Court rule 9.10, and conducts interlocutory review on issues materially affecting the outcome of Hearing Department cases. The Review Department reviews resignations with charges pending and examines criminal convictions, issuing interim suspensions, and refers conviction matters to the Hearing Department.

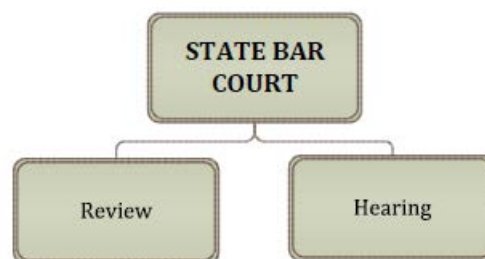
### *Effectuations Unit*

The Effectuations Unit of the State Bar Court transmits cases to the California Supreme Court and processes all other cases not requiring Supreme Court action for example resignations without charges pending.

### *State Bar Court Objectives*

- To hear and decide cases fairly, correctly and efficiently for the protection of the public, the courts and the legal profession.
- To meet identified Court Performance Standards including:
  - Achieve a caseload clearance ratio of 1:1 meaning the total number of cases completed each year is equivalent to the total number of cases filed.
  - Achieve “on time” case processing of 90% for Hearing and Review Department matters and 100% for the Effectuations Unit, thus ensuring that respondents are given timely due process and the public is protected from any attorney misconduct as rapidly as possible.
  - Ensure that no more than 10% of Hearing or Review matters are in backlog status and that 0% of Effectuation matters are in that status.

### *Organizational Chart*



### *Fiscal Year 2017 Accomplishments*

Using the opportunity afforded by the lower case filings, the State Bar Court made steady progress in meeting the Court Performance Standards in 2017. Additionally Court staff completed drafting proposed revisions to the Rules of Procedure and revisions to the Rules of Practice in 2017; these revisions were designed to delete duplicative and occasionally conflicting sections, to move all procedural rules into the Rules of Procedure and to clean up the Rules of Practice to only include those matters generally found in a trial court's local rules.

Performance Objective	Previous Year Result		
Court caseload clearance is 100%	2017 caseload clearance rate was 117%		
Hearing Department on time case processing objective is 90%	2016 Hearing Department result was 87%		
Review Department on time case processing objective is 90%	2016 Review Department result was 71%		
Effectuations Unit on time case processing objective is 100%	2016 Effectuations Unit result was 100% (Q3 available only)		
Hearing Department Backlog objective is not to exceed 10%	2016 Hearing Department backlog was 11% (Q3 available only)		
Review Department backlog objective is not to exceed 10%	2016 Review Department backlog was 0% (Q3 available only)		
Effectuations Unit backlog objective is not to exceed 0%	2016 Effectuations Unit backlog was 0% (Q3 available only)		
Monitor Year-Over-Year Workload by Filing Type and Outcome	Workload Category	2016	2017
	Discipline Filings	541	427
	Regulatory Filings	81	84
	Disposition: Disbarment	229	201
	Disposition: Suspension	260	199
	Disposition: Other	154	154

### *Fiscal Year 2018 Projects and Objectives*

- Meet stated case processing goals for all case and matter types.
- Implement the Odyssey Case Management System.
- Successfully onboard new State Bar Court judges pending conclusion of appointment terms in the winter of 2018.
- Develop back office standards and practices for the Court to support implementation of efilings and a transition to an electronic environment.

**Table 1: Source of Revenue by Fund**

	2017	2018
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<b>Fund</b>	<b>Budget</b>	<b>Budget</b>
General Fund		
Other Revenues	\$26,100	\$22,600
General Fund Total	\$26,100	\$22,600
<b>Total Funds</b>	<b>\$26,100</b>	<b>\$22,600</b>

### *2018 Budget by Expense Category*

State Bar Court's total budget for 2018 is \$8.0 million. Table 2 provides detailed and comparative information regarding State Bar Court budgeted 2018 expenses.

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$7,164,800	\$7,526,400
Leases and Rent	22,200	23,200
Services	33,100	59,400
Supplies and Equipment	177,000	184,500
Other Expenses	118,000	122,400
<b>Total Expenses</b>	<b>\$7,515,100</b>	<b>\$7,988,400</b>

### *2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from State Bar Court and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$4,505,900	\$5,105,000
Interfund Transfers Out	0	0
Interfund Transfers In	0	0
<b>Total Interfund Transactions</b>	<b>\$4,505,900</b>	<b>\$5,105,000</b>

### *Personnel Requirements*

State Bar Court employs 42.85 full-time employees. Table 4 provides prior and current year staffing information for State Bar Court.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Court Counsel			1.00	\$224,312
Assistant Chief Court Counsel			2.00	347,968
Chief Assistant Court Counsel	2.00	2.00		
Senior Dir State Bar Court	1.00	1.00		
Special Assistant - State Bar Court		1.00		
Program Manager II			1.65	262,013

Court Administrator	2.00	1.00		
Presiding Judge	1.00	1.00	1.00	205,043
Review Judge	1.60	2.00	2.00	410,086
Hearing Judge	5.00	5.00	5.00	936,250
Senior Attorney	8.00	8.00	8.00	1,219,437
Senior Program Analyst			1.00	100,674
Lead Data Analyst	1.00	1.00		
Program/Court Systems Analyst	2.00	2.00		
Court Services Analyst/Tech	1.00			
Senior Administrative Assistant			4.40	352,074
Senior Administrative Secretary	0.90	0.90		
Court Specialist			13.00	1,170,698
Deputy Court Clerk IV	2.00	2.00		
IT Support Technician II			1.00	73,722
Program Specialist			1.00	80,249
Case Administrator	12.00	13.00		
Administrative Assistant II	1.00	1.00		
Admin Specialist III (Conf)	1.00	1.00		
Legal Secretary	1.00	1.00	1.80	135,574
<b>Total FTE</b>	<b>42.50</b>	<b>42.90</b>	<b>42.85</b>	<b>\$5,518,099</b>

## MISSION ADVANCEMENT AND ACCOUNTABILITY DIVISION

### *Overview*

The Mission Advancement and Accountability Division is responsible for advancing the mission and long-term vision of the State Bar with staff, leadership, stakeholders, and interested parties. The Division is responsible for ensuring that the State Bar has the appropriate measurement, evaluation, and internal and external communications practices in place to promote transparency, excellence, and accountability. The Division provides support to the Board of Trustees and State Bar Commissions and Committees, and drives continuous performance improvement in promoting the mission and ensuring fair, effective and compliant operating practices. The Division comprises the Offices of Strategic Communications and Stakeholder Engagement, Board and Committee Support; and Research and Institutional Accountability.

### *Office of Strategic Communication and Stakeholder Engagement*

The Office of Communications and Stakeholder Engagement (OCSE) is responsible for ensuring that the general public and stakeholders – the Legislature, the Court, attorney licensees, and applicants – are informed about the agency’s public protection role and know how to access the Bar’s services and resources. OCSE is tasked with conveying critical information to Californians about how to protect themselves from attorney misconduct and what to do if that happens, including by filing complaints against attorneys or seeking compensation for harm through the Client Security Fund.

### *Office of Board and Committee Support*

The Office of Board and Committee Support leads both Board and staff planning processes to ensure that the State Bar clearly articulates its vision for the future, aligns the use of its resources to implement

plans, and achieves its goals and objectives. To fulfill these responsibilities, the Office provides staff support to the Board and works with senior management in guiding planning efforts and ensuring that the State Bar complies with its outside regulatory requirements and internal policies.

Board and Committee Support staff also support the Commission on Judicial Nominees Evaluation (JNE), established pursuant to Government Code section 12011.5, which evaluates all candidates who are under consideration for a judicial appointment by the Governor.

#### *Office of Research and Institutional Accountability*

The Office of Research and Institutional Accountability (ORIA) is responsible for advancing the mission of the Bar by leading strategic initiatives to improve the efficiency, effectiveness, and accountability of Bar operations. The work of ORIA falls into three major categories: mandated studies; data management and internal research support; and project management.

#### *Division Objectives*

Ensure that the State Bar is compliant with statutory and rule mandates through oversight of an operational and policy compliance function; develop remediation plans for any issues of compliance.

- Ensure that the State Bar uses best practices in data analytics and outcome evaluation to monitor, evaluate, and report on its performance.
- Provide effective staff support to the Board of Trustees and support continuous improvement in the Board's operations and governance.
- Develop, maintain and implement effective internal and external communication plans.
- Provide independent, comprehensive, accurate, and fair evaluations of candidates for judicial appointment and nomination.
- Conduct a volunteer application and appointment process that is timely, accurate and in compliance with exiting Board policies and statutory requirements

#### *Organizational Chart*



#### *Fiscal Year 2017 Accomplishments*

- Creation of the Mission Advancement and Accountability Division.
- Completion of 2017 Governance in the Public Interest Taskforce report and implementation of key governance recommendations.
- Development of of Board committee workplans in alignment with the State Bar's strategic plan.
- Development and launch of Procedural Fairness surveys in English and Spanish to get feedback from Complaining Witnesses on their experience with the handling of their complaint.
- Oversaw the implementation of over 70 Workforce Planning redesign recommendations.
- Managed three studies of the California Bar Exam.
- Served as lead project manager for implementation of the Odyssey Case Management System.

Performance Objective	2017
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Ensure evaluation for 100% of judicial candidates completed within 90 days, unless withdrawn by the Governor.	All candidates submitted for evaluation completed within 90 days or withdrawn by Governor.
Volunteer application and appointment process that is timely, accurate and in compliance with exiting Board policies and statutory requirements	100% of applications and appointments completed within established deadlines
Board agenda process is efficient and streamlined	<ul style="list-style-type: none"> <li>✓ 100% of Board and Board Committee agendas posted within the legal notice requirement.</li> <li>✓ 90% of Board and Board Committee materials posted consistent with Bar policy.</li> </ul>
Launch a redesigned State Bar website	Launched new website in May 2017
Increase language access	<ul style="list-style-type: none"> <li>✓ Translated consumer-facing website information into 5 languages</li> <li>✓ Implemented a consistent process for securing interpretation and translation services that consistently adhere to a high-quality standard</li> </ul>
Increase public communication regarding attorney discipline	Distributed 36 formal news releases to a newly developed statewide media list which translated to 525 published articles
Improve communication with the Legislature	Created and disseminated a periodic legislative newsletter outlining State Bar activities by legislative district.

#### *Fiscal Year 2018 Projects and Objectives*

- Oversee the implementation of new attorney fingerprinting requirements.
- Oversee the completion of a mandated study of the Client Security Fund.
- In partnership with impacted State Bar Offices, develop new metrics for measuring the efficacy of the discipline system.
- Successfully launch the Odyssey Case Management System.
- Implement an Internal Communications Plan.
- Update online consumer resources related to the State Bar's regulatory work.
- Create greater transparency on governance related information on the website.
- Streamline online information about public meetings, the Board of Trustees, and sub-entities.
- Update online attorney profile pages.
- Work with State Bar Court to develop a timeline and plan for updating the State Bar Court's website.
- Expand language access by translating more of the website and other documents into frequently used non-English languages.

**Table 1: Source of Revenue by Fund**

2018 revenue recognized in the Division of Mission Advancement and Accountability derives primarily from voluntary fees to Legislative Activities paid through the fee statement, followed by MCLE Self Study Test.

<b>Fund</b>	<b>2017 Budget</b>	<b>2018 Budget</b>
Elimination of Bias Fund		
Other Revenues	\$0	\$0
Elimination of Bias Fund Total	\$0	\$0
General Fund		
Grants	\$0	\$0
Other Revenues	135,000	135,000
General Fund Total	\$135,000	\$135,000
Legislative Activities Fund		
Voluntary Fees & Donations	\$100,000	\$775,000
Other Revenues	1,800	2,400
Legislative Activities Fund Total	\$101,800	\$777,400
<b>Total Funds</b>	<b>\$236,800</b>	<b>\$912,400</b>

*2018 Budget by Expense Category*

Mission Advancement and Accountability Division's total budget for 2018 is \$4.6 million. Table 2 provides detailed and comparative information regarding Mission Advancement and Accountability Division budgeted 2018 expenses.

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$2,913,800	\$3,383,700
Leases and Rent	800	800
Services	362,200	517,600
Supplies and Equipment	324,900	351,500
Other Expenses	291,400	359,000
<b>Total Expenses</b>	<b>\$3,893,100</b>	<b>\$4,624,500</b>

*2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from Mission Advancement and Accountability Division and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$694,700	\$783,600
Interfund Transfers Out	0	0
<b>Total Interfund Transactions</b>	<b>\$694,700</b>	<b>\$783,600</b>



### *Personnel Requirements*

Mission Advancement and Accountability Division employs 20.75 full-time employees. Table 4 provides prior and current year staffing information for Mission Advancement and Accountability Division.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Mission Officer			1.00	\$225,750
Chief Executive Communications	1.00			
Program Director II			2.00	371,701
Director (ORIA)		1.00		
Director (SCSE)		1.00		
Director Communications	1.00			
Managing Director Bar Relation	1.00	0.50		
Managing Dir Comm & Info Services		1.00		
Principal Program Analyst			4.00	558,589
Principal Analyst (ORIA)		3.00		
Attorney IV			1.00	174,525
Attorney III Conf	1.00			
Attorney III			0.75	127,148
Senior Administrative Specialist	1.00			
Web Administrator	1.00	1.00		
Lead Data Analyst		1.00		
IT Analyst II			1.00	84,411
Web Editor	1.00	1.00		
Public Information Officer	0.80	0.80	2.00	193,022
Program/Court Systems Analyst	2.00	3.00		
Budget & Perf Analyst		1.00		
Program Analyst			5.00	441,778
Senior Administrative Assistant	1.00	2.00	2.00	160,944
Executive Secretary Conf	1.00	1.00		
Administrative Specialist I		0.20		
Administrative Assistant II	3.00	4.00	2.00	142,513
<b>Total FTE</b>	<b>14.80</b>	<b>21.50</b>	<b>20.75</b>	<b>\$2,480,381</b>

## **PROGRAMS DIVISION**

### *Overview*

The Programs Division comprises the Office of Admissions, the Office of Attorney Regulation and Consumer Resources (formerly Member Records and Compliance), the Office of Case Management and Supervision, the Office of the Client Security Fund, the Office of Legal Services, and the Office of Professional Competence.

## OFFICE OF ADMISSIONS

The Office of Admissions is responsible for all activities pertaining to the admission of attorneys to the practice of law in California. Its principal activities include developing, administering and grading the Bar Examination and the First-Year Law Students' Examination, as well as conducting moral character investigations. The Office also carries out the Committee of Bar Examiners' responsibility to accredit and register law schools. Finally, Admissions administers programs to allow non-members to practice in certain defined, limited areas, as well as programs to certify specialists in areas of legal practice.

### *Examinations*

Staff in this area is responsible for the acquisition, development, editing, and production of examination questions. This unit also processes petitions and determines reasonable testing accommodations for applicants with disabilities, and coordinates the production of Admission certificates for new admits.

### *Operations and Management*

Staff in this area is responsible for the receipt and processing of applications for registration, the First Year Law Students' Examination, the California Bar Examination, moral character and applicant eligibility determinations, the Multi-Jurisdictional Practice and Foreign Legal Consultant programs, and administering examinations on behalf of Committee of Bar Examiners.

### *Examination Grading*

Staff in this area is responsible for ensuring that examinations are graded according to standards and protocols and that the results provided to applicants are error free and on time.

### *Moral Character Determinations*

Staff in this area is responsible for completing the moral character investigations of applicants seeking admission to practice law in California and scheduling and coordinating informal conferences for applicants with the Committee of Bar Examiners' Subcommittee on Moral Character.

### *Educational Standards*

Staff in this area is responsible for the registration of unaccredited law schools and the accreditation of law schools in California. The workload of this unit includes monitoring applications received, reviewing annual reports, conducting law school monitoring visits and reporting findings and recommendations to the Committee of Bar Examiners.

### *Special Admissions*

Staff in this area process applications for Pro Hac Vice and Out-of-State Attorney Arbitration Counsel; these programs enable attorneys from other jurisdictions to practice law in California in limited ways. Staff also process applications from law students who wish to enhance their legal training by participating in the Practical Training of Law Students Program.

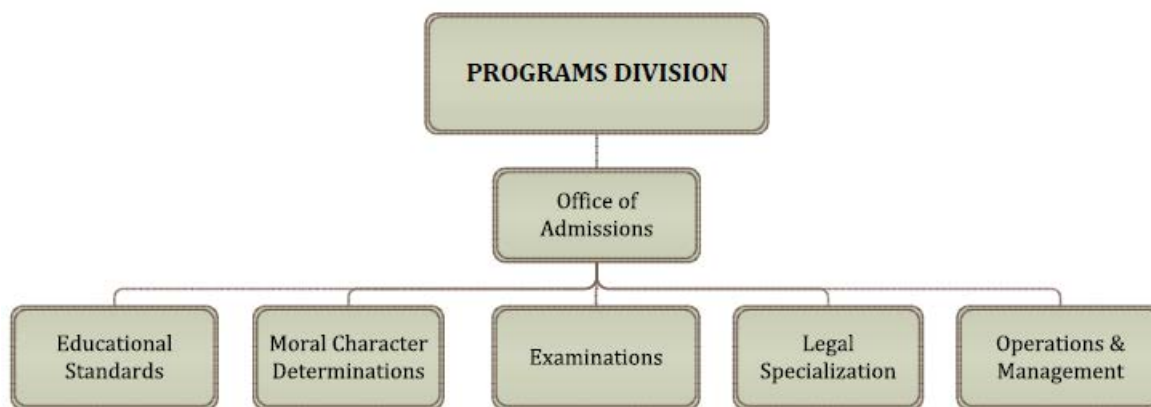
### *Legal Specialization*

Staff in this unit is responsible for administering the requirements for legal specialization certification in 11 different areas of law. In addition, staff coordinate the administration of legal specialization examinations that are administered every other year.

### Department Objectives

- Certify to the State Supreme Court the applicants who have demonstrated minimum competence, legal training and good moral character required for admission to the practice of law.
- Prepare, administer, grade and release results from two administrations of the California Bar Examinations, two administrations of the First-Year Law Students' Examination and one administration of the Legal Specialization Examination in accordance with best practices in the development and administration of licensing exams.
- Determine that applicants possess the good moral character required for admission.
- Ensure that accredited and registered unaccredited law schools adhere to established legal education standards and rules.
- Certify attorneys as certified specialists in specialized areas of practice who have met established standards of experience, training and competence.
- Provide a mechanism for attorneys not admitted to the active practice of law in California and law students to engage in alternative limited practice in certain areas under the supervision of an attorney licensed in California.

### Organizational Chart



### Fiscal Year 2017 Accomplishments

- Administered the first Two Day Bar Exam; approximately 1,000 more applicants took the exam in 2017 as compared to 2016.
- In partnership with ORIA, completed three special studies of the California Bar Exam: *Recent Performance Changes on the California Bar Exam*, *Conducting a Standard Setting Study for the California Bar Exam*, and *Conducting a Content Validation Study for the California Bar Exam*. A report on these studies was filed with the Supreme Court on December 1, 2017.
- Developed proposed amendments to law school rules and statutes which if ultimately included in the State Bar's legislative program will require all unaccredited law schools to become accredited and permit law schools conducting programs online to become accredited, among other changes.
- Proposed amendments to the accredited and unaccredited law school rules that will require their students to complete a minimum of six units of competency training in order to graduate and receive their Juris Doctorates; these amendments were adopted by the Committee and approved by the Board of Trustees.

- Implemented a one-time fee holiday for certified legal specialists as part of the reserve spend-down plan for the corresponding Fund.

Performance Objective	2017 Progress		
Monitor Year-Over-Year Workload in Key Performance Areas		2016	2017
	Applicants Certified to California Supreme Court	5,414	5,873
	Law Student Registration Applications Received and Processed	6,144	6,469
	California Bar Examination Applications Received and Processed	13,797	14,752
	First-Year Law Students' Examination Applications Received and Processed	1,029	907
	Testing Accommodation Petitions Granted	931	1100
	Moral Character (MC) Determination Applications Received	7,349	6,947
	Out-of-State Attorneys Practicing Law in Limited Practice Areas	3,643	4,131
	Practical Training of Law Students Program Applications Received	2,614	2,910
	Law Schools Accredited and Registered by the Committee of Bar Examiners	38	37
	# of Certified Legal Specialists	4,768	4,930

### *Fiscal Year 2018 Projects and Objectives*

- Conduct a California job analysis study to identify the skills and subject matter knowledge needed by new attorneys. The results of the job analysis will inform the Bar's next steps as related to ongoing studies of the Bar Examination.
- Assist in the evaluation of the Two Day Bar Examination and explore additional time savings that may be obtainable, which would permit an earlier release of results from the examinations.
- Ensure that staffing adequately supports the timely processing of moral character determination application and that the procedures for moral character determination applications reviewed are efficient and effective, and updated appropriately.
- Transition the meetings of the Committee of Bar Examiners, and its advisory groups, to Bagley Keene meeting rules.
- Assist in the coordination of the review of the Committee of Bar Examiners' and the California Board of Legal Specialization directed by the Board of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task Force and assist in the implementation of any procedural or structural changes that may emerge out of such review.
- Implement a new Admissions Information Management system in coordination with the State Bar's Offices of Information Technology and Research and Institutional Accountability.
- Draft and coordinate review of proposed amendments to the State Bar rules relative to State Bar special admissions programs, including the Multijurisdictional Practice and Foreign Legal Consultant programs, Out-of-State Attorney Arbitration Counsel , Pro Hac Vice and the Practical Training of Law Students Program.
- Transition to professional question drafting and grading for legal specialist examinations.

**Table 1: Source of Revenue by Fund**

<b>Fund</b>	<b>2017 Budget</b>	<b>2018 Budget</b>
Admissions Fund		
Exam Fees	\$14,333,500	\$14,937,400
Other Revenues	6,970,200	7,123,900
Admissions Fund Total	\$21,303,700	\$22,061,300
Legal Specialization Fund		
Exam Fees	\$140,000	\$48,000
Other Revenues	290,300	1,984,500
Legal Specialization Fund Total	\$430,300	\$2,032,500
<b>Total Funds</b>	<b>\$21,734,000</b>	<b>\$24,093,800</b>

### *2018 Budget by Expense Category*

The Office of Admissions' total budget for 2018 is \$20.2 million. Table 2 provides detailed and comparative information regarding the Office of Admissions budgeted 2018 expenses.

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$7,772,100	\$8,060,600
Leases and Rent	1,947,100	1,914,900
Services	7,609,300	6,193,900
Supplies and Equipment	2,686,900	2,875,900
Other Expenses	622,900	600,700
<b>Total Expenses</b>	<b>\$21,162,100</b>	<b>\$20,205,600</b>

*2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Admissions and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$5,703,700	\$5,880,600
Interfund Transfers Out	1,000,000	2,100,000
Interfund Transfers In	(1,000,000)	(1,100,000)
<b>Total Interfund Transactions</b>	<b>\$5,703,700</b>	<b>\$6,880,600</b>

*Personnel Requirements*

The Office of Admissions employs 69.15 full-time employees. Table 4 provides prior and current year staffing information for the Office of Admissions.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Program Officer			0.15	\$33,647
Senior Director, Admissions	1.00	1.00		
Program Director III			1.00	201,815
Program Director I			1.00	169,886
Dir, Moral Char Determinations	1.00	1.00		
Director, Operations & Mgmt	1.00	1.00		
Program Manager III			4.00	638,616
Director, Admissions Admin	1.00	1.00		
Assistant Director, Admissions		1.00		
Director, Examinations	1.00	1.00		
Director, Legal Specialization	1.00	1.00		
Director, Educational Standards	1.00	1.00		
Deputy Dir, Operations & Mgmt	1.00			
Program Manager II			1.00	150,773
Program Manager I			1.00	126,000
Program Supervisor			8.00	815,996
Section Chief	7.00	7.00		
IT Analyst II			1.00	98,736

Technology Service Analyst Technician	1.00	1.00		
Section Chief, Specialization	1.00	1.00		
Admin Specialist II	1.00	1.00		
Investigator II			9.00	744,512
Moral Character Analyst	9.00	9.00		
Program Coordinator			1.00	80,211
Examinations Technician	1.00	1.00		
Administrative Supervisor			1.00	87,339
Program Specialist			5.00	359,873
Fiscal Services Specialist		1.00	1.00	68,606
Administrative Secretary	1.00	1.00		
Senior Administrative Assistant	6.00	5.00	2.00	134,792
Accounting Technician	1.00			
Admissions Eligibility Analyst III	1.00	1.00		
Admissions Analyst III	2.00	2.00		
Administrative Assistant II	10.00	9.00	7.00	473,397
Admissions Analyst II	1.00	1.00		
Program Assistant III			7.00	507,715
Office Assistant III			1.00	72,108
Admissions Coordinator	1.00	1.00		
Administrative Assistant I	8.00	8.00	4.00	234,451
Admissions Processing Clerk II	1.00	1.00		
General Clerk	2.00			
Admissions Eligibility Analyst II	3.00	3.00		
Admissions Analyst I	1.00	1.00		
Program Assistant II			10.00	594,069
General Clerk III		3.00		
Admissions Analyst I / General Clerk	1.00			
Coordinator Of Records	5.00	4.00		
Office Assistant II			4.00	200,210
<b>Total FTE</b>	<b>72.00</b>	<b>69.00</b>	<b>69.15</b>	<b>\$5,792,751</b>

## PROGRAMS DIVISION

### Office of Attorney Regulation & Consumer Resources

#### *Overview*

The Office of Attorney Regulation and Consumer Resources (ARCR) maintains, on behalf of the Supreme Court, the official “Roll of Attorneys” - the list of all attorneys who are licensed to practice in California. ARCR also manages the registration of law corporations and limited law partnerships and is responsible for ensuring the compliance of all licensees with the requirements for mandatory continuing legal education.

In addition, ARCR manages the Mandatory Fee Arbitration program, which provides arbitration in cases of attorney-client disputes over legal fees pursuant to Business and Professions Code section 6200. The program also assists clients in enforcing those awards where an attorney has been ordered to return unearned fees to the client, but fails to do so.

### *Office Objectives*

- To maintain the official Attorney Roll, as delegated by the Supreme Court, with diligence and accuracy; to provide excellent service while operating the State Bar Resource Center in order to facilitate the public's ease of access to information and State Bar resources; and to efficiently administer programs and functions including all billing related to annual license renewal, Minimum Continuing Legal Education regulation, Law Corporation and Limited Liability Partnership certification, and the operation of the Mandatory Fee Arbitration program.

### *Organizational Chart*



### *Fiscal Year 2017 Accomplishments*

In addition to:

- Adopted a new Office name, Attorney Regulation & Consumer Resources, reflecting the Office's regulatory versus associational purpose.
- Working with the Offices of Information Technology and Finance successfully transitioned from paper statements and implemented an enhanced electronic billing system, resulting in significant savings for the Bar and increased efficiency for system users.
- Implemented a successful Agency Billing system, which allows firms and agencies to pay fees for multiple attorneys in one batch.
- Began integration of State Bar Call Center (State Bar Resource Center) and started taking most public calls, increasing the quality and consistency of State Bar customer service.
- Integrated MCLE provider certification and compliance functions under ARCR, increasing efficiency and MCLE provider customer service.
- Integrated the Mandatory Fee Arbitration program into ARCR
- Participated in the development of New Attorney 10-Hour MCLE, to be deployed February 1, 2018.



Performance Objective	2017 Progress		
Monitor Year-Over-Year Workload in Key Performance Areas		2016	2017
	Handle Incoming Calls	64,000	123,000
	Certificate of Standing Orders	8,632	8,423
	Law Corp/LLP Applications	11,500	11,800
	Attorney Status Changes	6,200	8,400
	Agency Billing Accounts	N/A	2,335
	Individual Attorney Payments Within Agency Billing	N/A	40,339

#### *Fiscal Year 2018 Projects and Objectives*

- Implement a reporting and compliance tracking system for the New Attorney 10-Hour MCLE program.
- Implement new fingerprinting requirements for active attorneys and attorneys transitioning from inactive to active status.
- Complete the expansion of the State Bar Resource Center to include Admissions, attorney, and Client Security Fund calls.
- Automate the Law Corporation and LLP renewal processes.
- Implement a new fee structure for MCLE and Legal Specialization educational activity applications.
- Implement further improvements to the electronic billing system, including the Agency Billing program.
- Assist in the coordination of the review of the Mandatory Fee Arbitration Commission directed by the Board of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task Force and assist in the implementation of any procedural or structural changes that may emerge out of such review.

**Table 1: Source of Revenue by Fund**

Fund	2017 Budget	2018 Budget
General Fund		
Other Revenues	\$1,146,200	\$983,200
General Fund Total	\$1,146,200	\$983,200
<b>Total Funds</b>	<b>\$1,146,200</b>	<b>\$983,200</b>

#### *2018 Budget by Expense Category*

The Office of Attorney Regulation and Consumer Resources' total budget for 2018 is \$3.5 million. Table 2 provides detailed and comparative information regarding the Office of Attorney Regulation and Consumer Resources budgeted 2018 expenses.

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$3,040,200	\$2,816,300
Services	267,100	233,200
Supplies and Equipment	215,100	191,000
Other Expenses	44,900	45,200
<b>Total Expenses</b>	<b>\$3,732,500</b>	<b>\$3,481,500</b>

*2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Attorney Regulation and Consumer Resources and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$1,647,500	\$1,656,200
<b>Total Interfund Transactions</b>	<b>\$1,647,500</b>	<b>\$1,656,200</b>

*Personnel Requirements*

The Office of Attorney Regulation and Consumer Resources employs 24.35 full-time employees. Table 4 provides prior and current year staffing information for the Office of Attorney Regulation and Consumer Resources.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Program Officer			0.15	\$33,647
Program Director II			1.00	157,261
Director, Fee Arbitration	1.00	0.50		
Mging Dir Memb Rec & Comp	1.00	1.00		
Program Manager II			1.00	131,931
Program Manager I			0.20	28,050
Attorney			1.00	101,517
Program Supervisor			4.00	409,482
Senior Administrative Supervisor	2.00	3.00		
Senior Administrative Specialist		1.00		
Senior Program Analyst			1.00	90,806
Lead Data Analyst	1.00			
Program Coordinator			3.00	223,594
Membership Services Representative	3.00	3.00		
Complaint Analyst I		2.00		
Program Specialist			2.00	148,583
Senior Administrative Assistant	4.00	4.00		
Administrative Assistant II	2.00	3.00	1.00	74,432

Program Assistant III			2.00	147,375
Member Services Associate	6.00	7.00		
Administrative Assistant I	4.00	5.00		
Program Assistant II			8.00	511,388
Receptionist/Reservation Coord		1.00		
<b>Total FTE</b>	<b>24.00</b>	<b>30.50</b>	<b>24.35</b>	<b>\$2,058,067</b>

## PROGRAMS DIVISION

### Office of Legal Services

#### *Overview*

The Office of Legal Services (OLS) operates several programs intended to ensure that all Californians have appropriate access to the legal system, regardless of income. The programs administered by the Office are supported by a mix of General Fund and grant funding sources.

#### *Access to Justice*

OLS works to expand, support, and improve the delivery of legal services to low and moderate income Californians. This work includes the development of policy initiatives and other programs in collaboration with institutions working to expand access to justice for low income Californians. The work includes the promotion of language access, rural access to justice, and innovative programs to increase access to justice.

#### *Program Development*

OLS develops and administers a range of programs that support and promote the direct delivery of legal services to low and middle income Californians. These efforts include encouraging increased pro bono participation; designing and facilitating free high-quality substantive and skill-based training for legal services lawyers, pro bono counsel, law students, and other advocates on a variety of topics; administering the Lawyer Referral Service (LRS) certification program; and providing staff support to the California Commission on Access to Justice and the Board of Trustees. OLS also coordinates a statewide Disaster Legal Services Response network and hosts the Pathways to Justice conference, a comprehensive, statewide legal services conference held every three years.

#### *Legal Services Funding*

Staff in this area focuses on attorney and bank compliance with Interest on Lawyers' Trust Accounts (IOLTA) requirements, including ensuring banks are paying comparable rates, and that attorneys are meeting their ethical obligations to segregate client and third party funds in an IOLTA account when those funds cannot earn interest for the benefit of that client or third party. In addition, staff in this area are responsible for the administration and distribution of grants generated through IOLTA, the Equal Access Fund, the Justice Gap Fund, and other revenue sources, including national settlements. These grants fund the provision of free legal services to low income Californians through several programs – some of which distribute funds according to statutory formula and some of which are discretionary subject to programmatic guidelines.

### *Elimination of Bias*

Elimination of Bias consists of local and statewide programs and initiatives designed to diversify the legal profession and to eliminate bias in the practice of law. The activity in this area is funded primarily through voluntary contributions to the State Bar. Staff conducts outreach, makes presentations, compiles and disseminates demographic information and other resource materials, and provides support to the State Bar's Council on Access and Fairness (COAF). COAF is a State Bar appointed entity that serves as the Bar's diversity think tank to advise the Board of Trustees on strategies to enhance diversity opportunities and advancement in the legal profession along the full diversity pipeline and to eliminate bias in the practice of law and the legal system.

### *Office Objectives*

- The promotion of greater access to, and inclusion in, the legal system.

### *Organizational Chart*



### *Fiscal Year 2017 Accomplishments*

- Hosted event in Sacramento to celebrate the 20<sup>th</sup> anniversary of the California Commission on Access to Justice (Access Commission).
- Organized convening of legal services and pro bono staff to discuss funding for legal services and pro bono coordination.
- Restructured the committees of the Access Commission to increase efficiency and effectiveness.
- Merged the Standing Committee on the Delivery of Legal Services with the Access Commission.
- Integrated the State Bar's Elimination of Bias unit with OLS.
- Worked with partners to successfully secure an increase in Equal Access Funds for 2018 and 2019.
- Provided professional development for faculty champions in the Community College 2+2+3 Pathway addressing elimination of bias in the classroom.
- Conducted judicial appointments workshops demystifying the appointments process and mentoring sessions to provide one-on-one feedback re online applications.

Performance Objective	2017 Progress		
Increase efficiency of grant evaluation, administration, and distribution.	<ul style="list-style-type: none"> <li>✓ Administered over \$37 million in grant funds through 278 individual grants distributed to 94 different grantees through five different grant programs.</li> <li>✓ Began analysis of new main and economic data points collected in 2016, and convened grantee community to identify gaps and discuss protocols for future collection and analysis.</li> <li>✓ Developed a new online portal for banks to report IOLTA and continued developing grantee online portal for grant-making.</li> <li>✓ Improve efficiency for monitoring and tracking of about 250 financial institution by increasing portal utilization to 75%</li> </ul>		
Monitor Workload in Key Performance Areas		2016	2017
	Total Grant \$ awarded/administered	\$ 30.1M	\$ 37.1M
	Administrative expense as a % of distribution	6.7%	5.4%
	Number of grants awarded	331	278
	Number of IOLTA accounts	47,277	47,749
	Number of participating attorneys	75,327	75,052
	Number of banks eligible to hold IOLTA accounts	203	194
	Total IOLTA \$ remitted	\$6.4M	\$7M

#### *Fiscal Year 2018 Projects and Objectives*

- Study and report on the legal needs of veterans.
- Increase funding sources and amounts for legal services.
- Develop a strategy for increasing the number of pro bono attorney volunteers.
- Further develop evaluation protocols and data collection and reporting with a goal of generating a report on the impact of the work of funded legal services providers in 2018.
- Create mechanisms to document measurable outcomes and positive change in diversity in the legal profession.
- Assist in the coordination of the review of the Access Commission and the Legal Services Trust Fund Commission directed by the Board of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task Force and assist in the implementation of any procedural or structural changes that may emerge out of such review.

**Table 1: Source of Revenue by Fund**

<b>Fund</b>	<b>2017 Budget</b>	<b>2018 Budget</b>
Elimination of Bias Fund		
Voluntary Fees & Donations	\$0	\$320,000
Other Revenues	0	10,100
Elimination of Bias Fund Total	\$0	\$330,100
Equal Access Fund		
Grants	\$19,192,000	\$25,599,900
Other Revenues	461,000	508,200
Equal Access Fund Total	\$19,653,000	\$26,108,100
General Fund		
Other Revenues	\$60,000	\$60,000
General Fund Total	\$60,000	\$60,000
Grants Fund		
Grants	\$16,400	\$16,400
Other Revenues	0	0
Grants Fund Total	\$16,400	\$16,400
Justice Gap Fund		
Voluntary Fees & Donations	\$900,000	\$900,000
Other Revenues	1,500	11,100
Justice Gap Fund Total	\$901,500	\$911,100
Bank Settlement Fund		
Grants	\$0	\$0
Other Revenues	200,000	150,000
Bank Settlement	0	0
Bank Settlement Fund Total	\$200,000	\$150,000
Legal Services Trust Fund		
Voluntary Fees & Donations	\$6,500,000	\$6,750,000
Grants	0	0
Other Revenues	6,125,000	6,835,000
Legal Services Trust Fund Total	\$12,625,000	\$13,585,000
<b>Total Funds</b>	<b>\$33,455,900</b>	<b>\$41,160,700</b>

*2018 Budget by Expense Category*

The Office of Legal Services' total budget for 2018 is \$53.4 million. Table 2 provides detailed and comparative information regarding the Office of Legal Services budgeted 2018 expenses. Expenses exceed revenue due to planned spending of prior year revenue from the Bank Settlement Fund (\$9.9 million) and Legal Services Trust Fund (\$2.3 million).

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$2,851,900	\$2,682,900
Leases and Rent	2,200	0
Services	249,300	248,600
Legal Services Grants	37,387,100	50,227,700
Supplies and Equipment	124,000	130,200
Other Expenses	109,000	88,300
<b>Total Expenses</b>	<b>\$40,724,000</b>	<b>\$53,382,800</b>

*2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Legal Services and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$1,518,500	\$1,546,400
Interfund Transfers Out	2,133,000	0
Interfund Transfers In	(2,133,000)	0
<b>Total Interfund Transactions</b>	<b>\$1,518,500</b>	<b>\$1,546,400</b>

*Personnel Requirements*

The Office of Legal Services employs 18.95 full-time employees. Table 4 provides prior and current year staffing information for the Office of Legal Services.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Program Officer			0.15	\$33,647
Sr Director Admin Of Justice	1.00	1.00		
Program Director II			1.00	178,500
Program Manager III			1.00	147,181
Mangng Dir, Lgl Svcs Trust Fnd	1.00	1.00		
Managing Dir Diversity Outreac	1.00	1.00		
Program Manager I			0.80	112,204
Program Supervisor			1.00	99,090
Senior Program Analyst			7.00	678,946
Senior Financial Analyst			2.00	202,239
Senior Accountant/Auditor	2.00	2.00		
Program Developer	3.00	3.00		
Compliance Auditor I	3.00	2.00		
Program Analyst			2.00	165,486
Senior Grants Administrator	1.00	1.00		
Program Coordinator	2.00	2.00	2.00	152,828
Senior Administrative Assistant	5.00	5.00		
Program Specialist			2.00	149,072

Administrative Assistant II	3.00	3.00		
<b>Total FTE</b>	<b>22.00</b>	<b>21.00</b>	<b>18.95</b>	<b>\$1,919,192</b>

## PROGRAMS DIVISION

### Office of Professional Competence

#### *Overview*

The Office of Professional Competence (OPC) administers the State Bar's attorney professional responsibility programs and resources, including revisions to the Rules of Professional Conduct of the State Bar of California. These activities facilitate awareness of and compliance with disciplinary standards and other attorney conduct duties.

#### *Ethics Hotline*

The Ethics Hotline is a confidential legal research service that promotes the competent practice of the law by providing a resource that helps to identify and analyze professional responsibility issues. Although legal advice is not provided, the research assistance protects clients by mitigating the incidence of misconduct in areas such as: conflicts of interest; commingling and misappropriation of client funds; deceptive advertising; and the unauthorized practice of law.

#### *Board of Trustees, Ethics Opinion Committee (COPRAC), and Rules Revision Commission (RRC) Support*

As needed, Professional Competence staff provides a full range of staffing support to the Board of Trustees for issues related to attorney professional responsibility. On an ongoing basis, staffing support is provided to the Standing Committee on Professional Responsibility and Conduct (COPRAC), the State Bar Rules Revision Commission (RRC), and other special task forces and committees as directed.

#### *Outreach & Education*

Staff participates in and coordinates outreach and educational activities that raise awareness of professional responsibility issues, including revisions to the Rules of Professional Conduct. This helps ensure lawyer competence by providing continuing education in legal ethics. These outreach and educational activities include preparing and presenting the State Bar's Annual Ethics Symposium, preparing and making presentations to local and specialty bar associations and related legal professional associations and law schools; and making presentations and providing information to other State Bar departments.

#### *Publications*

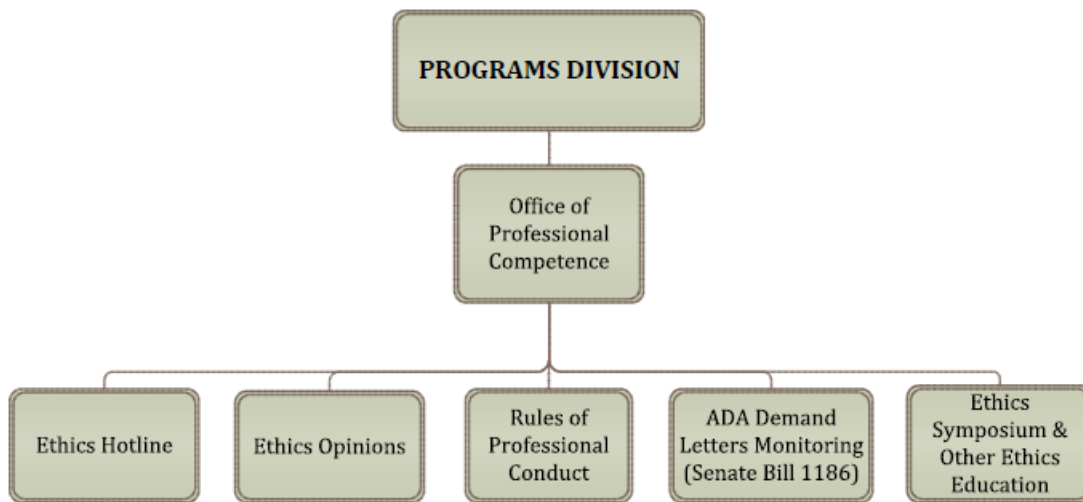
OPC staff produce, annually update, and distribute the following professional responsibility publications: *The California Compendium on Professional Responsibility*; and *The California Rules of Professional Conduct, The State Bar Act and Related Statutes*. In addition, the latter publication is offered as an e-Book. Staff also continually updates extensive online professional responsibility resources on topics such as: ethics and technology; judicial ethics; civility and professionalism; and senior lawyer resources. Staff also maintains an online version of *The Handbook on Client Trust Accounting for California Attorneys*.



### *Office of Professional Competence Objectives*

- Facilitate the competent practice of the law by providing reliable research information and resources on professional responsibility issues through the Ethics Hotline and COPRAC.
- Set and maintain high standards of professional responsibility by assisting the Board of Trustees and Supreme Court in considering proposed amendments to the Rules of Professional Conduct and other laws governing lawyers.
- Protect against abusive activities in ADA construction-related accessibility claims by monitoring demand letters sent by plaintiff attorneys pursuant to statute (Senate Bill No. 1186).

### *Organizational Chart*



### *Fiscal Year 2017 Accomplishments*

- By the Supreme Court's established deadline, oversaw the development and Board adoption of 67 proposed new and amended Rules of Professional Conduct and managed the comprehensive filing requesting the Court's approval of these rules.
- On an expedited basis, administered the Board's adoption of a rule governing the special responsibilities of a prosecutor, including follow-up Board action in response to a Court order approving most of the proposed rule and providing specific instructions for further consideration of other parts of the rule.
- Assumed responsibility for developing New Attorney 10-Hour MCLE which will be required for all attorneys within their first year of practice as of February 1, 2018.

Performance Objective	2017 Progress		
Monitor Year-Over-Year Workload in Key Performance Areas		2016	2017
	% of First-Time Callers to the Ethics Hotline	73%	72%
	Repeat Callers	27%	28%
	Web Hits: Use of the Rules of Professional Conduct	539,140	487,000

### *Fiscal Year 2018 Projects and Objectives*

- Assume new responsibilities as the State Bar's primary educational content developer; in light of that role develop a State Bar education plan reflecting the goal of advancing the Bar's regulatory and public protection roles through the development and delivery of educational content.
- Complete and enhance all modules of New Attorney 10-Hour MCLE.
- Manage the State Bar's response to anticipated Supreme Court action on new proposed rules of professional conduct including: implementation, outreach and education on any rules approved by the Court, and administering Board consideration of any further instructions from the Court.
- Expand accessibility of the Annual Ethics Symposium by providing for both in-person and online attendance via webcast

**Table 1: Source of Revenue by Fund**

<b>Fund</b>	<b>2017 Budget</b>	<b>2018 Budget</b>
General Fund		
Other Revenues	\$21,200	\$38,700
General Fund Total	\$21,200	\$38,700
<b>Total Funds</b>	<b>\$21,200</b>	<b>\$38,700</b>

### *2018 Budget by Expense Category*

The Office of Professional Competence's total budget for 2018 is \$1.9 million. Table 2 provides detailed and comparative information regarding the Office of Professional Competence budgeted 2018 expenses.

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$1,557,300	\$1,479,300
Leases and Rent	2,800	2,800
Services	69,000	221,700
Supplies and Equipment	52,300	50,500
Other Expenses	69,400	56,400
<b>Total Expenses</b>	<b>\$1,750,800</b>	<b>\$1,886,200</b>

### *2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Professional Competence and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$822,100	\$937,800
Interfund Transfers Out	0	0
Interfund Transfers In	0	0
<b>Total Interfund Transactions</b>	<b>\$822,100</b>	<b>\$937,800</b>

### *Personnel Requirements*

The Office of Professional Competence employs 11.15 full-time employees. Table 4 provides prior and current year staffing information for the Office of Professional Competence.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Program Officer			0.15	\$33,647
Program Manager III			1.00	171,983
Director, Professional Competence	1.00	1.00		
Attorney	1.00	1.00	1.00	115,105
Program Supervisor			1.00	116,245
Senior Program Analyst			3.00	274,108
Senior Administrative Specialist	1.00	1.00		
IT Analyst II			1.00	93,941
Lead Data Analyst		1.00		
Paralegal	7.00	6.00	2.00	140,381
Administrative Secretary	1.00	1.00		
Senior Administrative Assistant	1.00	1.00	1.00	77,006
Data Analyst II	1.00	1.00		
Public Service Representative II			1.00	60,610
<b>Total FTE</b>	<b>13.00</b>	<b>13.00</b>	<b>11.15</b>	<b>\$1,083,026</b>

## **PROGRAMS DIVISION**

### **Office of Case Management and Supervision**

#### *Overview*

The Office of Case Management and Supervision (OCMS) consists of the Lawyer Assistance Program and the Office of Probation. Together these two areas of the Bar are responsible for providing case management and supervision services to prospective and licensed attorneys. Many of these attorneys have pending or completed disciplinary proceedings, however OCMS clients also include applicants to the Bar and attorneys with no pending discipline.

#### *Lawyer Assistance Program*

The Lawyer Assistance Program (LAP) provides substance abuse and mental health support services to licensed attorneys and applicants for admission to the California State Bar through a range of services that are tailored to the circumstances of each participant. The goal of the LAP is to protect the public through outreach and education about the dangers of substance abuse and mental illness in the legal community and to assist in the rehabilitation of attorneys who struggle with these issues (see Business and Professions Code section 6230).

### *Orientation and Assessment*

Licensed attorneys are eligible to receive a free professional mental health assessment by a LAP case manager without making a longer-term commitment to participate in the program. Attorneys are also entitled to attend up to three free sessions of an LAP group without obligation to continue further.

### *Monitored LAP*

Monitored LAP is for attorneys and applicants who must satisfy a specific monitoring or verification requirement imposed by an employer, the Office of the Chief Trial Counsel, State Bar Court, the Committee of Bar Examiners, or another entity. Monitored LAP is also available to attorneys and applicants seeking help independently. The program offers long-term structure and the support of a professional case manager. Attendance at LAP group meetings and lab testing are typically required as conditions of participating in Monitored LAP. There is a fee for group participation.

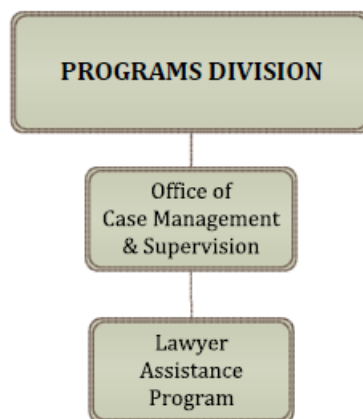
### *Support LAP*

Support LAP is for attorneys and applicants who are interested in participating in a weekly group meeting with other lawyers and would like the support of a qualified mental health professional. There is a fee for group participation.

### *Program Objectives*

- To rehabilitate attorneys with impairment due to abuse of drugs or alcohol, or due to mental illness, affecting competence so that they can return to the practice of law in a manner that will not endanger the public health and safety.

### *Organizational Chart*



### *Fiscal Year 2017 Accomplishments*

- Adopted a new LAP Strategic Plan with a focus on public outreach and education, and program design.
- Completed activities in accordance with the Strategic Plan including reviewing current assessment tools used against best practices and those used in other states and assessing the continuing need for the LAP Evaluation Committee.
- Secured a separate office location which will address in part attorneys' concerns regarding the close connection between the LAP and the State Bar's discipline system.

- Participated in the development of New Attorney 10-Hour MCLE

Performance Objective	2017 Progress		
Monitor Year-Over-Year Workload in Key Performance Areas		2016	2017
	Number of clients served	273	277
	New intakes	134	143
	% Successful completions	15.1%	17.7%

#### *Fiscal Year 2018 Projects and Objectives*

- Continue implementation of the Strategic Plan.
- Add staff to support Strategic Plan implementation.
- Measure impact of increased outreach and education efforts that will result from Strategic Plan implementation.
- Measure impact of program redesign that will result from Strategic Plan implementation.
- Move to new location.
- Assist in the coordination of the review of the LAP Oversight Committee directed by the Board of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task Force and assist in the implementation of any procedural or structural changes that may emerge out of such review.

**Table 1: Source of Revenue by Fund**

Fund	2017 Budget	2018 Budget
Lawyer Assistance Program Fund		
Mandatory Fees	\$2,084,800	\$2,107,000
Other Revenues	0	20,000
Lawyer Assistance Program Fund Total	\$2,084,800	\$2,127,000
<b>Total Funds</b>	<b>\$2,084,800</b>	<b>\$2,127,000</b>

#### *2018 Budget by Expense Category*

Lawyer Assistance Program's total budget for 2018 is \$1.7 million. Table 2 provides detailed and comparative information regarding Lawyer Assistance Program budgeted 2018 expenses.

**Table 2: Expenses**

	2017 Budget	2018 Budget
Personnel Expenses	\$919,000	\$1,260,100
Leases and Rent	100	3,300
Services	184,600	340,000
Supplies and Equipment	22,800	22,800
Other Expenses	74,100	81,100
<b>Total Expenses</b>	<b>\$1,200,600</b>	<b>\$1,707,400</b>

### *2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from Lawyer Assistance Program and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$464,500	\$530,000
Interfund Transfers Out	0	0
Interfund Transfers In	0	0
<b>Total Interfund Transactions</b>	<b>\$464,500</b>	<b>\$530,000</b>

### *Personnel Requirements*

Lawyer Assistance Program employs 9.15 full-time employees. Table 4 provides prior and current year staffing information for Lawyer Assistance Program.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Program Officer			0.15	\$33,647
Director, LAP Program	1.00			
Director, Fee Arbitration		0.50		
Managing Director Bar Relation		0.50		
Program Manager II			1.00	150,773
Senior Program Analyst			2.00	202,854
Program/Court Systems Analyst	1.00	1.00		
Clinical Case Coordinator			4.00	364,424
Case Manager	4.00	4.00		
Administrative Assistant II	1.00	1.00	2.00	155,119
<b>Total FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>9.15</b>	<b>\$906,817</b>

## **PROGRAMS DIVISION**

### **Office of Case Management and Supervision**

#### *Overview*

The Office of Probation (OP) monitors disciplined attorneys who have been ordered to comply with probation or reprobation conditions pursuant to orders issued by the California Supreme Court and/or the State Bar Court. Once these orders become effective, the OP establishes its own case files to monitor the compliance or non-compliance of each attorney.

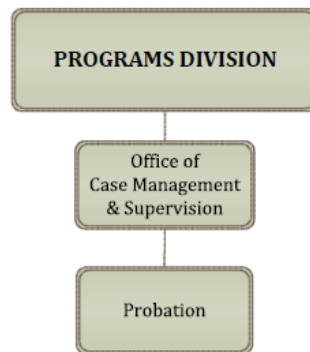
#### **Probation Department**

OP monitoring requires staff to contact the attorney being monitored and third parties such as former clients, service providers, and other departments of the State Bar. OP staff provides timely information to the attorney, the Office of the Chief Trial Counsel, and State Bar Court regarding non-compliance; OP staff are available to testify under oath in Court.

### *Department Objectives*

- Facilitate self-rehabilitation of disciplined attorneys by supporting compliance with ordered conditions of probation.
- Accurately monitor disciplined attorneys to facilitate their self-rehabilitation as well as support public protection.
- Support public protection by timely notifying OCTC or State Bar Court of non-compliance by disciplined attorneys with ordered conditions.
- 

### *Organizational Chart*



### *Fiscal Year 2017 Accomplishments*

- Eliminated OP monitoring of California Rule of Court rule 9.20 compliance in accordance with Workforce Planning recommendations.
- 

Performance Objective	2017 Progress		
Monitor Year-Over-Year Workload in Key Performance Areas		2016	2017
	Open cases	808	715
	Cases opened	983	539
	Cases closed	1166	700
	Modification motions	72	75
	Motions to revoke Probation	12	7
	Noncompliance referrals to OCTC	102	112

### *2018 Budget by Expense Category*

The Office of Probation's total budget for 2018 is \$1.0 million. Table 1 provides detailed and comparative information regarding the Office of Probation budgeted 2018 expenses.

**Table 1: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$719,400	\$960,600
Services	500	600
Supplies and Equipment	18,700	18,700
Other Expenses	1,300	1,300
<b>Total Expenses</b>	<b>\$739,900</b>	<b>\$996,200</b>

*2018 Interfund Transactions*

Table 2 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Probation and the amount of transfers to or from other operation areas.

**Table 2: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$389,000	\$432,400
Interfund Transfers Out	0	0
<b>Total Interfund Transactions</b>	<b>\$389,000</b>	<b>\$432,400</b>

*Personnel Requirements*

The Office of Probation employs 7.85 full-time employees. Table 3 provides prior and current year staffing information for the Office of Probation.

**Table 3: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Program Officer			0.15	\$33,647
Supervising Attorney			0.70	122,353
Senior Attorney	1.00			
Probation Deputy	6.00	6.00		
Probation Case Specialist			5.00	395,683
Court Specialist			1.00	77,596
Administrative Assistant II	1.00	1.00	1.00	73,192
<b>Total FTE</b>	<b>8.00</b>	<b>7.00</b>	<b>7.85</b>	<b>\$702,470</b>



## PROGRAMS DIVISION

### OFFICE OF THE CLIENT SECURITY FUND

#### *Overview*

The main purpose of the Office of the Client Security Fund (CSF) is to protect the public and support confidence in the legal profession by reimbursing victims of attorney theft. There are four main areas that encompass the work of the CSF: (a) legal case processing; (b) support for the CSF Commission and the Board of Trustees; (c) financial management; and (d) administration. CSF funding is derived from a statutorily mandated \$40 fee paid as part of the annual attorney licensing process.

#### *Office Objectives*

- The objective of the Office of the CSF is to protect the public and maintain public confidence in the legal profession by reimbursing clients who have lost money or property due to theft by a California lawyer. The CSF achieves this objective by:
  - Making legal decisions on applications in a fair, efficient and effective manner;
  - Ensuring that the CSF system is user-friendly and accessible;
  - Staffing the CSF Commission to ensure appropriate decisions are made; and
  - Monitoring the fiscal integrity of the CSF Fund to ensure its viability.

#### *Organizational Chart*



#### *Fiscal Year 2017 Accomplishments*

- Implementation of Workforce Planning recommendations.
- Distribution of 100% of budgeted payouts even with reduced CSF staffing.

Performance Objective	Prev. Year Progress																						
Resolve oldest applications first.	CSF has focused its efforts on investigating and resolving the oldest applications first as discipline is imposed and the applications become ripe for review.																						
Implement Workforce Planning recommendation regarding applicant communication.	CSF is on track to contact by phone/email or letter every CSF applicant by the end of 2017 with a status update on their application.																						
Monitor Year-Over-Year Workload in Key Performance Areas	<table> <tr> <th></th><th>Year: 2016</th><th>Year: 2017</th></tr> <tr> <td>Applications Filed</td><td>1,120</td><td>912</td></tr> <tr> <td>Applications Paid</td><td>1,793</td><td>909</td></tr> <tr> <td>Total Applications Resolved (closed/paid &amp; denied)</td><td>2,332</td><td>1757</td></tr> <tr> <td>Total Amount Reimbursed to Victims</td><td>\$8,037,525 (amount reflects additional budget available in 2016)</td><td>\$6,401,000</td></tr> <tr> <td>Average Payout per Claim</td><td>\$4,253</td><td>\$7,043</td></tr> <tr> <td>Pending Application Inventory</td><td>4,253</td><td>3,300</td></tr> </table>			Year: 2016	Year: 2017	Applications Filed	1,120	912	Applications Paid	1,793	909	Total Applications Resolved (closed/paid & denied)	2,332	1757	Total Amount Reimbursed to Victims	\$8,037,525 (amount reflects additional budget available in 2016)	\$6,401,000	Average Payout per Claim	\$4,253	\$7,043	Pending Application Inventory	4,253	3,300
	Year: 2016	Year: 2017																					
Applications Filed	1,120	912																					
Applications Paid	1,793	909																					
Total Applications Resolved (closed/paid & denied)	2,332	1757																					
Total Amount Reimbursed to Victims	\$8,037,525 (amount reflects additional budget available in 2016)	\$6,401,000																					
Average Payout per Claim	\$4,253	\$7,043																					
Pending Application Inventory	4,253	3,300																					

#### *Fiscal Year 2018 Projects and Objectives*

- In partnership with ORIA, complete a statutorily mandated report on the CSF by March 15, 2018, to include a fiscal estimate of the amount of fee increase needed to enable application resolution within 12 months of final discipline.
- Increase and further automate applicant communication regarding claim status.
- Assist in the coordination of the review of the Client Security Fund Commission directed by the Board of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task Force and assist in the implementation of any procedural or structural changes that may emerge out of such review.

**Table 1: Source of Revenue by Fund**

<b>Fund</b>	<b>2017 Budget</b>	<b>2018 Budget</b>
Client Security Fund		
Mandatory Fees	\$7,995,700	\$7,927,300
Other Revenues	35,000	49,400
Client Security Fund Total	\$8,030,700	\$7,976,700
<b>Total Funds</b>	<b>\$8,030,700</b>	<b>\$7,976,700</b>

*2018 Budget by Expense Category*

The Office of the Client Security Fund's total budget for 2018 is \$7.5 million. Table 2 provides detailed and comparative information regarding the Office of the Client Security Fund budgeted 2018 expenses.

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$1,365,100	\$1,471,600
Services	16,500	11,500
Supplies and Equipment	29,400	29,400
Other Expenses	5,323,600	5,923,700
<b>Total Expenses</b>	<b>\$6,734,600</b>	<b>\$7,456,300</b>

*2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of the Client Security Fund and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Indirect Costs	\$580,200	\$585,400
Interfund Transfers Out	0	0
Interfund Transfers In	(1,600,000)	0
<b>Total Interfund Transactions</b>	<b>(\$1,019,800)</b>	<b>\$585,400</b>

*Personnel Requirements*

The Office of the Client Security Fund employs 9.10 full-time employees. Table 4 provides prior and current year staffing information for the Office of the Client Security Fund.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Program Officer			0.10	\$22,431
Director, Client Security Fund	1.00	1.00		
Program Manager III			1.00	171,983
Senior Attorney	2.00	2.00	2.00	322,948
Attorney			1.00	123,543
Program Supervisor			1.00	108,059

Senior Administrative Supervisor	1.00	1.00		
Program Coordinator			1.00	80,062
Administrative Secretary	1.00	1.00		
Senior Administrative Assistant			2.00	144,987
Paralegal	2.00	2.00	1.00	87,276
Administrative Assistant II	2.00	1.00		
Legal Secretary	1.00			
Coordinator Of Records	1.00			
<b>Total FTE</b>	<b>11.00</b>	<b>8.00</b>	<b>9.10</b>	<b>\$1,061,289</b>

## ADMINISTRATIVE DIVISION

### *Overview*

The Administrative Division comprises the core support Offices of General Services, Human Resources, and Information Technology. The Administrative Division develops policies and strategies for these support functions, ensuring that they are coordinated, aligned with the Bar's strategic goals and objectives, and effectively supporting the Bar's mission-critical programs. The Administrative Division also includes a Talent Engagement & Development Unit, newly created in 2018 to focus on training and career development.

### *Office of General Services*

The Office of General Services provides a comprehensive range of facilities, administrative and procurement services that support the work of all State Bar departments. General Services manages over 350,000 square feet of office space for Bar staff and tenants, overseeing landlord/tenant relations; space planning and use; engineering and janitorial services; construction and capital improvements; safety and security programs; parking; and recycling programs. General Services also manages administrative support services, including document imaging and printing; mail and courier services; offsite file storage; meeting and conference support; and travel services. Finally, General Services manages the Bar's procurement and contracting process, ensuring compliance with competitive bidding requirements other policies.

### *Office of Human Resources*

The Office of Human Resources (HR) provides the full range of human resource services to the State Bar. Its primary functions include personnel policy administration; recruitment and retention; Equal Employment Opportunity (EEO) and non-discrimination policy administration; classification and compensation analysis; benefits administration; and labor relations.

### *Office of Information Technology*

The Office of Information Technology (IT) provides the technology tools that support the Bar's operations and programs. IT provides helpdesk, desktop, and meeting support, and maintains and enhances the Bar's IT systems and network infrastructure. IT is also responsible for custom software development, and for enhancing, maintaining, and administering the Bar's on-premise and public-facing applications.

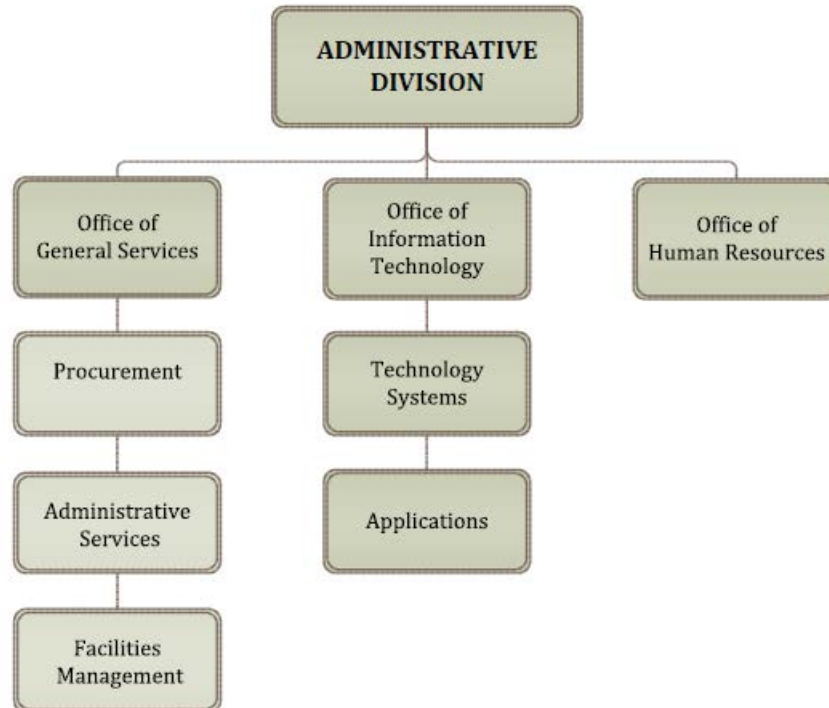
### *Talent Engagement & Development Unit*

The Talent Engagement & Development Unit (TED) provides classroom and web-based training to Bar staff in wide range of topics, including new hire orientation; management and supervision; writing and communication; project management; and interpersonal skills. TED also provides programs and services to foster the professional development of Bar staff, including individual career counseling and career developing/training plans; transition support for employees transferring or promoting to new roles; mentoring for new supervisors; and one-on-one writing workshops.

### *Division Objectives*

- Maximize the value and efficiency of the Bar's facilities through continued implementation of a capital improvement space utilization plan and management of leased space.
- Provide efficient, customer-service-focused administrative services that support the Bar's operations and programs.
- Provide efficient processes to procure necessary goods and services and ensure policy compliance.
- Effectively recruit, manage, develop and retain the Bar's employees to ensure an engaged, motivated and efficient workforce.
- Maintain a sophisticated and secure information technology infrastructure that effectively supports the Bar's operations and programs, with a focus on technology solutions that result in operational cost savings.

### *Organizational Chart*



### *Fiscal Year 2017 Accomplishments*

- Completion of several infrastructure projects at the Bar's San Francisco location: condenser water riser replacement, security access system upgrade, smoke dampers replacement, partial fire life safety system replacement (ongoing), window rig anchorage system installation, and energy management system front end replacement. Completion of full roof waterproofing at 845 S Figueroa.
- Won the local and regional 2017 Outstanding Building of the Year awards by the Building Owners & Managers Association in the Government Buildings category.
- Successfully outsourced offset printing services.
- Absorbed the offsite file storage and shredding contracts previously held by another Office.
- Absorbed contracting work from the Office of the General Counsel.
- Successfully supported new initiatives including: website redesign, the Two Day Bar Examination, credit card consolidation, automation of IOLTA bank reporting, and the establishment of a centralized State Bar call center.
- Implemented new classification and compensation structure for executive and confidential staff.
- Implemented new online learning platform to provide additional training resources.
- Piloted a new "One State Bar" employee orientation program.
- Supported the separation of the Sections into the new California Lawyers Association through: lease of temporary space; agreements to provide staff support; transfer of technology systems and contracts.

Performance Objective	2017 Progress		
Monitor Year-Over-Year Workload in Key Performance Areas	<b>Metric</b>	<b>2016</b>	<b>2017</b>
	Onsite meeting room reservations processed	4,265	4,738
	Travel reservations completed	1,799	2,052
	Print shop/copy center pages produced	2,098,565	2,181,753
	Facilities work orders completed	1,115	1,330
	Purchase orders issued	794	651
	Contracts executed	341	360
	Help desk tickets processed	7,025	6,270
	Meetings supported	140	801
	Employment applications received	5,112	11,163

	External hires	69	86
	Internal promotions and transfers	54	121
	Training classes offered	0	52

#### *Fiscal Year 2018 Projects and Objectives*

- Continue implementing 180 Howard Street capital improvement plan, focusing on major infrastructure improvements to HVAC systems, Fire/Life Safety systems and elevators.
- Lease vacant space at 180 Howard Street.
- Reconfigure office space in Los Angeles and San Francisco to allow for the continued expansion of the Office of the Chief Trial Counsel.
- Make enhancements to the Bar's procurement process for greater efficiency and compliance, as reflected in an updated Procurement Manual.
- Develop a comprehensive Continuity of Operations Plan for the organization.
- Develop a new Talent Acquisition, Management and Retention Plan to include a modern recruitment process; professional development; career planning; performance planning; and performance management.
- Implement the new classification and compensation system for bargaining unit staff subject to the outcome of pending collective bargaining.
- Continue implementing the existing IT strategic plan and operational plan, including
  - Enterprise Resource Planning (ERP) System upgrade, beginning with the HR module.
  - Paperless meeting/agenda system
  - e-Signature solution
  - Admissions Information Management System
  - Network infrastructure upgrade
  - Continued enhancements to the network/cyber security

**Table 1: Source of Revenue by Fund**

<b>Fund</b>	<b>2017 Budget</b>	<b>2018 Budget</b>
General Fund		
Other Revenues	\$0	\$4,500
General Fund Total	\$0	\$4,500
<b>Total Funds</b>	<b>\$0</b>	<b>\$4,500</b>

#### *2018 Budget by Expense Category*

The Office of General Services' total budget for 2018 is \$8.5 million. Table 2 provides detailed and comparative information regarding the Office of General Services budgeted 2018 expenses.

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$2,255,800	\$2,311,100
Leases and Rent	4,692,000	5,103,200
Services	668,400	650,400
Supplies and Equipment	144,400	330,600
Other Expenses	(7,600)	21,800
<b>Total Expenses</b>	<b>\$7,816,800</b>	<b>\$8,476,000</b>

*2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of General Services and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

No Interfund Transfers listed for this department.

*Personnel Requirements*

The Office of General Services employs 21.68 full-time employees. Table 4 provides prior and current year staffing information for the Office of General Services.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Administrative Officer			0.34	\$74,970
Director, General Services & Procurement			1.00	157,261
Director, General Services	1.00	1.00		
Deputy Dir, General Services	1.00	1.00		
Senior Program Analyst			0.34	32,507
Program Analyst			3.00	277,206
Administrative Supervisor			2.00	171,404
Supervisor, Off. & Recep. Svcs	2.00	2.00		
Purchasing Assistant	1.00	1.00		
General Services Specialist III			4.00	271,464
Travel & Info Svcs Coordinator	2.00	1.00		
Senior Office Services Coordinator	1.00	1.00		
Admin Specialist III (Conf)	1.00	3.00		
General Services Specialist II			10.00	613,929
Printing Technician II	2.00	2.00		
Senior Office Services Clerk	5.00	5.00		
Administrative Assistant II	2.00	1.00		
Printing Technician I	2.00	2.00		
Maintenance Technician	1.00	1.00		
General Services Specialist I			1.00	72,108
Receptionist/Reservation Coord	3.00	1.00		
<b>Total FTE</b>	<b>24.00</b>	<b>22.00</b>	<b>21.68</b>	<b>\$1,670,849</b>



## THE OFFICE OF HUMAN RESOURCES

**Table 1: Source of Revenue by Fund**

No Funds listed for this department.

### *2018 Budget by Expense Category*

The Office of Human Resources' total budget for 2018 is \$1.8 million. Table 2 provides detailed and comparative information regarding the Office of Human Resources budgeted 2018 expenses.

**Table 2: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$1,427,300	\$1,503,600
Services	130,000	161,000
Supplies and Equipment	70,600	75,600
Other Expenses	151,500	23,500
<b>Total Expenses</b>	<b>\$1,779,400</b>	<b>\$1,784,700</b>

### *2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Human Resources and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

No Interfund Transfers listed for this department.

### *Personnel Requirements*

The Office of Human Resources employs 10.66 full-time employees. Table 4 provides prior and current year staffing information for the Office of Human Resources.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Administrative Officer			0.33	\$72,765
Director HR & Labor Relations	1.00	1.00		
Director, Human Resources			1.00	185,850
Senior Human Resources Analyst			2.00	204,899
Senior Human Resources Specialist	1.00	3.00		
Senior Program Analyst			0.33	31,551
Human Resources Administrator	1.00	1.00		
Human Resources Analyst			3.00	261,127
Human Resources Coordinator	3.00	3.00	1.00	83,456
Human Resources Specialist	2.00	3.00	3.00	212,743
Administrative Assistant II	1.00			
<b>Total FTE</b>	<b>9.00</b>	<b>11.00</b>	<b>10.66</b>	<b>\$1,052,389</b>

## THE OFFICE OF INFORMATION TECHNOLOGY

### *2018 Budget by Expense Category*

The Office of Information Technology's total budget for 2018 is \$8.0 million. Table 1 provides detailed and comparative information regarding the Office of Information Technology budgeted 2018 expenses.

**Table 1: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$4,093,000	\$4,956,800
Leases and Rent	339,600	424,800
Services	500	190,600
Supplies and Equipment	1,810,100	2,226,600
Other Expenses	55,600	56,100
<b>Total Expenses</b>	<b>\$6,448,800</b>	<b>\$7,967,600</b>

### *Personnel Requirements*

The Office of Information Technology employs 30.96 full-time employees. Table 2 provides prior and current year staffing information for the Office of Information Technology.

**Table 2: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Administrative Officer			0.33	\$72,765
IT Director			1.00	205,217
Sr Director Info Technology	1.00	1.00		
Director Of Applications	1.00	1.00		
IT Manager III			2.00	319,164
Director, Technology Systems	1.00	1.00		
Director IS & Bus Solutions	1.00			
Managing Dir Telecommunication	1.00			
IT Manager		1.00		
Application Development Manager		1.00		
IT Manager I			2.00	276,753
Senior IT Business Systems Analyst			1.30	134,209
Senior IT Analyst		1.00	6.00	738,984
Senior Program Analyst			0.33	31,551
IT Analyst II		3.00	12.00	1,314,683
Webmaster	2.00	1.00		
Technology Service Analyst Technician	3.00	3.00		
Computer Analyst/Programmer	10.00	7.00		
Program/Court Systems Analyst (Conf)	1.00	1.00		
IT Analyst I		3.00	4.00	357,246
Senior Administrative Assistant			1.00	88,812
IT Support Technician II			1.00	96,240
Technical Support Administrator	6.00	2.00		

<b>Total FTE</b>	<b>27.00</b>	<b>26.00</b>	<b>30.96</b>	<b>\$3,635,623</b>
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## THE OFFICE OF TALENT ENGAGEMENT & DEVELOPMENT UNIT

### *2018 Budget by Expense Category*

The Office of Talent Engagement & Development Unit's total budget for 2018 is \$0.4 million. Table 1 provides detailed and comparative information regarding the Office of Talent Engagement & Development Unit budgeted 2018 expenses.

**Table 1: Expenses**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Personnel Expenses	\$0	\$274,300
Other Expenses	0	143,000
<b>Total Expenses</b>	<b>\$0</b>	<b>\$417,300</b>

### *2018 Interfund Transactions*

Table 2 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Talent Engagement & Development Unit and the amount of transfers to or from other operation areas.

**Table 2: Interfund Transactions**

No Interfund Transfers listed for this department.

### *Personnel Requirements*

The Office of Talent Engagement & Development Unit employs 2.00 full-time employees. Table 3 provides prior and current year staffing information for the Office of Talent Engagement & Development Unit.

**Table 3: Staffing**

	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
<b>Regular Status Fulltime Employees</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Senior Human Resources Analyst			2.00	\$200,889
<b>Total FTE</b>			<b>2.00</b>	<b>\$200,889</b>

## OFFICE OF FINANCE

### *Overview*

The Office of Finance is responsible for financial reporting and analysis, budget development and oversight, accounts payable, accounts receivable, general ledger; and processing licensee and other fee payments for the State Bar.

### *Financial Reporting, Budgeting, and Analysis*

This service area is responsible for budgeting, financial planning, financial analysis and accounting, payroll, accounts receivable and payable, and for implementing related procedures and internal controls. The Office also works closely with the Bar's external auditors and the California Bureau of State Audits to ensure the implementation of sound financial controls and public accountability.

### *Licensee Billing*

Licensee Billing is responsible for ensuring attorneys' annual fees and other payments are properly processed. The primary task for Licensee Billing staff is the treasury function of depositing and posting annual membership fees, discipline costs, and CSF payments in the billing system. In addition, staff responds to billing inquiries, assists in the annual suspension process, and assists in the status change process. In 2017, paper fee statements were replaced with an online portal as the primary mechanism for firms and individual members to make their payments.

### *Office Objectives*

- **Accurate Record Keeping** . Finance maintains accurate financial records for all the State Bar's financial activities, including related written policies and procedures. Coordinate external audits to verify accuracy, prevent fraud, and identify opportunities for improvement.
- **Transaction Processing**. Finance pays employees and vendors accurately and timely.
- **Strategic Budgeting**. Finance creates and monitors the State Bar's budget. This includes working with all levels of State Bar management to forecast revenues and expenses, strategically allocate resources, and track budget variances to verify we are on track or need to make operational changes.
- **Cost Containment** .Costs must be approved before operating units can commit the State Bar to spend. Approvals are in the form of purchase orders, budgets and personnel change notices. Finance ensures that operating units do not spend more than approved.
- **Promote Transparency**. Finance strives for transparency of the State Bar's financial operations so that stakeholders know they can trust information we provide. This requires accurate financial information, thorough and unbiased narratives to help stakeholders' key messages and clear communication with anyone who requests information.
- **Continuous Process Improvement**. Finance coordinates with all operating units of the State Bar to continually improve the business processes, including payroll, payables, billing, receivables, grants, financial reporting and budgeting.

### *Organizational Chart*



### *Fiscal Year 2017 Accomplishments*

- Completed an internal controls audit.
- Developed process to accommodate transition to online delivery of fee statements.
- Integrated new tools to support payment processing.
- Made process improvements to reduce the number of licensee fee check payments that have to be manually processed.

Performance Objective	2017 Progress		
Ensure accuracy in the processing of Cash Receipts, Accounts Payable, and Payroll		2016	2017
	Cash Receipts:	854	1,001
	% accurate	99.5%	100%
	Accounts Payable:	13,261	11,745
	% accurate	99%	97%
	Payroll	18,493	17,713
	% accurate	99%	99%

### *Fiscal Year 2018 Projects and Objectives*

1. Implement Oracle ERP upgrade.
2. Implement five-year internal control audit recommendations.
3. Research restrictions on revenue sources and redesign State Bar fund structure accordingly.

**Table 1: Source of Revenue by Fund**

Fund	2017 Budget	2018 Budget
General Fund		
Other Revenues	\$0	\$0
General Fund Total	\$0	\$0
<b>Total Funds</b>	<b>\$0</b>	<b>\$0</b>

### *2018 Budget by Expense Category*

The Office of Finance's total budget for 2018 is \$3.3 million. Table 2 provides detailed and comparative information regarding the Office of Finance budgeted 2018 expenses.

**Table 2: Expenses**

	2017 Budget	2018 Budget
Personnel Expenses	\$1,869,400	\$2,188,900
Services	1,529,300	989,300
Supplies and Equipment	85,000	86,100
Other Expenses	5,500	9,100
<b>Total Expenses</b>	<b>\$3,649,900</b>	<b>\$3,329,400</b>

### *2018 Interfund Transactions*

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Finance and the amount of transfers to or from other operation areas.

**Table 3: Interfund Transactions**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Interfund Transfers Out	\$400,000	\$0
<b>Total Interfund Transactions</b>	<b>\$400,000</b>	<b>\$0</b>

*Personnel Requirements*

The Office of Finance employs 16.00 full-time employees. Table 4 provides prior and current year staffing information for the Office of Finance.

**Table 4: Staffing**

<b>Regular Status Fulltime Employees</b>	<b>Budgeted Positions</b>			<b>Budgeted Salaries</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>2018 Budget</b>
Chief Financial Officer		1.00	1.00	\$192,205
Program Director II			1.00	176,558
Director, Finance/Controller	1.00			
Finance Manager	1.00	2.00	1.00	131,250
Senior Administrative Supervisor	1.00			
Payroll Specialist Conf	1.00			
Senior Financial Analyst	3.00	4.00	5.00	537,146
Financial Analyst			1.00	80,794
Auditor/Accountant	1.00	1.00		
Fiscal Services Specialist (Conf)		1.00		
Fiscal Services Specialist		6.00	7.00	483,717
FSS/Accounting Technician	3.55			
FSS/Membership Billing Technician	5.00			
Administrative Specialist Conf	1.00			
<b>Total FTE</b>	<b>17.55</b>	<b>15.00</b>	<b>16.00</b>	<b>\$1,601,670</b>

## Operating Area/Cost Center

**Executive Director**                      **2016 Actual   2017 Projection   2017 Budget   2018 Budget**

### **10001 Executive Director**

#### **Expenses**

Personnel Expenses	(\$1,560,100)	(\$1,227,800)	(\$1,314,000)	(\$491,700)
Leases and Rent	(42,500)	(1,600)	0	0
Services	(398,500)	(107,600)	(107,000)	(103,500)
Supplies and Equipment	(115,900)	(28,800)	(25,400)	(21,200)
Other Expenses	(99,500)	(78,400)	(75,400)	(48,200)

<b>Expenses Total</b>	<b>(\$2,216,500)</b>	<b>(\$1,444,200)</b>	<b>(\$1,521,800)</b>	<b>(\$664,600)</b>
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#### **Interfund Transfers**

Interfund Transfers Out	(\$100)	(\$100)	\$0	\$0
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<b>Interfund Transfers Total</b>	<b>(\$100)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>
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<b>10001 Executive Director Surplus/(D)</b>	<b>(\$2,216,600)</b>	<b>(\$1,444,300)</b>	<b>(\$1,521,800)</b>	<b>(\$664,600)</b>
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### **18 Affinity & Insurance Fund**

#### **Revenues**

Other Revenues	\$29,400	\$54,600	\$0	\$0
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<b>Revenues Total</b>	<b>\$29,400</b>	<b>\$54,600</b>	<b>\$0</b>	<b>\$0</b>
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#### **Interfund Transfers**

Indirect Costs	(\$81,700)	(\$88,500)	(\$88,500)	\$0
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<b>Interfund Transfers Total</b>	<b>(\$81,700)</b>	<b>(\$88,500)</b>	<b>(\$88,500)</b>	<b>\$0</b>
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<b>18 Affinity &amp; Insurance Fund Surplus</b>	<b>(\$52,300)</b>	<b>(\$33,900)</b>	<b>(\$88,500)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Executive Director

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 18001 Group Insurance Programs

##### Revenues

Other Revenues	\$1,032,200	\$973,000	\$913,000	\$225,000
<b>Revenues Total</b>	<b>\$1,032,200</b>	<b>\$973,000</b>	<b>\$913,000</b>	<b>\$225,000</b>

##### Expenses

Personnel Expenses	(\$57,400)	\$0	\$0	\$0
Services	(4,100)	(68,400)	(100)	(100)
Supplies and Equipment	(2,100)	(1,900)	(1,900)	(1,900)
Other Expenses	(21,200)	(17,200)	(11,600)	(16,900)
<b>Expenses Total</b>	<b>(\$84,800)</b>	<b>(\$87,500)</b>	<b>(\$13,600)</b>	<b>(\$18,900)</b>

##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$1,300)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,300)</b>

#### 18001 Group Insurance Programs Su

<b>\$947,400</b>	<b>\$885,500</b>	<b>\$899,400</b>	<b>\$204,800</b>
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## Operating Area/Cost Center

### Executive Director

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 18002 Professional Liab Insurance

##### Revenues

Other Revenues	\$1,120,000	\$880,000	\$1,000,000	\$250,000
<b>Revenues Total</b>	<b>\$1,120,000</b>	<b>\$880,000</b>	<b>\$1,000,000</b>	<b>\$250,000</b>

##### Expenses

Personnel Expenses	(\$72,000)	(\$121,900)	(\$112,200)	\$0
Services	(9,000)	(11,000)	(11,000)	(11,000)
Supplies and Equipment	(2,000)	(2,200)	(2,100)	(2,200)
Other Expenses	(13,000)	(27,000)	(27,000)	(25,400)
<b>Expenses Total</b>	<b>(\$96,000)</b>	<b>(\$162,100)</b>	<b>(\$152,300)</b>	<b>(\$38,600)</b>

##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$2,600)
Interfund Transfers Out	(6,700)	0	0	0
<b>Interfund Transfers Total</b>	<b>(\$6,700)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$2,600)</b>

#### 18002 Professional Liab Insurance S

<b>\$1,017,300</b>	<b>\$717,900</b>	<b>\$847,700</b>	<b>\$208,800</b>
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## Operating Area/Cost Center

### Executive Director

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **18004 Affinity Programs**

##### **Revenues**

Other Revenues	\$133,100	\$89,600	\$86,000	\$0
<b>Revenues Total</b>	<b>\$133,100</b>	<b>\$89,600</b>	<b>\$86,000</b>	<b>\$0</b>

##### **Expenses**

Services	(\$52,200)	(\$43,800)	(\$43,800)	(\$43,800)
Supplies and Equipment	(1,400)	(1,700)	(1,700)	(1,700)
Other Expenses	(200)	(2,500)	(2,500)	(2,500)
<b>Expenses Total</b>	<b>(\$53,800)</b>	<b>(\$48,000)</b>	<b>(\$48,000)</b>	<b>(\$48,000)</b>

##### **Interfund Transfers**

Indirect Costs	\$0	\$0	\$0	(\$3,300)
Interfund Transfers Out	(800)	0	0	0
<b>Interfund Transfers Total</b>	<b>(\$800)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$3,300)</b>

<b>18004 Affinity Programs Surplus/(De</b>	<b>\$78,500</b>	<b>\$41,600</b>	<b>\$38,000</b>	<b>(\$51,300)</b>
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#### **23009 CLA Support**

##### **Revenues**

Other Revenues	\$0	\$0	\$0	\$1,081,300
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,081,300</b>

##### **Expenses**

Personnel Expenses	\$0	\$0	\$0	(\$1,068,200)
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,068,200)</b>

<b>23009 CLA Support Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,100</b>
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## Operating Area/Cost Center

<u>Executive Director</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
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### 23602 Library/Archives-SF&LA

#### Expenses

Personnel Expenses	(\$79,100)	\$0	\$0	\$0
Services	(184,200)	300	0	0
Supplies and Equipment	(301,800)	0	0	0
Other Expenses	(200)	0	0	0

<b>Expenses Total</b>	<b>(\$565,300)</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>
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<b>23602 Library/Archives-SF&amp;LA Surpl</b>	<b>(\$565,300)</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>
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<b>Executive Director Surplus/(Deficit)</b>	<b>(\$791,000)</b>	<b>\$167,100</b>	<b>\$174,800</b>	<b>(\$289,200)</b>
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<u>General Counsel</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
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### 23001 General Counsel

#### Expenses

Personnel Expenses	(\$3,380,000)	(\$3,600,900)	(\$4,098,900)	(\$3,937,300)
Services	(130,700)	(165,400)	(162,100)	(148,600)
Supplies and Equipment	(69,900)	(68,900)	(68,000)	(55,500)
Other Expenses	(49,800)	(53,800)	(46,000)	(41,000)

<b>Expenses Total</b>	<b>(\$3,630,400)</b>	<b>(\$3,889,000)</b>	<b>(\$4,375,000)</b>	<b>(\$4,182,400)</b>
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#### Interfund Transfers

Interfund Transfers Out	(\$4,800)	(\$5,600)	\$0	\$0
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<b>Interfund Transfers Total</b>	<b>(\$4,800)</b>	<b>(\$5,600)</b>	<b>\$0</b>	<b>\$0</b>
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<b>23001 General Counsel Surplus/(Def</b>	<b>(\$3,635,200)</b>	<b>(\$3,894,600)</b>	<b>(\$4,375,000)</b>	<b>(\$4,182,400)</b>
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<b>General Counsel Surplus/(Deficit)</b>	<b>(\$3,635,200)</b>	<b>(\$3,894,600)</b>	<b>(\$4,375,000)</b>	<b>(\$4,182,400)</b>
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## Operating Area/Cost Center

**Chief Trial Counsel**                      **2016 Actual   2017 Projection   2017 Budget   2018 Budget**

### **10310 OCTC-Enforcement (Consolidated)**

#### **Revenues**

Other Revenues	\$65,100	\$66,500	\$60,500	\$60,500
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<b>Revenues Total</b>	<b>\$65,100</b>	<b>\$66,500</b>	<b>\$60,500</b>	<b>\$60,500</b>
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#### **Expenses**

Personnel Expenses	(\$27,596,600)	(\$29,238,400)	(\$32,214,400)	(\$34,805,500)
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Services	(317,300)	(342,800)	(336,100)	(328,300)
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Supplies and Equipment	(482,400)	(481,000)	(1,030,600)	(489,000)
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Other Expenses	974,000	842,100	849,500	847,800
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<b>Expenses Total</b>	<b>(\$27,422,300)</b>	<b>(\$29,220,100)</b>	<b>(\$32,731,600)</b>	<b>(\$34,775,000)</b>
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#### **Interfund Transfers**

Indirect Costs	(\$11,213,500)	(\$12,718,900)	(\$12,718,900)	(\$14,022,800)
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Interfund Transfers Out	(28,500)	(32,400)	0	0
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<b>Interfund Transfers Total</b>	<b>(\$11,242,000)</b>	<b>(\$12,751,300)</b>	<b>(\$12,718,900)</b>	<b>(\$14,022,800)</b>
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<b>10310 OCTC-Enforcement (Consolidated)</b>	<b>(\$38,599,200)</b>	<b>(\$41,904,900)</b>	<b>(\$45,390,000)</b>	<b>(\$48,737,300)</b>
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### **10316 Rule 2201 Conflict Cases**

#### **Expenses**

Personnel Expenses	(\$33,500)	(\$57,200)	(\$56,100)	(\$58,100)
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Services	(34,100)	(106,300)	(100,000)	(300)
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Supplies and Equipment	(200)	(200)	(100)	(200)
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Other Expenses	(600)	(1,800)	(800)	(1,800)
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<b>Expenses Total</b>	<b>(\$68,400)</b>	<b>(\$165,500)</b>	<b>(\$157,000)</b>	<b>(\$60,400)</b>
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#### **Interfund Transfers**

Indirect Costs	(\$4,900)	(\$24,500)	(\$24,500)	(\$19,400)
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Interfund Transfers Out	0	(100)	0	0
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<b>Interfund Transfers Total</b>	<b>(\$4,900)</b>	<b>(\$24,600)</b>	<b>(\$24,500)</b>	<b>(\$19,400)</b>
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<b>10316 Rule 2201 Conflict Cases Surpl</b>	<b>(\$73,300)</b>	<b>(\$190,100)</b>	<b>(\$181,500)</b>	<b>(\$79,800)</b>
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## Operating Area/Cost Center

<u>Chief Trial Counsel</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
Chief Trial Counsel Surplus/(Deficit)	(\$38,672,500)	(\$42,095,000)	(\$45,571,500)	(\$48,817,100)

## Operating Area/Cost Center

<u>State Bar Court</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10401 SBC Sr. Executive</b>				
<b>Revenues</b>				
Other Revenues	\$14,200	\$14,100	\$14,100	\$10,600
<b>Revenues Total</b>	<b>\$14,200</b>	<b>\$14,100</b>	<b>\$14,100</b>	<b>\$10,600</b>
<b>Expenses</b>				
Personnel Expenses	(\$511,300)	(\$528,900)	(\$518,900)	(\$443,900)
Services	13,900	(8,800)	(1,600)	(26,300)
Supplies and Equipment	(69,500)	(55,900)	(55,900)	(55,900)
Other Expenses	(29,100)	(21,300)	(21,300)	(22,200)
<b>Expenses Total</b>	<b>(\$596,000)</b>	<b>(\$614,900)</b>	<b>(\$597,700)</b>	<b>(\$548,300)</b>
<b>Interfund Transfers</b>				
Indirect Costs	(\$340,600)	(\$429,300)	(\$429,300)	(\$284,800)
Interfund Transfers Out	(800)	(700)	0	0
<b>Interfund Transfers Total</b>	<b>(\$341,400)</b>	<b>(\$430,000)</b>	<b>(\$429,300)</b>	<b>(\$284,800)</b>
<b>10401 SBC Sr. Executive Surplus/(De</b>	<b>(\$923,200)</b>	<b>(\$1,030,800)</b>	<b>(\$1,012,900)</b>	<b>(\$822,500)</b>

## Operating Area/Cost Center

<u>State Bar Court</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10402 Hearing Admin.-SF</b>				
<b>Expenses</b>				
Personnel Expenses	(\$1,006,100)	(\$1,026,900)	(\$813,400)	(\$998,200)
Leases and Rent	(1,700)	(15,000)	(15,000)	(16,000)
Services	(1,800)	(1,900)	(1,500)	(2,000)
Supplies and Equipment	(23,400)	(28,000)	(28,000)	(27,000)
Other Expenses	(13,200)	(14,100)	(13,900)	(13,900)
<b>Expenses Total</b>	<b>(\$1,046,200)</b>	<b>(\$1,085,900)</b>	<b>(\$871,800)</b>	<b>(\$1,057,100)</b>
<b>Interfund Transfers</b>				
Interfund Transfers In	\$0	\$100	\$0	\$0
Indirect Costs	(693,400)	(793,100)	(793,100)	(1,159,900)
<b>Interfund Transfers Total</b>	<b>(\$693,400)</b>	<b>(\$793,000)</b>	<b>(\$793,100)</b>	<b>(\$1,159,900)</b>
<b>10402 Hearing Admin.-SF Surplus/(D</b>	<b>(\$1,739,600)</b>	<b>(\$1,878,900)</b>	<b>(\$1,664,900)</b>	<b>(\$2,217,000)</b>
<b>10403 Hearing Counsel LA/SF</b>				
<b>Expenses</b>				
Personnel Expenses	(\$1,312,700)	(\$1,332,200)	(\$1,343,200)	(\$1,406,900)
Supplies and Equipment	(10,000)	(11,600)	(10,900)	(10,900)
Other Expenses	(12,200)	(6,600)	(6,500)	(6,500)
<b>Expenses Total</b>	<b>(\$1,334,900)</b>	<b>(\$1,350,400)</b>	<b>(\$1,360,600)</b>	<b>(\$1,424,300)</b>
<b>Interfund Transfers</b>				
Indirect Costs	(\$809,000)	(\$724,100)	(\$724,100)	(\$778,600)
Interfund Transfers Out	(2,000)	(2,200)	0	0
<b>Interfund Transfers Total</b>	<b>(\$811,000)</b>	<b>(\$726,300)</b>	<b>(\$724,100)</b>	<b>(\$778,600)</b>
<b>10403 Hearing Counsel LA/SF Surplu</b>	<b>(\$2,145,900)</b>	<b>(\$2,076,700)</b>	<b>(\$2,084,700)</b>	<b>(\$2,202,900)</b>

## Operating Area/Cost Center

<u>State Bar Court</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10404 Hearing Judges</b>				
<b>Expenses</b>				
Personnel Expenses	(\$1,164,500)	(\$1,231,300)	(\$1,192,200)	(\$1,276,800)
Services	(14,900)	(25,200)	(25,000)	(25,000)
Supplies and Equipment	(17,200)	(19,600)	(19,500)	(30,300)
Other Expenses	(25,200)	(39,500)	(35,600)	(37,100)
<b>Expenses Total</b>	<b>(\$1,221,800)</b>	<b>(\$1,315,600)</b>	<b>(\$1,272,300)</b>	<b>(\$1,369,200)</b>
<b>Interfund Transfers</b>				
Indirect Costs	(\$555,600)	(\$551,300)	(\$551,300)	(\$618,200)
Interfund Transfers Out	(500)	(600)	0	0
<b>Interfund Transfers Total</b>	<b>(\$556,100)</b>	<b>(\$551,900)</b>	<b>(\$551,300)</b>	<b>(\$618,200)</b>
<b>10404 Hearing Judges Surplus/(Defic</b>	<b>(\$1,777,900)</b>	<b>(\$1,867,500)</b>	<b>(\$1,823,600)</b>	<b>(\$1,987,400)</b>



## Operating Area/Cost Center

<u>State Bar Court</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10405 Hearing/Effec./Admin.-LA</b>				
<b>Revenues</b>				
Other Revenues	\$15,900	\$12,000	\$12,000	\$12,000
<b>Revenues Total</b>	<b>\$15,900</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>
<b>Expenses</b>				
Personnel Expenses	(\$1,317,500)	(\$1,302,100)	(\$1,377,400)	(\$1,380,100)
Leases and Rent	(5,100)	(7,200)	(7,200)	(7,200)
Services	(33,400)	(5,300)	(4,400)	(4,400)
Supplies and Equipment	(43,500)	(43,800)	(43,700)	(43,700)
Other Expenses	(3,600)	(3,800)	(3,800)	(3,800)
<b>Expenses Total</b>	<b>(\$1,403,100)</b>	<b>(\$1,362,200)</b>	<b>(\$1,436,500)</b>	<b>(\$1,439,200)</b>
<b>Interfund Transfers</b>				
Interfund Transfers In	\$1,400	\$1,800	\$0	\$0
Indirect Costs	(985,300)	(1,017,100)	(1,017,100)	(918,700)
<b>Interfund Transfers Total</b>	<b>(\$983,900)</b>	<b>(\$1,015,300)</b>	<b>(\$1,017,100)</b>	<b>(\$918,700)</b>
<b>10405 Hearing/Effec./Admin.-LA Sur</b>	<b>(\$2,371,100)</b>	<b>(\$2,365,500)</b>	<b>(\$2,441,600)</b>	<b>(\$2,345,900)</b>

## Operating Area/Cost Center

<u>State Bar Court</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10407 Presiding/Review Judges</b>				
<b>Expenses</b>				
Personnel Expenses	(\$688,600)	(\$809,400)	(\$785,600)	(\$838,200)
Services	(100)	(500)	0	(300)
Supplies and Equipment	(7,200)	(7,800)	(7,600)	(7,800)
Other Expenses	(45,900)	(36,500)	(35,100)	(35,600)
<b>Expenses Total</b>	<b>(\$741,800)</b>	<b>(\$854,200)</b>	<b>(\$828,300)</b>	<b>(\$881,900)</b>
<b>Interfund Transfers</b>				
Indirect Costs	(\$310,100)	(\$331,400)	(\$331,400)	(\$362,800)
Interfund Transfers Out	(200)	(300)	0	0
<b>Interfund Transfers Total</b>	<b>(\$310,300)</b>	<b>(\$331,700)</b>	<b>(\$331,400)</b>	<b>(\$362,800)</b>
<b>10407 Presiding/Review Judges Surp</b>	<b>(\$1,052,100)</b>	<b>(\$1,185,900)</b>	<b>(\$1,159,700)</b>	<b>(\$1,244,700)</b>
<b>10408 Review Counsel/Clerk</b>				
<b>Expenses</b>				
Personnel Expenses	(\$929,800)	(\$1,060,600)	(\$1,134,100)	(\$1,254,800)
Services	0	(1,400)	(600)	(1,400)
Supplies and Equipment	(10,200)	(11,400)	(11,400)	(8,900)
Other Expenses	(1,400)	(1,800)	(1,800)	(3,300)
<b>Expenses Total</b>	<b>(\$941,400)</b>	<b>(\$1,075,200)</b>	<b>(\$1,147,900)</b>	<b>(\$1,268,400)</b>
<b>Interfund Transfers</b>				
Indirect Costs	(\$670,200)	(\$659,600)	(\$659,600)	(\$982,000)
Interfund Transfers Out	(1,900)	(1,500)	0	0
<b>Interfund Transfers Total</b>	<b>(\$672,100)</b>	<b>(\$661,100)</b>	<b>(\$659,600)</b>	<b>(\$982,000)</b>
<b>10408 Review Counsel/Clerk Surplus</b>	<b>(\$1,613,500)</b>	<b>(\$1,736,300)</b>	<b>(\$1,807,500)</b>	<b>(\$2,250,400)</b>
<b>State Bar Court Surplus/(Deficit)</b>	<b>(\$11,623,300)</b>	<b>(\$12,141,600)</b>	<b>(\$11,994,900)</b>	<b>(\$13,070,800)</b>

## Operating Area/Cost Center

**Mission Advancement and Accountability**    **2016 Actual**    **2017 Projection**    **2017 Budget**    **2018 Budget**

### **10002 Appointments Administration**

#### **Expenses**

Personnel Expenses	(\$97,900)	(\$100,200)	(\$99,200)	(\$102,100)
Services	0	(100)	(100)	(100)
Supplies and Equipment	(700)	(1,500)	(1,500)	(1,500)
Other Expenses	0	(100)	(100)	(100)

<b>Expenses Total</b>	<b>(\$98,600)</b>	<b>(\$101,900)</b>	<b>(\$100,900)</b>	<b>(\$103,800)</b>
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<b>10002 Appointments Administration</b>	<b>(\$98,600)</b>	<b>(\$101,900)</b>	<b>(\$100,900)</b>	<b>(\$103,800)</b>
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### **10003 Board of Trustees**

#### **Expenses**

Services	(\$12,600)	(\$97,800)	(\$60,100)	(\$21,000)
Supplies and Equipment	(6,200)	(4,300)	(3,900)	(3,900)
Other Expenses	(106,900)	(189,800)	(147,700)	(143,600)

<b>Expenses Total</b>	<b>(\$125,700)</b>	<b>(\$291,900)</b>	<b>(\$211,700)</b>	<b>(\$168,500)</b>
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#### **Interfund Transfers**

Interfund Transfers Out	(\$100)	\$0	\$0	\$0
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<b>Interfund Transfers Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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<b>10003 Board of Trustees Surplus/(Deficit)</b>	<b>(\$125,800)</b>	<b>(\$291,900)</b>	<b>(\$211,700)</b>	<b>(\$168,500)</b>
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### **10005 Elections**

#### **Expenses**

Personnel Expenses	(\$23,000)	(\$16,300)	\$0	\$0
Services	(7,700)	(45,000)	(45,000)	0
Supplies and Equipment	(14,300)	(15,000)	(15,000)	0
Other Expenses	(300)	(400)	(400)	0

<b>Expenses Total</b>	<b>(\$45,300)</b>	<b>(\$76,700)</b>	<b>(\$60,400)</b>	<b>\$0</b>
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<b>10005 Elections Surplus/(Deficit)</b>	<b>(\$45,300)</b>	<b>(\$76,700)</b>	<b>(\$60,400)</b>	<b>\$0</b>
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## Operating Area/Cost Center

**Mission Advancement and Accountabil   2016 Actual   2017 Projection   2017 Budget   2018 Budget**

### **10010 Public Interest Task Force**

#### **Expenses**

Services	(\$8,700)	\$0	\$0	\$0
Supplies and Equipment	(300)	0	0	0
Other Expenses	(2,800)	0	0	0
<b>Expenses Total</b>	<b>(\$11,800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>10010 Public Interest Task Force Sur</b>	<b>(\$11,800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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### **10011 Class & Comp WF Planning**

#### **Expenses**

Personnel Expenses	(\$41,500)	(\$100)	\$0	\$0
Services	(178,100)	0	0	0
Supplies and Equipment	(100)	0	0	0
Other Expenses	(9,700)	0	0	0
<b>Expenses Total</b>	<b>(\$229,400)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>

<b>10011 Class &amp; Comp WF Planning Su</b>	<b>(\$229,400)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

**Mission Advancement and Accountabil   2016 Actual   2017 Projection   2017 Budget   2018 Budget**

### **10012 ORIA**

#### **Revenues**

Grants	\$0	\$50,000	\$0	\$0
Other Revenues	0	15,000	15,000	15,000
<b>Revenues Total</b>	<b>\$0</b>	<b>\$65,000</b>	<b>\$15,000</b>	<b>\$15,000</b>

#### **Expenses**

Personnel Expenses	(\$789,400)	(\$1,281,800)	(\$1,305,900)	(\$1,376,100)
Services	(100)	(9,800)	0	(20,100)
Supplies and Equipment	(7,900)	(288,900)	(262,300)	(292,100)
Other Expenses	(7,100)	(9,300)	(6,000)	(8,100)
<b>Expenses Total</b>	<b>(\$804,500)</b>	<b>(\$1,589,800)</b>	<b>(\$1,574,200)</b>	<b>(\$1,696,400)</b>

<b>10012 ORIA Surplus/(Deficit)</b>	<b>(\$804,500)</b>	<b>(\$1,524,800)</b>	<b>(\$1,559,200)</b>	<b>(\$1,681,400)</b>
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### **10013 ORIA - Collections**

#### **Expenses**

Personnel Expenses	\$0	(\$254,200)	(\$245,200)	(\$234,000)
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$254,200)</b>	<b>(\$245,200)</b>	<b>(\$234,000)</b>

#### **Interfund Transfers**

Indirect Costs	\$0	(\$98,600)	(\$98,600)	(\$109,200)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$98,600)</b>	<b>(\$98,600)</b>	<b>(\$109,200)</b>

<b>10013 ORIA - Collections Surplus/(D</b>	<b>\$0</b>	<b>(\$352,800)</b>	<b>(\$343,800)</b>	<b>(\$343,200)</b>
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## Operating Area/Cost Center

**Mission Advancement and Accountability**   **2016 Actual**   **2017 Projection**   **2017 Budget**   **2018 Budget**

### 10014 Chief of Mission

#### Expenses

Personnel Expenses	\$0	(\$173,600)	\$0	(\$669,600)
Other Expenses	0	(2,100)	0	0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$175,700)</b>	<b>\$0</b>	<b>(\$669,600)</b>

<b>10014 Chief of Mission Surplus/(Deficit)</b>	<b>\$0</b>	<b>(\$175,700)</b>	<b>\$0</b>	<b>(\$669,600)</b>
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### 10101 Judicial Evaluation

#### Expenses

Personnel Expenses	(\$470,600)	(\$232,000)	(\$295,400)	(\$216,600)
Leases and Rent	(9,300)	(3,400)	(800)	(800)
Services	(6,600)	(8,500)	(4,700)	(10,100)
Supplies and Equipment	(15,000)	(22,800)	(20,200)	(22,800)
Other Expenses	(197,100)	(170,100)	(133,400)	(203,400)
<b>Expenses Total</b>	<b>(\$698,600)</b>	<b>(\$436,800)</b>	<b>(\$454,500)</b>	<b>(\$453,700)</b>

#### Interfund Transfers

Indirect Costs	(\$225,000)	(\$204,100)	(\$204,100)	(\$254,800)
<b>Interfund Transfers Total</b>	<b>(\$225,000)</b>	<b>(\$204,100)</b>	<b>(\$204,100)</b>	<b>(\$254,800)</b>

<b>10101 Judicial Evaluation Surplus/(Deficit)</b>	<b>(\$923,600)</b>	<b>(\$640,900)</b>	<b>(\$658,600)</b>	<b>(\$708,500)</b>
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## Operating Area/Cost Center

<u>Mission Advancement and Accountabil</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10801 Communications</b>				
<b>Revenues</b>				
Other Revenues	\$0	\$120,000	\$120,000	\$120,000
<b>Revenues Total</b>	<b>\$0</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>
<b>Expenses</b>				
Personnel Expenses	(\$638,700)	(\$686,300)	(\$722,600)	(\$326,800)
Services	(242,700)	(90,800)	(90,000)	(304,000)
Supplies and Equipment	(10,800)	(20,200)	(11,300)	(20,500)
Other Expenses	(8,200)	(5,600)	(3,100)	(3,100)
<b>Expenses Total</b>	<b>(\$900,400)</b>	<b>(\$802,900)</b>	<b>(\$827,000)</b>	<b>(\$654,400)</b>
<b>Interfund Transfers</b>				
Indirect Costs	(\$274,300)	(\$322,700)	(\$322,700)	(\$297,900)
Interfund Transfers Out	(300)	0	0	0
<b>Interfund Transfers Total</b>	<b>(\$274,600)</b>	<b>(\$322,700)</b>	<b>(\$322,700)</b>	<b>(\$297,900)</b>
<b>10801 Communications Surplus/(Def</b>	<b>(\$1,175,000)</b>	<b>(\$1,005,600)</b>	<b>(\$1,029,700)</b>	<b>(\$832,300)</b>

## Operating Area/Cost Center

<u>Mission Advancement and Accountabil</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10802 Calif. Bar Journal</b>				
<b>Revenues</b>				
Other Revenues	\$252,600	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$252,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>				
Personnel Expenses	(\$132,200)	\$0	\$0	\$0
Services	(32,100)	0	0	0
Supplies and Equipment	(4,500)	0	0	0
Other Expenses	(100)	0	0	0
<b>Expenses Total</b>	<b>(\$168,900)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>				
Indirect Costs	(\$34,300)	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$34,300)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>10802 Calif. Bar Journal Surplus/(Def</b>	<b>\$49,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## Operating Area/Cost Center

**Mission Advancement and Accountability**   **2016 Actual**   **2017 Projection**   **2017 Budget**   **2018 Budget**

### 16 Leg. Activities -Assets BU

#### Revenues

Voluntary Fees & Donations	\$781,200	\$162,600	\$100,000	\$775,000
Other Revenues	3,900	3,400	1,800	2,400
<b>Revenues Total</b>	<b>\$785,100</b>	<b>\$166,000</b>	<b>\$101,800</b>	<b>\$777,400</b>

#### Expenses

Personnel Expenses	\$0	(\$2,200)	\$0	(\$2,700)
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$2,200)</b>	<b>\$0</b>	<b>(\$2,700)</b>

#### Interfund Transfers

Indirect Costs	(\$116,000)	(\$69,300)	(\$69,300)	(\$6,400)
Interfund Transfers Out	(420,000)	0	0	0
<b>Interfund Transfers Total</b>	<b>(\$536,000)</b>	<b>(\$69,300)</b>	<b>(\$69,300)</b>	<b>(\$6,400)</b>

### 16 Leg. Activities -Assets BU Surplus

<b>\$249,100</b>	<b>\$94,500</b>	<b>\$32,500</b>	<b>\$768,300</b>
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### 16001 Legal Activities Assistance

#### Expenses

Personnel Expenses	(\$327,800)	(\$182,700)	(\$189,000)	(\$467,700)
Services	0	(13,500)	0	0
Supplies and Equipment	(4,600)	(4,600)	(4,600)	(4,600)
Other Expenses	(200)	(400)	(400)	(400)
<b>Expenses Total</b>	<b>(\$332,600)</b>	<b>(\$201,200)</b>	<b>(\$194,000)</b>	<b>(\$472,700)</b>

#### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$103,800)
Interfund Transfers Out	(400)	0	0	0
<b>Interfund Transfers Total</b>	<b>(\$400)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$103,800)</b>

### 16001 Legal Activities Assistance Sur

<b>(\$333,000)</b>	<b>(\$201,200)</b>	<b>(\$194,000)</b>	<b>(\$576,500)</b>
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## Operating Area/Cost Center

**Mission Advancement and Accountabil   2016 Actual   2017 Projection   2017 Budget   2018 Budget**

### **16002 Leg. Affairs & Activities**

#### **Expenses**

Services	(\$175,700)	(\$209,200)	(\$162,300)	(\$162,300)
Supplies and Equipment	(1,300)	(6,100)	(6,100)	(6,100)
Other Expenses	(1,400)	(300)	(300)	(300)
<b>Expenses Total</b>	<b>(\$178,400)</b>	<b>(\$215,600)</b>	<b>(\$168,700)</b>	<b>(\$168,700)</b>

#### **Interfund Transfers**

Indirect Costs	\$121,900	\$0	\$0	(\$11,500)
<b>Interfund Transfers Total</b>	<b>\$121,900</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$11,500)</b>

<b>16002 Leg. Affairs &amp; Activities Surpl</b>	<b>(\$56,500)</b>	<b>(\$215,600)</b>	<b>(\$168,700)</b>	<b>(\$180,200)</b>
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### **16007 Admin of Justice Comm. (Cons)**

#### **Expenses**

Services	(\$2,100)	\$0	\$0	\$0
Supplies and Equipment	(500)	0	0	0
Other Expenses	(24,700)	0	0	0
<b>Expenses Total</b>	<b>(\$27,300)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### **Interfund Transfers**

Interfund Transfers Out	(\$300)	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$300)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>16007 Admin of Justice Comm. (Con</b>	<b>(\$27,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

**Mission Advancement and Accountabil   2016 Actual   2017 Projection   2017 Budget   2018 Budget**

### **17001 Voluntary Bar Support**

#### **Expenses**

Personnel Expenses	(\$277,700)	(\$24,500)	(\$56,500)	\$0
Leases and Rent	0	(800)	0	0
Services	(100)	100	0	0
Supplies and Equipment	(4,000)	(1,400)	0	0
Other Expenses	(16,100)	(400)	0	0
<b>Expenses Total</b>	<b>(\$297,900)</b>	<b>(\$27,000)</b>	<b>(\$56,500)</b>	<b>\$0</b>

<b>17001 Voluntary Bar Support Surplu</b>	<b>(\$297,900)</b>	<b>(\$27,000)</b>	<b>(\$56,500)</b>	<b>\$0</b>
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### **17009 Bar Leaders Conference**

#### **Revenues**

Other Revenues	\$5,000	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### **Expenses**

Services	(\$9,600)	\$0	\$0	\$0
Supplies and Equipment	(1,300)	(100)	0	0
Other Expenses	(16,800)	0	0	0
<b>Expenses Total</b>	<b>(\$27,700)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>

<b>17009 Bar Leaders Conference Surpl</b>	<b>(\$22,700)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>
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<b>Mission Advancement and Accounta</b>	<b>(\$3,853,200)</b>	<b>(\$4,519,800)</b>	<b>(\$4,351,000)</b>	<b>(\$4,495,700)</b>
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## Operating Area/Cost Center

### Admissions

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 20 Admissions Assets BU

##### Revenues

Other Revenues	\$125,100	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$125,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$130,400)	(\$293,700)	(\$292,800)	(\$118,200)
Supplies and Equipment	0	(1,000)	(1,000)	(1,000)
<b>Expenses Total</b>	<b>(\$130,400)</b>	<b>(\$294,700)</b>	<b>(\$293,800)</b>	<b>(\$119,200)</b>

##### Interfund Transfers

Interfund Transfers In	\$0	\$0	\$1,000,000	\$1,000,000
Indirect Costs	(4,394,400)	(4,901,400)	(4,901,400)	(609,400)
Interfund Transfers Out	0	0	0	(1,100,000)
<b>Interfund Transfers Total</b>	<b>(\$4,394,400)</b>	<b>(\$4,901,400)</b>	<b>(\$3,901,400)</b>	<b>(\$709,400)</b>

<b>20 Admissions Assets BU Surplus/(D)</b>	<b>(\$4,399,700)</b>	<b>(\$5,196,100)</b>	<b>(\$4,195,200)</b>	<b>(\$828,600)</b>
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#### 20001 Admissions Overhead

##### Expenses

Personnel Expenses	(\$469,500)	(\$615,600)	(\$636,300)	(\$765,000)
Leases and Rent	(29,000)	(5,800)	(5,400)	(5,800)
Services	(17,200)	(177,400)	(174,200)	(333,900)
Supplies and Equipment	(8,200)	(26,200)	(26,000)	(21,500)
Other Expenses	(118,900)	(160,400)	(150,100)	(148,600)
<b>Expenses Total</b>	<b>(\$642,800)</b>	<b>(\$985,400)</b>	<b>(\$992,000)</b>	<b>(\$1,274,800)</b>

##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$391,600)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$391,600)</b>

<b>20001 Admissions Overhead Surplus</b>	<b>(\$642,800)</b>	<b>(\$985,400)</b>	<b>(\$992,000)</b>	<b>(\$1,666,400)</b>
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## Operating Area/Cost Center

### Admissions

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 20002 Admission Operations

##### Revenues

Other Revenues	\$300	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$2,830,400)	(\$2,734,300)	(\$2,871,100)	(\$2,873,300)
Leases and Rent	(1,910,900)	(2,049,700)	(1,843,000)	(1,815,700)
Services	(2,985,300)	(2,896,100)	(2,858,700)	(2,503,700)
Supplies and Equipment	(971,700)	(1,075,400)	(1,049,700)	(997,900)
Other Expenses	(166,800)	(163,900)	(163,600)	(158,500)
<b>Expenses Total</b>	<b>(\$8,865,100)</b>	<b>(\$8,919,400)</b>	<b>(\$8,786,100)</b>	<b>(\$8,349,100)</b>

##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$1,245,300)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,245,300)</b>

<b>20002 Admission Operations Surplus</b>	<b>(\$8,864,800)</b>	<b>(\$8,919,400)</b>	<b>(\$8,786,100)</b>	<b>(\$9,594,400)</b>
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#### 20004 Admissions Administration

##### Expenses

Personnel Expenses	(\$426,200)	(\$447,500)	(\$506,200)	(\$623,300)
Leases and Rent	(700)	(2,500)	(2,500)	(1,500)
Services	(267,000)	(290,300)	(288,700)	(289,700)
Supplies and Equipment	(123,800)	(106,200)	(106,200)	(106,100)
Other Expenses	(100)	(500)	(500)	(500)
<b>Expenses Total</b>	<b>(\$817,800)</b>	<b>(\$847,000)</b>	<b>(\$904,100)</b>	<b>(\$1,021,100)</b>

##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$516,700)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$516,700)</b>

<b>20004 Admissions Administration Su</b>	<b>(\$817,800)</b>	<b>(\$847,000)</b>	<b>(\$904,100)</b>	<b>(\$1,537,800)</b>
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## Operating Area/Cost Center

### Admissions

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 20006 Comm. Bar Examiners

##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$5,400)
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<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$5,400)</b>
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<b>20006 Comm. Bar Examiners Surplus</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$5,400)</b>
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#### 20007 Law School Regulation

##### Expenses

Personnel Expenses	(\$297,900)	(\$309,700)	(\$306,800)	(\$309,700)
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Services	(13,200)	(30,200)	(30,100)	(35,200)
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Supplies and Equipment	(3,800)	(3,600)	(3,600)	(3,600)
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Other Expenses	(8,400)	(14,000)	(14,000)	(15,000)
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<b>Expenses Total</b>	<b>(\$323,300)</b>	<b>(\$357,500)</b>	<b>(\$354,500)</b>	<b>(\$363,500)</b>
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##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$173,900)
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Interfund Transfers Out	(400)	(400)	0	0
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<b>Interfund Transfers Total</b>	<b>(\$400)</b>	<b>(\$400)</b>	<b>\$0</b>	<b>(\$173,900)</b>
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<b>20007 Law School Regulation Surplu</b>	<b>(\$323,700)</b>	<b>(\$357,900)</b>	<b>(\$354,500)</b>	<b>(\$537,400)</b>
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## Operating Area/Cost Center

### Admissions

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 20009 Admissions Revenue

##### Revenues

Exam Fees	\$13,728,700	\$14,461,200	\$14,333,500	\$14,937,400
Other Revenues	6,607,400	7,207,800	6,970,200	7,123,900

<b>Revenues Total</b>	<b>\$20,336,100</b>	<b>\$21,669,000</b>	<b>\$21,303,700</b>	<b>\$22,061,300</b>
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##### Expenses

Other Expenses	\$1,500	\$0	\$0	\$0
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<b>Expenses Total</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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##### Interfund Transfers

Interfund Transfers In	\$0	\$900	\$0	\$0
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Indirect Costs	0	0	0	(4,200)
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<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$900</b>	<b>\$0</b>	<b>(\$4,200)</b>
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<b>20009 Admissions Revenue Surplus/</b>	<b>\$20,337,600</b>	<b>\$21,669,900</b>	<b>\$21,303,700</b>	<b>\$22,057,100</b>
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#### 20011 Examination Development

##### Expenses

Personnel Expenses	(\$333,100)	(\$302,900)	(\$337,600)	(\$347,000)
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Leases and Rent	(1,300)	(2,500)	(2,500)	(2,500)
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Services	(587,600)	(545,000)	(545,000)	(540,000)
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Supplies and Equipment	(3,800)	(6,000)	(6,000)	(4,400)
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Other Expenses	(15,200)	(16,300)	(16,300)	(15,100)
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<b>Expenses Total</b>	<b>(\$941,000)</b>	<b>(\$872,700)</b>	<b>(\$907,400)</b>	<b>(\$909,000)</b>
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##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$211,000)
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Interfund Transfers Out	(400)	(400)	0	0
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<b>Interfund Transfers Total</b>	<b>(\$400)</b>	<b>(\$400)</b>	<b>\$0</b>	<b>(\$211,000)</b>
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<b>20011 Examination Development Su</b>	<b>(\$941,400)</b>	<b>(\$873,100)</b>	<b>(\$907,400)</b>	<b>(\$1,120,000)</b>
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## Operating Area/Cost Center

### Admissions

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 20013 Examination Grading

##### Expenses

Personnel Expenses	(\$645,600)	(\$738,800)	(\$807,300)	(\$799,100)
Leases and Rent	(10,700)	(15,900)	(14,200)	(14,400)
Services	(783,300)	(750,800)	(748,100)	(727,800)
Supplies and Equipment	(847,100)	(882,400)	(846,000)	(845,000)
Other Expenses	(63,400)	(96,300)	(81,200)	(90,000)

<b>Expenses Total</b>	<b>(\$2,350,100)</b>	<b>(\$2,484,200)</b>	<b>(\$2,496,800)</b>	<b>(\$2,476,300)</b>
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##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$615,900)
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<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$615,900)</b>
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<b>20013 Examination Grading Surplus/</b>	<b>(\$2,350,100)</b>	<b>(\$2,484,200)</b>	<b>(\$2,496,800)</b>	<b>(\$3,092,200)</b>
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#### 20019 Moral Character Determinations

##### Expenses

Personnel Expenses	(\$1,430,600)	(\$1,314,000)	(\$1,512,700)	(\$1,699,500)
Leases and Rent	0	(500)	0	0
Services	(22,700)	(79,500)	(78,700)	(63,400)
Supplies and Equipment	(18,600)	(22,100)	(22,100)	(19,300)
Other Expenses	(10,400)	(10,100)	(10,000)	(10,200)

<b>Expenses Total</b>	<b>(\$1,482,300)</b>	<b>(\$1,426,200)</b>	<b>(\$1,623,500)</b>	<b>(\$1,792,400)</b>
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##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$1,090,800)
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Interfund Transfers Out	(500)	0	0	0
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<b>Interfund Transfers Total</b>	<b>(\$500)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,090,800)</b>
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<b>20019 Moral Character Determinatio</b>	<b>(\$1,482,800)</b>	<b>(\$1,426,200)</b>	<b>(\$1,623,500)</b>	<b>(\$2,883,200)</b>
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## Operating Area/Cost Center

### Admissions

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 20022 MCLE Provider Certification

##### Expenses

Personnel Expenses	(\$167,000)	\$0	\$0	\$0
Supplies and Equipment	(2,000)	0	0	(300)
Other Expenses	(1,400)	0	0	0
<b>Expenses Total</b>	<b>(\$170,400)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$300)</b>

#### 20022 MCLE Provider Certification S

<b>(\$170,400)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$300)</b>
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#### 20023 Special Admissions

##### Expenses

Personnel Expenses	(\$192,900)	(\$194,900)	(\$193,400)	(\$198,300)
Supplies and Equipment	(2,400)	(2,700)	(2,600)	(2,700)
Other Expenses	0	(200)	0	0
<b>Expenses Total</b>	<b>(\$195,300)</b>	<b>(\$197,800)</b>	<b>(\$196,000)</b>	<b>(\$201,000)</b>

##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$162,800)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$162,800)</b>

#### 20023 Special Admissions Surplus/(

<b>(\$195,300)</b>	<b>(\$197,800)</b>	<b>(\$196,000)</b>	<b>(\$363,800)</b>
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## Operating Area/Cost Center

### Admissions

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 24 Legal Specialization -Asset BU

##### Expenses

Personnel Expenses	(\$21,700)	(\$14,900)	\$0	(\$13,600)
<b>Expenses Total</b>	<b>(\$21,700)</b>	<b>(\$14,900)</b>	<b>\$0</b>	<b>(\$13,600)</b>

##### Interfund Transfers

Interfund Transfers In	\$0	\$0	\$0	\$100,000
Indirect Costs	(530,100)	(802,300)	(802,300)	(900)
Interfund Transfers Out	0	0	(1,000,000)	(1,000,000)
<b>Interfund Transfers Total</b>	<b>(\$530,100)</b>	<b>(\$802,300)</b>	<b>(\$1,802,300)</b>	<b>(\$900,900)</b>

#### 24 Legal Specialization -Asset BU Sur

<b>(\$551,800)</b>	<b>(\$817,200)</b>	<b>(\$1,802,300)</b>	<b>(\$914,500)</b>
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## Operating Area/Cost Center

### Admissions

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **24001 Legal Specialization**

##### **Revenues**

Exam Fees                      \$90,900                      \$259,800                      \$140,000                      \$48,000

Other Revenues                2,036,900                      309,800                      290,300                      1,984,500

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**Revenues Total**                      **\$2,127,800**                      **\$569,600**                      **\$430,300**                      **\$2,032,500**

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##### **Expenses**

Personnel Expenses            (\$713,500)                      (\$749,200)                      (\$831,700)                      (\$873,200)

Leases and Rent                      0                      (79,500)                      (79,500)                      (75,000)

Services                      (33,700)                      (399,500)                      (2,885,800)                      (1,700,200)

Supplies and Equipment        (37,700)                      (130,200)                      (623,700)                      (874,100)

Other Expenses                      (98,900)                      (188,100)                      (187,200)                      (162,800)

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**Expenses Total**                      **(\$883,800)**                      **(\$1,546,500)**                      **(\$4,607,900)**                      **(\$3,685,300)**

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##### **Interfund Transfers**

Interfund Transfers In            \$300                      \$0                      \$0                      \$0

Indirect Costs                      0                      0                      0                      (852,700)

Interfund Transfers Out            (2,100)                      (400)                      0                      0

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**Interfund Transfers Total**                      **(\$1,800)**                      **(\$400)**                      **\$0**                      **(\$852,700)**

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**24001 Legal Specialization Surplus/(**                      **\$1,242,200**                      **(\$977,300)**                      **(\$4,177,600)**                      **(\$2,505,500)**

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**Admissions Surplus/(Deficit)**                      **\$839,200**                      **(\$1,411,700)**                      **(\$5,131,800)**                      **(\$2,992,400)**

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## Operating Area/Cost Center

**Attorney Regulation and Consumer Re**    **2016 Actual**    **2017 Projection**    **2017 Budget**    **2018 Budget**

### **10201 Child & Family Support**

#### **Expenses**

Personnel Expenses	(\$36,500)	(\$31,600)	(\$37,300)	(\$60,600)
Services	(1,600)	(2,700)	(2,700)	(2,700)
Supplies and Equipment	(900)	(1,300)	(1,300)	(1,300)
<b>Expenses Total</b>	<b>(\$39,000)</b>	<b>(\$35,600)</b>	<b>(\$41,300)</b>	<b>(\$64,600)</b>

#### **Interfund Transfers**

Indirect Costs	(\$2,800)	(\$19,100)	(\$19,100)	(\$33,400)
<b>Interfund Transfers Total</b>	<b>(\$2,800)</b>	<b>(\$19,100)</b>	<b>(\$19,100)</b>	<b>(\$33,400)</b>

<b>10201 Child &amp; Family Support Surplu</b>	<b>(\$41,800)</b>	<b>(\$54,700)</b>	<b>(\$60,400)</b>	<b>(\$98,000)</b>
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### **10202 Member Rec. & Cert.**

#### **Revenues**

Other Revenues	\$3,400	\$3,000	\$3,000	\$3,000
<b>Revenues Total</b>	<b>\$3,400</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>

<b>10202 Member Rec. &amp; Cert. Surplus/</b>	<b>\$3,400</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>
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## Operating Area/Cost Center

**Attorney Regulation and Consumer Re**   **2016 Actual**   **2017 Projection**   **2017 Budget**   **2018 Budget**

### **10251 Atty Reg & Consumer Resources**

#### **Revenues**

Other Revenues	\$914,200	\$247,200	\$215,500	\$207,300
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<b>Revenues Total</b>	<b>\$914,200</b>	<b>\$247,200</b>	<b>\$215,500</b>	<b>\$207,300</b>
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#### **Expenses**

Personnel Expenses	(\$2,195,500)	(\$1,939,100)	(\$2,185,800)	(\$2,948,800)
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Services	(158,800)	(177,300)	(177,300)	(142,500)
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Supplies and Equipment	(208,800)	(200,800)	(194,100)	(169,800)
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Other Expenses	(10,500)	(14,200)	(14,200)	(14,200)
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<b>Expenses Total</b>	<b>(\$2,573,600)</b>	<b>(\$2,331,400)</b>	<b>(\$2,571,400)</b>	<b>(\$3,275,300)</b>
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#### **Interfund Transfers**

Indirect Costs	(\$1,090,400)	(\$1,141,500)	(\$1,141,500)	(\$1,598,000)
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<b>Interfund Transfers Total</b>	<b>(\$1,090,400)</b>	<b>(\$1,141,500)</b>	<b>(\$1,141,500)</b>	<b>(\$1,598,000)</b>
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<b>10251 Atty Reg &amp; Consumer Resourc</b>	<b>(\$2,749,800)</b>	<b>(\$3,225,700)</b>	<b>(\$3,497,400)</b>	<b>(\$4,666,000)</b>
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### **10252 Transition Assistance Services**

#### **Expenses**

Personnel Expenses	\$0	\$0	\$100	\$0
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Services	(20,000)	(28,300)	(28,300)	(28,300)
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Supplies and Equipment	(400)	(200)	0	(200)
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<b>Expenses Total</b>	<b>(\$20,400)</b>	<b>(\$28,500)</b>	<b>(\$28,200)</b>	<b>(\$28,500)</b>
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#### **Interfund Transfers**

Indirect Costs	(\$1,500)	(\$2,200)	(\$2,200)	(\$2,100)
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<b>Interfund Transfers Total</b>	<b>(\$1,500)</b>	<b>(\$2,200)</b>	<b>(\$2,200)</b>	<b>(\$2,100)</b>
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<b>10252 Transition Assistance Services</b>	<b>(\$21,900)</b>	<b>(\$30,700)</b>	<b>(\$30,400)</b>	<b>(\$30,600)</b>
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## Operating Area/Cost Center

**Attorney Regulation and Consumer Re**    **2016 Actual**    **2017 Projection**    **2017 Budget**    **2018 Budget**

### **10253 MCLE Regulation**

#### **Revenues**

Other Revenues	\$7,700	\$740,000	\$883,700	\$728,900
<b>Revenues Total</b>	<b>\$7,700</b>	<b>\$740,000</b>	<b>\$883,700</b>	<b>\$728,900</b>

#### **Expenses**

Personnel Expenses	\$0	(\$476,300)	(\$470,000)	(\$2,700)
Services	0	(1,000)	0	(600)
Supplies and Equipment	0	(4,100)	(4,000)	(4,000)
Other Expenses	0	(1,200)	(1,200)	(1,200)
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$482,600)</b>	<b>(\$475,200)</b>	<b>(\$8,500)</b>

#### **Interfund Transfers**

Indirect Costs	\$0	(\$264,200)	(\$264,200)	(\$4,300)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$264,200)</b>	<b>(\$264,200)</b>	<b>(\$4,300)</b>

<b>10253 MCLE Regulation Surplus/(Def</b>	<b>\$7,700</b>	<b>(\$6,800)</b>	<b>\$144,300</b>	<b>\$716,100</b>
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### **10503 Mandatory Fee Arb Committee**

#### **Expenses**

Personnel Expenses	\$0	\$0	\$100	\$0
Services	(600)	(1,100)	(800)	(1,100)
Supplies and Equipment	(100)	(2,000)	(2,000)	(2,000)
Other Expenses	(21,500)	(20,900)	(20,600)	(20,900)
<b>Expenses Total</b>	<b>(\$22,200)</b>	<b>(\$24,000)</b>	<b>(\$23,300)</b>	<b>(\$24,000)</b>

#### **Interfund Transfers**

Indirect Costs	(\$1,600)	(\$1,800)	(\$1,800)	(\$1,800)
<b>Interfund Transfers Total</b>	<b>(\$1,600)</b>	<b>(\$1,800)</b>	<b>(\$1,800)</b>	<b>(\$1,800)</b>

<b>10503 Mandatory Fee Arb Committe</b>	<b>(\$23,800)</b>	<b>(\$25,800)</b>	<b>(\$25,100)</b>	<b>(\$25,800)</b>
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## Operating Area/Cost Center

**Attorney Regulation and Consumer Re**   **2016 Actual**   **2017 Projection**   **2017 Budget**   **2018 Budget**

### 10504 Mandatory Fee Arbitration (Consolidat

#### Revenues

Other Revenues	\$48,600	\$44,000	\$44,000	\$44,000
<b>Revenues Total</b>	<b>\$48,600</b>	<b>\$44,000</b>	<b>\$44,000</b>	<b>\$44,000</b>

#### Expenses

Personnel Expenses	(\$574,800)	(\$398,700)	(\$512,500)	\$0
Services	(47,200)	(58,000)	(58,000)	(58,000)
Supplies and Equipment	(13,100)	(13,700)	(13,700)	(13,700)
Other Expenses	(7,700)	(9,000)	(8,900)	(8,900)
<b>Expenses Total</b>	<b>(\$642,800)</b>	<b>(\$479,400)</b>	<b>(\$593,100)</b>	<b>(\$80,600)</b>

#### Interfund Transfers

Indirect Costs	(\$215,000)	(\$218,700)	(\$218,700)	(\$16,600)
<b>Interfund Transfers Total</b>	<b>(\$215,000)</b>	<b>(\$218,700)</b>	<b>(\$218,700)</b>	<b>(\$16,600)</b>

<b>10504 Mandatory Fee Arbitration (C</b>	<b>(\$809,200)</b>	<b>(\$654,100)</b>	<b>(\$767,800)</b>	<b>(\$53,200)</b>
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<b>Attorney Regulation and Consumer</b>	<b>(\$3,635,400)</b>	<b>(\$3,994,800)</b>	<b>(\$4,233,800)</b>	<b>(\$4,154,500)</b>
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## Operating Area/Cost Center

<u>Legal Services</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10901 Commission on Access to Justice</b>				
<b>Expenses</b>				
Personnel Expenses	(\$1,800)	\$0	\$100	\$0
Services	0	(100)	0	(100)
Supplies and Equipment	(5,700)	(5,200)	(5,200)	(5,200)
Other Expenses	(11,600)	(14,600)	(11,700)	(11,300)
<b>Expenses Total</b>	<b>(\$19,100)</b>	<b>(\$19,900)</b>	<b>(\$16,800)</b>	<b>(\$16,600)</b>
<b>Interfund Transfers</b>				
Indirect Costs	(\$1,400)	(\$3,500)	(\$3,500)	(\$10,700)
<b>Interfund Transfers Total</b>	<b>(\$1,400)</b>	<b>(\$3,500)</b>	<b>(\$3,500)</b>	<b>(\$10,700)</b>
<b>10901 Commission on Access to Justice</b>	<b>(\$20,500)</b>	<b>(\$23,400)</b>	<b>(\$20,300)</b>	<b>(\$27,300)</b>
<b>10905 Center on Access to Justice</b>				
<b>Revenues</b>				
Other Revenues	\$72,900	\$62,400	\$60,000	\$60,000
<b>Revenues Total</b>	<b>\$72,900</b>	<b>\$62,400</b>	<b>\$60,000</b>	<b>\$60,000</b>
<b>Expenses</b>				
Personnel Expenses	(\$1,129,300)	(\$875,800)	(\$1,063,500)	(\$940,900)
Services	(5,000)	(2,600)	(2,400)	(3,900)
Supplies and Equipment	(21,700)	(15,100)	(11,600)	(13,400)
Other Expenses	(27,200)	(34,400)	(30,400)	(26,700)
<b>Expenses Total</b>	<b>(\$1,183,200)</b>	<b>(\$927,900)</b>	<b>(\$1,107,900)</b>	<b>(\$984,900)</b>
<b>Interfund Transfers</b>				
Indirect Costs	(\$548,600)	(\$603,400)	(\$603,400)	(\$652,100)
Interfund Transfers Out	(4,900)	(1,700)	0	0
<b>Interfund Transfers Total</b>	<b>(\$553,500)</b>	<b>(\$605,100)</b>	<b>(\$603,400)</b>	<b>(\$652,100)</b>
<b>10905 Center on Access to Justice Summary</b>	<b>(\$1,663,800)</b>	<b>(\$1,470,600)</b>	<b>(\$1,651,300)</b>	<b>(\$1,577,000)</b>



## Operating Area/Cost Center

<u>Legal Services</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>11947 Pgrm. Dev.-Project</b>				
<b>Expenses</b>				
Supplies and Equipment	(\$100)	\$0	\$0	(\$2,000)
<b>Expenses Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$2,000)</b>
<b>Interfund Transfers</b>				
Indirect Costs	\$0	\$0	\$0	(\$100)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$100)</b>
<b>11947 Pgrm. Dev.-Project Surplus/(D</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$2,100)</b>
<b>12417 Seniors &amp; the Law-Found. Grant</b>				
<b>Revenues</b>				
Grants	\$50,000	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>12417 Seniors &amp; the Law-Found. Gra</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>12441 10th Anniversary Programs</b>				
<b>Revenues</b>				
Other Revenues	\$28,300	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$28,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>				
Personnel Expenses	(\$2,900)	(\$2,200)	\$0	(\$2,200)
Other Expenses	(18,000)	0	0	0
<b>Expenses Total</b>	<b>(\$20,900)</b>	<b>(\$2,200)</b>	<b>\$0</b>	<b>(\$2,200)</b>
<b>12441 10th Anniversary Programs Su</b>	<b>\$7,400</b>	<b>(\$2,200)</b>	<b>\$0</b>	<b>(\$2,200)</b>

## Operating Area/Cost Center

**Legal Services**                      **2016 Actual   2017 Projection   2017 Budget   2018 Budget**

### **12445 Incubator/Modest Means Project**

#### **Revenues**

Grants	\$40,000	\$6,400	\$6,400	\$6,400
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<b>Revenues Total</b>	<b>\$40,000</b>	<b>\$6,400</b>	<b>\$6,400</b>	<b>\$6,400</b>
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#### **Expenses**

Services	(\$1,400)	\$0	\$0	\$0
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Legal Services Grants	(10,000)	(30,000)	(6,400)	(20,000)
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Supplies and Equipment	0	(700)	0	(700)
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Other Expenses	(1,300)	(800)	0	(5,700)
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<b>Expenses Total</b>	<b>(\$12,700)</b>	<b>(\$31,500)</b>	<b>(\$6,400)</b>	<b>(\$26,400)</b>
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<b>12445 Incubator/Modest Means Pro</b>	<b>\$27,300</b>	<b>(\$25,100)</b>	<b>\$0</b>	<b>(\$20,000)</b>
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### **12446 Science of Success Project**

#### **Expenses**

Services	(\$7,000)	(\$9,500)	\$0	\$0
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<b>Expenses Total</b>	<b>(\$7,000)</b>	<b>(\$9,500)</b>	<b>\$0</b>	<b>\$0</b>
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<b>12446 Science of Success Project Sur</b>	<b>(\$7,000)</b>	<b>(\$9,500)</b>	<b>\$0</b>	<b>\$0</b>
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### **12447 Effective Lawyering Curriculum**

#### **Revenues**

Grants	\$0	\$10,000	\$10,000	\$10,000
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<b>Revenues Total</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
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#### **Expenses**

Services	\$0	(\$5,000)	(\$5,000)	\$0
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Other Expenses	0	(5,000)	(5,000)	(5,000)
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<b>Expenses Total</b>	<b>\$0</b>	<b>(\$10,000)</b>	<b>(\$10,000)</b>	<b>(\$5,000)</b>
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<b>12447 Effective Lawyering Curriculu</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>
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## Operating Area/Cost Center

### Legal Services

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 17 EOB & Bar Relations

##### Revenues

Voluntary Fees & Donations	\$801,400	\$93,000	\$0	\$320,000
Other Revenues	4,200	1,900	0	0
<b>Revenues Total</b>	<b>\$805,600</b>	<b>\$94,900</b>	<b>\$0</b>	<b>\$320,000</b>

##### Expenses

Personnel Expenses	(\$43,500)	(\$161,200)	(\$128,700)	(\$17,300)
<b>Expenses Total</b>	<b>(\$43,500)</b>	<b>(\$161,200)</b>	<b>(\$128,700)</b>	<b>(\$17,300)</b>

##### Interfund Transfers

Interfund Transfers In	\$89,500	\$0	\$0	\$0
Indirect Costs	(261,300)	(105,400)	(105,400)	(3,700)
<b>Interfund Transfers Total</b>	<b>(\$171,800)</b>	<b>(\$105,400)</b>	<b>(\$105,400)</b>	<b>(\$3,700)</b>

#### 17 EOB & Bar Relations Surplus/(Def

<b>\$590,300</b>	<b>(\$171,700)</b>	<b>(\$234,100)</b>	<b>\$299,000</b>
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## Operating Area/Cost Center

### Legal Services

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 17007 Center for Access & Fairness

##### Revenues

Other Revenues	\$0	\$5,800	\$0	\$5,800
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<b>Revenues Total</b>	<b>\$0</b>	<b>\$5,800</b>	<b>\$0</b>	<b>\$5,800</b>
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##### Expenses

Personnel Expenses	(\$275,800)	(\$219,800)	(\$191,300)	(\$152,700)
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Leases and Rent	0	(900)	0	0
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Services	(14,100)	(6,600)	(4,700)	0
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Supplies and Equipment	(11,400)	(7,400)	(5,000)	0
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Other Expenses	(13,200)	(15,700)	(8,200)	0
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<b>Expenses Total</b>	<b>(\$314,500)</b>	<b>(\$250,400)</b>	<b>(\$209,200)</b>	<b>(\$152,700)</b>
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##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$37,600)
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Interfund Transfers Out	(100)	0	0	0
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<b>Interfund Transfers Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$37,600)</b>
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<b>17007 Center for Access &amp; Fairness S</b>	<b>(\$314,600)</b>	<b>(\$244,600)</b>	<b>(\$209,200)</b>	<b>(\$184,500)</b>
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#### 17008 Spring Summit

##### Revenues

Other Revenues	\$4,400	\$0	\$0	\$0
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<b>Revenues Total</b>	<b>\$4,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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##### Expenses

Services	(\$9,100)	\$0	\$0	\$0
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Supplies and Equipment	(3,500)	0	0	0
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Other Expenses	(12,700)	0	0	0
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<b>Expenses Total</b>	<b>(\$25,300)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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<b>17008 Spring Summit Surplus/(Defici</b>	<b>(\$20,900)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Legal Services

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 17012 Council on Access & Fairness

##### Revenues

Other Revenues	\$0	\$4,300	\$0	\$4,300
<b>Revenues Total</b>	<b>\$0</b>	<b>\$4,300</b>	<b>\$0</b>	<b>\$4,300</b>

##### Expenses

Personnel Expenses	(\$1,100)	(\$600)	(\$500)	\$0
Leases and Rent	(1,800)	(2,600)	(2,200)	0
Services	(700)	(6,100)	(6,100)	0
Supplies and Equipment	(1,300)	(6,000)	(6,000)	0
Other Expenses	(14,400)	(26,300)	(26,000)	(10,000)
<b>Expenses Total</b>	<b>(\$19,300)</b>	<b>(\$41,600)</b>	<b>(\$40,800)</b>	<b>(\$10,000)</b>

##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$9,400)
Interfund Transfers Out	(300)	0	0	0
<b>Interfund Transfers Total</b>	<b>(\$300)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$9,400)</b>

#### 17012 Council on Access & Fairness

<b>(\$19,600)</b>	<b>(\$37,300)</b>	<b>(\$40,800)</b>	<b>(\$15,100)</b>
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#### 17020 Bar-Wide Charges

##### Expenses

Personnel Expenses	(\$43,600)	(\$22,600)	\$0	\$0
Other Expenses	(4,400)	0	0	0
<b>Expenses Total</b>	<b>(\$48,000)</b>	<b>(\$22,600)</b>	<b>\$0</b>	<b>\$0</b>

#### 17020 Bar-Wide Charges Surplus/(D

<b>(\$48,000)</b>	<b>(\$22,600)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Legal Services

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 28 LSTF Asset BU

##### Revenues

Voluntary Fees & Donations	\$6,332,900	\$6,856,400	\$6,500,000	\$6,750,000
Other Revenues	24,400	104,000	75,000	75,000
<b>Revenues Total</b>	<b>\$6,357,300</b>	<b>\$6,960,400</b>	<b>\$6,575,000</b>	<b>\$6,825,000</b>

##### Expenses

Personnel Expenses	(\$21,700)	(\$109,300)	(\$102,400)	(\$41,300)
<b>Expenses Total</b>	<b>(\$21,700)</b>	<b>(\$109,300)</b>	<b>(\$102,400)</b>	<b>(\$41,300)</b>

##### Interfund Transfers

Interfund Transfers In	\$0	\$2,133,000	\$2,133,000	\$0
Indirect Costs	(624,200)	(749,700)	(749,700)	(56,900)
<b>Interfund Transfers Total</b>	<b>(\$624,200)</b>	<b>\$1,383,300</b>	<b>\$1,383,300</b>	<b>(\$56,900)</b>

#### 28 LSTF Asset BU Surplus/(Deficit)

<b>\$5,711,400</b>	<b>\$8,234,400</b>	<b>\$7,855,900</b>	<b>\$6,726,800</b>
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#### 28002 LSTF Grants

##### Revenues

Other Revenues	\$2,892,400	\$6,056,200	\$6,050,000	\$6,760,000
Bank Settlement	(2,485,200)	0	0	0
<b>Revenues Total</b>	<b>\$407,200</b>	<b>\$6,056,200</b>	<b>\$6,050,000</b>	<b>\$6,760,000</b>

##### Expenses

Legal Services Grants	(\$11,094,100)	(\$11,035,500)	(\$11,000,000)	(\$14,009,400)
<b>Expenses Total</b>	<b>(\$11,094,100)</b>	<b>(\$11,035,500)</b>	<b>(\$11,000,000)</b>	<b>(\$14,009,400)</b>

#### 28002 LSTF Grants Surplus/(Deficit)

<b>(\$10,686,900)</b>	<b>(\$4,979,300)</b>	<b>(\$4,950,000)</b>	<b>(\$7,249,400)</b>
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## Operating Area/Cost Center

### Legal Services

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 28005 LSTF Admin (Consolidated)

##### Revenues

Other Revenues	\$51,400	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$51,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$1,031,500)	(\$1,112,700)	(\$1,190,800)	(\$1,475,000)
Services	(27,600)	(22,900)	(21,100)	(34,600)
Legal Services Grants	6,000	0	0	0
Supplies and Equipment	(42,500)	(80,600)	(80,400)	(92,600)
Other Expenses	309,000	(22,900)	(22,900)	(24,700)
<b>Expenses Total</b>	<b>(\$786,600)</b>	<b>(\$1,239,100)</b>	<b>(\$1,315,200)</b>	<b>(\$1,626,900)</b>

##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$726,800)
Interfund Transfers Out	0	(100)	0	0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$100)</b>	<b>\$0</b>	<b>(\$726,800)</b>

<b>28005 LSTF Admin (Consolidated) Su</b>	<b>(\$735,200)</b>	<b>(\$1,239,200)</b>	<b>(\$1,315,200)</b>	<b>(\$2,353,700)</b>
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#### 28006 LSTF Grants-BoA Settlement

##### Revenues

Bank Settlement	\$2,485,200	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$2,485,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	\$0	(\$20,000)	(\$104,000)	\$0
Legal Services Grants	(2,253,900)	(231,000)	(231,000)	(231,000)
<b>Expenses Total</b>	<b>(\$2,253,900)</b>	<b>(\$251,000)</b>	<b>(\$335,000)</b>	<b>(\$231,000)</b>

<b>28006 LSTF Grants-BoA Settlement S</b>	<b>\$231,300</b>	<b>(\$251,000)</b>	<b>(\$335,000)</b>	<b>(\$231,000)</b>
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## Operating Area/Cost Center

### Legal Services

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **28007 LSTF Grants-Citi Settlement**

##### **Revenues**

Other Revenues	\$3,600,000	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$3,600,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Legal Services Grants	(\$1,878,900)	(\$1,721,200)	(\$1,721,200)	\$0
<b>Expenses Total</b>	<b>(\$1,878,900)</b>	<b>(\$1,721,200)</b>	<b>(\$1,721,200)</b>	<b>\$0</b>

<b>28007 LSTF Grants-Citi Settlement S</b>	<b>\$1,721,100</b>	<b>(\$1,721,200)</b>	<b>(\$1,721,200)</b>	<b>\$0</b>
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#### **28009 LSTF Grants-Blue Shield**

##### **Revenues**

Grants	\$0	\$30,000	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>

<b>28009 LSTF Grants-Blue Shield Surpl</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>
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#### **29 Equal Access -Asset BU**

##### **Interfund Transfers**

Indirect Costs	(\$14,400)	(\$16,100)	(\$16,100)	\$0
<b>Interfund Transfers Total</b>	<b>(\$14,400)</b>	<b>(\$16,100)</b>	<b>(\$16,100)</b>	<b>\$0</b>

<b>29 Equal Access -Asset BU Surplus/(</b>	<b>(\$14,400)</b>	<b>(\$16,100)</b>	<b>(\$16,100)</b>	<b>\$0</b>
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## Operating Area/Cost Center

**Legal Services**                      **2016 Actual   2017 Projection   2017 Budget   2018 Budget**

### **29001 Equal Access -Admin**

#### **Expenses**

Services	(\$198,900)	(\$210,000)	(\$210,000)	(\$210,000)
Supplies and Equipment	(200)	(1,500)	(1,500)	0
Other Expenses	(258,600)	0	0	0
<b>Expenses Total</b>	<b>(\$457,700)</b>	<b>(\$211,500)</b>	<b>(\$211,500)</b>	<b>(\$210,000)</b>

#### **Interfund Transfers**

Indirect Costs	\$0	\$0	\$0	(\$14,300)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$14,300)</b>

<b>29001 Equal Access -Admin Surplus/</b>	<b>(\$457,700)</b>	<b>(\$211,500)</b>	<b>(\$211,500)</b>	<b>(\$224,300)</b>
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### **29002 Equal Access -Grants**

#### **Revenues**

Grants	\$16,442,000	\$19,192,000	\$19,192,000	\$25,599,900
Other Revenues	459,900	469,500	461,000	508,200
<b>Revenues Total</b>	<b>\$16,901,900</b>	<b>\$19,661,500</b>	<b>\$19,653,000</b>	<b>\$26,108,100</b>

#### **Expenses**

Legal Services Grants	(\$14,837,400)	(\$19,014,500)	(\$19,014,500)	(\$26,009,400)
<b>Expenses Total</b>	<b>(\$14,837,400)</b>	<b>(\$19,014,500)</b>	<b>(\$19,014,500)</b>	<b>(\$26,009,400)</b>

<b>29002 Equal Access -Grants Surplus/</b>	<b>\$2,064,500</b>	<b>\$647,000</b>	<b>\$638,500</b>	<b>\$98,700</b>
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## Operating Area/Cost Center

**Legal Services**                      **2016 Actual   2017 Projection   2017 Budget   2018 Budget**

### **32 Justice Gap Fund - BU**

#### **Revenues**

Voluntary Fees & Donations	\$1,161,500	\$1,117,600	\$900,000	\$900,000
Other Revenues	3,800	15,100	1,500	11,100
<b>Revenues Total</b>	<b>\$1,165,300</b>	<b>\$1,132,700</b>	<b>\$901,500</b>	<b>\$911,100</b>

#### **Interfund Transfers**

Indirect Costs	(\$18,300)	(\$9,200)	(\$9,200)	(\$7,200)
Interfund Transfers Out	0	(2,133,000)	(2,133,000)	0
<b>Interfund Transfers Total</b>	<b>(\$18,300)</b>	<b>(\$2,142,200)</b>	<b>(\$2,142,200)</b>	<b>(\$7,200)</b>

<b>32 Justice Gap Fund - BU Surplus/(D)</b>	<b>\$1,147,000</b>	<b>(\$1,009,500)</b>	<b>(\$1,240,700)</b>	<b>\$903,900</b>
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### **37 Bank Settlement Fund**

#### **Revenues**

Other Revenues	\$155,300	\$258,900	\$200,000	\$150,000
Bank Settlement	44,778,700	0	0	0
<b>Revenues Total</b>	<b>\$44,934,000</b>	<b>\$258,900</b>	<b>\$200,000</b>	<b>\$150,000</b>

#### **Interfund Transfers**

Indirect Costs	(\$6,200)	(\$31,200)	(\$31,200)	\$0
<b>Interfund Transfers Total</b>	<b>(\$6,200)</b>	<b>(\$31,200)</b>	<b>(\$31,200)</b>	<b>\$0</b>

<b>37 Bank Settlement Fund Surplus/(D)</b>	<b>\$44,927,800</b>	<b>\$227,700</b>	<b>\$168,800</b>	<b>\$150,000</b>
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## Operating Area/Cost Center

### Legal Services

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 37001 B of A-Second Settlement

##### Revenues

Grants	\$0	\$9,000	\$0	\$0
Other Revenues	0	7,000	0	0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$16,000</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$79,900)	(\$69,300)	(\$71,300)	(\$58,600)
Legal Services Grants	(740,000)	(5,414,000)	(5,414,000)	(9,957,900)
Supplies and Equipment	0	(14,300)	(14,300)	(16,300)
Other Expenses	(5,200)	(12,000)	(4,800)	(4,900)
<b>Expenses Total</b>	<b>(\$825,100)</b>	<b>(\$5,509,600)</b>	<b>(\$5,504,400)</b>	<b>(\$10,037,700)</b>

##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$27,600)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$27,600)</b>

<b>37001 B of A-Second Settlement Sur</b>	<b>(\$825,100)</b>	<b>(\$5,493,600)</b>	<b>(\$5,504,400)</b>	<b>(\$10,065,300)</b>
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<b>Legal Services Surplus/(Deficit)</b>	<b>\$41,664,300</b>	<b>(\$7,789,300)</b>	<b>(\$8,786,600)</b>	<b>(\$13,768,500)</b>
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## Operating Area/Cost Center

<u>Professional Competence</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10702 COPRAC</b>				
<b>Revenues</b>				
Other Revenues	\$7,100	\$5,600	\$5,000	\$5,600
<b>Revenues Total</b>	<b>\$7,100</b>	<b>\$5,600</b>	<b>\$5,000</b>	<b>\$5,600</b>
<b>Expenses</b>				
Personnel Expenses	\$0	\$0	\$200	\$0
Services	(1,300)	(800)	(500)	(2,500)
Supplies and Equipment	(4,100)	(3,800)	(3,800)	(3,800)
Other Expenses	(46,000)	(37,400)	(35,800)	(39,200)
<b>Expenses Total</b>	<b>(\$51,400)</b>	<b>(\$42,000)</b>	<b>(\$39,900)</b>	<b>(\$45,500)</b>
<b>Interfund Transfers</b>				
Interfund Transfers In	\$100	\$0	\$0	\$0
Indirect Costs	(6,100)	(5,600)	(5,600)	(11,600)
<b>Interfund Transfers Total</b>	<b>(\$6,000)</b>	<b>(\$5,600)</b>	<b>(\$5,600)</b>	<b>(\$11,600)</b>
<b>10702 COPRAC Surplus/(Deficit)</b>	<b>(\$50,300)</b>	<b>(\$42,000)</b>	<b>(\$40,500)</b>	<b>(\$51,500)</b>

## Operating Area/Cost Center

**Professional Competence**                      **2016 Actual**   **2017 Projection**   **2017 Budget**   **2018 Budget**

### 10706 Professional Competence

#### Revenues

Other Revenues	\$0	\$20,900	\$0	\$20,900
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<b>Revenues Total</b>	<b>\$0</b>	<b>\$20,900</b>	<b>\$0</b>	<b>\$20,900</b>
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#### Expenses

Personnel Expenses	(\$1,403,200)	(\$1,297,000)	(\$1,558,000)	(\$1,554,800)
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Services	(800)	(600)	(300)	(201,000)
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Supplies and Equipment	(31,800)	(36,300)	(33,100)	(33,300)
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Other Expenses	(7,400)	(6,400)	(6,400)	(6,400)
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<b>Expenses Total</b>	<b>(\$1,443,200)</b>	<b>(\$1,340,300)</b>	<b>(\$1,597,800)</b>	<b>(\$1,795,500)</b>
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#### Interfund Transfers

Indirect Costs	(\$701,100)	(\$807,800)	(\$807,800)	(\$922,800)
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Interfund Transfers Out	(2,800)	(700)	0	0
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<b>Interfund Transfers Total</b>	<b>(\$703,900)</b>	<b>(\$808,500)</b>	<b>(\$807,800)</b>	<b>(\$922,800)</b>
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<b>10706 Professional Competence Sur</b>	<b>(\$2,147,100)</b>	<b>(\$2,127,900)</b>	<b>(\$2,405,600)</b>	<b>(\$2,697,400)</b>
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### 10708 Rules Revision Commission

#### Expenses

Personnel Expenses	\$0	\$0	\$400	\$0
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Leases and Rent	(3,500)	(2,800)	(2,800)	(2,800)
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Services	(139,000)	(52,400)	(52,400)	(2,400)
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Supplies and Equipment	(5,400)	(6,800)	(6,800)	(4,800)
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Other Expenses	(75,800)	(27,400)	(26,700)	(9,800)
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<b>Expenses Total</b>	<b>(\$223,700)</b>	<b>(\$89,400)</b>	<b>(\$88,300)</b>	<b>(\$19,800)</b>
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#### Interfund Transfers

Indirect Costs	(\$16,100)	(\$6,800)	(\$6,800)	(\$1,500)
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<b>Interfund Transfers Total</b>	<b>(\$16,100)</b>	<b>(\$6,800)</b>	<b>(\$6,800)</b>	<b>(\$1,500)</b>
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<b>10708 Rules Revision Commission Su</b>	<b>(\$239,800)</b>	<b>(\$96,200)</b>	<b>(\$95,100)</b>	<b>(\$21,300)</b>
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## Operating Area/Cost Center

<u>Professional Competence</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10709 OPC Publications (Consolidated)</b>				
<b>Revenues</b>				
Other Revenues	\$14,300	\$16,200	\$16,200	\$12,200
<b>Revenues Total</b>	<b>\$14,300</b>	<b>\$16,200</b>	<b>\$16,200</b>	<b>\$12,200</b>
<b>Expenses</b>				
Personnel Expenses	\$0	\$0	\$100	\$0
Services	(2,700)	(15,800)	(15,800)	(15,800)
Supplies and Equipment	(5,300)	(8,600)	(8,600)	(8,600)
Other Expenses	0	(1,000)	(500)	(1,000)
<b>Expenses Total</b>	<b>(\$8,000)</b>	<b>(\$25,400)</b>	<b>(\$24,800)</b>	<b>(\$25,400)</b>
<b>Interfund Transfers</b>				
Interfund Transfers In	\$200	\$200	\$0	\$0
Indirect Costs	(600)	(1,900)	(1,900)	(1,900)
<b>Interfund Transfers Total</b>	<b>(\$400)</b>	<b>(\$1,700)</b>	<b>(\$1,900)</b>	<b>(\$1,900)</b>
<b>10709 OPC Publications (Consolidate</b>	<b>\$5,900</b>	<b>(\$10,900)</b>	<b>(\$10,500)</b>	<b>(\$15,100)</b>
<b>Professional Competence Surplus/(D</b>	<b>(\$2,431,300)</b>	<b>(\$2,277,000)</b>	<b>(\$2,551,700)</b>	<b>(\$2,785,300)</b>

## Operating Area/Cost Center

### Lawyer Assistance Program

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 21 Lawyer Assist Program-Asset BU

##### Revenues

Mandatory Fees                      \$2,046,500                      \$2,091,700                      \$2,084,800                      \$2,107,000

Other Revenues                              10,500                              26,400                              0                              20,000

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**Revenues Total**                              **\$2,057,000**                              **\$2,118,100**                              **\$2,084,800**                              **\$2,127,000**

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##### Expenses

Personnel Expenses                              (\$21,700)                              (\$57,300)                              (\$90,800)                              (\$18,200)

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**Expenses Total**                              **(\$21,700)**                              **(\$57,300)**                              **(\$90,800)**                              **(\$18,200)**

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##### Interfund Transfers

Interfund Transfers In                              \$239,300                              \$1,200                              \$0                              \$0

Indirect Costs                              (418,800)                              (464,500)                              (464,500)                              (114,600)

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**Interfund Transfers Total**                              **(\$179,500)**                              **(\$463,300)**                              **(\$464,500)**                              **(\$114,600)**

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**21 Lawyer Assist Program-Asset BU**                              **\$1,855,800**                              **\$1,597,500**                              **\$1,529,500**                              **\$1,994,200**

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## Operating Area/Cost Center

### Lawyer Assistance Program

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **21000 Lawyer Assist Program (Consolidated)**

##### **Revenues**

Other Revenues	\$0	\$27,100	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$27,100</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$898,800)	(\$762,200)	(\$828,200)	(\$1,242,000)
Leases and Rent	(1,100)	(4,100)	(100)	(3,300)
Services	(102,400)	(187,200)	(184,600)	(340,000)
Supplies and Equipment	(20,000)	(22,800)	(22,800)	(22,800)
Other Expenses	(80,900)	(77,100)	(74,100)	(81,100)
<b>Expenses Total</b>	<b>(\$1,103,200)</b>	<b>(\$1,053,400)</b>	<b>(\$1,109,800)</b>	<b>(\$1,689,200)</b>

##### **Interfund Transfers**

Indirect Costs	\$0	\$0	\$0	(\$415,400)
Interfund Transfers Out	(2,200)	0	0	0
<b>Interfund Transfers Total</b>	<b>(\$2,200)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$415,400)</b>

<b>21000 Lawyer Assist Program (Conso)</b>	<b>(\$1,105,400)</b>	<b>(\$1,026,300)</b>	<b>(\$1,109,800)</b>	<b>(\$2,104,600)</b>
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<b>Lawyer Assistance Program Surplus/</b>	<b>\$750,400</b>	<b>\$571,200</b>	<b>\$419,700</b>	<b>(\$110,400)</b>
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## Operating Area/Cost Center

<u>Probation</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10601 Probation</b>				
<b>Expenses</b>				
Personnel Expenses	(\$908,600)	(\$895,700)	(\$719,400)	(\$975,600)
Services	0	(600)	(500)	(600)
Supplies and Equipment	(17,300)	(18,700)	(18,700)	(18,700)
Other Expenses	(200)	(1,400)	(1,300)	(1,300)
<b>Expenses Total</b>	<b>(\$926,100)</b>	<b>(\$916,400)</b>	<b>(\$739,900)</b>	<b>(\$996,200)</b>
<b>Interfund Transfers</b>				
Indirect Costs	(\$420,200)	(\$389,000)	(\$389,000)	(\$432,400)
Interfund Transfers Out	(400)	(400)	0	0
<b>Interfund Transfers Total</b>	<b>(\$420,600)</b>	<b>(\$389,400)</b>	<b>(\$389,000)</b>	<b>(\$432,400)</b>
<b>10601 Probation Surplus/(Deficit)</b>	<b>(\$1,346,700)</b>	<b>(\$1,305,800)</b>	<b>(\$1,128,900)</b>	<b>(\$1,428,600)</b>
<b>Probation Surplus/(Deficit)</b>	<b>(\$1,346,700)</b>	<b>(\$1,305,800)</b>	<b>(\$1,128,900)</b>	<b>(\$1,428,600)</b>

## Operating Area/Cost Center

<u>Client Security Fund</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>27 Client Security -Asset BU</b>				
<b>Revenues</b>				
Mandatory Fees	\$7,787,100	\$7,995,700	\$7,995,700	\$7,927,300
Other Revenues	44,500	59,500	35,000	49,400
<b>Revenues Total</b>	<b>\$7,831,600</b>	<b>\$8,055,200</b>	<b>\$8,030,700</b>	<b>\$7,976,700</b>
<b>Expenses</b>				
Personnel Expenses	(\$21,700)	(\$108,400)	(\$114,600)	(\$24,500)
<b>Expenses Total</b>	<b>(\$21,700)</b>	<b>(\$108,400)</b>	<b>(\$114,600)</b>	<b>(\$24,500)</b>
<b>Interfund Transfers</b>				
Interfund Transfers In	\$424,400	\$1,604,900	\$1,600,000	\$0
Indirect Costs	(637,900)	(580,200)	(580,200)	(185,500)
<b>Interfund Transfers Total</b>	<b>(\$213,500)</b>	<b>\$1,024,700</b>	<b>\$1,019,800</b>	<b>(\$185,500)</b>
<b>27 Client Security -Asset BU Surplus/</b>	<b>\$7,596,400</b>	<b>\$8,971,500</b>	<b>\$8,935,900</b>	<b>\$7,766,700</b>
<b>27001 CSF Administration</b>				
<b>Expenses</b>				
Personnel Expenses	(\$1,203,500)	(\$1,157,400)	(\$1,250,500)	(\$1,467,200)
Services	(12,100)	(16,500)	(16,500)	(11,500)
Supplies and Equipment	(29,500)	(29,100)	(29,100)	(29,100)
Other Expenses	(7,116,800)	(5,315,300)	(5,317,000)	(5,915,200)
<b>Expenses Total</b>	<b>(\$8,361,900)</b>	<b>(\$6,518,300)</b>	<b>(\$6,613,100)</b>	<b>(\$7,423,000)</b>
<b>Interfund Transfers</b>				
Indirect Costs	\$0	\$0	\$0	(\$394,900)
Interfund Transfers Out	(1,200)	(1,100)	0	0
<b>Interfund Transfers Total</b>	<b>(\$1,200)</b>	<b>(\$1,100)</b>	<b>\$0</b>	<b>(\$394,900)</b>
<b>27001 CSF Administration Surplus/(</b>	<b>(\$8,363,100)</b>	<b>(\$6,519,400)</b>	<b>(\$6,613,100)</b>	<b>(\$7,817,900)</b>

## Operating Area/Cost Center

<u>Client Security Fund</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>27002 CSF Commission</b>				
<b>Expenses</b>				
Supplies and Equipment	(\$100)	(\$300)	(\$300)	(\$300)
Other Expenses	(7,200)	(8,500)	(6,600)	(8,500)
<b>Expenses Total</b>	<b>(\$7,300)</b>	<b>(\$8,800)</b>	<b>(\$6,900)</b>	<b>(\$8,800)</b>
<b>Interfund Transfers</b>				
Indirect Costs	\$0	\$0	\$0	(\$5,000)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$5,000)</b>
<b>27002 CSF Commission Surplus/(Defi</b>	<b>(\$7,300)</b>	<b>(\$8,800)</b>	<b>(\$6,900)</b>	<b>(\$13,800)</b>
<b>Client Security Fund Surplus/(Deficit</b>	<b>(\$774,000)</b>	<b>\$2,443,300</b>	<b>\$2,315,900</b>	<b>(\$65,000)</b>

## Operating Area/Cost Center

### General Services

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **23002 Chief Admin Officer**

##### **Expenses**

Personnel Expenses	\$0	(\$66,500)	\$0	\$0
Other Expenses	0	(1,400)	0	0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$67,900)</b>	<b>\$0</b>	<b>\$0</b>

#### **23002 Chief Admin Officer Surplus/(**

<b>\$0</b>	<b>(\$67,900)</b>	<b>\$0</b>	<b>\$0</b>
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#### **23105 Procurement**

##### **Revenues**

Other Revenues	\$7,900	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$7,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$197,500)	\$0	\$0	\$0
Services	(300)	0	0	0
Supplies and Equipment	(11,200)	0	0	0
Other Expenses	(5,800)	0	0	0
<b>Expenses Total</b>	<b>(\$214,800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### **23105 Procurement Surplus/(Deficit)**

<b>(\$206,900)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### **23310 General Services LA**

##### **Expenses**

Personnel Expenses	(\$739,700)	(\$809,000)	(\$771,800)	(\$835,800)
Leases and Rent	(1,517,600)	(1,565,000)	(1,552,100)	(1,610,900)
Services	(22,900)	(137,600)	(90,100)	(152,500)
Supplies and Equipment	(67,200)	(140,600)	(121,100)	(181,500)
Other Expenses	(6,500)	(7,300)	(3,900)	(15,100)
<b>Expenses Total</b>	<b>(\$2,353,900)</b>	<b>(\$2,659,500)</b>	<b>(\$2,539,000)</b>	<b>(\$2,795,800)</b>

#### **23310 General Services LA Surplus/(**

<b>(\$2,353,900)</b>	<b>(\$2,659,500)</b>	<b>(\$2,539,000)</b>	<b>(\$2,795,800)</b>
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## Operating Area/Cost Center

<u>General Services</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>23321 Risk Management/Insurance</b>				
<b>Expenses</b>				
Leases and Rent	(\$879,300)	(\$849,000)	(\$849,000)	(\$849,000)
<b>Expenses Total</b>	<b>(\$879,300)</b>	<b>(\$849,000)</b>	<b>(\$849,000)</b>	<b>(\$849,000)</b>
<b>23321 Risk Management/Insurance</b>	<b>(\$879,300)</b>	<b>(\$849,000)</b>	<b>(\$849,000)</b>	<b>(\$849,000)</b>
<b>23350 General Services SF</b>				
<b>Revenues</b>				
Other Revenues	\$0	\$4,500	\$0	\$4,500
<b>Revenues Total</b>	<b>\$0</b>	<b>\$4,500</b>	<b>\$0</b>	<b>\$4,500</b>
<b>Expenses</b>				
Personnel Expenses	(\$1,314,500)	(\$1,453,400)	(\$1,547,800)	(\$1,534,200)
Leases and Rent	(2,237,500)	(2,292,700)	(2,290,900)	(2,643,300)
Services	(330,500)	(551,600)	(578,300)	(497,900)
Supplies and Equipment	400	(28,600)	(23,300)	(149,100)
Other Expenses	4,800	9,200	11,500	(6,700)
<b>Expenses Total</b>	<b>(\$3,877,300)</b>	<b>(\$4,317,100)</b>	<b>(\$4,428,800)</b>	<b>(\$4,831,200)</b>
<b>23350 General Services SF Surplus/(</b>	<b>(\$3,877,300)</b>	<b>(\$4,312,600)</b>	<b>(\$4,428,800)</b>	<b>(\$4,826,700)</b>
<b>General Services Surplus/(Deficit)</b>	<b>(\$7,317,400)</b>	<b>(\$7,889,000)</b>	<b>(\$7,816,800)</b>	<b>(\$8,471,500)</b>

## Operating Area/Cost Center

<u>Human Resources</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
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### 23206 Human Resources (Consolidated)

#### Expenses

Personnel Expenses	(\$1,251,900)	(\$1,415,600)	(\$1,427,300)	(\$1,524,600)
Services	(186,900)	(172,000)	(130,000)	(161,000)
Supplies and Equipment	(54,700)	(76,400)	(70,600)	(75,600)
Other Expenses	(35,600)	(154,100)	(151,500)	(23,500)

<b>Expenses Total</b>	<b>(\$1,529,100)</b>	<b>(\$1,818,100)</b>	<b>(\$1,779,400)</b>	<b>(\$1,784,700)</b>
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<b>23206 Human Resources (Consolidat</b>	<b>(\$1,529,100)</b>	<b>(\$1,818,100)</b>	<b>(\$1,779,400)</b>	<b>(\$1,784,700)</b>
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<b>Human Resources Surplus/(Deficit)</b>	<b>(\$1,529,100)</b>	<b>(\$1,818,100)</b>	<b>(\$1,779,400)</b>	<b>(\$1,784,700)</b>
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<u>Information Technology</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
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### 23600 IT (Consolidated)

#### Expenses

Personnel Expenses	(\$4,334,600)	(\$4,275,400)	(\$4,243,000)	(\$5,069,500)
Leases and Rent	(159,600)	(339,600)	(339,600)	(424,800)
Services	(118,700)	(87,700)	(500)	(190,600)
Supplies and Equipment	(1,223,300)	(1,812,600)	(1,810,100)	(2,226,600)
Other Expenses	(64,500)	(55,600)	(55,600)	(56,100)

<b>Expenses Total</b>	<b>(\$5,900,700)</b>	<b>(\$6,570,900)</b>	<b>(\$6,448,800)</b>	<b>(\$7,967,600)</b>
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<b>23600 IT (Consolidated) Surplus/(De</b>	<b>(\$5,900,700)</b>	<b>(\$6,570,900)</b>	<b>(\$6,448,800)</b>	<b>(\$7,967,600)</b>
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<b>Information Technology Surplus/(De</b>	<b>(\$5,900,700)</b>	<b>(\$6,570,900)</b>	<b>(\$6,448,800)</b>	<b>(\$7,967,600)</b>
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## Operating Area/Cost Center

**Talent Engagement & Development Un**   **2016 Actual**   **2017 Projection**   **2017 Budget**   **2018 Budget**

### **23207 Training**

#### **Expenses**

Personnel Expenses	\$0	\$0	\$0	(\$274,300)
Other Expenses	0	0	0	(143,000)
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$417,300)</b>

<b>23207 Training Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$417,300)</b>
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<b>Talent Engagement &amp; Development</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$417,300)</b>
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## Operating Area/Cost Center

<u>Finance</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>23101 Finance</b>				
<b>Expenses</b>				
Personnel Expenses	(\$1,250,400)	(\$1,520,800)	(\$1,626,200)	(\$1,899,500)
Services	(468,700)	(1,051,800)	(1,003,700)	(653,700)
Supplies and Equipment	(35,300)	(31,600)	(31,600)	(32,100)
Other Expenses	(8,100)	(8,100)	(4,600)	(4,800)
<b>Expenses Total</b>	<b>(\$1,762,500)</b>	<b>(\$2,612,300)</b>	<b>(\$2,666,100)</b>	<b>(\$2,590,100)</b>
<b>23101 Finance Surplus/(Deficit)</b>	<b>(\$1,762,500)</b>	<b>(\$2,612,300)</b>	<b>(\$2,666,100)</b>	<b>(\$2,590,100)</b>
<b>23103 Member Billing</b>				
<b>Revenues</b>				
Other Revenues	\$600	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>				
Personnel Expenses	(\$504,800)	(\$405,700)	(\$403,900)	(\$345,400)
Services	(949,600)	(578,800)	(525,600)	(335,600)
Supplies and Equipment	(131,100)	(54,700)	(53,400)	(54,000)
Other Expenses	(10,300)	(4,100)	(900)	(4,300)
<b>Expenses Total</b>	<b>(\$1,595,800)</b>	<b>(\$1,043,300)</b>	<b>(\$983,800)</b>	<b>(\$739,300)</b>
<b>Interfund Transfers</b>				
Interfund Transfers Out	\$0	(\$400,000)	(\$400,000)	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$400,000)</b>	<b>(\$400,000)</b>	<b>\$0</b>
<b>23103 Member Billing Surplus/(Deficit)</b>	<b>(\$1,595,200)</b>	<b>(\$1,443,300)</b>	<b>(\$1,383,800)</b>	<b>(\$739,300)</b>
<b>Finance Surplus/(Deficit)</b>	<b>(\$3,357,700)</b>	<b>(\$4,055,600)</b>	<b>(\$4,049,900)</b>	<b>(\$3,329,400)</b>



## Operating Area/Cost Center

### Facilities Projects

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 26 Building -Asset BU

##### Revenues

Mandatory Fees                      \$3,800                      \$3,000                      \$3,000                      \$3,000

Other Revenues                      20,000                      35,200                      11,000                      25,700

**Revenues Total**                      **\$23,800**                      **\$38,200**                      **\$14,000**                      **\$28,700**

##### Expenses

Services                      (\$79,200)                      \$0                      \$0                      \$0

Supplies and Equipment                      (946,400)                      (1,630,000)                      (2,130,000)                      (3,944,600)

Depreciation                      (422,900)                      0                      0                      0

**Expenses Total**                      **(\$1,448,500)**                      **(\$1,630,000)**                      **(\$2,130,000)**                      **(\$3,944,600)**

##### Interfund Transfers

Indirect Costs                      \$548,900                      \$1,235,400                      \$1,235,400                      \$2,287,800

**Interfund Transfers Total**                      **\$548,900**                      **\$1,235,400**                      **\$1,235,400**                      **\$2,287,800**

**26 Building -Asset BU Surplus/(Defici**                      **(\$875,800)**                      **(\$356,400)**                      **(\$880,600)**                      **(\$1,628,100)**

#### 26101 SF Facilities Management

##### Revenues

Other Revenues                      \$1,539,400                      \$1,606,000                      \$1,351,000                      \$1,766,400

**Revenues Total**                      **\$1,539,400**                      **\$1,606,000**                      **\$1,351,000**                      **\$1,766,400**

**26101 SF Facilities Management Sur**                      **\$1,539,400**                      **\$1,606,000**                      **\$1,351,000**                      **\$1,766,400**

## Operating Area/Cost Center

### Facilities Projects

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 35 LA Facility Fund

##### Revenues

Other Revenues	\$375,900	\$433,100	\$447,000	\$394,000
<b>Revenues Total</b>	<b>\$375,900</b>	<b>\$433,100</b>	<b>\$447,000</b>	<b>\$394,000</b>

##### Expenses

Supplies and Equipment	(\$182,900)	\$0	\$0	\$0
Debt Service	(882,600)	(2,300,000)	(2,300,000)	(762,100)
Depreciation	(1,969,400)	0	(1,970,000)	0
<b>Expenses Total</b>	<b>(\$3,034,900)</b>	<b>(\$2,300,000)</b>	<b>(\$4,270,000)</b>	<b>(\$762,100)</b>

##### Interfund Transfers

Indirect Costs	\$2,482,900	\$2,300,000	\$2,300,000	\$762,100
<b>Interfund Transfers Total</b>	<b>\$2,482,900</b>	<b>\$2,300,000</b>	<b>\$2,300,000</b>	<b>\$762,100</b>

#### 35 LA Facility Fund Surplus/(Deficit)

<b>(\$176,100)</b>	<b>\$433,100</b>	<b>(\$1,523,000)</b>	<b>\$394,000</b>
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#### Facilities Projects Surplus/(Deficit)

<b>\$487,500</b>	<b>\$1,682,700</b>	<b>(\$1,052,600)</b>	<b>\$532,300</b>
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## Operating Area/Cost Center

### Technology Projects

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 19 Technology Improvemt- Asset BU

##### Revenues

Mandatory Fees	\$900	\$200	\$0	\$0
Other Revenues	16,300	23,200	0	0
<b>Revenues Total</b>	<b>\$17,200</b>	<b>\$23,400</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	\$0	(\$29,800)	\$0	(\$56,400)
Supplies and Equipment	0	18,500	0	0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$11,300)</b>	<b>\$0</b>	<b>(\$56,400)</b>

##### Interfund Transfers

Interfund Transfers In	\$1,000,000	\$0	\$0	\$2,217,000
Indirect Costs	(136,300)	(119,000)	(119,000)	(84,500)
<b>Interfund Transfers Total</b>	<b>\$863,700</b>	<b>(\$119,000)</b>	<b>(\$119,000)</b>	<b>\$2,132,500</b>

<b>19 Technology Improvemt- Asset BU</b>	<b>\$880,900</b>	<b>(\$106,900)</b>	<b>(\$119,000)</b>	<b>\$2,076,100</b>
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#### 19009 OCTC System Replacement

##### Expenses

Other Expenses	(\$400)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$400)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>19009 OCTC System Replacement Su</b>	<b>(\$400)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 19016 Enterprise Cont Mgt

##### Expenses

Supplies and Equipment	(\$900)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$900)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>19016 Enterprise Cont Mgt Surplus/(</b>	<b>(\$900)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Technology Projects

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 19018 Admission System

##### Expenses

Supplies and Equipment	\$0	\$0	\$0	(\$1,838,500)
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<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,838,500)</b>
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##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$125,300)
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<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$125,300)</b>
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<b>19018 Admission System Surplus/(D</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,963,800)</b>
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#### 19024 SF Courtroom Upgrade

##### Expenses

Supplies and Equipment	(\$98,100)	\$0	\$0	\$0
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<b>Expenses Total</b>	<b>(\$98,100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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<b>19024 SF Courtroom Upgrade Surplu</b>	<b>(\$98,100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 19026 SF Video Equipment

##### Expenses

Supplies and Equipment	(\$700)	(\$150,000)	(\$150,000)	(\$100,000)
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<b>Expenses Total</b>	<b>(\$700)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$100,000)</b>
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##### Interfund Transfers

Indirect Costs	\$0	\$0	\$0	(\$6,800)
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<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$6,800)</b>
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<b>19026 SF Video Equipment Surplus/(</b>	<b>(\$700)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$106,800)</b>
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## Operating Area/Cost Center

<u>Technology Projects</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>19028 Case Management System-OCTC</b>				
<b>Expenses</b>				
Personnel Expenses	(\$337,100)	(\$648,500)	(\$1,294,200)	(\$926,200)
Services	(100)	(126,000)	0	(500,000)
Supplies and Equipment	(212,200)	(1,239,900)	(2,550,000)	(1,582,200)
Other Expenses	0	(600)	0	0
<b>Expenses Total</b>	<b>(\$549,400)</b>	<b>(\$2,015,000)</b>	<b>(\$3,844,200)</b>	<b>(\$3,008,400)</b>
<b>Interfund Transfers</b>				
Interfund Transfers In	\$0	\$400,000	\$400,000	\$0
Indirect Costs	0	0	0	(365,400)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>(\$365,400)</b>
<b>19028 Case Management System-OC</b>	<b>(\$549,400)</b>	<b>(\$1,615,000)</b>	<b>(\$3,444,200)</b>	<b>(\$3,373,800)</b>
<b>19029 Case Management System-SBC</b>				
<b>Expenses</b>				
Personnel Expenses	(\$24,000)	(\$107,700)	(\$338,900)	(\$151,900)
<b>Expenses Total</b>	<b>(\$24,000)</b>	<b>(\$107,700)</b>	<b>(\$338,900)</b>	<b>(\$151,900)</b>
<b>Interfund Transfers</b>				
Indirect Costs	\$0	\$0	\$0	(\$73,300)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$73,300)</b>
<b>19029 Case Management System-SB</b>	<b>(\$24,000)</b>	<b>(\$107,700)</b>	<b>(\$338,900)</b>	<b>(\$225,200)</b>

## Operating Area/Cost Center

<u>Technology Projects</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>19030 ERP Upgrade</b>				
<b>Expenses</b>				
Supplies and Equipment	\$0	(\$700,000)	(\$700,000)	(\$475,000)
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$700,000)</b>	<b>(\$700,000)</b>	<b>(\$475,000)</b>
<b>Interfund Transfers</b>				
Indirect Costs	\$0	\$0	\$0	(\$32,400)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$32,400)</b>
<b>19030 ERP Upgrade Surplus/(Deficit)</b>	<b>\$0</b>	<b>(\$700,000)</b>	<b>(\$700,000)</b>	<b>(\$507,400)</b>
<b>Technology Projects Surplus/(Deficit)</b>	<b>\$207,400</b>	<b>(\$2,679,600)</b>	<b>(\$4,752,100)</b>	<b>(\$4,100,900)</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 10903 Calif. Young Lawyers Assoc.

##### Revenues

Other Revenues	\$0	\$8,800	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$8,800</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$133,800)	\$0	\$100	\$0
Services	0	(1,700)	(1,400)	0
Supplies and Equipment	0	(700)	(300)	0
Other Expenses	(1,600)	(24,600)	(21,700)	0
<b>Expenses Total</b>	<b>(\$135,400)</b>	<b>(\$27,000)</b>	<b>(\$23,300)</b>	<b>\$0</b>

##### Interfund Transfers

Indirect Costs	(\$18,000)	(\$1,800)	(\$1,800)	\$0
<b>Interfund Transfers Total</b>	<b>(\$18,000)</b>	<b>(\$1,800)</b>	<b>(\$1,800)</b>	<b>\$0</b>

#### 10903 Calif. Young Lawyers Assoc. S

<b>(\$153,400)</b>	<b>(\$20,000)</b>	<b>(\$25,100)</b>	<b>\$0</b>
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#### 10908 CYLA - Admin

##### Expenses

Personnel Expenses	(\$300)	\$0	\$0	\$0
Services	(3,200)	0	0	0
Supplies and Equipment	(3,200)	(300)	0	0
Other Expenses	(29,300)	(2,900)	0	0
<b>Expenses Total</b>	<b>(\$36,000)</b>	<b>(\$3,200)</b>	<b>\$0</b>	<b>\$0</b>

##### Interfund Transfers

Indirect Costs	(\$2,600)	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$2,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### 10908 CYLA - Admin Surplus/(Deficit

<b>(\$38,600)</b>	<b>(\$3,200)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 10909 CYLA - Education

##### Revenues

Other Revenues	\$3,500	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$3,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$300)	\$0	\$0	\$0
Services	(2,500)	0	0	0
Other Expenses	(3,700)	0	0	0
<b>Expenses Total</b>	<b>(\$6,500)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Interfund Transfers

Indirect Costs	(\$500)	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$500)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>10909 CYLA - Education Surplus/(Def</b>	<b>(\$3,500)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 10910 CYLA - Outreach

##### Expenses

Personnel Expenses	(\$800)	\$0	\$0	\$0
Services	(200)	(100)	(100)	0
Supplies and Equipment	(100)	0	0	0
<b>Expenses Total</b>	<b>(\$1,100)</b>	<b>(\$100)</b>	<b>(\$100)</b>	<b>\$0</b>

##### Interfund Transfers

Indirect Costs	(\$100)	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>10910 CYLA - Outreach Surplus/(Defi</b>	<b>(\$1,200)</b>	<b>(\$100)</b>	<b>(\$100)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 10912 Calif. Young Lawyers Assoc. (Consolidat

##### Expenses

Personnel Expenses	(\$200)	\$0	\$0	\$0
Supplies and Equipment	(200)	0	0	0
Other Expenses	(700)	0	0	0
<b>Expenses Total</b>	<b>(\$1,100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Interfund Transfers

Indirect Costs	(\$100)	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### 10912 Calif. Young Lawyers Assoc. (C

<b>(\$1,200)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 14 Annual Meeting Asset BU

##### Interfund Transfers

Interfund Transfers In	\$0	\$0	\$0	\$21,000
Indirect Costs	(101,000)	0	0	0
<b>Interfund Transfers Total</b>	<b>(\$101,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,000</b>

#### 14 Annual Meeting Asset BU Surplus

<b>(\$101,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,000</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 14001 Annual Meeting Admin.

##### Revenues

Other Revenues	\$679,000	\$65,100	\$0	\$0
<b>Revenues Total</b>	<b>\$679,000</b>	<b>\$65,100</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$270,600)	\$0	\$0	\$0
Services	(140,600)	(5,000)	0	0
Supplies and Equipment	(51,800)	0	0	0
Other Expenses	(147,100)	0	0	0
<b>Expenses Total</b>	<b>(\$610,100)</b>	<b>(\$5,000)</b>	<b>\$0</b>	<b>\$0</b>

##### Interfund Transfers

Interfund Transfers In	\$14,400	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$14,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### 14001 Annual Meeting Admin. Surpl

<b>\$83,300</b>	<b>\$60,100</b>	<b>\$0</b>	<b>\$0</b>
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#### 14002 Morrison Lecture Foundation

##### Revenues

Other Revenues	\$4,500	\$4,200	\$0	\$0
<b>Revenues Total</b>	<b>\$4,500</b>	<b>\$4,200</b>	<b>\$0</b>	<b>\$0</b>

#### 14002 Morrison Lecture Foundation

<b>\$4,500</b>	<b>\$4,200</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 70 Sections OH -Asset BU

##### Expenses

Personnel Expenses	(\$40,200)	(\$288,200)	(\$332,100)	\$0
<b>Expenses Total</b>	<b>(\$40,200)</b>	<b>(\$288,200)</b>	<b>(\$332,100)</b>	<b>\$0</b>

##### Interfund Transfers

Interfund Transfers In	\$629,700	\$0	\$0	\$0
Indirect Costs	(1,351,000)	(1,734,600)	(1,734,600)	0
Interfund Transfers Out	0	(217,700)	0	0
<b>Interfund Transfers Total</b>	<b>(\$721,300)</b>	<b>(\$1,952,300)</b>	<b>(\$1,734,600)</b>	<b>\$0</b>

#### 70 Sections OH -Asset BU Surplus/(D

<b>(\$761,500)</b>	<b>(\$2,240,500)</b>	<b>(\$2,066,700)</b>	<b>\$0</b>
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#### 70001 Sections Administration

##### Revenues

Other Revenues	\$900	\$214,500	\$1,000	\$0
<b>Revenues Total</b>	<b>\$900</b>	<b>\$214,500</b>	<b>\$1,000</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$1,992,600)	(\$1,829,300)	(\$2,173,600)	\$0
Services	(110,700)	(180,500)	(98,700)	0
Supplies and Equipment	(52,900)	(63,700)	(56,800)	0
Other Expenses	3,635,500	4,316,300	4,316,600	0
<b>Expenses Total</b>	<b>\$1,479,300</b>	<b>\$2,242,800</b>	<b>\$1,987,500</b>	<b>\$0</b>

##### Interfund Transfers

Interfund Transfers In	\$32,000	\$3,400	\$0	\$0
Indirect Costs	(121,900)	0	0	0
Interfund Transfers Out	0	(900)	0	0
<b>Interfund Transfers Total</b>	<b>(\$89,900)</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$0</b>

#### 70001 Sections Administration Surpl

<b>\$1,390,300</b>	<b>\$2,459,800</b>	<b>\$1,988,500</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 70002 SEMS Pcard Default

##### Expenses

Services	\$0	(\$2,100)	\$0	\$0
Supplies and Equipment	600	0	0	0
Other Expenses	100	(700)	0	0
<b>Expenses Total</b>	<b>\$700</b>	<b>(\$2,800)</b>	<b>\$0</b>	<b>\$0</b>

<b>70002 SEMS Pcard Default Surplus/(</b>	<b>\$700</b>	<b>(\$2,800)</b>	<b>\$0</b>	<b>\$0</b>
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#### 70101 Conference of Delegates

##### Expenses

Other Expenses	(\$100)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>70101 Conference of Delegates Surpl</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 70500 Section Convention

##### Revenues

Other Revenues	\$0	\$198,000	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$198,000</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	\$0	(\$3,400)	\$0	\$0
Services	0	(39,400)	0	0
Supplies and Equipment	0	(8,900)	0	0
Other Expenses	0	(117,300)	0	0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$169,000)</b>	<b>\$0</b>	<b>\$0</b>

<b>70500 Section Convention Surplus/(</b>	<b>\$0</b>	<b>\$29,000</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **71001 Antitrust Section Admin.**

##### **Revenues**

Other Revenues	\$126,200	\$125,900	\$123,900	\$0
<b>Revenues Total</b>	<b>\$126,200</b>	<b>\$125,900</b>	<b>\$123,900</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$100)	(\$2,700)	(\$2,000)	\$0
Services	(400)	(28,300)	(28,300)	0
Supplies and Equipment	(1,800)	(14,000)	(13,700)	0
Other Expenses	(76,500)	(152,700)	(152,700)	0
<b>Expenses Total</b>	<b>(\$78,800)</b>	<b>(\$197,700)</b>	<b>(\$196,700)</b>	<b>\$0</b>

<b>71001 Antitrust Section Admin. Surp</b>	<b>\$47,400</b>	<b>(\$71,800)</b>	<b>(\$72,800)</b>	<b>\$0</b>
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#### **71200 Antitrust - Newsletter**

##### **Revenues**

Other Revenues	\$6,200	\$11,700	\$11,700	\$0
<b>Revenues Total</b>	<b>\$6,200</b>	<b>\$11,700</b>	<b>\$11,700</b>	<b>\$0</b>

##### **Expenses**

Services	(\$12,800)	(\$7,400)	\$0	\$0
Supplies and Equipment	(5,500)	(3,500)	0	0
<b>Expenses Total</b>	<b>(\$18,300)</b>	<b>(\$10,900)</b>	<b>\$0</b>	<b>\$0</b>

<b>71200 Antitrust - Newsletter Surplus</b>	<b>(\$12,100)</b>	<b>\$800</b>	<b>\$11,700</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **71300 Antitrust - Publication**

##### **Revenues**

Other Revenues	\$5,700	\$5,800	\$0	\$0
<b>Revenues Total</b>	<b>\$5,700</b>	<b>\$5,800</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Services	(\$2,200)	(\$2,000)	\$0	\$0
Supplies and Equipment	(300)	(300)	0	0
<b>Expenses Total</b>	<b>(\$2,500)</b>	<b>(\$2,300)</b>	<b>\$0</b>	<b>\$0</b>

#### **71300 Antitrust - Publication Surplus**

<b>\$3,200</b>	<b>\$3,500</b>	<b>\$0</b>	<b>\$0</b>
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#### **71400 Antitrust - GG Institute**

##### **Revenues**

Other Revenues	\$182,200	\$142,900	\$132,600	\$0
<b>Revenues Total</b>	<b>\$182,200</b>	<b>\$142,900</b>	<b>\$132,600</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$1,100)	(\$600)	\$0	\$0
Services	(16,400)	(4,800)	0	0
Supplies and Equipment	(11,200)	(500)	0	0
Other Expenses	(103,500)	(25,000)	(25,000)	0
<b>Expenses Total</b>	<b>(\$132,200)</b>	<b>(\$30,900)</b>	<b>(\$25,000)</b>	<b>\$0</b>

#### **71400 Antitrust - GG Institute Surplu**

<b>\$50,000</b>	<b>\$112,000</b>	<b>\$107,600</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>71403 Antitrust-Online CLE</b>				
<b>Revenues</b>				
Other Revenues	\$16,400	\$14,600	\$14,600	\$0
<b>Revenues Total</b>	<b>\$16,400</b>	<b>\$14,600</b>	<b>\$14,600</b>	<b>\$0</b>
<b>Expenses</b>				
Services	(\$1,900)	(\$600)	\$0	\$0
<b>Expenses Total</b>	<b>(\$1,900)</b>	<b>(\$600)</b>	<b>\$0</b>	<b>\$0</b>
<b>71403 Antitrust-Online CLE Surplus/(</b>	<b>\$14,500</b>	<b>\$14,000</b>	<b>\$14,600</b>	<b>\$0</b>
<b>71500 Antitrust - SB Annual Mtg</b>				
<b>Revenues</b>				
Other Revenues	\$3,600	\$100	\$0	\$0
<b>Revenues Total</b>	<b>\$3,600</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>				
Services	(\$1,800)	(\$200)	\$0	\$0
Other Expenses	(5,600)	(6,900)	(6,900)	0
<b>Expenses Total</b>	<b>(\$7,400)</b>	<b>(\$7,100)</b>	<b>(\$6,900)</b>	<b>\$0</b>
<b>71500 Antitrust - SB Annual Mtg Sur</b>	<b>(\$3,800)</b>	<b>(\$7,000)</b>	<b>(\$6,900)</b>	<b>\$0</b>
<b>71600 Antitrust - ExCom Mtg</b>				
<b>Expenses</b>				
Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	(1,100)	(1,000)	0	0
Supplies and Equipment	(100)	(200)	0	0
Other Expenses	(50,400)	(47,000)	(34,100)	0
<b>Expenses Total</b>	<b>(\$51,600)</b>	<b>(\$48,600)</b>	<b>(\$34,100)</b>	<b>\$0</b>
<b>71600 Antitrust - ExCom Mtg Surplu</b>	<b>(\$51,600)</b>	<b>(\$48,600)</b>	<b>(\$34,100)</b>	<b>\$0</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **72001 Business Law Section Admin.**

##### **Revenues**

Other Revenues	\$770,500	\$768,100	\$765,900	\$0
<b>Revenues Total</b>	<b>\$770,500</b>	<b>\$768,100</b>	<b>\$765,900</b>	<b>\$0</b>

##### **Expenses**

Services	(\$300)	(\$56,900)	(\$56,900)	\$0
Supplies and Equipment	(300)	(20,300)	(20,300)	0
Other Expenses	(464,400)	(590,300)	(653,300)	0
<b>Expenses Total</b>	<b>(\$465,000)</b>	<b>(\$667,500)</b>	<b>(\$730,500)</b>	<b>\$0</b>

#### **72001 Business Law Section Admin.**

<b>\$305,500</b>	<b>\$100,600</b>	<b>\$35,400</b>	<b>\$0</b>
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#### **72200 BusLaw Newsletter**

##### **Revenues**

Other Revenues	\$0	\$1,800	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$1,800</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Services	(\$54,800)	(\$53,300)	(\$19,500)	\$0
Supplies and Equipment	(13,200)	(16,500)	(16,500)	0
Other Expenses	(1,300)	0	0	0
<b>Expenses Total</b>	<b>(\$69,300)</b>	<b>(\$69,800)</b>	<b>(\$36,000)</b>	<b>\$0</b>

#### **72200 BusLaw Newsletter Surplus/(**

<b>(\$69,300)</b>	<b>(\$68,000)</b>	<b>(\$36,000)</b>	<b>\$0</b>
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#### **72300 BusLaw General Publications**

##### **Expenses**

Services	\$0	(\$4,600)	(\$4,600)	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$4,600)</b>	<b>(\$4,600)</b>	<b>\$0</b>

#### **72300 BusLaw General Publications**

<b>\$0</b>	<b>(\$4,600)</b>	<b>(\$4,600)</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>72400 BusLaw Section Retreat</b>				
<b>Expenses</b>				
Services	(\$4,600)	(\$2,100)	(\$200)	\$0
Other Expenses	(31,300)	(18,200)	(18,200)	0
<b>Expenses Total</b>	<b>(\$35,900)</b>	<b>(\$20,300)</b>	<b>(\$18,400)</b>	<b>\$0</b>
<b>72400 BusLaw Section Retreat Surpl</b>	<b>(\$35,900)</b>	<b>(\$20,300)</b>	<b>(\$18,400)</b>	<b>\$0</b>
<b>72403 BusLaw Online CLE</b>				
<b>Revenues</b>				
Other Revenues	\$38,000	\$60,000	\$60,000	\$0
<b>Revenues Total</b>	<b>\$38,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$0</b>
<b>Expenses</b>				
Services	(\$1,200)	(\$3,000)	(\$3,000)	\$0
<b>Expenses Total</b>	<b>(\$1,200)</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>	<b>\$0</b>
<b>72403 BusLaw Online CLE Surplus/(D</b>	<b>\$36,800</b>	<b>\$57,000</b>	<b>\$57,000</b>	<b>\$0</b>
<b>72500 BusLaw Annual Meeting</b>				
<b>Expenses</b>				
Services	(\$3,800)	(\$7,000)	(\$4,500)	\$0
Supplies and Equipment	(200)	0	0	0
Other Expenses	(16,700)	(13,900)	(400)	0
<b>Expenses Total</b>	<b>(\$20,700)</b>	<b>(\$20,900)</b>	<b>(\$4,900)</b>	<b>\$0</b>
<b>Interfund Transfers</b>				
Interfund Transfers Out	(\$2,400)	(\$2,100)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$2,400)</b>	<b>(\$2,100)</b>	<b>\$0</b>	<b>\$0</b>
<b>72500 BusLaw Annual Meeting Surpl</b>	<b>(\$23,100)</b>	<b>(\$23,000)</b>	<b>(\$4,900)</b>	<b>\$0</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **72600 BusLaw Exec. Comm. Mtg.**

##### **Expenses**

Personnel Expenses	(\$100)	\$0	\$0	\$0
Services	(4,700)	(8,000)	0	0
Supplies and Equipment	(2,100)	(1,300)	0	0
Other Expenses	(40,300)	(58,600)	(19,000)	0
<b>Expenses Total</b>	<b>(\$47,200)</b>	<b>(\$67,900)</b>	<b>(\$19,000)</b>	<b>\$0</b>

#### **72600 BusLaw Exec. Comm. Mtg. Sur**

<b>(\$47,200)</b>	<b>(\$67,900)</b>	<b>(\$19,000)</b>	<b>\$0</b>
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#### **72700 BusLaw AgriBus. Ctee. Mtgs.**

##### **Revenues**

Other Revenues	\$700	\$700	\$700	\$0
<b>Revenues Total</b>	<b>\$700</b>	<b>\$700</b>	<b>\$700</b>	<b>\$0</b>

##### **Expenses**

Supplies and Equipment	(\$100)	(\$400)	\$0	\$0
Other Expenses	(2,400)	(4,200)	(2,200)	0
<b>Expenses Total</b>	<b>(\$2,500)</b>	<b>(\$4,600)</b>	<b>(\$2,200)</b>	<b>\$0</b>

#### **72700 BusLaw AgriBus. Ctee. Mtgs.**

<b>(\$1,800)</b>	<b>(\$3,900)</b>	<b>(\$1,500)</b>	<b>\$0</b>
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#### **72701 BusLaw Cons. Fin. Svcs. Comm.**

##### **Expenses**

Services	(\$400)	\$0	\$0	\$0
Supplies and Equipment	(300)	(200)	0	0
Other Expenses	(2,100)	0	0	0
<b>Expenses Total</b>	<b>(\$2,800)</b>	<b>(\$200)</b>	<b>\$0</b>	<b>\$0</b>

#### **72701 BusLaw Cons. Fin. Svcs. Com**

<b>(\$2,800)</b>	<b>(\$200)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **72702 BusLaw Corp. Comm. Mtgs.**

##### **Expenses**

Services	(\$1,900)	(\$1,600)	\$0	\$0
Supplies and Equipment	(200)	(900)	0	0
Other Expenses	(6,600)	(3,100)	0	0
<b>Expenses Total</b>	<b>(\$8,700)</b>	<b>(\$5,600)</b>	<b>\$0</b>	<b>\$0</b>

#### **72702 BusLaw Corp. Comm. Mtgs. S**

<b>(\$8,700)</b>	<b>(\$5,600)</b>	<b>\$0</b>	<b>\$0</b>
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#### **72704 BusLaw InsolvencyLaw Ctee.Mtgs**

##### **Expenses**

Services	(\$8,800)	(\$20,700)	(\$16,000)	\$0
Supplies and Equipment	(400)	(300)	0	0
Other Expenses	(7,500)	(3,500)	(1,600)	0
<b>Expenses Total</b>	<b>(\$16,700)</b>	<b>(\$24,500)</b>	<b>(\$17,600)</b>	<b>\$0</b>

#### **72704 BusLaw InsolvencyLaw Ctee.**

<b>(\$16,700)</b>	<b>(\$24,500)</b>	<b>(\$17,600)</b>	<b>\$0</b>
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#### **72705 BusLaw Educ. Comm. Mtg.**

##### **Expenses**

Services	(\$400)	\$0	\$0	\$0
Other Expenses	(2,600)	(1,900)	0	0
<b>Expenses Total</b>	<b>(\$3,000)</b>	<b>(\$1,900)</b>	<b>\$0</b>	<b>\$0</b>

#### **72705 BusLaw Educ. Comm. Mtg. Su**

<b>(\$3,000)</b>	<b>(\$1,900)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **72706 BusLaw Fin. Inst. Comm.**

##### **Expenses**

Services	(\$300)	(\$300)	\$0	\$0
Supplies and Equipment	(200)	(100)	0	0
Other Expenses	(3,500)	(6,000)	(5,400)	0
<b>Expenses Total</b>	<b>(\$4,000)</b>	<b>(\$6,400)</b>	<b>(\$5,400)</b>	<b>\$0</b>

#### **72706 BusLaw Fin. Inst. Comm. Surpl**

<b>(\$4,000)</b>	<b>(\$6,400)</b>	<b>(\$5,400)</b>	<b>\$0</b>
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#### **72707 BusLaw Franchise Law Comm.**

##### **Expenses**

Services	(\$400)	\$0	\$0	\$0
Supplies and Equipment	(200)	(200)	0	0
Other Expenses	(1,700)	0	0	0
<b>Expenses Total</b>	<b>(\$2,300)</b>	<b>(\$200)</b>	<b>\$0</b>	<b>\$0</b>

#### **72707 BusLaw Franchise Law Comm.**

<b>(\$2,300)</b>	<b>(\$200)</b>	<b>\$0</b>	<b>\$0</b>
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#### **72708 BusLaw Insurance Comm. Mtg.**

##### **Expenses**

Supplies and Equipment	(\$100)	\$0	\$0	\$0
Other Expenses	0	(700)	(100)	0
<b>Expenses Total</b>	<b>(\$100)</b>	<b>(\$700)</b>	<b>(\$100)</b>	<b>\$0</b>

#### **72708 BusLaw Insurance Comm. Mtg**

<b>(\$100)</b>	<b>(\$700)</b>	<b>(\$100)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **72709 BusLaw Nonprofit Comm. Mtg.**

##### **Expenses**

Services	(\$1,700)	(\$500)	\$0	\$0
Supplies and Equipment	(500)	(400)	0	0
Other Expenses	(5,800)	(3,200)	(2,800)	0
<b>Expenses Total</b>	<b>(\$8,000)</b>	<b>(\$4,100)</b>	<b>(\$2,800)</b>	<b>\$0</b>

#### **72709 BusLaw Nonprofit Comm. Mt**

<b>(\$8,000)</b>	<b>(\$4,100)</b>	<b>(\$2,800)</b>	<b>\$0</b>
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#### **72710 BusLaw Partnership Comm. Mtg.**

##### **Expenses**

Services	\$0	(\$2,400)	(\$2,000)	\$0
Supplies and Equipment	(200)	(100)	0	0
Other Expenses	0	(800)	0	0
<b>Expenses Total</b>	<b>(\$200)</b>	<b>(\$3,300)</b>	<b>(\$2,000)</b>	<b>\$0</b>

#### **72710 BusLaw Partnership Comm. M**

<b>(\$200)</b>	<b>(\$3,300)</b>	<b>(\$2,000)</b>	<b>\$0</b>
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#### **72711 BusLaw Comm.Trans Comm. Mtg**

##### **Expenses**

Services	(\$400)	\$0	\$0	\$0
Supplies and Equipment	(100)	0	0	0
Other Expenses	(1,100)	0	0	0
<b>Expenses Total</b>	<b>(\$1,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### **72711 BusLaw Comm.Trans Comm.**

<b>(\$1,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **72712 BusLaw Opinions Report Comm.**

##### **Expenses**

Services	\$0	(\$2,200)	\$0	\$0
Supplies and Equipment	0	(100)	0	0
Other Expenses	(5,900)	(6,800)	(4,500)	0
<b>Expenses Total</b>	<b>(\$5,900)</b>	<b>(\$9,100)</b>	<b>(\$4,500)</b>	<b>\$0</b>

#### **72712 BusLaw Opinions Report Com**

<b>(\$5,900)</b>	<b>(\$9,100)</b>	<b>(\$4,500)</b>	<b>\$0</b>
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#### **72713 BusLaw Cyberspace Law**

##### **Expenses**

Services	\$0	(\$400)	\$0	\$0
Supplies and Equipment	(200)	(600)	0	0
Other Expenses	(500)	(5,900)	(1,800)	0
<b>Expenses Total</b>	<b>(\$700)</b>	<b>(\$6,900)</b>	<b>(\$1,800)</b>	<b>\$0</b>

#### **72713 BusLaw Cyberspace Law Surpl**

<b>(\$700)</b>	<b>(\$6,900)</b>	<b>(\$1,800)</b>	<b>\$0</b>
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#### **72716 BusLaw Health Law Committee**

##### **Expenses**

Services	(\$400)	(\$300)	\$0	\$0
Supplies and Equipment	(100)	(100)	0	0
Other Expenses	(1,100)	(1,600)	(600)	0
<b>Expenses Total</b>	<b>(\$1,600)</b>	<b>(\$2,000)</b>	<b>(\$600)</b>	<b>\$0</b>

#### **72716 BusLaw Health Law Committe**

<b>(\$1,600)</b>	<b>(\$2,000)</b>	<b>(\$600)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **72717 BusLaw Litigation Committee**

##### **Expenses**

Services	(\$400)	\$0	\$0	\$0
Supplies and Equipment	(200)	(200)	0	0
Other Expenses	(1,300)	(2,100)	0	0
<b>Expenses Total</b>	<b>(\$1,900)</b>	<b>(\$2,300)</b>	<b>\$0</b>	<b>\$0</b>

#### **72717 BusLaw Litigation Committee**

**(\$1,900)   (\$2,300)   \$0   \$0**

#### **73001 Criminal Law Section Admin.**

##### **Revenues**

Other Revenues	\$158,500	\$157,900	\$156,300	\$0
<b>Revenues Total</b>	<b>\$158,500</b>	<b>\$157,900</b>	<b>\$156,300</b>	<b>\$0</b>

##### **Expenses**

Services	(\$3,200)	(\$19,600)	(\$19,600)	\$0
Supplies and Equipment	(200)	(3,800)	(3,800)	0
Other Expenses	(95,700)	(150,400)	(150,400)	0
<b>Expenses Total</b>	<b>(\$99,100)</b>	<b>(\$173,800)</b>	<b>(\$173,800)</b>	<b>\$0</b>

#### **73001 Criminal Law Section Admin.**

**\$59,400   (\$15,900)   (\$17,500)   \$0**

#### **73200 Criminal Law Journal**

##### **Expenses**

Services	(\$11,300)	(\$5,900)	(\$1,300)	\$0
Supplies and Equipment	(2,400)	(1,500)	0	0
<b>Expenses Total</b>	<b>(\$13,700)</b>	<b>(\$7,400)</b>	<b>(\$1,300)</b>	<b>\$0</b>

#### **73200 Criminal Law Journal Surplus/**

**(\$13,700)   (\$7,400)   (\$1,300)   \$0**

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **73400 Crim Law Stand-Alone**

##### **Revenues**

Other Revenues	\$0	\$6,000	\$6,000	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	\$0	(\$200)	(\$1,000)	\$0
Other Expenses	(400)	0	0	0
<b>Expenses Total</b>	<b>(\$400)</b>	<b>(\$200)</b>	<b>(\$1,000)</b>	<b>\$0</b>

<b>73400 Crim Law Stand-Alone Surplus</b>	<b>(\$400)</b>	<b>\$5,800</b>	<b>\$5,000</b>	<b>\$0</b>
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#### **73403 Crim Law Online CLE Edu**

##### **Revenues**

Other Revenues	\$39,400	\$37,000	\$37,000	\$0
<b>Revenues Total</b>	<b>\$39,400</b>	<b>\$37,000</b>	<b>\$37,000</b>	<b>\$0</b>

##### **Expenses**

Services	(\$1,000)	(\$300)	\$0	\$0
<b>Expenses Total</b>	<b>(\$1,000)</b>	<b>(\$300)</b>	<b>\$0</b>	<b>\$0</b>

<b>73403 Crim Law Online CLE Edu Surp</b>	<b>\$38,400</b>	<b>\$36,700</b>	<b>\$37,000</b>	<b>\$0</b>
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#### **73500 Criminal Law SB Annual Mtg**

##### **Expenses**

Services	(\$500)	(\$700)	\$0	\$0
Other Expenses	(1,300)	(600)	0	0
<b>Expenses Total</b>	<b>(\$1,800)</b>	<b>(\$1,300)</b>	<b>\$0</b>	<b>\$0</b>

<b>73500 Criminal Law SB Annual Mtg S</b>	<b>(\$1,800)</b>	<b>(\$1,300)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 73600 Criminal Law ExCom Mtgs

##### Expenses

Personnel Expenses	(\$1,100)	(\$200)	\$0	\$0
Services	(900)	(2,400)	0	0
Other Expenses	(31,800)	(10,900)	(800)	0
<b>Expenses Total</b>	<b>(\$33,800)</b>	<b>(\$13,500)</b>	<b>(\$800)</b>	<b>\$0</b>

<b>73600 Criminal Law ExCom Mtgs Sur</b>	<b>(\$33,800)</b>	<b>(\$13,500)</b>	<b>(\$800)</b>	<b>\$0</b>
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#### 74001 Enviro Law Sections Admin

##### Revenues

Other Revenues	\$234,800	\$232,500	\$231,300	\$0
<b>Revenues Total</b>	<b>\$234,800</b>	<b>\$232,500</b>	<b>\$231,300</b>	<b>\$0</b>

##### Expenses

Services	(\$500)	(\$70,500)	(\$70,500)	\$0
Supplies and Equipment	(900)	(13,700)	(13,700)	0
Other Expenses	(153,200)	(455,300)	(455,300)	0
<b>Expenses Total</b>	<b>(\$154,600)</b>	<b>(\$539,500)</b>	<b>(\$539,500)</b>	<b>\$0</b>

<b>74001 Enviro Law Sections Admin Su</b>	<b>\$80,200</b>	<b>(\$307,000)</b>	<b>(\$308,200)</b>	<b>\$0</b>
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#### 74200 Enviro Law Newsletter

##### Expenses

Services	(\$8,400)	(\$5,000)	(\$17,200)	\$0
Supplies and Equipment	(2,900)	(1,500)	(1,500)	0
<b>Expenses Total</b>	<b>(\$11,300)</b>	<b>(\$6,500)</b>	<b>(\$18,700)</b>	<b>\$0</b>

<b>74200 Enviro Law Newsletter Surplu</b>	<b>(\$11,300)</b>	<b>(\$6,500)</b>	<b>(\$18,700)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **74400 Enviro Law One Day Edu Program**

##### **Revenues**

Other Revenues	\$0	\$12,600	\$116,400	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$12,600</b>	<b>\$116,400</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	\$0	(\$200)	\$0	\$0
Services	0	(3,100)	(1,400)	0
Supplies and Equipment	0	(1,200)	0	0
Other Expenses	0	(6,900)	(6,900)	0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$11,400)</b>	<b>(\$8,300)</b>	<b>\$0</b>

<b>74400 Enviro Law One Day Edu Prog</b>	<b>\$0</b>	<b>\$1,200</b>	<b>\$108,100</b>	<b>\$0</b>
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#### **74401 Enviro Law Multi Day Edu Progr**

##### **Revenues**

Other Revenues	\$7,400	\$13,200	\$13,200	\$0
<b>Revenues Total</b>	<b>\$7,400</b>	<b>\$13,200</b>	<b>\$13,200</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$600)	(\$400)	\$0	\$0
Services	(1,300)	(1,900)	(1,700)	0
Supplies and Equipment	(1,100)	0	0	0
Other Expenses	(7,900)	(4,200)	(4,200)	0
<b>Expenses Total</b>	<b>(\$10,900)</b>	<b>(\$6,500)</b>	<b>(\$5,900)</b>	<b>\$0</b>

<b>74401 Enviro Law Multi Day Edu Pro</b>	<b>(\$3,500)</b>	<b>\$6,700</b>	<b>\$7,300</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>74402 Enviro Law Out Reach Program</b>				
<b>Revenues</b>				
Other Revenues	\$3,900	\$1,300	\$0	\$0
<b>Revenues Total</b>	<b>\$3,900</b>	<b>\$1,300</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>				
Services	(\$2,900)	\$0	\$0	\$0
Supplies and Equipment	(1,200)	0	0	0
Other Expenses	(3,800)	(2,900)	0	0
<b>Expenses Total</b>	<b>(\$7,900)</b>	<b>(\$2,900)</b>	<b>\$0</b>	<b>\$0</b>
<b>74402 Enviro Law Out Reach Progra</b>	<b>(\$4,000)</b>	<b>(\$1,600)</b>	<b>\$0</b>	<b>\$0</b>
<b>74403 Enviro Law Online CLE</b>				
<b>Revenues</b>				
Other Revenues	\$17,000	\$15,000	\$15,000	\$0
<b>Revenues Total</b>	<b>\$17,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$0</b>
<b>Expenses</b>				
Services	(\$2,500)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$2,500)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>74403 Enviro Law Online CLE Surplus</b>	<b>\$14,500</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$0</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 74404 Enviro Law Student Negotiation

##### Revenues

Other Revenues	\$9,300	\$13,000	\$13,000	\$0
<b>Revenues Total</b>	<b>\$9,300</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$0</b>

##### Expenses

Services	(\$5,000)	(\$4,300)	(\$2,700)	\$0
Supplies and Equipment	(700)	(1,100)	(600)	0
Other Expenses	(8,000)	(3,100)	(3,100)	0
<b>Expenses Total</b>	<b>(\$13,700)</b>	<b>(\$8,500)</b>	<b>(\$6,400)</b>	<b>\$0</b>

<b>74404 Enviro Law Student Negotiati</b>	<b>(\$4,400)</b>	<b>\$4,500</b>	<b>\$6,600</b>	<b>\$0</b>
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#### 74405 Enviro Law Yosemite Conference

##### Revenues

Other Revenues	\$330,100	\$327,800	\$202,400	\$0
<b>Revenues Total</b>	<b>\$330,100</b>	<b>\$327,800</b>	<b>\$202,400</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$2,300)	(\$1,000)	\$0	\$0
Services	(45,800)	(11,500)	(5,200)	0
Supplies and Equipment	(7,900)	(5,200)	(3,000)	0
Other Expenses	(254,200)	(33,500)	(32,600)	0
<b>Expenses Total</b>	<b>(\$310,200)</b>	<b>(\$51,200)</b>	<b>(\$40,800)</b>	<b>\$0</b>

<b>74405 Enviro Law Yosemite Confere</b>	<b>\$19,900</b>	<b>\$276,600</b>	<b>\$161,600</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 74500 EnviroLaw State Bar Annual Mtg

##### Expenses

Services	(\$800)	\$0	\$0	\$0
Other Expenses	(1,600)	(1,200)	0	0
<b>Expenses Total</b>	<b>(\$2,400)</b>	<b>(\$1,200)</b>	<b>\$0</b>	<b>\$0</b>

#### 74500 EnviroLaw State Bar Annual

<b>(\$2,400)</b>	<b>(\$1,200)</b>	<b>\$0</b>	<b>\$0</b>
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#### 74600 Enviro Law ExCom Meeting

##### Revenues

Other Revenues	\$100	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	(\$800)	(\$900)	(\$200)	\$0
Supplies and Equipment	(400)	0	0	0
Other Expenses	(46,100)	(27,400)	(25,100)	0
<b>Expenses Total</b>	<b>(\$47,300)</b>	<b>(\$28,300)</b>	<b>(\$25,300)</b>	<b>\$0</b>

#### 74600 Enviro Law ExCom Meeting Su

<b>(\$47,200)</b>	<b>(\$28,300)</b>	<b>(\$25,300)</b>	<b>\$0</b>
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#### 74601 Enviro Law ExCom Retreat

##### Expenses

Services	(\$1,500)	(\$10,000)	(\$10,000)	\$0
Supplies and Equipment	(1,200)	0	0	0
Other Expenses	(46,300)	(4,000)	(4,000)	0
<b>Expenses Total</b>	<b>(\$49,000)</b>	<b>(\$14,000)</b>	<b>(\$14,000)</b>	<b>\$0</b>

#### 74601 Enviro Law ExCom Retreat Sur

<b>(\$49,000)</b>	<b>(\$14,000)</b>	<b>(\$14,000)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 75001 Trust&Estate Section Admin

##### Revenues

Grants	\$10,000	\$0	\$0	\$0
Other Revenues	620,200	626,700	612,200	0
<b>Revenues Total</b>	<b>\$630,200</b>	<b>\$626,700</b>	<b>\$612,200</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	(5,300)	(64,300)	(98,600)	0
Supplies and Equipment	(700)	(11,100)	(27,100)	0
Other Expenses	(370,900)	(454,100)	(478,700)	0
<b>Expenses Total</b>	<b>(\$376,900)</b>	<b>(\$529,900)</b>	<b>(\$604,400)</b>	<b>\$0</b>

#### 75001 Trust&Estate Section Admin S

**\$253,300   \$96,800   \$7,800   \$0**

#### 75200 Trust&Estate Newsletter

##### Revenues

Other Revenues	\$23,800	\$31,200	\$30,000	\$0
<b>Revenues Total</b>	<b>\$23,800</b>	<b>\$31,200</b>	<b>\$30,000</b>	<b>\$0</b>

##### Expenses

Services	(\$57,600)	(\$56,700)	(\$10,800)	\$0
Supplies and Equipment	(14,600)	(16,300)	(200)	0
<b>Expenses Total</b>	<b>(\$72,200)</b>	<b>(\$73,000)</b>	<b>(\$11,000)</b>	<b>\$0</b>

#### 75200 Trust&Estate Newsletter Surp

**(\$48,400)   (\$41,800)   \$19,000   \$0**

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 75300 Trust&Easte Other Publications

##### Revenues

Other Revenues	\$100	\$3,500	\$100	\$0
<b>Revenues Total</b>	<b>\$100</b>	<b>\$3,500</b>	<b>\$100</b>	<b>\$0</b>

##### Expenses

Services	\$0	(\$2,600)	\$0	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$2,600)</b>	<b>\$0</b>	<b>\$0</b>

#### 75300 Trust&Easte Other Publicatio

<b>\$100</b>	<b>\$900</b>	<b>\$100</b>	<b>\$0</b>
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#### 75400 Trust&Estate Fall Program

##### Revenues

Other Revenues	\$32,300	\$42,000	\$75,000	\$0
<b>Revenues Total</b>	<b>\$32,300</b>	<b>\$42,000</b>	<b>\$75,000</b>	<b>\$0</b>

##### Expenses

Services	(\$17,600)	(\$4,800)	(\$3,500)	\$0
Supplies and Equipment	(2,800)	(800)	0	0
Other Expenses	(26,500)	(5,400)	(2,700)	0
<b>Expenses Total</b>	<b>(\$46,900)</b>	<b>(\$11,000)</b>	<b>(\$6,200)</b>	<b>\$0</b>

#### 75400 Trust&Estate Fall Program Sur

<b>(\$14,600)</b>	<b>\$31,000</b>	<b>\$68,800</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 75401 Trust&Estate Other Programs

##### Revenues

Other Revenues	\$56,100	\$32,500	\$0	\$0
<b>Revenues Total</b>	<b>\$56,100</b>	<b>\$32,500</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$900)	(\$400)	\$0	\$0
Services	(14,900)	(3,300)	(900)	0
Supplies and Equipment	(3,300)	(1,700)	0	0
Other Expenses	(38,800)	(8,800)	(8,200)	0
<b>Expenses Total</b>	<b>(\$57,900)</b>	<b>(\$14,200)</b>	<b>(\$9,100)</b>	<b>\$0</b>

<b>75401 Trust&amp;Estate Other Programs</b>	<b>(\$1,800)</b>	<b>\$18,300</b>	<b>(\$9,100)</b>	<b>\$0</b>
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#### 75402 Trust&Estate Sr. Projects

##### Expenses

Services	(\$100)	\$0	\$0	\$0
Supplies and Equipment	(100)	0	0	0
<b>Expenses Total</b>	<b>(\$200)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>75402 Trust&amp;Estate Sr. Projects Surp</b>	<b>(\$200)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 75403 Trust&Estate Online CLE

##### Revenues

Other Revenues	\$79,700	\$72,600	\$72,600	\$0
<b>Revenues Total</b>	<b>\$79,700</b>	<b>\$72,600</b>	<b>\$72,600</b>	<b>\$0</b>

##### Expenses

Services	(\$1,000)	(\$700)	\$0	\$0
<b>Expenses Total</b>	<b>(\$1,000)</b>	<b>(\$700)</b>	<b>\$0</b>	<b>\$0</b>

<b>75403 Trust&amp;Estate Online CLE Surpl</b>	<b>\$78,700</b>	<b>\$71,900</b>	<b>\$72,600</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 75500 Trust&Estate SBC-AM

##### Expenses

Services	(\$2,600)	(\$1,500)	\$0	\$0
Other Expenses	(3,400)	(4,100)	0	0
<b>Expenses Total</b>	<b>(\$6,000)</b>	<b>(\$5,600)</b>	<b>\$0</b>	<b>\$0</b>

#### 75500 Trust&Estate SBC-AM Surplus

<b>(\$6,000)</b>	<b>(\$5,600)</b>	<b>\$0</b>	<b>\$0</b>
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#### 75600 Trust&Estate ExCom Meeting

##### Expenses

Personnel Expenses	(\$300)	(\$6,100)	(\$3,500)	\$0
Services	(10,700)	(6,900)	0	0
Supplies and Equipment	(300)	(500)	0	0
Other Expenses	(126,200)	(104,900)	(76,000)	0
<b>Expenses Total</b>	<b>(\$137,500)</b>	<b>(\$118,400)</b>	<b>(\$79,500)</b>	<b>\$0</b>

#### 75600 Trust&Estate ExCom Meeting

<b>(\$137,500)</b>	<b>(\$118,400)</b>	<b>(\$79,500)</b>	<b>\$0</b>
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#### 75605 Trust&Estate Retreat

##### Expenses

Services	(\$6,600)	(\$3,900)	(\$3,900)	\$0
Other Expenses	(21,600)	(28,200)	(28,200)	0
<b>Expenses Total</b>	<b>(\$28,200)</b>	<b>(\$32,100)</b>	<b>(\$32,100)</b>	<b>\$0</b>

#### 75605 Trust&Estate Retreat Surplus

<b>(\$28,200)</b>	<b>(\$32,100)</b>	<b>(\$32,100)</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>75700 Trust&amp;Estate Sub Committees</b>				
<b>Expenses</b>				
Supplies and Equipment	(\$400)	(\$400)	\$0	\$0
Other Expenses	(200)	(800)	0	0
<b>Expenses Total</b>	<b>(\$600)</b>	<b>(\$1,200)</b>	<b>\$0</b>	<b>\$0</b>
<b>75700 Trust&amp;Estate Sub Committees</b>	<b>(\$600)</b>	<b>(\$1,200)</b>	<b>\$0</b>	<b>\$0</b>
<b>76001 Family Law Section Admin.</b>				
<b>Revenues</b>				
Other Revenues	\$386,900	\$390,400	\$381,800	\$0
<b>Revenues Total</b>	<b>\$386,900</b>	<b>\$390,400</b>	<b>\$381,800</b>	<b>\$0</b>
<b>Expenses</b>				
Personnel Expenses	(\$600)	(\$2,000)	(\$1,500)	\$0
Services	(4,300)	(77,000)	(77,000)	0
Supplies and Equipment	(4,700)	(19,500)	(19,500)	0
Other Expenses	(231,600)	(316,500)	(316,500)	0
<b>Expenses Total</b>	<b>(\$241,200)</b>	<b>(\$415,000)</b>	<b>(\$414,500)</b>	<b>\$0</b>
<b>76001 Family Law Section Admin. Su</b>	<b>\$145,700</b>	<b>(\$24,600)</b>	<b>(\$32,700)</b>	<b>\$0</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **76200 Family Law Newsletter**

##### **Revenues**

Other Revenues	\$7,400	\$13,000	\$13,000	\$0
<b>Revenues Total</b>	<b>\$7,400</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$0</b>

##### **Expenses**

Services	(\$33,900)	(\$23,500)	(\$7,000)	\$0
Supplies and Equipment	(8,500)	(4,100)	0	0
<b>Expenses Total</b>	<b>(\$42,400)</b>	<b>(\$27,600)</b>	<b>(\$7,000)</b>	<b>\$0</b>

<b>76200 Family Law Newsletter Surplu</b>	<b>(\$35,000)</b>	<b>(\$14,600)</b>	<b>\$6,000</b>	<b>\$0</b>
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#### **76403 Family Law Online CLE**

##### **Revenues**

Other Revenues	\$78,500	\$116,500	\$141,100	\$0
<b>Revenues Total</b>	<b>\$78,500</b>	<b>\$116,500</b>	<b>\$141,100</b>	<b>\$0</b>

##### **Expenses**

Services	(\$2,900)	(\$1,700)	\$0	\$0
<b>Expenses Total</b>	<b>(\$2,900)</b>	<b>(\$1,700)</b>	<b>\$0</b>	<b>\$0</b>

<b>76403 Family Law Online CLE Surplu</b>	<b>\$75,600</b>	<b>\$114,800</b>	<b>\$141,100</b>	<b>\$0</b>
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#### **76500 Family Law SB Annual Mtg**

##### **Expenses**

Services	(\$1,700)	\$0	\$0	\$0
Other Expenses	(12,800)	(1,900)	0	0
<b>Expenses Total</b>	<b>(\$14,500)</b>	<b>(\$1,900)</b>	<b>\$0</b>	<b>\$0</b>

<b>76500 Family Law SB Annual Mtg Su</b>	<b>(\$14,500)</b>	<b>(\$1,900)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **76600 Family Law ExCom Mtg**

##### **Expenses**

Personnel Expenses	(\$300)	(\$1,700)	(\$1,000)	\$0
Leases and Rent	(1,600)	(2,000)	(1,900)	0
Services	(3,100)	(11,300)	(7,300)	0
Supplies and Equipment	(1,300)	(200)	0	0
Other Expenses	(116,900)	(110,400)	(74,000)	0

<b>Expenses Total</b>	<b>(\$123,200)</b>	<b>(\$125,600)</b>	<b>(\$84,200)</b>	<b>\$0</b>
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<b>76600 Family Law ExCom Mtg Surplu</b>	<b>(\$123,200)</b>	<b>(\$125,600)</b>	<b>(\$84,200)</b>	<b>\$0</b>
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#### **76700 Family Law Sub Committees**

##### **Revenues**

Other Revenues	\$72,900	\$31,100	\$0	\$0
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<b>Revenues Total</b>	<b>\$72,900</b>	<b>\$31,100</b>	<b>\$0</b>	<b>\$0</b>
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##### **Expenses**

Personnel Expenses	(\$1,100)	(\$2,400)	\$0	\$0
Services	(4,100)	(6,100)	(4,200)	0
Supplies and Equipment	(3,700)	(1,200)	0	0
Other Expenses	(30,900)	(16,700)	(15,500)	0

<b>Expenses Total</b>	<b>(\$39,800)</b>	<b>(\$26,400)</b>	<b>(\$19,700)</b>	<b>\$0</b>
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<b>76700 Family Law Sub Committees S</b>	<b>\$33,100</b>	<b>\$4,700</b>	<b>(\$19,700)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **77001 Intel. Prop. Sections Admin.**

##### **Revenues**

Other Revenues	\$641,600	\$639,400	\$636,800	\$0
<b>Revenues Total</b>	<b>\$641,600</b>	<b>\$639,400</b>	<b>\$636,800</b>	<b>\$0</b>

##### **Expenses**

Services	(\$300)	(\$94,000)	(\$94,000)	\$0
Supplies and Equipment	0	(25,100)	(25,100)	0
Other Expenses	(381,100)	(586,000)	(585,900)	0
<b>Expenses Total</b>	<b>(\$381,400)</b>	<b>(\$705,100)</b>	<b>(\$705,000)</b>	<b>\$0</b>

#### **77001 Intel. Prop. Sections Admin. S**

<b>\$260,200</b>	<b>(\$65,700)</b>	<b>(\$68,200)</b>	<b>\$0</b>
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#### **77200 Intel. Prop-Publication**

##### **Revenues**

Other Revenues	\$0	\$11,300	\$2,700	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$11,300</b>	<b>\$2,700</b>	<b>\$0</b>

##### **Expenses**

Services	(\$51,900)	(\$34,500)	(\$2,000)	\$0
Supplies and Equipment	(22,600)	(12,800)	(8,500)	0
<b>Expenses Total</b>	<b>(\$74,500)</b>	<b>(\$47,300)</b>	<b>(\$10,500)</b>	<b>\$0</b>

#### **77200 Intel. Prop-Publication Surplu**

<b>(\$74,500)</b>	<b>(\$36,000)</b>	<b>(\$7,800)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **77300 Intel. Prop-Treatise**

##### **Revenues**

Other Revenues	\$0	\$1,000	\$900	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$900</b>	<b>\$0</b>

##### **Expenses**

Services	(\$5,400)	\$0	\$0	\$0
Supplies and Equipment	0	(62,300)	(62,300)	0
<b>Expenses Total</b>	<b>(\$5,400)</b>	<b>(\$62,300)</b>	<b>(\$62,300)</b>	<b>\$0</b>

<b>77300 Intel. Prop-Treatise Surplus/(</b>	<b>(\$5,400)</b>	<b>(\$61,300)</b>	<b>(\$61,400)</b>	<b>\$0</b>
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#### **77401 Intel. Prop-Institute**

##### **Revenues**

Other Revenues	\$71,200	\$139,700	\$149,700	\$0
<b>Revenues Total</b>	<b>\$71,200</b>	<b>\$139,700</b>	<b>\$149,700</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$2,000)	\$0	\$0	\$0
Services	(20,200)	(5,300)	(500)	0
Supplies and Equipment	(1,700)	0	0	0
Other Expenses	(60,900)	(600)	0	0
<b>Expenses Total</b>	<b>(\$84,800)</b>	<b>(\$5,900)</b>	<b>(\$500)</b>	<b>\$0</b>

<b>77401 Intel. Prop-Institute Surplus/(</b>	<b>(\$13,600)</b>	<b>\$133,800</b>	<b>\$149,200</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **77402 Intel. Prop-Copyright**

##### **Revenues**

Other Revenues	\$16,100	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$16,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$400)	\$0	\$0	\$0
Services	(4,100)	0	0	0
Other Expenses	(13,400)	0	0	0
<b>Expenses Total</b>	<b>(\$17,900)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>77402 Intel. Prop-Copyright Surplus/</b>	<b>(\$1,800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### **77403 Intel. Prop-Online CLE**

##### **Revenues**

Other Revenues	\$105,000	\$95,000	\$95,000	\$0
<b>Revenues Total</b>	<b>\$105,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$0</b>

##### **Expenses**

Services	(\$4,400)	(\$2,500)	\$0	\$0
<b>Expenses Total</b>	<b>(\$4,400)</b>	<b>(\$2,500)</b>	<b>\$0</b>	<b>\$0</b>

<b>77403 Intel. Prop-Online CLE Surplus</b>	<b>\$100,600</b>	<b>\$92,500</b>	<b>\$95,000</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **77404 Intel. Prop-Patent Office**

##### **Revenues**

Other Revenues	\$9,300	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$9,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Services	(\$2,100)	\$0	\$0	\$0
Other Expenses	(900)	(1,100)	(1,100)	0
<b>Expenses Total</b>	<b>(\$3,000)</b>	<b>(\$1,100)</b>	<b>(\$1,100)</b>	<b>\$0</b>

<b>77404 Intel. Prop-Patent Office Surpl</b>	<b>\$6,300</b>	<b>(\$1,100)</b>	<b>(\$1,100)</b>	<b>\$0</b>
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#### **77405 Intel. Prop-IP & Internet**

##### **Revenues**

Other Revenues	\$15,800	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$15,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$200)	\$0	\$0	\$0
Services	(2,600)	(11,400)	(4,000)	0
Other Expenses	(5,300)	0	0	0
<b>Expenses Total</b>	<b>(\$8,100)</b>	<b>(\$11,400)</b>	<b>(\$4,000)</b>	<b>\$0</b>

<b>77405 Intel. Prop-IP &amp; Internet Surpl</b>	<b>\$7,700</b>	<b>(\$11,400)</b>	<b>(\$4,000)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 77406 Intel. Prop-Trademark

##### Revenues

Other Revenues	\$19,200	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$19,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	(\$2,000)	\$0	\$0	\$0
Other Expenses	(4,300)	(1,200)	(1,200)	0
<b>Expenses Total</b>	<b>(\$6,300)</b>	<b>(\$1,200)</b>	<b>(\$1,200)</b>	<b>\$0</b>

<b>77406 Intel. Prop-Trademark Surplus</b>	<b>\$12,900</b>	<b>(\$1,200)</b>	<b>(\$1,200)</b>	<b>\$0</b>
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#### 77409 Intel. Prop Federal Circuit

##### Revenues

Other Revenues	\$0	\$10,200	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$10,200</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	0	(1,900)	0	0
Other Expenses	(100)	(1,100)	0	0
<b>Expenses Total</b>	<b>(\$100)</b>	<b>(\$3,400)</b>	<b>\$0</b>	<b>\$0</b>

<b>77409 Intel. Prop Federal Circuit Sur</b>	<b>(\$100)</b>	<b>\$6,800</b>	<b>\$0</b>	<b>\$0</b>
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#### 77411 Intel. Prop-Issue Entertainmnt

##### Expenses

Other Expenses	\$0	(\$16,800)	(\$16,800)	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$16,800)</b>	<b>(\$16,800)</b>	<b>\$0</b>

<b>77411 Intel. Prop-Issue Entertainmn</b>	<b>\$0</b>	<b>(\$16,800)</b>	<b>(\$16,800)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **77500 Intel. Prop. Annual Mtg**

##### **Expenses**

Other Expenses	(\$5,000)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$5,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>77500 Intel. Prop. Annual Mtg Surpl</b>	<b>(\$5,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### **77600 Intel. Prop. ExCom Mtg**

##### **Expenses**

Services	(\$2,500)	(\$2,900)	\$0	\$0
Supplies and Equipment	(900)	(1,100)	0	0
Other Expenses	(96,800)	(58,400)	(55,900)	0
<b>Expenses Total</b>	<b>(\$100,200)</b>	<b>(\$62,400)</b>	<b>(\$55,900)</b>	<b>\$0</b>

<b>77600 Intel. Prop. ExCom Mtg Surplu</b>	<b>(\$100,200)</b>	<b>(\$62,400)</b>	<b>(\$55,900)</b>	<b>\$0</b>
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#### **77807 Intel Prop Copyright Committee**

##### **Expenses**

Other Expenses	(\$600)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>77807 Intel Prop Copyright Committ</b>	<b>(\$600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### **77809 Intel. Prop. Patents Committee**

##### **Expenses**

Other Expenses	(\$800)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>77809 Intel. Prop. Patents Committe</b>	<b>(\$800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>77810 Intel. Prop. Trademark Cte</b>				
<b>Expenses</b>				
Other Expenses	(\$400)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$400)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>77810 Intel. Prop. Trademark Cte Su</b>	<b>(\$400)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>77814 Intel. Prop. Wash DC Program</b>				
<b>Expenses</b>				
Other Expenses	(\$8,900)	(\$9,100)	(\$9,100)	\$0
<b>Expenses Total</b>	<b>(\$8,900)</b>	<b>(\$9,100)</b>	<b>(\$9,100)</b>	<b>\$0</b>
<b>77814 Intel. Prop. Wash DC Program</b>	<b>(\$8,900)</b>	<b>(\$9,100)</b>	<b>(\$9,100)</b>	<b>\$0</b>
<b>77817 Intel. Prop. Trade Secrets</b>				
<b>Expenses</b>				
Services	(\$100)	\$0	\$0	\$0
Other Expenses	(600)	0	0	0
<b>Expenses Total</b>	<b>(\$700)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>77817 Intel. Prop. Trade Secrets Sur</b>	<b>(\$700)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>77818 Intel. Prop Entertainment&amp;Spor</b>				
<b>Expenses</b>				
Other Expenses	(\$800)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>77818 Intel. Prop Entertainment&amp;Sp</b>	<b>(\$800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 78001 Intl. Law Section Admin

##### Revenues

Other Revenues	\$111,400	\$110,000	\$109,600	\$0
<b>Revenues Total</b>	<b>\$111,400</b>	<b>\$110,000</b>	<b>\$109,600</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$100)	(\$200)	(\$200)	\$0
Services	(800)	(19,500)	(19,500)	0
Supplies and Equipment	(600)	(6,100)	(6,100)	0
Other Expenses	(65,400)	(119,100)	(119,100)	0
<b>Expenses Total</b>	<b>(\$66,900)</b>	<b>(\$144,900)</b>	<b>(\$144,900)</b>	<b>\$0</b>

<b>78001 Intl. Law Section Admin Surpl</b>	<b>\$44,500</b>	<b>(\$34,900)</b>	<b>(\$35,300)</b>	<b>\$0</b>
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#### 78200 Int'l Law Journal

##### Expenses

Services	(\$14,800)	(\$3,000)	\$0	\$0
Supplies and Equipment	(3,000)	0	0	0
<b>Expenses Total</b>	<b>(\$17,800)</b>	<b>(\$3,000)</b>	<b>\$0</b>	<b>\$0</b>

<b>78200 Int'l Law Journal Surplus/(Def</b>	<b>(\$17,800)</b>	<b>(\$3,000)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 78400 Int'l Law One Day Program

##### Revenues

Other Revenues	\$8,500	\$8,900	\$8,900	\$0
<b>Revenues Total</b>	<b>\$8,500</b>	<b>\$8,900</b>	<b>\$8,900</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$400)	\$0	\$0	\$0
Services	(16,500)	(100)	0	0
Supplies and Equipment	(900)	0	0	0
Other Expenses	(16,900)	0	0	0
<b>Expenses Total</b>	<b>(\$34,700)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>

<b>78400 Int'l Law One Day Program Surplus/(Deficit)</b>	<b>(\$26,200)</b>	<b>\$8,800</b>	<b>\$8,900</b>	<b>\$0</b>
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#### 78401 Int'l Law Multi-Day Program

##### Expenses

Services	(\$100)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>78401 Int'l Law Multi-Day Program Surplus/(Deficit)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 78403 Int'l Law Online CLE

##### Revenues

Other Revenues	\$34,500	\$31,600	\$31,600	\$0
<b>Revenues Total</b>	<b>\$34,500</b>	<b>\$31,600</b>	<b>\$31,600</b>	<b>\$0</b>

##### Expenses

Services	(\$2,600)	(\$2,400)	(\$2,400)	\$0
<b>Expenses Total</b>	<b>(\$2,600)</b>	<b>(\$2,400)</b>	<b>(\$2,400)</b>	<b>\$0</b>

<b>78403 Int'l Law Online CLE Surplus/(Deficit)</b>	<b>\$31,900</b>	<b>\$29,200</b>	<b>\$29,200</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 78500 Int't Law State Bar Annual Mtg

##### Revenues

Other Revenues	\$5,000	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	(\$1,700)	\$0	\$0	\$0
Other Expenses	(600)	0	0	0
<b>Expenses Total</b>	<b>(\$2,300)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### 78500 Int't Law State Bar Annual Mt

<b>\$2,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 78600 Int'l Law ExCom Meeting

##### Expenses

Personnel Expenses	(\$200)	\$0	\$0	\$0
Services	(2,000)	(6,000)	0	0
Supplies and Equipment	(2,700)	(500)	0	0
Other Expenses	(53,600)	(29,100)	0	0
<b>Expenses Total</b>	<b>(\$58,500)</b>	<b>(\$35,600)</b>	<b>\$0</b>	<b>\$0</b>

#### 78600 Int'l Law ExCom Meeting Surp

<b>(\$58,500)</b>	<b>(\$35,600)</b>	<b>\$0</b>	<b>\$0</b>
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#### 78603 Int'l Law ExCom Retreat

##### Expenses

Other Expenses	(\$3,800)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$3,800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### 78603 Int'l Law ExCom Retreat Surpl

<b>(\$3,800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>79001 Labor &amp; Empl. Administration</b>				
<b>Revenues</b>				
Other Revenues	\$750,900	\$763,500	\$745,900	\$0
<b>Revenues Total</b>	<b>\$750,900</b>	<b>\$763,500</b>	<b>\$745,900</b>	<b>\$0</b>
<b>Expenses</b>				
Services	(\$28,600)	(\$110,000)	(\$109,800)	\$0
Supplies and Equipment	(200)	(13,500)	(13,500)	0
Other Expenses	(431,000)	(649,800)	(662,300)	0
<b>Expenses Total</b>	<b>(\$459,800)</b>	<b>(\$773,300)</b>	<b>(\$785,600)</b>	<b>\$0</b>
<b>79001 Labor &amp; Empl. Administration</b>	<b>\$291,100</b>	<b>(\$9,800)</b>	<b>(\$39,700)</b>	<b>\$0</b>
<b>79200 Labor &amp; Empl. Newsletter</b>				
<b>Revenues</b>				
Other Revenues	\$0	\$5,000	\$5,000	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$0</b>
<b>Expenses</b>				
Services	(\$48,800)	(\$27,600)	(\$21,500)	\$0
Supplies and Equipment	(19,600)	(12,700)	(9,500)	0
<b>Expenses Total</b>	<b>(\$68,400)</b>	<b>(\$40,300)</b>	<b>(\$31,000)</b>	<b>\$0</b>
<b>79200 Labor &amp; Empl. Newsletter Sur</b>	<b>(\$68,400)</b>	<b>(\$35,300)</b>	<b>(\$26,000)</b>	<b>\$0</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **79300 Labor & Empl. Publication**

##### **Revenues**

Other Revenues	\$21,600	\$28,000	\$5,100	\$0
<b>Revenues Total</b>	<b>\$21,600</b>	<b>\$28,000</b>	<b>\$5,100</b>	<b>\$0</b>

##### **Expenses**

Services	(\$19,500)	(\$25,600)	(\$24,600)	\$0
Supplies and Equipment	0	(3,300)	(3,300)	0
<b>Expenses Total</b>	<b>(\$19,500)</b>	<b>(\$28,900)</b>	<b>(\$27,900)</b>	<b>\$0</b>

#### **79300 Labor & Empl. Publication Sur**

<b>\$2,100</b>	<b>(\$900)</b>	<b>(\$22,800)</b>	<b>\$0</b>
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#### **79400 Labor & Empl. Programs**

##### **Revenues**

Other Revenues	\$28,500	\$23,800	\$23,800	\$0
<b>Revenues Total</b>	<b>\$28,500</b>	<b>\$23,800</b>	<b>\$23,800</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$400)	\$0	\$0	\$0
Services	(2,100)	(3,200)	(1,300)	0
Supplies and Equipment	(900)	(3,000)	(3,000)	0
Other Expenses	(3,600)	(2,200)	(2,200)	0
<b>Expenses Total</b>	<b>(\$7,000)</b>	<b>(\$8,400)</b>	<b>(\$6,500)</b>	<b>\$0</b>

#### **79400 Labor & Empl. Programs Surpl**

<b>\$21,500</b>	<b>\$15,400</b>	<b>\$17,300</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **79401 Labor & Empl. Section AN Mtg.**

##### **Revenues**

Other Revenues	\$122,900	\$86,600	\$86,600	\$0
<b>Revenues Total</b>	<b>\$122,900</b>	<b>\$86,600</b>	<b>\$86,600</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$1,100)	(\$300)	\$0	\$0
Services	(23,900)	(27,800)	(26,900)	0
Supplies and Equipment	(7,400)	(5,600)	(5,300)	0
Other Expenses	(99,100)	(81,400)	(81,400)	0
<b>Expenses Total</b>	<b>(\$131,500)</b>	<b>(\$115,100)</b>	<b>(\$113,600)</b>	<b>\$0</b>

<b>79401 Labor &amp; Empl. Section AN Mt</b>	<b>(\$8,600)</b>	<b>(\$28,500)</b>	<b>(\$27,000)</b>	<b>\$0</b>
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#### **79402 Labor & Empl. Pub. Sector Conf**

##### **Revenues**

Other Revenues	\$0	\$48,000	\$48,000	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	0	(13,400)	(10,000)	0
Supplies and Equipment	0	(500)	(500)	0
Other Expenses	(37,500)	(46,500)	(46,400)	0
<b>Expenses Total</b>	<b>(\$37,500)</b>	<b>(\$60,800)</b>	<b>(\$56,900)</b>	<b>\$0</b>

<b>79402 Labor &amp; Empl. Pub. Sector Co</b>	<b>(\$37,500)</b>	<b>(\$12,800)</b>	<b>(\$8,900)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **79403 Labor & Empl. Online CLE**

##### **Revenues**

Other Revenues	\$82,700	\$76,100	\$76,100	\$0
<b>Revenues Total</b>	<b>\$82,700</b>	<b>\$76,100</b>	<b>\$76,100</b>	<b>\$0</b>

##### **Expenses**

Services	(\$1,400)	(\$800)	(\$800)	\$0
<b>Expenses Total</b>	<b>(\$1,400)</b>	<b>(\$800)</b>	<b>(\$800)</b>	<b>\$0</b>

<b>79403 Labor &amp; Empl. Online CLE Sur</b>	<b>\$81,300</b>	<b>\$75,300</b>	<b>\$75,300</b>	<b>\$0</b>
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#### **79404 Labor & Empl. Wage & Hour Prog**

##### **Revenues**

Other Revenues	\$51,700	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$51,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$100)	\$0	\$0	\$0
Services	(16,900)	(200)	0	0
Supplies and Equipment	(3,000)	0	0	0
Other Expenses	(38,300)	0	0	0
<b>Expenses Total</b>	<b>(\$58,300)</b>	<b>(\$200)</b>	<b>\$0</b>	<b>\$0</b>

<b>79404 Labor &amp; Empl. Wage &amp; Hour P</b>	<b>(\$6,600)</b>	<b>(\$200)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **79405 Labor & Empl. New Lawyer Prog**

##### **Revenues**

Other Revenues	\$300	\$27,000	\$27,000	\$0
<b>Revenues Total</b>	<b>\$300</b>	<b>\$27,000</b>	<b>\$27,000</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	(2,500)	(2,200)	(500)	0
Supplies and Equipment	(3,100)	0	0	0
Other Expenses	0	(4,600)	(4,600)	0
<b>Expenses Total</b>	<b>(\$5,600)</b>	<b>(\$7,200)</b>	<b>(\$5,100)</b>	<b>\$0</b>

<b>79405 Labor &amp; Empl. New Lawyer Pr</b>	<b>(\$5,300)</b>	<b>\$19,800</b>	<b>\$21,900</b>	<b>\$0</b>
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#### **79500 Labor & Empl. SB Annual Mtg.**

##### **Expenses**

Services	(\$700)	\$0	\$0	\$0
Other Expenses	(3,700)	0	0	0
<b>Expenses Total</b>	<b>(\$4,400)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>79500 Labor &amp; Empl. SB Annual Mtg.</b>	<b>(\$4,400)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### **79600 Labor & Empl. ExCom Mtg.**

##### **Expenses**

Personnel Expenses	(\$300)	\$0	\$0	\$0
Leases and Rent	(1,600)	(1,700)	(1,700)	0
Services	(3,300)	(1,400)	0	0
Supplies and Equipment	(700)	(900)	(800)	0
Other Expenses	(74,700)	(61,400)	(47,400)	0
<b>Expenses Total</b>	<b>(\$80,600)</b>	<b>(\$65,400)</b>	<b>(\$49,900)</b>	<b>\$0</b>

<b>79600 Labor &amp; Empl. ExCom Mtg. Su</b>	<b>(\$80,600)</b>	<b>(\$65,400)</b>	<b>(\$49,900)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 80001 LPMT - Section Admin.

##### Revenues

Other Revenues	\$87,800	\$101,000	\$90,900	\$0
<b>Revenues Total</b>	<b>\$87,800</b>	<b>\$101,000</b>	<b>\$90,900</b>	<b>\$0</b>

##### Expenses

Services	(\$100)	(\$1,000)	(\$1,000)	\$0
Supplies and Equipment	(600)	(1,500)	(1,500)	0
Other Expenses	(56,200)	(94,700)	(94,600)	0
<b>Expenses Total</b>	<b>(\$56,900)</b>	<b>(\$97,200)</b>	<b>(\$97,100)</b>	<b>\$0</b>

#### 80001 LPMT - Section Admin. Surplu

<b>\$30,900</b>	<b>\$3,800</b>	<b>(\$6,200)</b>	<b>\$0</b>
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#### 80403 LPMT - Online CLE

##### Revenues

Other Revenues	\$67,400	\$68,700	\$61,800	\$0
<b>Revenues Total</b>	<b>\$67,400</b>	<b>\$68,700</b>	<b>\$61,800</b>	<b>\$0</b>

#### 80403 LPMT - Online CLE Surplus/(D

<b>\$67,400</b>	<b>\$68,700</b>	<b>\$61,800</b>	<b>\$0</b>
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#### 80500 LPMT - SB Annual Mtg

##### Expenses

Services	(\$1,300)	\$0	\$0	\$0
Supplies and Equipment	(100)	0	0	0
Other Expenses	(800)	(1,800)	0	0
<b>Expenses Total</b>	<b>(\$2,200)</b>	<b>(\$1,800)</b>	<b>\$0</b>	<b>\$0</b>

#### 80500 LPMT - SB Annual Mtg Surplus

<b>(\$2,200)</b>	<b>(\$1,800)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 80600 LPMT - ExCom Mtg

##### Revenues

Other Revenues	\$200	\$100	\$0	\$0
<b>Revenues Total</b>	<b>\$200</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$300)	\$0	\$0	\$0
Services	(1,000)	(1,400)	(500)	0
Supplies and Equipment	(300)	(400)	0	0
Other Expenses	(29,800)	(21,900)	0	0
<b>Expenses Total</b>	<b>(\$31,400)</b>	<b>(\$23,700)</b>	<b>(\$500)</b>	<b>\$0</b>

<b>80600 LPMT - ExCom Mtg Surplus/(D)</b>	<b>(\$31,200)</b>	<b>(\$23,600)</b>	<b>(\$500)</b>	<b>\$0</b>
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#### 81001 Lit.-Administration

##### Revenues

Other Revenues	\$827,200	\$824,500	\$821,900	\$0
<b>Revenues Total</b>	<b>\$827,200</b>	<b>\$824,500</b>	<b>\$821,900</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$200)	(\$4,000)	(\$1,200)	\$0
Services	(1,200)	(164,500)	(164,500)	0
Supplies and Equipment	(1,400)	(23,100)	(23,100)	0
Other Expenses	(502,000)	(741,200)	(741,200)	0
<b>Expenses Total</b>	<b>(\$504,800)</b>	<b>(\$932,800)</b>	<b>(\$930,000)</b>	<b>\$0</b>

<b>81001 Lit.-Administration Surplus/(</b>	<b>\$322,400</b>	<b>(\$108,300)</b>	<b>(\$108,100)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **81200 Lit.- CA Litigation Journal**

##### **Expenses**

Personnel Expenses	\$0	(\$500)	(\$500)	\$0
Services	(102,000)	(70,100)	(54,200)	0
Supplies and Equipment	(11,300)	(10,900)	(10,900)	0
Other Expenses	0	(400)	0	0

<b>Expenses Total</b>	<b>(\$113,300)</b>	<b>(\$81,900)</b>	<b>(\$65,600)</b>	<b>\$0</b>
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<b>81200 Lit.- CA Litigation Journal Surp</b>	<b>(\$113,300)</b>	<b>(\$81,900)</b>	<b>(\$65,600)</b>	<b>\$0</b>
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#### **81201 Lit.-Litigation update E-news**

##### **Revenues**

Other Revenues	\$0	\$1,500	\$1,500	\$0
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<b>Revenues Total</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$0</b>
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##### **Expenses**

Services	(\$1,300)	\$0	\$0	\$0
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<b>Expenses Total</b>	<b>(\$1,300)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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<b>81201 Lit.-Litigation update E-news</b>	<b>(\$1,300)</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$0</b>
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#### **81300 Lit.-Litigation Review**

##### **Expenses**

Services	(\$17,400)	(\$15,700)	(\$15,700)	\$0
Supplies and Equipment	(6,300)	(6,400)	(6,400)	0

<b>Expenses Total</b>	<b>(\$23,700)</b>	<b>(\$22,100)</b>	<b>(\$22,100)</b>	<b>\$0</b>
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<b>81300 Lit.-Litigation Review Surplus/</b>	<b>(\$23,700)</b>	<b>(\$22,100)</b>	<b>(\$22,100)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 81400 Lit.-Week in Legal London

##### Revenues

Other Revenues	\$0	\$126,200	\$156,200	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$126,200</b>	<b>\$156,200</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	\$0	(\$100)	\$0	\$0
Services	(200)	(15,400)	(15,000)	0
Supplies and Equipment	(700)	0	0	0
<b>Expenses Total</b>	<b>(\$900)</b>	<b>(\$15,500)</b>	<b>(\$15,000)</b>	<b>\$0</b>

#### 81400 Lit.-Week in Legal London Sur

<b>(\$900)</b>	<b>\$110,700</b>	<b>\$141,200</b>	<b>\$0</b>
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#### 81401 Lit.-Insurance Staff Counsel

##### Revenues

Other Revenues	\$2,700	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$2,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$300)	\$0	\$0	\$0
Services	(1,600)	0	0	0
Supplies and Equipment	(200)	0	0	0
Other Expenses	(1,100)	0	0	0
<b>Expenses Total</b>	<b>(\$3,200)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### 81401 Lit.-Insurance Staff Counsel S

<b>(\$500)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 81402 Lit.-Best Practices Program

##### Revenues

Other Revenues	\$3,000	\$1,600	\$0	\$0
<b>Revenues Total</b>	<b>\$3,000</b>	<b>\$1,600</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$200)	(\$1,900)	(\$1,900)	\$0
Leases and Rent	0	(1,000)	(1,000)	0
Services	(1,700)	(1,700)	(1,500)	0
Supplies and Equipment	(1,100)	(2,400)	(2,400)	0
Other Expenses	(2,000)	(1,900)	(1,700)	0
<b>Expenses Total</b>	<b>(\$5,000)</b>	<b>(\$8,900)</b>	<b>(\$8,500)</b>	<b>\$0</b>

<b>81402 Lit.-Best Practices Program Surplus</b>	<b>(\$2,000)</b>	<b>(\$7,300)</b>	<b>(\$8,500)</b>	<b>\$0</b>
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#### 81403 Lit.-Online CLE Programs

##### Revenues

Other Revenues	\$33,000	\$52,400	\$25,000	\$0
<b>Revenues Total</b>	<b>\$33,000</b>	<b>\$52,400</b>	<b>\$25,000</b>	<b>\$0</b>

##### Expenses

Services	(\$1,200)	(\$2,500)	(\$2,200)	\$0
<b>Expenses Total</b>	<b>(\$1,200)</b>	<b>(\$2,500)</b>	<b>(\$2,200)</b>	<b>\$0</b>

<b>81403 Lit.-Online CLE Programs Surplus</b>	<b>\$31,800</b>	<b>\$49,900</b>	<b>\$22,800</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 81405 Lit.-Fed&State Appellate Conf.

##### Revenues

Other Revenues	\$0	\$14,600	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$14,600</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	\$0	(\$300)	\$0	\$0
Other Expenses	0	(300)	0	0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$600)</b>	<b>\$0</b>	<b>\$0</b>

#### 81405 Lit.-Fed&State Appellate Conf

<b>\$0</b>	<b>\$14,000</b>	<b>\$0</b>	<b>\$0</b>
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#### 81406 Lit.-Stand alone CLE

##### Revenues

Other Revenues	\$3,500	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$3,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$200)	\$0	\$0	\$0
Services	(100)	0	0	0
Other Expenses	0	(1,100)	0	0
<b>Expenses Total</b>	<b>(\$300)</b>	<b>(\$1,100)</b>	<b>\$0</b>	<b>\$0</b>

#### 81406 Lit.-Stand alone CLE Surplus/(

<b>\$3,200</b>	<b>(\$1,100)</b>	<b>\$0</b>	<b>\$0</b>
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#### 81500 Lit.-SB Annual Mtg

##### Expenses

Services	(\$600)	(\$700)	(\$700)	\$0
Other Expenses	(3,300)	(1,500)	(500)	0
<b>Expenses Total</b>	<b>(\$3,900)</b>	<b>(\$2,200)</b>	<b>(\$1,200)</b>	<b>\$0</b>

#### 81500 Lit.-SB Annual Mtg Surplus/(D

<b>(\$3,900)</b>	<b>(\$2,200)</b>	<b>(\$1,200)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 81600 Lit.-ExCom Mtg

##### Expenses

Personnel Expenses	\$0	(\$1,400)	\$0	\$0
Leases and Rent	(1,200)	(3,400)	(900)	0
Services	(5,300)	(3,700)	(3,700)	0
Supplies and Equipment	(100)	(200)	0	0
Other Expenses	(59,400)	(28,300)	(19,200)	0
<b>Expenses Total</b>	<b>(\$66,000)</b>	<b>(\$37,000)</b>	<b>(\$23,800)</b>	<b>\$0</b>

#### 81600 Lit.-ExCom Mtg Surplus/(Defic

<b>(\$66,000)</b>	<b>(\$37,000)</b>	<b>(\$23,800)</b>	<b>\$0</b>
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#### 81700 Lit.-SubCommittees

##### Revenues

Other Revenues	\$0	\$14,300	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$14,300</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	\$0	(\$500)	\$0	\$0
Services	(1,000)	(200)	(200)	0
Supplies and Equipment	0	(100)	0	0
Other Expenses	(1,600)	(7,500)	(3,600)	0
<b>Expenses Total</b>	<b>(\$2,600)</b>	<b>(\$8,300)</b>	<b>(\$3,800)</b>	<b>\$0</b>

#### 81700 Lit.-SubCommittees Surplus/(

<b>(\$2,600)</b>	<b>\$6,000</b>	<b>(\$3,800)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 81800 Lit.-Trial Lawyer Hall of Fame

##### Revenues

Other Revenues	\$0	\$19,400	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$19,400</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	\$0	(\$1,500)	\$0	\$0
Services	(600)	(400)	0	0
Supplies and Equipment	0	(300)	0	0
Other Expenses	0	(1,300)	(1,000)	0
<b>Expenses Total</b>	<b>(\$600)</b>	<b>(\$3,500)</b>	<b>(\$1,000)</b>	<b>\$0</b>

<b>81800 Lit.-Trial Lawyer Hall of Fame</b>	<b>(\$600)</b>	<b>\$15,900</b>	<b>(\$1,000)</b>	<b>\$0</b>
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#### 82001 Public Law Section Admin

##### Revenues

Other Revenues	\$144,100	\$160,300	\$176,000	\$0
<b>Revenues Total</b>	<b>\$144,100</b>	<b>\$160,300</b>	<b>\$176,000</b>	<b>\$0</b>

##### Expenses

Services	(\$300)	(\$28,800)	(\$28,800)	\$0
Supplies and Equipment	0	(14,800)	(14,800)	0
Other Expenses	(97,800)	(175,600)	(175,600)	0
<b>Expenses Total</b>	<b>(\$98,100)</b>	<b>(\$219,200)</b>	<b>(\$219,200)</b>	<b>\$0</b>

<b>82001 Public Law Section Admin Sur</b>	<b>\$46,000</b>	<b>(\$58,900)</b>	<b>(\$43,200)</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>82200 Public Law Journal</b>				
<b>Expenses</b>				
Services	(\$6,700)	(\$10,900)	(\$6,000)	\$0
<b>Expenses Total</b>	<b>(\$6,700)</b>	<b>(\$10,900)</b>	<b>(\$6,000)</b>	<b>\$0</b>
<b>82200 Public Law Journal Surplus/(D)</b>	<b>(\$6,700)</b>	<b>(\$10,900)</b>	<b>(\$6,000)</b>	<b>\$0</b>
<b>82400 Public Law Programs</b>				
<b>Revenues</b>				
Other Revenues	\$40,700	\$63,300	\$10,400	\$0
<b>Revenues Total</b>	<b>\$40,700</b>	<b>\$63,300</b>	<b>\$10,400</b>	<b>\$0</b>
<b>Expenses</b>				
Personnel Expenses	(\$1,100)	(\$700)	\$0	\$0
Services	(7,100)	(7,600)	(500)	0
Supplies and Equipment	(200)	(2,600)	0	0
Other Expenses	(21,400)	(29,300)	0	0
<b>Expenses Total</b>	<b>(\$29,800)</b>	<b>(\$40,200)</b>	<b>(\$500)</b>	<b>\$0</b>
<b>82400 Public Law Programs Surplus/</b>	<b>\$10,900</b>	<b>\$23,100</b>	<b>\$9,900</b>	<b>\$0</b>
<b>82403 Public Law Online CLE</b>				
<b>Revenues</b>				
Other Revenues	\$31,600	\$28,700	\$28,700	\$0
<b>Revenues Total</b>	<b>\$31,600</b>	<b>\$28,700</b>	<b>\$28,700</b>	<b>\$0</b>
<b>Expenses</b>				
Services	(\$600)	(\$100)	\$0	\$0
<b>Expenses Total</b>	<b>(\$600)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>
<b>82403 Public Law Online CLE Surplus</b>	<b>\$31,000</b>	<b>\$28,600</b>	<b>\$28,700</b>	<b>\$0</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 82500 Public Law SB Annual Meeting

##### Expenses

Services	(\$800)	\$0	\$0	\$0
Other Expenses	(1,900)	0	0	0
<b>Expenses Total</b>	<b>(\$2,700)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### 82500 Public Law SB Annual Meetin

<b>(\$2,700)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 82600 Public Law ExCom Meeting

##### Revenues

Other Revenues	\$500	\$500	\$0	\$0
<b>Revenues Total</b>	<b>\$500</b>	<b>\$500</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$100)	\$0	\$0	\$0
Services	(3,100)	(6,700)	(700)	0
Supplies and Equipment	(2,300)	(600)	0	0
Other Expenses	(25,600)	(24,200)	(100)	0
<b>Expenses Total</b>	<b>(\$31,100)</b>	<b>(\$31,500)</b>	<b>(\$800)</b>	<b>\$0</b>

#### 82600 Public Law ExCom Meeting Su

<b>(\$30,600)</b>	<b>(\$31,000)</b>	<b>(\$800)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 82700 PLOY

##### Revenues

Other Revenues	\$3,000	\$6,500	\$0	\$0
<b>Revenues Total</b>	<b>\$3,000</b>	<b>\$6,500</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	(\$7,200)	(\$5,000)	\$0	\$0
Other Expenses	(8,400)	(200)	0	0
<b>Expenses Total</b>	<b>(\$15,600)</b>	<b>(\$5,200)</b>	<b>\$0</b>	<b>\$0</b>

<b>82700 PLOY Surplus/(Deficit)</b>	<b>(\$12,600)</b>	<b>\$1,300</b>	<b>\$0</b>	<b>\$0</b>
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#### 83001 Real Property - Sec Admin

##### Revenues

Other Revenues	\$598,100	\$595,400	\$593,400	\$0
<b>Revenues Total</b>	<b>\$598,100</b>	<b>\$595,400</b>	<b>\$593,400</b>	<b>\$0</b>

##### Expenses

Services	(\$2,800)	(\$19,500)	(\$52,500)	\$0
Supplies and Equipment	(3,000)	(18,700)	(26,800)	0
Other Expenses	(361,200)	(521,400)	(521,400)	0
<b>Expenses Total</b>	<b>(\$367,000)</b>	<b>(\$559,600)</b>	<b>(\$600,700)</b>	<b>\$0</b>

<b>83001 Real Property - Sec Admin Sur</b>	<b>\$231,100</b>	<b>\$35,800</b>	<b>(\$7,300)</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>83200 Real Property - Journal</b>				
<b>Expenses</b>				
Services	(\$52,600)	(\$33,200)	(\$17,400)	\$0
Supplies and Equipment	(16,500)	(8,200)	0	0
Other Expenses	(200)	0	0	0
<b>Expenses Total</b>	<b>(\$69,300)</b>	<b>(\$41,400)</b>	<b>(\$17,400)</b>	<b>\$0</b>
<b>83200 Real Property - Journal Surplu</b>	<b>(\$69,300)</b>	<b>(\$41,400)</b>	<b>(\$17,400)</b>	<b>\$0</b>
<b>83400 Real Property - Retreat</b>				
<b>Revenues</b>				
Other Revenues	\$107,700	\$150,100	\$164,700	\$0
<b>Revenues Total</b>	<b>\$107,700</b>	<b>\$150,100</b>	<b>\$164,700</b>	<b>\$0</b>
<b>Expenses</b>				
Personnel Expenses	(\$2,000)	(\$1,800)	\$0	\$0
Services	(35,100)	(41,300)	(30,100)	0
Supplies and Equipment	(6,800)	(200)	0	0
Other Expenses	(83,300)	(119,500)	(109,300)	0
<b>Expenses Total</b>	<b>(\$127,200)</b>	<b>(\$162,800)</b>	<b>(\$139,400)</b>	<b>\$0</b>
<b>83400 Real Property - Retreat Surplu</b>	<b>(\$19,500)</b>	<b>(\$12,700)</b>	<b>\$25,300</b>	<b>\$0</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 83401 Real Property - Boot Camp

##### Revenues

Other Revenues	\$0	\$2,800	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$2,800</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	\$0	(\$1,100)	\$0	\$0
Supplies and Equipment	0	(900)	0	0
Other Expenses	0	(100)	0	0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$2,100)</b>	<b>\$0</b>	<b>\$0</b>

#### 83401 Real Property - Boot Camp Su

<b>\$0</b>	<b>\$700</b>	<b>\$0</b>	<b>\$0</b>
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#### 83402 Real Property - Subsection CLE

##### Revenues

Other Revenues	\$11,700	\$3,200	\$0	\$0
<b>Revenues Total</b>	<b>\$11,700</b>	<b>\$3,200</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	(\$4,200)	(\$600)	(\$200)	\$0
Other Expenses	(13,400)	(2,300)	(2,300)	0
<b>Expenses Total</b>	<b>(\$17,600)</b>	<b>(\$2,900)</b>	<b>(\$2,500)</b>	<b>\$0</b>

#### 83402 Real Property - Subsection CL

<b>(\$5,900)</b>	<b>\$300</b>	<b>(\$2,500)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **83403 Real Property - Online CLE**

##### **Revenues**

Other Revenues	\$50,600	\$44,300	\$44,300	\$0
<b>Revenues Total</b>	<b>\$50,600</b>	<b>\$44,300</b>	<b>\$44,300</b>	<b>\$0</b>

##### **Expenses**

Services	(\$400)	(\$9,000)	(\$9,000)	\$0
<b>Expenses Total</b>	<b>(\$400)</b>	<b>(\$9,000)</b>	<b>(\$9,000)</b>	<b>\$0</b>

<b>83403 Real Property - Online CLE Sur</b>	<b>\$50,200</b>	<b>\$35,300</b>	<b>\$35,300</b>	<b>\$0</b>
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#### **83404 Real Property - REAL Symposium**

##### **Revenues**

Other Revenues	\$42,200	\$16,100	\$0	\$0
<b>Revenues Total</b>	<b>\$42,200</b>	<b>\$16,100</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	\$0	(\$300)	(\$300)	\$0
Services	(8,200)	(9,900)	0	0
Supplies and Equipment	0	(1,200)	0	0
Other Expenses	(25,000)	(800)	(200)	0
<b>Expenses Total</b>	<b>(\$33,200)</b>	<b>(\$12,200)</b>	<b>(\$500)</b>	<b>\$0</b>

<b>83404 Real Property - REAL Symposi</b>	<b>\$9,000</b>	<b>\$3,900</b>	<b>(\$500)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 83405 Real Property - Education

##### Revenues

Other Revenues	\$3,500	\$6,000	\$0	\$0
<b>Revenues Total</b>	<b>\$3,500</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$300)	\$0	\$0	\$0
Services	(1,400)	(300)	0	0
Other Expenses	(1,400)	(1,300)	(1,300)	0
<b>Expenses Total</b>	<b>(\$3,100)</b>	<b>(\$1,600)</b>	<b>(\$1,300)</b>	<b>\$0</b>

#### 83405 Real Property - Education Sur

<b>\$400</b>	<b>\$4,400</b>	<b>(\$1,300)</b>	<b>\$0</b>
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#### 83500 Real Property - Annual Mtgs

##### Expenses

Services	(\$500)	\$0	\$0	\$0
Other Expenses	(5,000)	0	0	0
<b>Expenses Total</b>	<b>(\$5,500)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### 83500 Real Property - Annual Mtgs S

<b>(\$5,500)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 83600 Real Property - ExCom Mtgs

##### Expenses

Services	(\$1,800)	(\$4,900)	\$0	\$0
Supplies and Equipment	(2,100)	(200)	0	0
Other Expenses	(84,500)	(39,500)	(38,700)	0
<b>Expenses Total</b>	<b>(\$88,400)</b>	<b>(\$44,600)</b>	<b>(\$38,700)</b>	<b>\$0</b>

#### 83600 Real Property - ExCom Mtgs S

<b>(\$88,400)</b>	<b>(\$44,600)</b>	<b>(\$38,700)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 83700 Real Property - Subscetion

##### Revenues

Other Revenues	\$2,300	\$1,700	\$0	\$0
<b>Revenues Total</b>	<b>\$2,300</b>	<b>\$1,700</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	\$0	(\$200)	\$0	\$0
Other Expenses	(3,500)	(4,200)	(3,000)	0
<b>Expenses Total</b>	<b>(\$3,500)</b>	<b>(\$4,400)</b>	<b>(\$3,000)</b>	<b>\$0</b>

#### 83700 Real Property - Subscetion Su

	<b>(\$1,200)</b>	<b>(\$2,700)</b>	<b>(\$3,000)</b>	<b>\$0</b>
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#### 84001 Solo-Section Admin

##### Revenues

Other Revenues	\$134,400	\$144,000	\$130,600	\$0
<b>Revenues Total</b>	<b>\$134,400</b>	<b>\$144,000</b>	<b>\$130,600</b>	<b>\$0</b>

##### Expenses

Services	(\$300)	(\$23,000)	(\$23,000)	\$0
Supplies and Equipment	(100)	(3,600)	(3,600)	0
Other Expenses	(79,700)	(127,700)	(127,700)	0
<b>Expenses Total</b>	<b>(\$80,100)</b>	<b>(\$154,300)</b>	<b>(\$154,300)</b>	<b>\$0</b>

##### Interfund Transfers

Interfund Transfers In	\$800	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### 84001 Solo-Section Admin Surplus/(

	<b>\$55,100</b>	<b>(\$10,300)</b>	<b>(\$23,700)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 84200 Solo & Small Firm- Newsletter

##### Expenses

Services	\$0	(\$2,900)	\$0	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$2,900)</b>	<b>\$0</b>	<b>\$0</b>

#### 84200 Solo & Small Firm- Newsletter

<b>\$0</b>	<b>(\$2,900)</b>	<b>\$0</b>	<b>\$0</b>
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#### 84300 Solo - Big News

##### Revenues

Other Revenues	\$600	\$400	\$0	\$0
<b>Revenues Total</b>	<b>\$600</b>	<b>\$400</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	(\$13,600)	(\$15,800)	(\$1,100)	\$0
Supplies and Equipment	(2,400)	(3,200)	0	0
<b>Expenses Total</b>	<b>(\$16,000)</b>	<b>(\$19,000)</b>	<b>(\$1,100)</b>	<b>\$0</b>

#### 84300 Solo - Big News Surplus/(Defi

<b>(\$15,400)</b>	<b>(\$18,600)</b>	<b>(\$1,100)</b>	<b>\$0</b>
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#### 84400 Solo - Programs

##### Expenses

Services	(\$400)	\$0	\$0	\$0
Other Expenses	0	(100)	(100)	0
<b>Expenses Total</b>	<b>(\$400)</b>	<b>(\$100)</b>	<b>(\$100)</b>	<b>\$0</b>

#### 84400 Solo - Programs Surplus/(Defi

<b>(\$400)</b>	<b>(\$100)</b>	<b>(\$100)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 84403 Solo - Online CLE

##### Revenues

Other Revenues	\$49,900	\$63,800	\$53,000	\$0
<b>Revenues Total</b>	<b>\$49,900</b>	<b>\$63,800</b>	<b>\$53,000</b>	<b>\$0</b>

##### Expenses

Services	(\$1,000)	(\$1,000)	(\$1,000)	\$0
<b>Expenses Total</b>	<b>(\$1,000)</b>	<b>(\$1,000)</b>	<b>(\$1,000)</b>	<b>\$0</b>

<b>84403 Solo - Online CLE Surplus/(Def)</b>	<b>\$48,900</b>	<b>\$62,800</b>	<b>\$52,000</b>	<b>\$0</b>
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#### 84410 Solo - Outreach Grant

##### Revenues

Grants	\$10,000	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Supplies and Equipment	(\$1,400)	\$0	\$0	\$0
Other Expenses	0	(1,000)	0	0
<b>Expenses Total</b>	<b>(\$1,400)</b>	<b>(\$1,000)</b>	<b>\$0</b>	<b>\$0</b>

##### Interfund Transfers

Interfund Transfers Out	(\$400)	(\$400)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$400)</b>	<b>(\$400)</b>	<b>\$0</b>	<b>\$0</b>

<b>84410 Solo - Outreach Grant Surplus</b>	<b>\$8,200</b>	<b>(\$1,400)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 84500 Solo-SB Annual Mtg

##### Expenses

Services	(\$1,300)	(\$13,300)	(\$12,600)	\$0
Other Expenses	(12,500)	(2,800)	0	0
<b>Expenses Total</b>	<b>(\$13,800)</b>	<b>(\$16,100)</b>	<b>(\$12,600)</b>	<b>\$0</b>

#### 84500 Solo-SB Annual Mtg Surplus/(

<b>(\$13,800)</b>	<b>(\$16,100)</b>	<b>(\$12,600)</b>	<b>\$0</b>
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#### 84600 Solo-ExCom Mtg

##### Revenues

Other Revenues	\$0	\$200	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	(\$1,400)	(\$900)	\$0	\$0
Supplies and Equipment	(200)	(2,800)	(1,700)	0
Other Expenses	(31,800)	(17,700)	0	0
<b>Expenses Total</b>	<b>(\$33,400)</b>	<b>(\$21,400)</b>	<b>(\$1,700)</b>	<b>\$0</b>

#### 84600 Solo-ExCom Mtg Surplus/(Def

<b>(\$33,400)</b>	<b>(\$21,200)</b>	<b>(\$1,700)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 85001 Taxation Law- Sec Admin

##### Revenues

Other Revenues	\$322,600	\$318,000	\$397,400	\$0
<b>Revenues Total</b>	<b>\$322,600</b>	<b>\$318,000</b>	<b>\$397,400</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$200)	(\$500)	(\$300)	\$0
Services	(1,100)	(19,700)	(19,700)	0
Supplies and Equipment	(800)	(15,400)	(12,700)	0
Other Expenses	(187,000)	(354,900)	(354,900)	0
<b>Expenses Total</b>	<b>(\$189,100)</b>	<b>(\$390,500)</b>	<b>(\$387,600)</b>	<b>\$0</b>

<b>85001 Taxation Law- Sec Admin Surp</b>	<b>\$133,500</b>	<b>(\$72,500)</b>	<b>\$9,800</b>	<b>\$0</b>
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#### 85200 California Tax Lawyer Journal

##### Revenues

Other Revenues	\$1,300	\$36,600	\$36,600	\$0
<b>Revenues Total</b>	<b>\$1,300</b>	<b>\$36,600</b>	<b>\$36,600</b>	<b>\$0</b>

##### Expenses

Services	(\$19,600)	(\$38,500)	(\$37,200)	\$0
Supplies and Equipment	(6,400)	(7,000)	(7,000)	0
<b>Expenses Total</b>	<b>(\$26,000)</b>	<b>(\$45,500)</b>	<b>(\$44,200)</b>	<b>\$0</b>

<b>85200 California Tax Lawyer Journal</b>	<b>(\$24,700)</b>	<b>(\$8,900)</b>	<b>(\$7,600)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 85400 Tax AM & Cal Tax Policy Conf

##### Revenues

Other Revenues	\$266,400	\$206,400	\$97,000	\$0
<b>Revenues Total</b>	<b>\$266,400</b>	<b>\$206,400</b>	<b>\$97,000</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$2,900)	\$0	\$0	\$0
Services	(36,700)	(11,500)	(1,200)	0
Supplies and Equipment	(9,400)	(5,000)	(100)	0
Other Expenses	(165,600)	(1,300)	(400)	0
<b>Expenses Total</b>	<b>(\$214,600)</b>	<b>(\$17,800)</b>	<b>(\$1,700)</b>	<b>\$0</b>

<b>85400 Tax AM &amp; Cal Tax Policy Conf</b>	<b>\$51,800</b>	<b>\$188,600</b>	<b>\$95,300</b>	<b>\$0</b>
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#### 85401 Tax - Estate & Gift Tax Conf

##### Revenues

Other Revenues	\$56,500	\$49,800	\$49,800	\$0
<b>Revenues Total</b>	<b>\$56,500</b>	<b>\$49,800</b>	<b>\$49,800</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	(6,500)	(5,800)	(5,400)	0
Supplies and Equipment	(3,500)	(1,400)	(1,400)	0
Other Expenses	(21,900)	(23,600)	(22,300)	0
<b>Expenses Total</b>	<b>(\$31,900)</b>	<b>(\$31,200)</b>	<b>(\$29,100)</b>	<b>\$0</b>

<b>85401 Tax - Estate &amp; Gift Tax Conf S</b>	<b>\$24,600</b>	<b>\$18,600</b>	<b>\$20,700</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>85402 Income &amp; "Other" Tax Program</b>				
<b>Revenues</b>				
Other Revenues	\$18,700	\$15,300	\$15,300	\$0
<b>Revenues Total</b>	<b>\$18,700</b>	<b>\$15,300</b>	<b>\$15,300</b>	<b>\$0</b>
<b>Expenses</b>				
Personnel Expenses	(\$1,000)	(\$800)	(\$700)	\$0
Services	(2,400)	(3,000)	(2,900)	0
Other Expenses	(7,800)	(3,400)	(3,400)	0
<b>Expenses Total</b>	<b>(\$11,200)</b>	<b>(\$7,200)</b>	<b>(\$7,000)</b>	<b>\$0</b>
<b>85402 Income &amp; "Other" Tax Progra</b>	<b>\$7,500</b>	<b>\$8,100</b>	<b>\$8,300</b>	<b>\$0</b>
<b>85403 Tax - Online CLE Programs</b>				
<b>Revenues</b>				
Other Revenues	\$32,600	\$28,100	\$28,100	\$0
<b>Revenues Total</b>	<b>\$32,600</b>	<b>\$28,100</b>	<b>\$28,100</b>	<b>\$0</b>
<b>Expenses</b>				
Services	(\$1,500)	(\$400)	\$0	\$0
<b>Expenses Total</b>	<b>(\$1,500)</b>	<b>(\$400)</b>	<b>\$0</b>	<b>\$0</b>
<b>85403 Tax - Online CLE Programs Sur</b>	<b>\$31,100</b>	<b>\$27,700</b>	<b>\$28,100</b>	<b>\$0</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 85404 Young Tax Lawyers Program

##### Revenues

Other Revenues	\$11,500	\$7,600	\$7,600	\$0
<b>Revenues Total</b>	<b>\$11,500</b>	<b>\$7,600</b>	<b>\$7,600</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	\$0	(\$200)	\$0	\$0
Services	(2,400)	(2,300)	(2,300)	0
Supplies and Equipment	(100)	0	0	0
Other Expenses	(3,600)	(4,300)	(4,300)	0
<b>Expenses Total</b>	<b>(\$6,100)</b>	<b>(\$6,800)</b>	<b>(\$6,600)</b>	<b>\$0</b>

#### 85404 Young Tax Lawyers Program S

	<b>\$5,400</b>	<b>\$800</b>	<b>\$1,000</b>	<b>\$0</b>
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#### 85500 Tax-SB Annual Mtg

##### Expenses

Services	(\$700)	\$0	\$0	\$0
Other Expenses	(1,300)	0	0	0
<b>Expenses Total</b>	<b>(\$2,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### 85500 Tax-SB Annual Mtg Surplus/(

	<b>(\$2,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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#### 85600 Tax-ExCom Mtgs

##### Expenses

Personnel Expenses	\$0	(\$1,300)	(\$1,300)	\$0
Services	(1,200)	(2,500)	(2,500)	0
Other Expenses	(67,000)	(68,900)	(48,300)	0
<b>Expenses Total</b>	<b>(\$68,200)</b>	<b>(\$72,700)</b>	<b>(\$52,100)</b>	<b>\$0</b>

#### 85600 Tax-ExCom Mtgs Surplus/(Def

	<b>(\$68,200)</b>	<b>(\$72,700)</b>	<b>(\$52,100)</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>85700 Wash D.C. Delegation</b>				
<b>Expenses</b>				
Other Expenses	(\$17,500)	(\$24,600)	(\$17,800)	\$0
<b>Expenses Total</b>	<b>(\$17,500)</b>	<b>(\$24,600)</b>	<b>(\$17,800)</b>	<b>\$0</b>
<b>85700 Wash D.C. Delegation Surplus</b>	<b>(\$17,500)</b>	<b>(\$24,600)</b>	<b>(\$17,800)</b>	<b>\$0</b>
<b>85701 Eagle Ldge W-State Tax Cte Con</b>				
<b>Expenses</b>				
Other Expenses	(\$11,200)	(\$11,800)	(\$11,800)	\$0
<b>Expenses Total</b>	<b>(\$11,200)</b>	<b>(\$11,800)</b>	<b>(\$11,800)</b>	<b>\$0</b>
<b>85701 Eagle Ldge W-State Tax Cte Co</b>	<b>(\$11,200)</b>	<b>(\$11,800)</b>	<b>(\$11,800)</b>	<b>\$0</b>
<b>85703 Estate &amp; Gift Tax Committee</b>				
<b>Expenses</b>				
Other Expenses	(\$800)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>85703 Estate &amp; Gift Tax Committee S</b>	<b>(\$800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>85706 Tax Procedure&amp;Litigation Comm</b>				
<b>Expenses</b>				
Other Expenses	(\$1,100)	(\$1,300)	(\$700)	\$0
<b>Expenses Total</b>	<b>(\$1,100)</b>	<b>(\$1,300)</b>	<b>(\$700)</b>	<b>\$0</b>
<b>85706 Tax Procedure&amp;Litigation Co</b>	<b>(\$1,100)</b>	<b>(\$1,300)</b>	<b>(\$700)</b>	<b>\$0</b>

## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>85708 Young Tax Lawyers Sacramento C</b>				
<b>Expenses</b>				
Other Expenses	(\$300)	(\$500)	(\$200)	\$0
<b>Expenses Total</b>	<b>(\$300)</b>	<b>(\$500)</b>	<b>(\$200)</b>	<b>\$0</b>
<b>85708 Young Tax Lawyers Sacrament</b>	<b>(\$300)</b>	<b>(\$500)</b>	<b>(\$200)</b>	<b>\$0</b>
<b>85709 Young Tax Lawyers SF Chapter</b>				
<b>Expenses</b>				
Other Expenses	(\$100)	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>85709 Young Tax Lawyers SF Chapte</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>85710 Young Tax Lawyers LA Chapter</b>				
<b>Expenses</b>				
Other Expenses	\$0	(\$200)	(\$200)	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$200)</b>	<b>(\$200)</b>	<b>\$0</b>
<b>85710 Young Tax Lawyers LA Chapte</b>	<b>\$0</b>	<b>(\$200)</b>	<b>(\$200)</b>	<b>\$0</b>
<b>85711 Young Tax Lawyers San Diego C</b>				
<b>Expenses</b>				
Other Expenses	(\$600)	(\$300)	\$0	\$0
<b>Expenses Total</b>	<b>(\$600)</b>	<b>(\$300)</b>	<b>\$0</b>	<b>\$0</b>
<b>85711 Young Tax Lawyers San Diego</b>	<b>(\$600)</b>	<b>(\$300)</b>	<b>\$0</b>	<b>\$0</b>

## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 85712 YTL Silicon Valley Chapter

##### Expenses

Other Expenses	(\$200)	(\$100)	(\$100)	\$0
<b>Expenses Total</b>	<b>(\$200)</b>	<b>(\$100)</b>	<b>(\$100)</b>	<b>\$0</b>

#### 85712 YTL Silicon Valley Chapter Sur

<b>(\$200)</b>	<b>(\$100)</b>	<b>(\$100)</b>	<b>\$0</b>
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#### 85720 Sacramento Delegation

##### Revenues

Other Revenues	\$600	\$500	\$0	\$0
<b>Revenues Total</b>	<b>\$600</b>	<b>\$500</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Services	(\$100)	\$0	\$0	\$0
Other Expenses	(1,500)	(1,200)	(1,200)	0
<b>Expenses Total</b>	<b>(\$1,600)</b>	<b>(\$1,200)</b>	<b>(\$1,200)</b>	<b>\$0</b>

#### 85720 Sacramento Delegation Surpl

<b>(\$1,000)</b>	<b>(\$700)</b>	<b>(\$1,200)</b>	<b>\$0</b>
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#### 85811 Taxation Law-State & Local Tax

##### Expenses

Other Expenses	(\$100)	(\$400)	(\$400)	\$0
<b>Expenses Total</b>	<b>(\$100)</b>	<b>(\$400)</b>	<b>(\$400)</b>	<b>\$0</b>

#### 85811 Taxation Law-State & Local Ta

<b>(\$100)</b>	<b>(\$400)</b>	<b>(\$400)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **86001 Workers' Comp - Sec Admin**

##### **Revenues**

Other Revenues	\$290,100	\$307,200	\$285,300	\$0
<b>Revenues Total</b>	<b>\$290,100</b>	<b>\$307,200</b>	<b>\$285,300</b>	<b>\$0</b>

##### **Expenses**

Services	(\$2,000)	(\$25,200)	(\$25,200)	\$0
Supplies and Equipment	(4,100)	(9,400)	(9,400)	0
Other Expenses	(173,000)	(284,300)	(284,100)	0
<b>Expenses Total</b>	<b>(\$179,100)</b>	<b>(\$318,900)</b>	<b>(\$318,700)</b>	<b>\$0</b>

#### **86001 Workers' Comp - Sec Admin S**

<b>\$111,000</b>	<b>(\$11,700)</b>	<b>(\$33,400)</b>	<b>\$0</b>
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#### **86200 Workers' Comp Newsletter**

##### **Expenses**

Services	(\$14,800)	(\$12,400)	(\$11,000)	\$0
Supplies and Equipment	(10,200)	(7,100)	(7,100)	0
<b>Expenses Total</b>	<b>(\$25,000)</b>	<b>(\$19,500)</b>	<b>(\$18,100)</b>	<b>\$0</b>

#### **86200 Workers' Comp Newsletter Su**

<b>(\$25,000)</b>	<b>(\$19,500)</b>	<b>(\$18,100)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **86400 Workers' Comp Spring Programs**

##### **Revenues**

Other Revenues	\$49,300	\$136,000	\$158,900	\$0
<b>Revenues Total</b>	<b>\$49,300</b>	<b>\$136,000</b>	<b>\$158,900</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	\$0	(\$600)	\$0	\$0
Leases and Rent	(3,100)	(5,900)	(5,500)	0
Services	(5,800)	(2,600)	(2,400)	0
Supplies and Equipment	(1,500)	(1,600)	(1,600)	0
Other Expenses	(23,300)	(11,100)	(11,100)	0
<b>Expenses Total</b>	<b>(\$33,700)</b>	<b>(\$21,800)</b>	<b>(\$20,600)</b>	<b>\$0</b>

<b>86400 Workers' Comp Spring Progra</b>	<b>\$15,600</b>	<b>\$114,200</b>	<b>\$138,300</b>	<b>\$0</b>
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#### **86401 Workers' Comp Central Coast**

##### **Revenues**

Other Revenues	\$16,000	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$16,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Services	(\$600)	\$0	\$0	\$0
Other Expenses	(12,500)	0	0	0
<b>Expenses Total</b>	<b>(\$13,100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>86401 Workers' Comp Central Coast</b>	<b>\$2,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **86402 Workers' Comp Summer Programs**

##### **Revenues**

Other Revenues	\$52,300	\$41,000	\$41,000	\$0
<b>Revenues Total</b>	<b>\$52,300</b>	<b>\$41,000</b>	<b>\$41,000</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$400)	\$0	\$0	\$0
Leases and Rent	(2,100)	0	0	0
Services	(6,900)	(5,900)	(1,800)	0
Supplies and Equipment	(1,300)	(1,500)	(1,500)	0
Other Expenses	(22,600)	(18,200)	(18,200)	0
<b>Expenses Total</b>	<b>(\$33,300)</b>	<b>(\$25,600)</b>	<b>(\$21,500)</b>	<b>\$0</b>

<b>86402 Workers' Comp Summer Prog</b>	<b>\$19,000</b>	<b>\$15,400</b>	<b>\$19,500</b>	<b>\$0</b>
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#### **86403 Workers' Comp Online CLE**

##### **Revenues**

Other Revenues	\$81,800	\$71,700	\$71,700	\$0
<b>Revenues Total</b>	<b>\$81,800</b>	<b>\$71,700</b>	<b>\$71,700</b>	<b>\$0</b>

##### **Expenses**

Services	(\$1,600)	(\$2,500)	(\$2,500)	\$0
<b>Expenses Total</b>	<b>(\$1,600)</b>	<b>(\$2,500)</b>	<b>(\$2,500)</b>	<b>\$0</b>

<b>86403 Workers' Comp Online CLE Su</b>	<b>\$80,200</b>	<b>\$69,200</b>	<b>\$69,200</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **86404 Workers' Comp Education**

##### **Revenues**

Other Revenues	\$35,100	\$29,800	\$16,000	\$0
<b>Revenues Total</b>	<b>\$35,100</b>	<b>\$29,800</b>	<b>\$16,000</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$800)	\$0	\$0	\$0
Services	(6,000)	(4,600)	(1,000)	0
Supplies and Equipment	(1,500)	(1,400)	(1,400)	0
Other Expenses	(20,300)	(14,300)	(500)	0
<b>Expenses Total</b>	<b>(\$28,600)</b>	<b>(\$20,300)</b>	<b>(\$2,900)</b>	<b>\$0</b>

<b>86404 Workers' Comp Education Sur</b>	<b>\$6,500</b>	<b>\$9,500</b>	<b>\$13,100</b>	<b>\$0</b>
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#### **86405 Workers' Comp Fall Programs**

##### **Revenues**

Other Revenues	\$0	\$7,600	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$7,600</b>	<b>\$0</b>	<b>\$0</b>

##### **Expenses**

Services	\$0	(\$1,100)	\$0	\$0
Supplies and Equipment	0	(1,400)	0	0
Other Expenses	(500)	(2,000)	(1,600)	0
<b>Expenses Total</b>	<b>(\$500)</b>	<b>(\$4,500)</b>	<b>(\$1,600)</b>	<b>\$0</b>

<b>86405 Workers' Comp Fall Programs</b>	<b>(\$500)</b>	<b>\$3,100</b>	<b>(\$1,600)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **86500 Workers' Comp - SB Ann. Mtg**

##### **Expenses**

Services	(\$3,500)	(\$3,100)	(\$500)	\$0
Supplies and Equipment	0	(400)	0	0
Other Expenses	(38,600)	(23,100)	(200)	0
<b>Expenses Total</b>	<b>(\$42,100)</b>	<b>(\$26,600)</b>	<b>(\$700)</b>	<b>\$0</b>

##### **Interfund Transfers**

Interfund Transfers Out	(\$400)	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$400)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>86500 Workers' Comp - SB Ann. Mtg</b>	<b>(\$42,500)</b>	<b>(\$26,600)</b>	<b>(\$700)</b>	<b>\$0</b>
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#### **86600 Workers' Comp - Exec. Comm Mtg**

##### **Expenses**

Services	(\$2,600)	(\$1,000)	(\$1,000)	\$0
Supplies and Equipment	(1,100)	(200)	0	0
Other Expenses	(62,300)	(25,800)	(24,500)	0
<b>Expenses Total</b>	<b>(\$66,000)</b>	<b>(\$27,000)</b>	<b>(\$25,500)</b>	<b>\$0</b>

<b>86600 Workers' Comp - Exec. Comm</b>	<b>(\$66,000)</b>	<b>(\$27,000)</b>	<b>(\$25,500)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **86700 Workers' Comp - Sub Ctee Mtg**

##### **Revenues**

Other Revenues	\$36,600	\$9,100	\$9,100	\$0
<b>Revenues Total</b>	<b>\$36,600</b>	<b>\$9,100</b>	<b>\$9,100</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$300)	(\$500)	\$0	\$0
Services	(5,000)	(7,200)	(6,500)	0
Supplies and Equipment	(1,300)	(4,000)	(4,000)	0
Other Expenses	(20,800)	(2,100)	(2,000)	0
<b>Expenses Total</b>	<b>(\$27,400)</b>	<b>(\$13,800)</b>	<b>(\$12,500)</b>	<b>\$0</b>

<b>86700 Workers' Comp - Sub Ctee Mt</b>	<b>\$9,200</b>	<b>(\$4,700)</b>	<b>(\$3,400)</b>	<b>\$0</b>
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#### **87001 Council of SB Sections**

##### **Revenues**

Other Revenues	\$200	\$400	\$200	\$0
<b>Revenues Total</b>	<b>\$200</b>	<b>\$400</b>	<b>\$200</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	\$0	(\$300)	(\$300)	\$0
Services	(9,700)	(12,800)	(12,500)	0
Supplies and Equipment	(5,500)	(8,900)	(6,500)	0
Other Expenses	21,900	(43,200)	(34,400)	0
<b>Expenses Total</b>	<b>\$6,700</b>	<b>(\$65,200)</b>	<b>(\$53,700)</b>	<b>\$0</b>

<b>87001 Council of SB Sections Surplus</b>	<b>\$6,900</b>	<b>(\$64,800)</b>	<b>(\$53,500)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 88 Education Fund

##### Expenses

Other Expenses	(\$238,800)	(\$30,000)	\$0	\$0
<b>Expenses Total</b>	<b>(\$238,800)</b>	<b>(\$30,000)</b>	<b>\$0</b>	<b>\$0</b>

##### Interfund Transfers

Interfund Transfers In	\$0	\$65,200	\$0	\$0
Interfund Transfers Out	(2,337,600)	0	0	0
<b>Interfund Transfers Total</b>	<b>(\$2,337,600)</b>	<b>\$65,200</b>	<b>\$0</b>	<b>\$0</b>

<b>88 Education Fund Surplus/(Deficit)</b>	<b>(\$2,576,400)</b>	<b>\$35,200</b>	<b>\$0</b>	<b>\$0</b>
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#### 88001 Officewide Education

##### Revenues

Other Revenues	\$146,800	(\$29,300)	(\$29,300)	\$0
<b>Revenues Total</b>	<b>\$146,800</b>	<b>(\$29,300)</b>	<b>(\$29,300)</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$122,700)	(\$5,900)	(\$9,800)	\$0
Services	(93,900)	(56,400)	(56,400)	0
Supplies and Equipment	(1,900)	(22,200)	(22,200)	0
Other Expenses	(5,600)	(15,200)	(15,200)	0
<b>Expenses Total</b>	<b>(\$224,100)</b>	<b>(\$99,700)</b>	<b>(\$103,600)</b>	<b>\$0</b>

##### Interfund Transfers

Interfund Transfers In	\$400	\$400	\$0	\$0
Interfund Transfers Out	(32,000)	0	0	0
<b>Interfund Transfers Total</b>	<b>(\$31,600)</b>	<b>\$400</b>	<b>\$0</b>	<b>\$0</b>

<b>88001 Officewide Education Surplus</b>	<b>(\$108,900)</b>	<b>(\$128,600)</b>	<b>(\$132,900)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Education

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### **88002 Solo Summit (Even Years)**

##### **Revenues**

Other Revenues	\$127,400	\$83,400	\$83,400	\$0
<b>Revenues Total</b>	<b>\$127,400</b>	<b>\$83,400</b>	<b>\$83,400</b>	<b>\$0</b>

##### **Expenses**

Personnel Expenses	(\$600)	\$0	\$0	\$0
Services	(30,200)	(100)	(100)	0
Supplies and Equipment	(10,300)	0	0	0
Other Expenses	(82,300)	(11,900)	(11,900)	0
<b>Expenses Total</b>	<b>(\$123,400)</b>	<b>(\$12,000)</b>	<b>(\$12,000)</b>	<b>\$0</b>

##### **Interfund Transfers**

Interfund Transfers In	\$6,700	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$6,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>88002 Solo Summit (Even Years) Sur</b>	<b>\$10,700</b>	<b>\$71,400</b>	<b>\$71,400</b>	<b>\$0</b>
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#### **89 SEI - Fall - Asset BU**

##### **Interfund Transfers**

Interfund Transfers In	\$0	\$152,500	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$152,500</b>	<b>\$0</b>	<b>\$0</b>

<b>89 SEI - Fall - Asset BU Surplus/(Defi</b>	<b>\$0</b>	<b>\$152,500</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>89001 SEI</b>				
<b>Revenues</b>				
Other Revenues	\$0	(\$300)	(\$300)	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>(\$300)</b>	<b>(\$300)</b>	<b>\$0</b>
<b>Expenses</b>				
Supplies and Equipment	\$0	(\$7,200)	(\$7,200)	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$7,200)</b>	<b>(\$7,200)</b>	<b>\$0</b>
<b>89001 SEI Surplus/(Deficit)</b>	<b>\$0</b>	<b>(\$7,500)</b>	<b>(\$7,500)</b>	<b>\$0</b>
<b>89002 Solo Summit (Odd Years)</b>				
<b>Revenues</b>				
Other Revenues	\$0	\$96,000	\$96,000	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$96,000</b>	<b>\$96,000</b>	<b>\$0</b>
<b>Expenses</b>				
Services	\$0	(\$14,800)	(\$14,800)	\$0
Supplies and Equipment	0	(1,600)	(1,600)	0
Other Expenses	0	(16,500)	(16,500)	0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$32,900)</b>	<b>(\$32,900)</b>	<b>\$0</b>
<b>89002 Solo Summit (Odd Years) Surp</b>	<b>\$0</b>	<b>\$63,100</b>	<b>\$63,100</b>	<b>\$0</b>
<b>Education Surplus/(Deficit)</b>	<b>(\$915,300)</b>	<b>\$206,300</b>	<b>\$11,400</b>	<b>\$21,000</b>

## Operating Area/Cost Center

<u>Non-Departmental</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>10 General Fund OH Alloc BU</b>				
<b>Revenues</b>				
Mandatory Fees	\$64,526,600	\$63,963,600	\$63,963,600	\$65,580,000
Other Revenues	4,159,200	3,662,300	3,421,200	3,516,000
<b>Revenues Total</b>	<b>\$68,685,800</b>	<b>\$67,625,900</b>	<b>\$67,384,800</b>	<b>\$69,096,000</b>
<b>Expenses</b>				
Personnel Expenses	(\$448,300)	(\$1,911,300)	(\$2,351,900)	(\$709,100)
Services	(2,500)	(2,200)	0	0
Supplies and Equipment	207,400	242,000	245,000	245,000
Other Expenses	(4,989,600)	0	0	0
<b>Expenses Total</b>	<b>(\$5,233,000)</b>	<b>(\$1,671,500)</b>	<b>(\$2,106,900)</b>	<b>(\$464,100)</b>
<b>Interfund Transfers</b>				
Interfund Transfers In	\$1,416,400	\$39,300	\$0	\$0
Indirect Costs	2,268,300	2,456,500	2,456,500	2,718,300
Interfund Transfers Out	(1,000,000)	(1,600,000)	(1,600,000)	(21,000)
<b>Interfund Transfers Total</b>	<b>\$2,684,700</b>	<b>\$895,800</b>	<b>\$856,500</b>	<b>\$2,697,300</b>
<b>10 General Fund OH Alloc BU Surplu</b>	<b>\$66,137,500</b>	<b>\$66,850,200</b>	<b>\$66,134,400</b>	<b>\$71,329,200</b>
<b>15 Fixed Assets OH BU</b>				
<b>Expenses</b>				
Depreciation	(\$456,700)	\$0	(\$420,000)	\$0
<b>Expenses Total</b>	<b>(\$456,700)</b>	<b>\$0</b>	<b>(\$420,000)</b>	<b>\$0</b>
<b>15 Fixed Assets OH BU Surplus/(Defi</b>	<b>(\$456,700)</b>	<b>\$0</b>	<b>(\$420,000)</b>	<b>\$0</b>

## Operating Area/Cost Center

<u>Non-Departmental</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>15010 Gen. Fund Fixed Assets</b>				
<b>Expenses</b>				
Depreciation	(\$350,000)	\$0	(\$396,600)	\$0
<b>Expenses Total</b>	<b>(\$350,000)</b>	<b>\$0</b>	<b>(\$396,600)</b>	<b>\$0</b>
<b>15010 Gen. Fund Fixed Assets Surplu</b>	<b>(\$350,000)</b>	<b>\$0</b>	<b>(\$396,600)</b>	<b>\$0</b>
<b>15019 Tech. Fund Fixed Assets</b>				
<b>Expenses</b>				
Depreciation	(\$354,700)	\$0	(\$483,700)	\$0
<b>Expenses Total</b>	<b>(\$354,700)</b>	<b>\$0</b>	<b>(\$483,700)</b>	<b>\$0</b>
<b>15019 Tech. Fund Fixed Assets Surpl</b>	<b>(\$354,700)</b>	<b>\$0</b>	<b>(\$483,700)</b>	<b>\$0</b>
<b>15020 Admissions Fixed Assets</b>				
<b>Expenses</b>				
Depreciation	(\$1,900)	\$0	(\$11,300)	\$0
<b>Expenses Total</b>	<b>(\$1,900)</b>	<b>\$0</b>	<b>(\$11,300)</b>	<b>\$0</b>
<b>15020 Admissions Fixed Assets Surpl</b>	<b>(\$1,900)</b>	<b>\$0</b>	<b>(\$11,300)</b>	<b>\$0</b>
<b>15023 Suppor Activities Fixed Assets</b>				
<b>Expenses</b>				
Depreciation	(\$118,400)	\$0	(\$145,800)	\$0
<b>Expenses Total</b>	<b>(\$118,400)</b>	<b>\$0</b>	<b>(\$145,800)</b>	<b>\$0</b>
<b>15023 Suppor Activities Fixed Assets</b>	<b>(\$118,400)</b>	<b>\$0</b>	<b>(\$145,800)</b>	<b>\$0</b>



## Operating Area/Cost Center

### Non-Departmental

2016 Actual   2017 Projection   2017 Budget   2018 Budget

#### 15026 Building Fund Fixed Assets

##### Expenses

Depreciation	(\$169,600)	\$0	(\$170,000)	\$0
<b>Expenses Total</b>	<b>(\$169,600)</b>	<b>\$0</b>	<b>(\$170,000)</b>	<b>\$0</b>

<b>15026 Building Fund Fixed Assets Su</b>	<b>(\$169,600)</b>	<b>\$0</b>	<b>(\$170,000)</b>	<b>\$0</b>
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#### 23 Support & Admin.- Asset BU

##### Revenues

Other Revenues	\$2,100	(\$300)	\$0	\$0
<b>Revenues Total</b>	<b>\$2,100</b>	<b>(\$300)</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$231,100)	(\$397,500)	(\$551,600)	(\$273,400)
Supplies and Equipment	0	27,600	0	0
<b>Expenses Total</b>	<b>(\$231,100)</b>	<b>(\$369,900)</b>	<b>(\$551,600)</b>	<b>(\$273,400)</b>

##### Interfund Transfers

Indirect Costs	\$22,534,500	\$25,021,400	\$25,021,400	\$26,426,400
<b>Interfund Transfers Total</b>	<b>\$22,534,500</b>	<b>\$25,021,400</b>	<b>\$25,021,400</b>	<b>\$26,426,400</b>

<b>23 Support &amp; Admin.- Asset BU Surp</b>	<b>\$22,305,500</b>	<b>\$24,651,200</b>	<b>\$24,469,800</b>	<b>\$26,153,000</b>
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#### 25 Public Protection -Asset BU

##### Revenues

Other Revenues	\$8,700	\$12,200	\$0	\$0
<b>Revenues Total</b>	<b>\$8,700</b>	<b>\$12,200</b>	<b>\$0</b>	<b>\$0</b>

<b>25 Public Protection -Asset BU Surpl</b>	<b>\$8,700</b>	<b>\$12,200</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Non-Departmental</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
<b>31 Info Tech Special Fund - BU</b>				
<b>Revenues</b>				
Other Revenues	\$5,600	\$7,800	\$0	\$0
<b>Revenues Total</b>	<b>\$5,600</b>	<b>\$7,800</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>				
Interfund Transfers Out	\$0	\$0	\$0	(\$1,217,000)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,217,000)</b>
<b>31 Info Tech Special Fund - BU Surpl</b>	<b>\$5,600</b>	<b>\$7,800</b>	<b>\$0</b>	<b>(\$1,217,000)</b>
<b>34 Benefit Reverse Fund</b>				
<b>Revenues</b>				
Other Revenues	(\$7,000)	(\$13,200)	\$0	\$0
<b>Revenues Total</b>	<b>(\$7,000)</b>	<b>(\$13,200)</b>	<b>\$0</b>	<b>\$0</b>
<b>34 Benefit Reverse Fund Surplus/(De</b>	<b>(\$7,000)</b>	<b>(\$13,200)</b>	<b>\$0</b>	<b>\$0</b>
<b>Non-Departmental Surplus/(Deficit)</b>	<b>\$86,999,000</b>	<b>\$91,508,200</b>	<b>\$88,976,800</b>	<b>\$96,265,200</b>

## Operating Area/Cost Center

<b><u>SF Tenant Improvement Fund</u></b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget</b>	<b>2018 Budget</b>
<b>38 SF Tenant Improvement Fund</b>				
<b>Revenues</b>				
Other Revenues	\$24,100	\$50,000	\$50,000	\$50,000
<b>Revenues Total</b>	<b>\$24,100</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>
<b>Expenses</b>				
Debt Service	\$0	(\$400,000)	(\$400,000)	(\$400,000)
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$400,000)</b>	<b>(\$400,000)</b>	<b>(\$400,000)</b>
<b>38 SF Tenant Improvement Fund Sur</b>	<b>\$24,100</b>	<b>(\$350,000)</b>	<b>(\$350,000)</b>	<b>(\$350,000)</b>
<b>SF Tenant Improvement Fund Surplu</b>	<b>\$24,100</b>	<b>(\$350,000)</b>	<b>(\$350,000)</b>	<b>(\$350,000)</b>

State Bar of California  
Projected Reserve Balance by Fund

	12/31/2016 Reserve Bal	Projected 2017 Revenues	Projected 2017 Expenses	Indirect cost chargeback	Interfund Transfer	Projected 2017 surplus/(deficit)	Projected Reserve Bal 12/31/17	2018 Budgeted Revenues	2018 Budgeted Expenses	2018 Budgeted Indirect Costs	2018 Budgeted Expenses & Indirect Costs	Interfund Transfer	2018 Budgeted Surplus/(Deficit)	Projected Reserve Bal 12/31/18	Reserve Level (%) **
<b>General Fund</b>															
Administration & Discipline (10)	11,862,000	69,052,000	(50,664,000)	(18,885,000)	(1,600,000)	(2,097,000)	9,765,000	70,396,000	(55,300,000)	(20,780,000)	(76,080,000)	(21,000)	(5,705,000)	4,060,000	
Fixed Assets Fund (15)		-	-	-	-	-	-	-	-	-	-	-	-	-	
Legal Education and Development Fund (18)	7,934,000	1,997,000	(298,000)	(88,000)	-	1,611,000	9,545,000	475,000	(105,000)	(7,000)	(112,000)		363,000	9,908,000	
Public Protection Fund (25)	1,900,000	12,000	-	-	-	12,000	1,912,000				-		-	1,912,000	
Benefit Reserve Fund (34)	(914,000)	-	-	-	-	-	(914,000)				-		-	(914,000)	
Technology Fund (19)	3,851,000	23,000	(2,984,000)	(120,000)	400,000	(2,681,000)	1,170,000		(5,630,000)	(688,000)	(6,318,000)	2,217,000	(4,101,000)	(2,931,000)	
Support and Administration Fund (23)	96,000	4,000	(24,196,000)	25,021,000	(400,000)	429,000	525,000	1,086,000	(27,499,000)	26,426,000	(1,073,000)		13,000	538,000	
Building Fund (26)	4,291,000	1,644,000	(1,630,000)	1,235,000	-	1,249,000	5,540,000	1,795,000	(3,945,000)	2,288,000	(1,657,000)		138,000	5,678,000	
LA Facility Fund (35)	(4,948,000)	433,000	(2,300,000)	2,300,000	-	433,000	(4,515,000)	394,000	(762,000)	762,000	-		394,000	(4,121,000)	
<b>Consolidated General Fund Total</b>	<b>24,072,000</b>	<b>73,165,000</b>	<b>(82,072,000)</b>	<b>9,463,000</b>	<b>(1,600,000)</b>	<b>(1,044,000)</b>	<b>23,028,000</b>	<b>74,146,000</b>	<b>(93,241,000)</b>	<b>8,001,000</b>	<b>(85,240,000)</b>	<b>2,196,000</b>	<b>(8,898,000)</b>	<b>14,130,000</b>	<b>16.6%</b>
<b>Restricted Fund Group</b>															
Legislative Activities Fund (16)	552,000	166,000	(419,000)	(69,000)	-	(322,000)	230,000	777,000	(644,000)	(122,000)	(766,000)		11,000	241,000	31.5%
Elimination of Bias Fund (17)	470,000	105,000	(503,000)	(105,000)		(503,000)	(33,000)	330,000	(180,000)	(51,000)	(231,000)		99,000	66,000	28.6%
Lawyer Assistance Program Fund (21)	2,988,000	2,145,000	(1,111,000)	(465,000)		569,000	3,557,000	2,127,000	(1,707,000)	(530,000)	(2,237,000)		(110,000)	3,447,000	154.1%
Legal Specialization Fund (24)	6,109,000	570,000	(1,561,000)	(802,000)		(1,793,000)	4,316,000	2,033,000	(3,699,000)	(853,000)	(4,552,000)	(900,000)	(3,419,000)	897,000	19.7%
Client Security Fund (27)	1,439,000	8,055,000	(6,635,000)	(580,000)	1,600,000	2,440,000	3,879,000	7,977,000	(7,456,000)	(585,000)	(8,041,000)		(64,000)	3,815,000	47.4%
Legal Services Trust Fund (28)	8,608,000	13,047,000	(14,356,000)	(750,000)	2,133,000	74,000	8,682,000	13,585,000	(15,909,000)	(784,000)	(16,693,000)		(3,108,000)	5,574,000	33.4%
Equal Access Fund (29)	1,753,000	19,661,000	(19,226,000)	(16,000)		419,000	2,172,000	26,108,000	(26,219,000)	(14,000)	(26,233,000)		(125,000)	2,047,000	NA
Justice Gap Fund (32)	1,659,000	1,133,000	-	(9,000)	(2,133,000)	(1,009,000)	650,000	911,000	-	(7,000)	(7,000)		904,000	1,554,000	NA
IT Special Assessment Fund	1,217,000	8,000	-	-	-	8,000	1,225,000	-	-	-	-	(1,217,000)	(1,217,000)	8,000	NA
Bank Settlement Fund (37)	44,103,000	275,000	(5,510,000)	(31,000)		(5,266,000)	38,837,000	150,000	(10,038,000)	(28,000)	(10,066,000)		(9,916,000)	28,921,000	NA
<b>Restricted Fund Group Total</b>	<b>68,898,000</b>	<b>45,165,000</b>	<b>(49,321,000)</b>	<b>(2,827,000)</b>	<b>1,600,000</b>	<b>(5,383,000)</b>	<b>63,515,000</b>	<b>53,998,000</b>	<b>(65,852,000)</b>	<b>(2,974,000)</b>	<b>(68,826,000)</b>	<b>(2,117,000)</b>	<b>(16,945,000)</b>	<b>46,570,000</b>	
<b>Special Revenue Fund Group</b>															
Grants Fund (12)	452,000	16,000	(53,000)	-	-	(37,000)	415,000	16,000	(34,000)		(34,000)		(18,000)	397,000	NA
Annual Meeting Fund (14)	(81,000)	69,000	(5,000)	-	-	64,000	(17,000)	-	-		-	21,000	21,000	4,000	NA
Admissions Fund (20)	4,158,000	21,669,000	(16,384,000)	(4,901,000)	-	384,000	4,542,000	22,061,000	(16,507,000)	(5,027,000)	(21,534,000)	(100,000)	427,000	4,969,000	23.1%
Sections Funds (70-89)	7,897,000	9,752,000	(7,855,000)	(1,735,000)	-	162,000	8,059,000	-	-		-		-	8,059,000	NA
<b>Special Revenue Fund Group Total</b>	<b>12,426,000</b>	<b>31,506,000</b>	<b>(24,297,000)</b>	<b>(6,636,000)</b>	<b>-</b>	<b>573,000</b>	<b>12,999,000</b>	<b>22,077,000</b>	<b>(16,541,000)</b>	<b>(5,027,000)</b>	<b>(21,568,000)</b>	<b>(79,000)</b>	<b>430,000</b>	<b>13,429,000</b>	
<b>Grand Total:</b>	<b>108,380,000</b>	<b>149,886,000</b>	<b>(156,090,000)</b>	<b>-</b>	<b>-</b>	<b>(6,204,000)</b>	<b>102,176,000</b>	<b>150,271,000</b>	<b>(176,034,000)</b>	<b>-</b>	<b>(176,034,000)</b>	<b>-</b>	<b>(25,763,000)</b>	<b>76,413,000</b>	
<b>SF Tenant Improvement Fund (38)</b>	<b>2,984,000</b>	<b>50,000</b>	<b>(400,000)</b>			<b>(350,000)</b>	<b>2,634,000</b>	<b>50,000</b>	<b>(400,000)</b>		<b>(400,000)</b>		<b>(350,000)</b>	<b>2,284,000</b>	

Notes: \*\* Board Book policy, Article 1, Section 3C specifies that all grant-related Funds are excluded from the Minimum Target Reserve requirement:  
The Excluded Minimum Target Reserve Funds include Grant, Legal Service Trust, Equal Access, Justice Gap, and Bank Settlement Funds.

# **FISCAL 2018 BUDGET**

## **STATE BAR TOTAL Statements of Fund Condition**

	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$111,197,700	\$156,386,800		\$150,172,800
<b><u>Revenues</u></b>				
Mandatory Fees	\$74,364,900	\$74,054,200	\$74,047,100	\$75,617,300
Voluntary Fees & Donations	9,077,000	8,229,600	7,500,000	8,745,000
Exam Fees	13,819,600	14,721,000	14,473,500	14,985,400
Grants	16,552,000	19,297,400	19,208,400	25,616,300
Other Revenues	35,824,700	33,571,200	31,814,700	25,307,500
Bank Settlement	44,778,700	0	0	0
Total Revenues	\$194,416,900	\$149,873,400	\$147,043,700	\$150,271,500
<b><u>Expenses</u></b>				
Personnel Expenses	\$73,282,200	\$77,129,900	\$83,876,400	\$84,558,200
Leases and Rent	6,821,200	7,255,100	7,017,800	7,473,000
Services	10,917,300	12,023,800	14,064,900	10,953,400
Legal Services Grants	30,808,300	37,446,200	37,387,100	50,227,700
Supplies and Equipment	6,814,400	10,002,100	12,665,800	14,840,400
Other Expenses	15,858,400	9,530,300	8,850,400	6,819,600
Debt Service	882,600	2,700,000	2,700,000	1,162,100
Depreciation	3,843,600	0	3,597,400	0
Total Expenses	\$149,228,000	\$156,087,400	\$170,159,800	\$176,034,400
<b><u>Interfund Transactions</u></b>				
Interfund Transfers In	\$3,855,600	\$4,402,900	\$5,133,000	\$3,338,000
Indirect Costs	100	(100)	(100)	100
Interfund Transfers Out	(3,855,500)	(4,402,800)	(5,133,000)	(3,338,000)

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Total Interfund Transactions	\$200	\$0	(\$100)	\$100
Change in Net Position	\$45,189,100	(\$6,214,000)	(\$23,116,200)	(\$25,762,800)
Ending Balance	\$156,386,800	\$150,172,800		\$124,410,000

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

## GENERAL FUND

### Statements of Fund Condition

	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$72,918,200	\$75,119,300		\$74,059,800
<u>Revenues</u>				
Mandatory Fees	\$64,531,300	\$63,966,800	\$63,966,600	\$65,583,000
Grants	0	50,000	0	0
Other Revenues	9,857,300	9,135,900	8,678,200	8,562,900
Total Revenues	\$74,388,600	\$73,152,700	\$72,644,800	\$74,145,900
<u>Expenses</u>				
Personnel Expenses	\$58,921,500	\$63,237,500	\$68,730,700	\$70,968,600
Leases and Rent	4,856,100	5,076,300	5,057,400	5,554,800
Services	4,197,300	4,190,900	3,661,800	4,001,100
Supplies and Equipment	4,290,900	7,009,400	9,319,300	11,792,000
Other Expenses	5,032,500	257,000	106,900	163,100
Debt Service	882,600	2,300,000	2,300,000	762,100
Depreciation	3,843,600	0	3,597,400	0
Total Expenses	\$82,024,500	\$82,071,100	\$92,773,500	\$93,241,700
<u>Interfund Transactions</u>				
Interfund Transfers In	\$2,418,100	\$441,400	\$400,000	\$2,217,000
Indirect Costs	8,473,700	9,463,800	9,463,800	8,001,300
Interfund Transfers Out	(1,054,800)	(2,046,300)	(2,000,000)	(21,000)
Total Interfund Transactions	\$9,837,000	\$7,858,900	\$7,863,800	\$10,197,300
Change in Net Position	\$2,201,100	(\$1,059,500)	(\$12,264,900)	(\$8,898,500)
Ending Balance	\$75,119,300	\$74,059,800		\$65,161,300

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

## Statements of Fund Condition

Grants Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$374,600	\$452,300		\$415,500
<u>Revenues</u>				
Grants	\$90,000	\$16,400	\$16,400	\$16,400
Other Revenues	28,300	0	0	0
Total Revenues	\$118,300	\$16,400	\$16,400	\$16,400
<u>Expenses</u>				
Personnel Expenses	\$2,900	\$2,200	\$0	\$2,200
Services	8,400	14,500	5,000	0
Legal Services Grants	10,000	30,000	6,400	20,000
Supplies and Equipment	0	700	0	700
Other Expenses	19,300	5,800	5,000	10,700
Total Expenses	\$40,600	\$53,200	\$16,400	\$33,600
Change in Net Position	\$77,700	(\$36,800)	\$0	(\$17,200)
Ending Balance	\$452,300	\$415,500		\$398,300

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.



<b>Annual Meeting Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	(\$70,000)	(\$83,200)		(\$18,900)
<b>Revenues</b>				
Other Revenues	\$683,500	\$69,300	\$0	\$0
Total Revenues	\$683,500	\$69,300	\$0	\$0
<b>Expenses</b>				
Personnel Expenses	\$270,600	\$0	\$0	\$0
Services	140,600	5,000	0	0
Supplies and Equipment	51,800	0	0	0
Other Expenses	147,100	0	0	0
Total Expenses	\$610,100	\$5,000	\$0	\$0
<b>Interfund Transactions</b>				
Interfund Transfers In	\$14,400	\$0	\$0	\$21,000
Indirect Costs	(101,000)	0	0	0
Total Interfund Transactions	(\$86,600)	\$0	\$0	\$21,000
Change in Net Position	(\$13,200)	\$64,300	\$0	\$21,000
Ending Balance	(\$83,200)	(\$18,900)		\$2,100

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

<b>Legislative Activities Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$714,300	\$546,300		\$224,000
<u>Revenues</u>				
Voluntary Fees & Donations	\$781,200	\$162,600	\$100,000	\$775,000
Other Revenues	3,900	3,400	1,800	2,400
Total Revenues	\$785,100	\$166,000	\$101,800	\$777,400
<u>Expenses</u>				
Personnel Expenses	\$0	\$200	\$0	\$200
Personnel Expenses	\$327,800	\$184,700	\$189,000	\$470,200
Services	177,800	222,700	162,300	162,300
Supplies and Equipment	6,400	10,700	10,700	10,700
Other Expenses	26,300	700	700	700
Total Expenses	\$538,300	\$419,000	\$362,700	\$644,100
<u>Interfund Transactions</u>				
Indirect Costs	\$5,900	(\$69,300)	(\$69,300)	(\$121,700)
Interfund Transfers Out	(420,700)	0	0	0
Total Interfund Transactions	(\$414,800)	(\$69,300)	(\$69,300)	(\$121,700)
Change in Net Position	(\$168,000)	(\$322,300)	(\$330,200)	\$11,600
Ending Balance	\$546,300	\$224,000		\$235,600

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Elimination of Bias and Bar Relations Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$598,600	\$465,200		(\$38,100)
<u>Revenues</u>				
Voluntary Fees & Donations	\$801,400	\$93,000	\$0	\$320,000
Other Revenues	13,600	12,000	0	10,100
Total Revenues	\$815,000	\$105,000	\$0	\$330,100
<u>Expenses</u>				
Personnel Expenses	\$600	\$500	\$500	\$0
Personnel Expenses	\$641,100	\$428,200	\$376,500	\$170,000
Leases and Rent	1,800	4,300	2,200	0
Services	33,600	12,600	10,800	0
Supplies and Equipment	21,500	14,900	11,000	0
Other Expenses	77,600	42,400	34,200	10,000
Total Expenses	\$776,200	\$502,900	\$435,200	\$180,000
<u>Interfund Transactions</u>				
Interfund Transfers In	\$89,500	\$0	\$0	\$0
Indirect Costs	(261,300)	(105,400)	(105,400)	(50,700)
Interfund Transfers Out	(400)	0	0	0
Total Interfund Transactions	(\$172,200)	(\$105,400)	(\$105,400)	(\$50,700)
Change in Net Position	(\$133,400)	(\$503,300)	(\$540,600)	\$99,400
Ending Balance	\$465,200	(\$38,100)		\$61,300

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

<b>Admissions Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$3,977,400	\$4,126,200		\$4,509,000
<b>Revenues</b>				
Exam Fees	\$13,728,700	\$14,461,200	\$14,333,500	\$14,937,400
Other Revenues	6,732,800	7,207,800	6,970,200	7,123,900
Total Revenues	\$20,461,500	\$21,669,000	\$21,303,700	\$22,061,300
<b>Expenses</b>				
Personnel Expenses	\$632,700	\$564,400	\$493,800	\$544,600
Personnel Expenses	\$6,290,900	\$6,387,000	\$6,970,400	\$7,188,800
Leases and Rent	1,952,600	2,076,900	1,867,600	1,839,900
Services	4,676,300	4,769,300	4,723,500	4,493,700
Supplies and Equipment	1,981,400	2,125,600	2,063,200	2,001,800
Other Expenses	383,100	461,700	435,700	437,900
Total Expenses	\$15,917,000	\$16,384,900	\$16,554,200	\$16,506,700
<b>Interfund Transactions</b>				
Interfund Transfers In	\$0	\$900	\$1,000,000	\$1,000,000
Indirect Costs	(4,394,400)	(4,901,400)	(4,901,400)	(5,027,000)
Interfund Transfers Out	(1,300)	(800)	0	(1,100,000)
Total Interfund Transactions	(\$4,395,700)	(\$4,901,300)	(\$3,901,400)	(\$5,127,000)
Change in Net Position	\$148,800	\$382,800	\$848,100	\$427,600
Ending Balance	\$4,126,200	\$4,509,000		\$4,936,600

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

<b>Lawyer Assistance Program Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$2,233,000	\$2,983,400		\$3,554,600
<b>Revenues</b>				
Mandatory Fees	\$2,046,500	\$2,091,700	\$2,084,800	\$2,107,000
Other Revenues	10,500	53,500	0	20,000
Total Revenues	\$2,057,000	\$2,145,200	\$2,084,800	\$2,127,000
<b>Expenses</b>				
Personnel Expenses	\$300	\$100	\$0	\$100
Personnel Expenses	\$920,200	\$819,400	\$919,000	\$1,260,100
Leases and Rent	1,100	4,100	100	3,300
Services	102,400	187,200	184,600	340,000
Supplies and Equipment	20,000	22,800	22,800	22,800
Other Expenses	80,900	77,100	74,100	81,100
Total Expenses	\$1,124,900	\$1,110,700	\$1,200,600	\$1,707,400
<b>Interfund Transactions</b>				
Interfund Transfers In	\$239,300	\$1,200	\$0	\$0
Indirect Costs	(418,800)	(464,500)	(464,500)	(530,000)
Interfund Transfers Out	(2,200)	0	0	0
Total Interfund Transactions	(\$181,700)	(\$463,300)	(\$464,500)	(\$530,000)
Change in Net Position	\$750,400	\$571,200	\$419,700	(\$110,400)
Ending Balance	\$2,983,400	\$3,554,600		\$3,444,200

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

<b>Legal Specialization Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$5,413,700	\$6,104,100		\$4,309,600
<u>Revenues</u>				
Exam Fees	\$90,900	\$259,800	\$140,000	\$48,000
Other Revenues	2,036,900	309,800	290,300	1,984,500
Total Revenues	\$2,127,800	\$569,600	\$430,300	\$2,032,500
<u>Expenses</u>				
Personnel Expenses	\$6,800	\$30,000	\$30,000	\$15,000
Personnel Expenses	\$728,400	\$734,100	\$801,700	\$871,800
Leases and Rent	0	79,500	79,500	75,000
Services	33,700	399,500	2,885,800	1,700,200
Supplies and Equipment	37,700	130,200	623,700	874,100
Other Expenses	98,900	188,100	187,200	162,800
Total Expenses	\$905,500	\$1,561,400	\$4,607,900	\$3,698,900
<u>Interfund Transactions</u>				
Interfund Transfers In	\$300	\$0	\$0	\$100,000
Indirect Costs	(530,100)	(802,300)	(802,300)	(853,600)
Interfund Transfers Out	(2,100)	(400)	(1,000,000)	(1,000,000)
Total Interfund Transactions	(\$531,900)	(\$802,700)	(\$1,802,300)	(\$1,753,600)
Change in Net Position	\$690,400	(\$1,794,500)	(\$5,979,900)	(\$3,420,000)
Ending Balance	\$6,104,100	\$4,309,600		\$889,600

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

<b>Client Security Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$2,200,400	\$1,426,400		\$3,869,700
<u>Revenues</u>				
Mandatory Fees	\$7,787,100	\$7,995,700	\$7,995,700	\$7,927,300
Other Revenues	44,500	59,500	35,000	49,400
Total Revenues	\$7,831,600	\$8,055,200	\$8,030,700	\$7,976,700
<u>Expenses</u>				
Personnel Expenses	\$11,400	\$42,800	\$0	\$20,100
Personnel Expenses	\$1,213,800	\$1,223,000	\$1,365,100	\$1,471,600
Services	12,100	16,500	16,500	11,500
Supplies and Equipment	29,600	29,400	29,400	29,400
Other Expenses	7,124,000	5,323,800	5,323,600	5,923,700
Total Expenses	\$8,390,900	\$6,635,500	\$6,734,600	\$7,456,300
<u>Interfund Transactions</u>				
Interfund Transfers In	\$424,400	\$1,604,900	\$1,600,000	\$0
Indirect Costs	(637,900)	(580,200)	(580,200)	(585,400)
Interfund Transfers Out	(1,200)	(1,100)	0	0
Total Interfund Transactions	(\$214,700)	\$1,023,600	\$1,019,800	(\$585,400)
Change in Net Position	(\$774,000)	\$2,443,300	\$2,315,900	(\$65,000)
Ending Balance	\$1,426,400	\$3,869,700		\$3,804,700

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

<b>Legal Services Trust Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$12,359,700	\$8,601,400		\$8,675,100
<b>Revenues</b>				
Voluntary Fees & Donations	\$6,332,900	\$6,856,400	\$6,500,000	\$6,750,000
Grants	0	30,000	0	0
Other Revenues	6,568,200	6,160,200	6,125,000	6,835,000
Total Revenues	\$12,901,100	\$13,046,600	\$12,625,000	\$13,585,000
<b>Expenses</b>				
Personnel Expenses	\$15,100	\$0	\$0	\$5,000
Personnel Expenses	\$1,038,100	\$1,242,000	\$1,397,200	\$1,511,300
Services	27,600	22,900	21,100	34,600
Legal Services Grants	15,220,900	12,987,700	12,952,200	14,240,400
Supplies and Equipment	42,500	80,600	80,400	92,600
Other Expenses	(309,000)	22,900	22,900	24,700
Total Expenses	\$16,035,200	\$14,356,100	\$14,473,800	\$15,908,600
<b>Interfund Transactions</b>				
Interfund Transfers In	\$0	\$2,133,000	\$2,133,000	\$0
Indirect Costs	(624,200)	(749,700)	(749,700)	(783,700)
Interfund Transfers Out	0	(100)	0	0
Total Interfund Transactions	(\$624,200)	\$1,383,200	\$1,383,300	(\$783,700)
Change in Net Position	(\$3,758,300)	\$73,700	(\$465,500)	(\$3,107,300)
Ending Balance	\$8,601,400	\$8,675,100		\$5,567,800

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.



Equal Access Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$160,900	\$1,753,300		\$2,172,700
<u>Revenues</u>				
Grants	\$16,442,000	\$19,192,000	\$19,192,000	\$25,599,900
Other Revenues	459,900	469,500	461,000	508,200
Total Revenues	\$16,901,900	\$19,661,500	\$19,653,000	\$26,108,100
<u>Expenses</u>				
Services	\$198,900	\$210,000	\$210,000	\$210,000
Legal Services Grants	14,837,400	19,014,500	19,014,500	26,009,400
Supplies and Equipment	200	1,500	1,500	0
Other Expenses	258,600	0	0	0
Total Expenses	\$15,295,100	\$19,226,000	\$19,226,000	\$26,219,400
<u>Interfund Transactions</u>				
Indirect Costs	(\$14,400)	(\$16,100)	(\$16,100)	(\$14,300)
Total Interfund Transactions	(\$14,400)	(\$16,100)	(\$16,100)	(\$14,300)
Change in Net Position	\$1,592,400	\$419,400	\$410,900	(\$125,600)
Ending Balance	\$1,753,300	\$2,172,700		\$2,047,100

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

<b>Info Tech Special Access Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$1,211,200	\$1,216,800		\$1,224,600
<u>Revenues</u>				
Other Revenues	\$5,600	\$7,800	\$0	\$0
Total Revenues	\$5,600	\$7,800	\$0	\$0
<u>Interfund Transactions</u>				
Interfund Transfers Out	\$0	\$0	\$0	(\$1,217,000)
Total Interfund Transactions	\$0	\$0	\$0	(\$1,217,000)
Change in Net Position	\$5,600	\$7,800	\$0	(\$1,217,000)
Ending Balance	\$1,216,800	\$1,224,600		\$7,600

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

<b>Justice Gap Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$512,500	\$1,659,500		\$650,000
<u>Revenues</u>				
Voluntary Fees & Donations	\$1,161,500	\$1,117,600	\$900,000	\$900,000
Other Revenues	3,800	15,100	1,500	11,100
Total Revenues	\$1,165,300	\$1,132,700	\$901,500	\$911,100
<u>Interfund Transactions</u>				
Indirect Costs	(\$18,300)	(\$9,200)	(\$9,200)	(\$7,200)
Interfund Transfers Out	0	(2,133,000)	(2,133,000)	0
Total Interfund Transactions	(\$18,300)	(\$2,142,200)	(\$2,142,200)	(\$7,200)
Change in Net Position	\$1,147,000	(\$1,009,500)	(\$1,240,700)	\$903,900
Ending Balance	\$1,659,500	\$650,000		\$1,553,900

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

<b>Bank Settlement Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$0	\$44,102,700		\$38,836,800
<b>Revenues</b>				
Grants	\$0	\$9,000	\$0	\$0
Other Revenues	155,300	265,900	200,000	150,000
Bank Settlement	44,778,700	0	0	0
Total Revenues	\$44,934,000	\$274,900	\$200,000	\$150,000
<b>Expenses</b>				
Personnel Expenses	\$79,900	\$69,300	\$71,300	\$58,600
Legal Services Grants	740,000	5,414,000	5,414,000	9,957,900
Supplies and Equipment	0	14,300	14,300	16,300
Other Expenses	5,200	12,000	4,800	4,900
Total Expenses	\$825,100	\$5,509,600	\$5,504,400	\$10,037,700
<b>Interfund Transactions</b>				
Indirect Costs	(\$6,200)	(\$31,200)	(\$31,200)	(\$27,600)
Total Interfund Transactions	(\$6,200)	(\$31,200)	(\$31,200)	(\$27,600)
Change in Net Position	\$44,102,700	(\$5,265,900)	(\$5,335,600)	(\$9,915,300)
Ending Balance	\$44,102,700	\$38,836,800		\$28,921,500

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Sections Funds	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$8,593,200	\$7,889,000		\$8,054,300
<u>Revenues</u>				
Grants	\$20,000	\$0	\$0	\$0
Other Revenues	9,196,500	9,751,500	9,001,700	0
Total Revenues	\$9,216,500	\$9,751,500	\$9,001,700	\$0
<u>Expenses</u>				
Personnel Expenses	\$32,300	\$216,400	\$88,700	\$0
Personnel Expenses	\$2,147,800	\$1,948,100	\$2,442,500	\$0
Leases and Rent	9,600	14,000	11,000	0
Services	1,308,600	1,972,700	1,543,500	0
Supplies and Equipment	332,400	562,000	489,500	0
Other Expenses	2,913,900	3,138,800	2,655,300	0
Total Expenses	\$6,744,600	\$7,852,000	\$7,230,500	\$0
<u>Interfund Transactions</u>				
Interfund Transfers In	\$669,600	\$221,500	\$0	\$0
Indirect Costs	(1,472,900)	(1,734,600)	(1,734,600)	0
Interfund Transfers Out	(2,372,800)	(221,100)	0	0
Total Interfund Transactions	(\$3,176,100)	(\$1,734,200)	(\$1,734,600)	\$0
Change in Net Position	(\$704,200)	\$165,300	\$36,600	\$0
Ending Balance	\$7,889,000	\$8,054,300		\$8,054,300

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

<b>SF Tenant Improvement Fund</b>	<b>2016 Actual</b>	<b>2017 Projection</b>	<b>2017 Budget *</b>	<b>2018 Budget</b>
Beginning Balance	\$0	\$24,100		(\$325,900)
<b>Revenues</b>				
Other Revenues	\$24,100	\$50,000	\$50,000	\$50,000
Total Revenues	\$24,100	\$50,000	\$50,000	\$50,000
<b>Expenses</b>				
Services	\$0	\$0	\$640,000	\$0
Debt Service	0	400,000	400,000	400,000
Total Expenses	\$0	\$400,000	\$1,040,000	\$400,000
Change in Net Position	\$24,100	(\$350,000)	(\$990,000)	(\$350,000)
Ending Balance	\$24,100	(\$325,900)		(\$675,900)

\* 2017 Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

State Bar of California 2018 Final Budget  
Indirect Cost Allocation Summary (with 1.7 Million Sections Overhead Credit)

Fund	(Adopted) 2017 Budget	(Amendment) 2017 Budget	Total 2017 Amended	2017 Actual Indirect Costs	2017 Actual Indirect Costs	Final		2017 vs 2018	2017 vs 2018
	Indirect Costs	Indirect Costs	Budget Indirect	by \$	by %	2018 Budget Indirect Costs	2018 Budget Indirect Costs by	Budget Changes	Budget Changes
			(A)	(B)		(C)	%	(C) - (A)	by %
General Fund	22,340,098	921,707	23,261,805	23,261,805	71.1%	24,356,048	74.3%	1,094,243	3.2%
Admissions	4,693,852	207,525	4,901,377	4,901,377	15.0%	5,287,176	16.1%	385,799	1.2%
Sections	1,655,383	79,240	1,734,623	1,734,623	5.3%	-	0.0%	(1,734,623)	-5.3%
Legislative Activities	66,320	2,982	69,302	69,302	0.2%	128,819	0.4%	59,517	0.2%
EOB/Bar Relations	100,125	5,287	105,412	105,412	0.3%	53,726	0.2%	(51,686)	-0.2%
Lawyers Assistance Program	448,177	16,280	464,457	464,457	1.4%	555,463	1.7%	91,006	0.3%
Legal Specialization	763,614	38,715	802,329	802,329	2.5%	903,809	2.8%	101,480	0.3%
Client Security	563,793	16,390	580,183	580,183	1.8%	612,561	1.9%	32,378	0.1%
Legal Service Trust Fund	718,185	31,488	749,673	749,673	2.3%	829,674	2.5%	80,001	0.2%
Equal Access Fund	15,243	903	16,146	16,146	0.0%	15,153	0.0%	(993)	0.0%
Justice GAP	9,226	-	9,226	9,226	0.0%	7,631	0.0%	(1,595)	0.0%
Bank Settlement Fund	29,682	1,524	31,206	31,206	0.1%	29,256	0.1%	(1,950)	0.0%
Indirect Cost Pool:	31,403,698	1,322,041	32,725,739	32,725,739	100.0%	32,779,316	100.0%	53,577	0.0%
<b>Indirect Cost Pool:</b>									
General Counsel	4,405,850	(30,942)	4,374,908	4,374,908	13.4%	4,182,393	12.8%	(192,515)	-0.6%
Finance	2,516,047	150,000	2,666,047	2,666,047	8.1%	2,590,130	7.9%	(75,917)	-0.2%
Member Billing	1,383,824	-	1,383,824	1,383,824	4.2%	739,293	2.3%	(644,531)	-2.0%
HR	1,779,382	-	1,779,382	1,779,382	5.4%	1,784,711	5.4%	5,329	0.0%
General Services LA	4,649,033	140,000	4,789,033	4,789,033	14.6%	3,975,129	12.1%	(813,904)	-2.5%
General Services SF	5,298,196	29,583	5,327,779	5,327,779	16.3%	5,675,627	17.3%	347,848	1.0%
Building - Capital improvement	986,000	249,400	1,235,400	1,235,400	3.8%	2,287,845	7.0%	1,052,445	3.2%
IT	6,448,838	-	6,448,838	6,448,838	19.7%	7,967,773	24.3%	1,518,935	4.6%
Oracle ERP System Upgrade	-	700,000	700,000	700,000	2.1%	-	0.0%	(700,000)	-2.1%
Executive Direct/BOT/Election, etc	3,384,932	84,000	3,468,932	3,468,932	10.6%	3,303,015	10.1%	(165,917)	-0.5%
Non Departmental	551,596	-	551,596	551,596	1.7%	273,400	0.8%	(278,196)	-0.9%
	31,403,698	1,322,041	32,725,739	32,725,739	100.0%	32,779,316	100.0%	53,577	0.0%

Fund	2018 Budget Indirect Costs	2018 Budget Indirect Costs	Apply Sections Credit (SF)	GF picks up Sections Credit (SF)	Net Sections Credit Allocation	Indirect Cost After Sections Credit
	by \$ (SF) + (LA)	by % (SF)				
Consolidated General Fund	24,356,048	73.60%	(1,276,906)	1,735,000	458,094	24,814,142
Admissions	5,287,176	16.27%	(282,251)		(282,251)	5,004,925
Sections	-	0.00%	-		-	-
Legislative Activities	128,819	0.45%	(7,759)		(7,759)	121,060
EOB/Bar Relations	53,726	0.19%	(3,236)		(3,236)	50,490
Lawyers Assistance Program	555,463	1.59%	(27,645)		(27,645)	527,818
Legal Specialization	903,809	3.14%	(54,440)		(54,440)	849,369
Client Security	612,561	1.71%	(29,653)		(29,653)	582,908
Legal Service Trust Fund	829,674	2.88%	(49,975)		(49,975)	779,699
Equal Access Fund	15,153	0.05%	(913)		(913)	14,240
Justice GAP	7,631	0.03%	(460)		(460)	7,171
Bank Settlement Fund	29,256	0.10%	(1,762)		(1,762)	27,494
Indirect Cost Pool:	32,779,316	100.0%	(1,735,000)	1,735,000	0	32,779,316