



# The State Bar *of California*

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## **OPEN SESSION AGENDA ITEM 701 JANUARY 2019**

**DATE:** January 25, 2019

**TO:** Members, Board of Trustees

**FROM:** John Adams, Chief Financial Officer

**SUBJECT:** Approval of Final 2019 Budget

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### **EXECUTIVE SUMMARY**

This agenda item requests the Board of Trustees to adopt the 2019 Final Budget. This budget will be filed with the State Legislature to meet the February 28 statutorily required submission deadline.

The 2019 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 background, narratives, accomplishments, objectives, workload metrics, and the new proposed performance metrics. The Final Budget includes projections for the Fiscal Year 2020 Budget as required and incorporates the results of further analysis of certain budget issues since the time of Preliminary Budget submission, including reductions in expenses for both the Admissions and Legal Specialization Funds. The changes made to the budget since the Preliminary Budget was presented to the Board of Trustees at its November 16, 2018, meeting, are described herein.

The 2019 Final Budget has total revenues of \$167.9 million with expenses of \$194.4 million. The budget relies on significant deficit spending, most notably in the General Fund. General Fund expenses will exceed revenues by approximately \$15.8 million, bringing operating reserves to \$6.1 million or 6.6%, well below the Board's Reserve Policy of 60 days operations, or 17 percent. The \$15.8 million deficit does include a one-time investment of \$3.7 million for preparing the 3rd floor of 180 Howard Street for leasing. As presented to the Board during the preliminary budget presentation, the newly signed 1st floor tenant has provided the State Bar a letter of intent for the 3rd floor.

Unfortunately, even without the investment of \$3.7 million for the 3rd floor, the preliminary 2019 General Fund budgeted expenses exceed revenues creating a structural imbalance of \$12.1 million. After twenty years without a licensing fee increase, this continues the unavoidable trend of deficit spending and threatens the State Bar's ability to fulfill its public protection mission.

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## **BACKGROUND**

On November 16, 2018, the Board of Trustees adopted the 2019 State Bar Preliminary Budget and authorized staff to make technical adjustments and corrections prior to submitting it to the Legislature. In finalizing the document, no significant adjustments were made and the 2019 Preliminary Budget was filed with the Legislature on November 21, 2018.

The Board is now asked to adopt the 2019 State Bar Final Budget. The Final Budget is required to be filed with the Legislature by February 28, 2019. In addition to satisfying the statutory requirement, adoption of the Final Budget will serve to finalize the Bar's 2019 spending authority.

## **DISCUSSION**

### **I. 2018 Budget Performance**

Bar-Wide: 2018 year-to-date actual revenues and expenses projected through the end of the year indicate that the Bar will close 2018 with a \$22.5 million overall annual projected deficit (projected expenses exceed projected revenues). Compared to the \$25.8 million budgeted deficit, this reflects a \$3.3 million improvement compared to the budget.

Projected 2018 total revenues are \$156.9 million, exceeding the adopted budget of \$153.6 million by \$3.2 million or 2.1 percent. Projected 2018 total expenses are \$179.8 million, which reflects a \$0.4 million or 0.2 percent increase compared to the budget of \$179.4 million. The largest increase in projected expenses for 2018 is claims paid from the Client Security Fund; this is the result of the revised reserve policy approved by the Board in May 2018. Personnel expenses are projected to be \$6.3 million under budget.

General Fund: 2018 year-to-date actual revenues and expenses projected through the end of the year indicate that the General Fund will close 2018 with a \$4.2 million annual projected deficit (projected expenses exceed projected revenues). Compared to the \$8.9 million budgeted deficit, this reflects a \$4.7 million improvement compared to the budget.

**Table 1: 2018 General Fund Budget and Projection**

	2018 Budget	2018 Projection	\$ Change	% Change
<b>Revenues</b>				
Mandatory Licensee Fees	65,583,000	65,604,700	21,700	0.03%
Other Revenues	10,780,000	13,501,600	2,721,600	25.25%
<b>Total Revenues:</b>	<b>76,363,000</b>	<b>79,106,300</b>	<b>2,743,300</b>	<b>3.59%</b>
<b>Expenses</b>				
Personnel	70,968,200	66,250,900	(4,717,300)	-6.65%
Building Operations	5,554,800	5,766,700	211,900	3.81%
Services	4,000,900	5,126,900	1,126,000	28.14%
Supplies & Equipment	11,792,000	12,664,600	872,600	7.40%
Other Expenses	184,400	858,900	674,500	365.78%
Debt Service	762,100	793,200	31,100	4.08%
Indirect Costs/Chargebacks	(8,001,300)	(8,112,400)	(111,100)	-1.39%
<b>Total Expenses:</b>	<b>85,261,100</b>	<b>83,348,800</b>	<b>(1,912,300)</b>	<b>-2.24%</b>
<b>Net Change:</b>	<b>\$ (8,898,100)</b>	<b>\$ (4,242,500)</b>	<b>\$ 4,655,600</b>	

Projected 2018 total revenues are \$79.1 million (including transfers in), exceeding the adopted budget of \$76.4 million by \$2.7 million. The \$2.7 million variance is caused by an increase in investment income of \$0.8 million and late fees & penalties of \$1.2 million. Projected 2018 total expenses are \$83.3 million, which reflects a \$1.9 million decrease compared to the budget of \$85.3 million. Both personnel costs and the late start on implementation for the New Enterprise Resource Planning System (ERP) for Human Resources & Finance contributed to the budget savings.

## **II. 2019 Final Proposed Budget**

The final budget continues to allocate resources to meet the State Bar's mission and to accomplish major goals and objectives as set forth by the Board of Trustees in the 2017-2022 Strategic Plan.

Changes from the 2019 Preliminary Budget: The Board adopted the 2019 Preliminary Budget on November 16, 2018 with Bar-wide revenues of \$168.0 million, expenses of \$194.5 million and an annual deficit of \$26.5 million. The revisions to this Final Budget resulted in the Bar-wide annual deficit decreasing by \$0.1 million. There were only three significant revisions to the budget since the Preliminary Budget as outlined below:

No.	Description	2019 Preliminary	2019 Final	Net Change
1	General Fund - Oracle ERP (unspent in 2018)	1,100,000	1,600,000	500,000
2	Admissions Fund Expenses (reduce deficit)	22,302,900	21,879,639	(423,261)
3	Legal Specialization Fund Expenses (reduce deficit)	2,502,500	2,449,230	(53,270)

**2019 Bar-Wide Budget:** The proposed 2019 Final Budget includes budgeted revenues of \$168.0 million, expenses of \$194.4 million, and a use of reserves of \$26.4 million.

Budgeted revenues of \$167.9 million represent an increase of \$14.3 million or 9.3% compared to \$153.6 million in budgeted revenues in 2018. The following are the major changes: 1) mandatory fees show an increase of 1.3%, similar to prior years, 2) Voluntary Fees show a decrease of \$0.3 million attributed to a decline in donations for the Legal Services Trust Fund, 3) exam fees in Admissions are projected to be \$1.0 million less than the 2018 budget because of a decline in test takers, and 4) Other Revenues are increasing significantly, mainly from an increase of interest earnings from IOLTA accounts.

**Table 2: Bar-Wide Comparison of 2018 & 2019 Budgeted Revenues**

	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>Budget Change</b>	<b>Percent Change</b>
Mandatory Fees	\$75,617,300	\$76,567,300	\$950,000	1.3%
Voluntary Fees & Donations	8,745,000	8,428,200	-316,800	-3.6%
Exam Fees	14,985,400	13,935,300	-1,050,100	-7.0%
Grants	25,616,300	25,857,400	241,100	0.9%
Other Revenues	28,645,600	43,114,900	14,469,300	50.5%
<b>Total Revenues</b>	<b>\$153,609,600</b>	<b>\$167,903,100</b>	<b>\$14,293,500</b>	<b>9.3%</b>

Budgeted expenses of \$194.3 million represent a net increase of \$14.9 million or 8.3 percent compared to \$179.4 million budgeted in 2018. The \$14.9 million net budget increase includes the following: 1) personnel expenses to increase 1.8% or \$1.5 million; 2) increased grant distributions of \$12.4 million; 3) Supplies & Equipment decreasing \$2.1 million because of the implementation of CMS & AIMS in 2018; 4) Services to increase \$0.6 million or 5.6% based on the following: a) \$1.3 million for technology security, infrastructure, and projects; b) a reduction of \$1.2 million in Legal Specialization reflecting completion of exam drafting services in 2018; and c) \$0.6 million for lease commissions (including 3rd floor at \$150,000); and 5) Capital Investments to increase \$4.5 million from prior year, mainly for \$3.7 million in improvements necessary to lease the 3rd floor at 180 Howard Street.

**Table 3: Bar-Wide Comparison of 2018 & 2019 Budgeted Expenses**

	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>Budget Change</b>	<b>Percent Change</b>
Personnel Expenses	\$84,557,700	\$86,084,500	\$1,526,800	1.8%
Leases and Rent	7,473,100	7,986,600	513,500	6.9%
Services	10,953,200	11,571,900	618,700	5.6%
Legal Services Grants	50,227,600	62,670,700	12,443,100	24.8%
Supplies and Equipment	10,896,000	8,772,100	-2,123,900	-19.5%
Other Expenses	10,157,900	7,670,200	-2,487,700	-24.5%
Debt Service	1,162,100	1,035,100	-127,000	-10.9%
Capital Investments	3,944,600	8,468,000	4,523,400	114.7%
<b>Total Expenses</b>	<b>\$179,372,200</b>	<b>\$194,259,100</b>	<b>\$14,886,900</b>	<b>8.3%</b>

2019 General Fund Budget. The Final 2019 General Fund budget has revenues of \$76.5 million with total expenses and chargebacks of \$92.3 million, which results in a \$15.8 million reduction in reserves.

Overall, revenues are flat with only a 1.4% increase anticipated for mandatory fees and an overall decline in other revenues, mainly from the reduction of \$2.2 million in transfers in. There were increases in other revenues, specifically: interest earnings of \$0.5 million, rental income of \$0.8 million, and insurance income of \$0.4 million. Expenses and indirect costs for 2019 total \$92.3 million, an increase of \$7.1 million or 8.3% over 2018 budget. The increase in expenses is mainly from the following items: 1) Personnel costs are projected to increase 2.6% or \$1.8 million, 2) Services had a \$2.0 million increase, mainly resulting from several items, including: \$0.5 million for the legislatively required state audit, \$0.4 million for Strategic Initiatives, \$0.6 million for lease commissions, and \$0.6 million for IT security and infrastructure, and 3) Capital expenses have a \$4.5 million increase from 2018, mainly the result of \$3.7 million budgeted for the 3rd floor lease space.

**Table 4: Comparison of General Fund 2018 & 2019 Budgeted Expenses**

	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Revenues</b>				
Mandatory Licensee Fees	65,583,000	66,533,000	950,000	1.4%
Other Revenues	10,780,000	9,982,300	(797,700)	-7.4%
<b>Total Revenues:</b>	<b>76,363,000</b>	<b>76,515,300</b>	<b>152,300</b>	<b>0.2%</b>
<b>Expenses</b>				
Personnel	70,968,200	72,807,600	1,839,400	2.6%
Building Operations	5,554,800	5,873,800	319,000	5.7%
Services	4,000,900	6,038,400	2,037,500	50.9%
Supplies & Equipment	7,847,440	6,300,100	(1,547,340)	-19.7%
Other Expenses	184,400	482,400	298,000	161.6%
Debt Service	762,100	695,100	(67,000)	-8.8%
Capital Investments	3,944,560	8,468,000	4,523,440	114.7%
Indirect Costs/Chargebacks	(8,001,300)	(8,324,000)	(322,700)	4.0%
<b>Total Expenses:</b>	<b>85,261,100</b>	<b>92,341,400</b>	<b>7,080,300</b>	<b>8.3%</b>
<b>Net Change:</b>	<b>\$ (8,898,100)</b>	<b>\$ (15,826,100)</b>	<b>\$ (6,928,000)</b>	

As mentioned, the 2019 preliminary General Fund budget has expenses exceeding revenues by approximately \$15.8 million. General Fund reserves are projected to be \$6.1 million at the end of 2019. This would bring General Fund reserves down to 6.6%, well below the Board policy of 17.0%.

2019 Budget for Other Funds (non-General Fund). For the 2019 Restricted and Special Revenue Funds (Other Funds), budgeted revenues total \$91.5 million with expenses of \$102.0 million, resulting in the use of \$10.5 million in reserves. Approximately \$9.6 million of this deficit is planned to be funded from the Bank Settlement Fund. In addition, Client Security and Legal Services Trust Funds each use reserves of \$0.5 million and \$0.4 million respectively. For the Admissions and Legal Specialization Funds, both currently have operating deficits for 2019. The Admissions Fund is projecting \$1.0 million less revenue for 2019. Even with reductions in

expenses of \$0.8 million from 2018, the deficit for Admissions is budgeted at \$0.9 million, drawing down reserves to \$3.8 million or 17.1%, just above the Board Reserve Policy. The Legal Specialization Fund has a deficit of \$0.4 million, but is projected to end 2019 with \$1.1 million or 45.3% in reserves. The table below shows comparison information of revenues and expenses for 2018 and 2019, with projected operating results for 2019.

**Table 5: Other Funds 2018 and 2019**

	Revenues			Expenses			2019
	2018 Budget	2019 Budget	Change	2018 Budget	2019 Budget	Change	Budget Surplus / (Deficit)
Admissions	23,061,300	20,941,827	(2,119,473)	22,634,000	21,879,639	(754,361)	(937,812)
Annual Meeting	21,000	-	(21,000)	-	-	-	-
Bank Settlement	150,000	50,000	(100,000)	10,065,200	9,602,890	(462,310)	(9,552,890)
Client Security	7,976,700	7,976,700	-	8,041,600	8,507,079	465,479	(530,379)
Elimination of Bias	330,100	320,058	(10,042)	230,800	312,505	81,705	7,553
Equal Access	26,108,100	26,089,863	(18,237)	26,233,700	25,841,747	(391,953)	248,116
Grants	16,400	257,500	241,100	33,700	364,362	330,662	(106,862)
IT Special Access	-	-	-	1,217,000	-	(1,217,000)	-
Justice Gap	911,100	1,249,157	338,057	7,200	6,965	(235)	1,242,192
Lawyer Assist. Prog.	2,127,000	2,127,000	-	2,237,300	2,016,838	(220,462)	110,162
Legal Services Trust	13,585,000	29,574,050	15,989,050	16,692,200	29,962,959	13,270,759	(388,909)
Legal Specialization	2,132,500	2,074,244	(58,256)	5,552,700	2,449,230	(3,103,470)	(374,986)
Legislative Activities	777,400	777,400	-	765,700	733,799	(31,901)	43,601
SF Tenant Imprvmnt	50,000	50,000	-	400,000	340,000	-	(290,000)
<b>Totals</b>	<b>77,246,600</b>	<b>91,487,799</b>	<b>14,241,199</b>	<b>94,111,100</b>	<b>102,018,014</b>	<b>7,966,914</b>	<b>(10,530,215)</b>

### 2019 Key Budget Components.

*Strategic Plan Implementation* – The 2019 budget continues to support the State Bar’s 2017-2022 Strategic Plan, funding has been included to support various strategic initiatives, including:

<i>Strategic Goal</i>	<i>2019</i>
• Study of Online Legal Services Delivery Models (G4-D)	\$ 100,000
• California Justice Gap Study (G4-E)	150,000
• Continuing Legal Education Management System (G2-E)	160,000
• Grant Writing (G2-UPL)	60,000
• Unlawful Practice of Law & Vulnerable Pop. Outreach (G5-A)	50,000
	<u>\$520,000</u>

*Lawyer Assistance Program (LAP)* – An objective in the 2017-22 Strategic Plan required analysis of excess funds in LAP. Objective f: “As part of the annual budget development process, determine, consistent with Business and Professions Code section 6140.9, whether there are excess funds in the LAP Fund which can be transferred to support the CSF.” For 2019, staff recommends no transfer at this time given the Board’s action in September 2018, which approved separating the voluntary portion of LAP from the Bar. The transfer may necessitate use of reserve funds to support the transition, but staff will re-evaluate for the 2020 budget.

*Building Improvements* – The Bar has a multi-year capital improvement program in place to ensure its buildings operate in a safe and efficient manner and comply with current building codes. For 2019, the current budget proposes \$8.5 million in various building improvements. Of the total 2019 capital budget, \$4.7 million is primarily comprised of: 1) heating, ventilation and air conditioning systems (\$2.65 million); and 2) fire and life safety systems (\$1.14 million). In addition, there is \$3.74 million included in the General Fund budget for the warm shell and tenant improvements for the 3<sup>rd</sup> floor lease at 180 Howard Street.

<i>Building Improvements</i>	<i>2019</i>
• HVAC	\$ 2,650,00
• Generator	490,000
• Fire/Life Safety	1,141,000
• Ground Floor Infrastructure	200,000
• Structural	250,000
• 3 <sup>rd</sup> Floor Improvements	<u>3,737,000</u>
	\$8,468,000

*Information Technology Projects* – Technology initiatives continue for 2019, including the implementation of the Oracle ERP software (Fusion) upgrade at \$1.6 million, and post go-live support for the Odyssey Case Management System (CMS) at \$0.9 million and the Admissions Information Management System (AIMS) at \$0.3 million. These major initiatives, along with many other technology projects continue to be a major focus for staff in order to leverage technology to increase efficiencies.

*Indirect Costs and Cost Allocation Plan* – Total indirect costs in 2019 are \$35.6 million as compared to \$32.8 million in 2018. Of the indirect costs, \$27.3 million or 76.6% is allocated to the General Fund and \$8.3 million or 23.4% to Other Funds. The \$8.3 million is a 4.0% over the 2018 budget of \$8.0 million. These costs are allocated to various funds and programs as detailed in the 2019 Final Budget document.

### **III. 2019 Final Proposed: General Fund Capital Plan Alternative**

Since the November Board meeting, staff has completed thorough analyses to evaluate alternatives to the capital budget presented in the 2019 Proposed Budget which would delay several projects and reduce expenses in 2019. Listed below are the currently proposed building investments in the 2019 Final Budget and an alternative which is the *least* amount of capital investment recommended by staff. The alternative would eliminate the 3rd Floor improvements and delay \$1.7 million in additional capital expenses, reducing the overall General Fund budget by \$5.4 million from a \$15.8 million deficit to a \$10.4 million deficit. The \$10.4 million deficit is \$1.5 million higher than the 2018 budget deficit of \$8.9 million.

**Table 6: 2019 Alternative Capital Plan Scenarios**

SF Building Investments		2019 Proposed	2019 Alternative	Change
1	HVAC	2,650,000	1,950,000	(700,000)
2	Generator	490,000	190,000	(300,000)
3	Fire/Life Safety	1,141,000	930,000	(211,000)
4	Ground/4th Floor Infrastructure	200,000	-	(200,000)
5	Structural	250,000	-	(250,000)
6	3rd Floor	3,737,000	-	(3,737,000)
		<u>8,468,000</u>	<u>3,070,000</u>	<u>(5,398,000)</u>

**IV. 2020 General Fund Projected Budget**

The State Bar is required to submit a 2 year budget; as a result, the Board is also asked to approve a 2020 Projected Budget for submission to the Legislature on February 28, 2019.

2020-2024 General Fund Forecast. Long term financial planning is critical to the success of any organization and is considered a best practice. Over the past year, staff has been working on a Five Year Forecast (Forecast) for the General Fund, which it completed in early October. The Forecast reflects a comprehensive assessment of the State Bar's funding needs from 2020 to 2024. The forecast started with the 2018 Adopted Budget as its baseline; the baseline was adjusted to reflect historical trends, non-reoccurring items both past and present, key strategic plan initiatives, incorporation of the five year capital plan, and certain growth assumptions. A summary of the Forecast is outlined below.

**Table 7: Five Year General Fund Forecast (2020-2024)**

	2020 Projection	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<b>Revenues</b>					
Mandatory Licensee Fees	67,442,000	68,375,000	69,320,000	70,280,000	71,255,000
Other Revenues	12,349,776	12,617,066	12,890,507	13,184,097	13,513,837
<b>Total Revenues:</b>	<b>79,791,776</b>	<b>80,992,066</b>	<b>82,210,507</b>	<b>83,464,097</b>	<b>84,768,837</b>
<b>Expenditures</b>					
Personnel	89,081,000	94,042,000	98,083,000	101,204,000	103,758,000
Building Operations	5,762,000	5,937,000	6,116,000	6,300,000	6,490,000
Services	4,892,000	5,026,000	4,940,000	5,087,000	5,407,000
Supplies & Equipment (inc. CIP)	18,452,000	14,922,000	10,355,000	10,286,000	25,055,000
Other Expenses	1,798,000	2,577,000	2,616,000	2,656,000	2,696,000
Indirect Costs/Chargebacks	(8,262,000)	(8,510,000)	(8,766,000)	(9,030,000)	(9,301,000)
<b>Total Expenses:</b>	<b>111,723,000</b>	<b>113,994,000</b>	<b>113,344,000</b>	<b>116,503,000</b>	<b>134,105,000</b>
<b>Projected excess of revenues</b>					
<b>over (under) expenses:</b>	<u><b>\$(31,931,224)</b></u>	<u><b>\$(33,001,934)</b></u>	<u><b>\$(31,133,493)</b></u>	<u><b>\$(33,038,903)</b></u>	<u><b>\$(49,336,163)</b></u>



The Forecast includes the following key assumptions:

1. Mandatory Fee revenue to grow by 1.4% annually.
2. Rental Income to increase by \$1.5 million in 2020, which includes ~ \$0.9 million from leasing of floor three at 180 Howard St.
3. Personnel expenses include:
  - a. An additional 58 positions in OCTC beginning in 2020 based on the 2018 Workload Study and designed to ensure that the State Bar is able to meet statutory case processing timelines, estimated at \$7.8 million.
  - b. Per a negotiated labor agreement, SEIU salary adjustment of 3.5% in 2020, retroactive to 2019, estimated at \$2.7 million.
  - c. Providing parity for retiree health benefits for all employees (currently non-executive staff receive only \$133 per month in retiree health benefits, at most, while executive staff get between 80% and 100% of post-retiree health care costs covered after 15 years of service), increasing costs by \$3.2 million.
  - d. No other staffing increases.
4. Traditional On-Going Expenses (Utilities, Maintenance, etc.) to grow at a 3.0%.
5. New technology investments designed to increase transparency, public access, and customer service of \$16.0 million over five years, including \$5.2 million in computer hardware & equipment and \$2.5 million on a new License Information Management System (LIMS).
6. Implementation of the Five Year Capital Plan addressing structurally under-funded and longstanding capital maintenance needs, with an investment of \$26.7 million.

The Five Year Forecast is based on the needs of the State Bar and reflects an overall deficit of \$31.9 million in 2020 and increasing each year. The State Bar funding need based on the Forecast is:

- 1. \$100 increase to the annual license fee**
- 2. \$250 one-time special assessment for capital and technology investments**

Projected 2020 General Fund Budget: As opposed to the Forecast, the 2020 Projected Budget does not reflect State Bar need. Instead, staff recommends submission of a “bare bones” budget reflecting an emergency measures budget that the Board may have to adopt should a licensing fee increase not be approved for 2020. For the 2020 Projected Budget detailed in the table below, the only significant Forecast element is the full implementation of the SEIU Salary adjustment of 3.5% in 2020, retroactive to 2019, which was negotiated in 2018. The table below shows the comparison of the Five Year Forecast for 2020 reflecting the State Bar’s actual needs and the Projected 2020 Budget which does not fully fund the Bar’s needs.

**Table 8: Comparison of 2020 Forecast and 2020 Budget**

	2020 Original Forecast	2020 Projected	\$ Change	% Change
<b>Revenues</b>				
Mandatory Licensee Fees	67,442,000	67,442,000	-	0.0%
Other Revenues	12,349,800	11,319,700	(1,030,100)	-9.1%
<b>Total Revenues:</b>	<b>79,791,800</b>	<b>78,761,700</b>	<b>(1,030,100)</b>	<b>-1.3%</b>
<b>Expenses</b>				
Personnel	89,081,000	77,887,800	(11,193,200)	-14.4%
Building Operations	5,762,000	6,055,600	293,600	4.8%
Services	4,892,000	4,766,700	(125,300)	-2.6%
Supplies & Equipment	11,748,000	5,400,800	(6,347,200)	-117.5%
Other Expenses	1,798,000	1,121,900	(676,100)	-60.3%
Capital Projects	6,704,000	3,100,000	(3,604,000)	-116.3%
Indirect Costs/Chargebacks	(8,262,000)	(8,572,000)	(310,000)	3.6%
<b>Total Expenses:</b>	<b>111,723,000</b>	<b>89,760,800</b>	<b>(21,962,200)</b>	<b>-24.5%</b>
<b>Revenues over (under) expenses:</b>	<b>\$ (31,931,200)</b>	<b>\$ (10,999,100)</b>	<b>\$ (20,932,100)</b>	

**V. Overall Impact on Reserves**

2019 Final Budget: This proposed 2019 Final Budget requires the use of certain reserves accumulated in prior years. Of the Bar's total budgeted expenses for 2019 of \$194.4 million, \$168.0 million will be supported by 2019 revenues and \$26.4 million will be funded by reserves. Page 154 of the attached final proposed budget presents the overall budget and projected reserve level of each program fund for 2018 and 2019. The financial viability of each fund is assessed by comparing the reserves of each fund projected through December 31, 2019, against the Board's minimum reserve guideline of two months (17%) of operating expenses. The Board's policy also calls for spend down funding whenever a fund surpasses 30% of operating expenses for a consecutive six month period. 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 Funds. The table below shows a summary for 2019.

**Table 9: Reserve Calculations for 2019**  
(Projected Reserves at December 31, 2019 as a Percentage of 2019 Expenses)

	Beginning Reserves	Revenues	Expenses	Indirect Costs	Budget Surplus / (Deficit)	Ending Reserves	Reserve Level (%)
General	21,898,800	76,515,300	(100,665,400)	8,324,000	(15,826,100)	6,072,700	6.6%
Admissions	4,690,000	20,942,000	(16,459,000)	(5,421,000)	(938,000)	3,752,000	17.1%
Bank Settlement	29,283,000	50,000	(9,570,900)	(32,000)	(9,552,900)	19,730,100	NA
Client Security	868,000	7,976,700	(7,924,100)	(582,000)	(529,400)	338,600	21.1%
Elimination of Bias	105,000	320,100	(253,500)	(58,000)	8,600	113,600	36.5%
Equal Access	3,025,000	26,089,900	(25,824,800)	(17,000)	248,100	3,273,100	NA
Grants	390,000	257,500	(364,400)	-	(106,900)	283,100	NA
Justice Gap	4,474,000	1,249,200	(7,200)	(7,000)	1,235,000	5,709,000	NA
Lawyer Assist. Prog.	3,410,000	2,127,000	(1,533,000)	(483,000)	111,000	3,521,000	174.7%
Legal Services Trust	5,713,000	29,574,000	(29,119,000)	(846,000)	(391,000)	5,322,000	NA
Legal Specialization	1,463,000	2,074,200	(1,706,000)	(743,000)	(374,800)	1,088,200	44.4%
Legislative Activities	295,000	777,400	(598,000)	(135,000)	44,400	339,400	46.3%
SF Tenant Imprvmnt	1,363,000	50,000	(340,000)	-	(290,000)	1,073,000	NA
<b>Totals</b>	<b>76,977,800</b>	<b>168,003,300</b>	<b>(194,365,300)</b>	<b>-</b>	<b>(26,362,000)</b>	<b>50,615,800</b>	

Based on the 2019 Final Proposed Budget, only the General Fund would not be in compliance with the reserve policy; the projected General Fund reserve level at the end of 2019 would be 6.6%. All other funds are projected to meet the minimum reserve requirements.

2019 General Fund Reserves: Capital Plan Alternative: Currently, the General Fund overall deficit and use of reserves is projected to be \$15.8 million, with \$8.5 million being used for capital. This will bring the projected reserves to \$6.1 million or 6.6 percent of expenses as shown in the previous table.

If the Board decided to reduce capital expenses based on the Alternative Capital Plan Scenario, the deficit would be \$10.4 million and General Fund reserves would drop to \$11.5 million or 13.2%, which is still below the target of 17%. Reserves of \$11.5 million would provide for approximately 48 days of operations in comparison to the 60 days in the Board Reserve Policy.

**Table 10: General Fund Reserve Calculations for 2019**

<b>General Fund</b>	<b>2019 Budget</b>	<b>2019 Alternative</b>
Beginning Reserve Balance	21,898,000	21,898,000
Revenues	76,515,300	76,515,300
Expenses	(92,341,400)	(86,943,400)
Deficit	(15,826,100)	(10,428,100)
Ending Reserve Balance	<b>6,071,900</b>	<b>11,469,900</b>
Reserve Percentage	<b>6.6%</b>	<b>13.2%</b>

2020 General Fund Reserves: Assuming the proposed 2019 Final Budget has a deficit of \$15.8 million and an ending reserve balance of \$6.1 million, the \$11.0 million deficit from the 2020 Projected Budget would result in a \$4.9 million negative ending reserve balance as shown in the table below.

**Table 11: General Fund Reserve Calculations for 2019 and 2020**

<b>General Fund</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
Beginning Reserve Balance	21,898,000	6,071,900
Revenues	76,515,300	78,761,700
Expenses	(92,341,400)	(89,760,800)
Deficit	(15,826,100)	(10,999,100)
Ending Reserve Balance	<b>6,071,900</b>	<b>(4,927,200)</b>
Reserve Percentage	<b>6.6%</b>	<b>-5.5%</b>

As noted earlier, the 2020 Projected General Fund Budget was reduced significantly in the amount of \$20.9 million from the 2020 forecast, those reductions included: 1) eliminating 58 new positions in OCTC; 2) reduction of \$3.7 million in technology investments; and 3) deferral of \$3.6 million in capital projects. The 2020 Projected Budget reflects the bare essentials.

2020 General Fund Reserves with 2019 Alternative Budget: The table below shows projected reserves with implementation of the Alternative Capital Plan and the \$5.4 million reduction in expenses for 2019. With the reduction in capital for 2019 and beginning reserves for 2020 of \$11.5 million, the projected ending reserves as of December 31, 2020 would be \$0.5 million or 0.5 percent.

**Table 12: Reserve Calculations for 2019 Alternative and 2020 Projected Budget**

<b>General Fund</b>	<b>2019 Alternative</b>	<b>2020 Budget</b>
Beginning Reserve Balance	21,898,000	11,469,900
Revenues	76,515,300	78,761,700
Expenses	(86,943,400)	(89,760,800)
Deficit	(10,428,100)	(10,999,100)
Ending Reserve Balance	<b>11,469,900</b>	<b>470,800</b>
Reserve Percentage	<b>13.2%</b>	<b>0.5%</b>

## **VI. General Fund Budget Summary**

As a result of no licensing fee increase for almost 20 years, operating revenues are not adequate to address operating needs as well as maintaining capital assets and upgrading technology infrastructure. Even with continued deferrals of capital maintenance, without a fee increase for 2020, significant reductions in operating costs, including personnel, will need to occur as part of the next budget process.

### **FISCAL/PERSONNEL IMPACT**

Described above.

### **RULE AMENDMENTS**

None

### **BOARD BOOK AMENDMENTS**

None

### **STRATEGIC PLAN GOALS & OBJECTIVES**

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

Objective: d. Support adequate funding of the Client Security Fund.

Objective: l. For greater transparency, accountability, efficiency, and access, develop and deploy a new case management system for the Office of Admissions by June 30, 2019.

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

Objective: f. As part of the annual budget development process, determine, consistent with Business and Professions Code section 6140.9, whether there are excess funds in the LAP Fund which can be transferred to support the CSF.

Objective: g. Implement a new Enterprise Resource Planning System (the Oracle Fusion suite of applications), beginning with the Human Capital Management module by the end of 2018 and continuing with the Finance and Procurement modules by the end of 2019.

Objective: k. In conjunction with annual budgets, ensure maintenance and use of the Bar's Los Angeles and San Francisco buildings to maximize benefit to the Bar and the people of California.

Objective: l. Pursue a two-year fee bill to ensure a balance between accountability and meaningful implementation of important reforms.

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

Objective: e. No later than December 31, 2019, complete a California Justice Gap Study. The Justice Gap Study will be modeled on the 2017 Legal Services Corporation Justice Gap Study but will also include an evaluation of the costs of legal education in California and the impact of those costs on access to justice, as well as possible approaches to addressing the costs of legal education including loan forgiveness programs or other means.

## **RECOMMENDATIONS**

**It is recommended that the** Board of Trustees adopt the 2019 Final Budget as provided in Attachment A. 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 by February 28, 2019.

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

**RESOLVED**, that the Board of Trustees hereby adopts the 2019 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 2019 Final Budget prior to submitting it to the Legislature by February 28, 2019.

## **ATTACHMENT(S) LIST**

**A.** 2019 Final Budget

# 2019 STATE BAR PROPOSED FINAL BUDGET



THE STATE BAR OF CALIFORNIA  
JANUARY 18, 2019

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## 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:

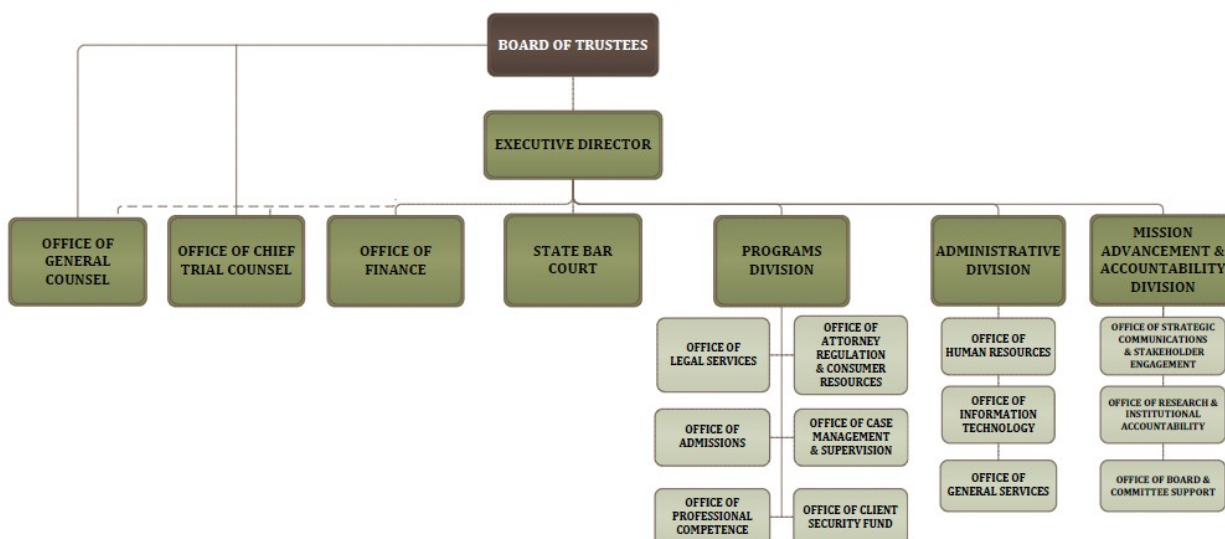
- Five attorneys appointed by the California Supreme Court, who will serve four year terms;
- Two attorneys appointed by the Legislature, one by the Senate Committee on Rules and one by the Speaker of the Assembly; and
- Six "public" or non-attorney members, four appointed by the governor, one by the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

## LICENSEES

With over 267,000 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.

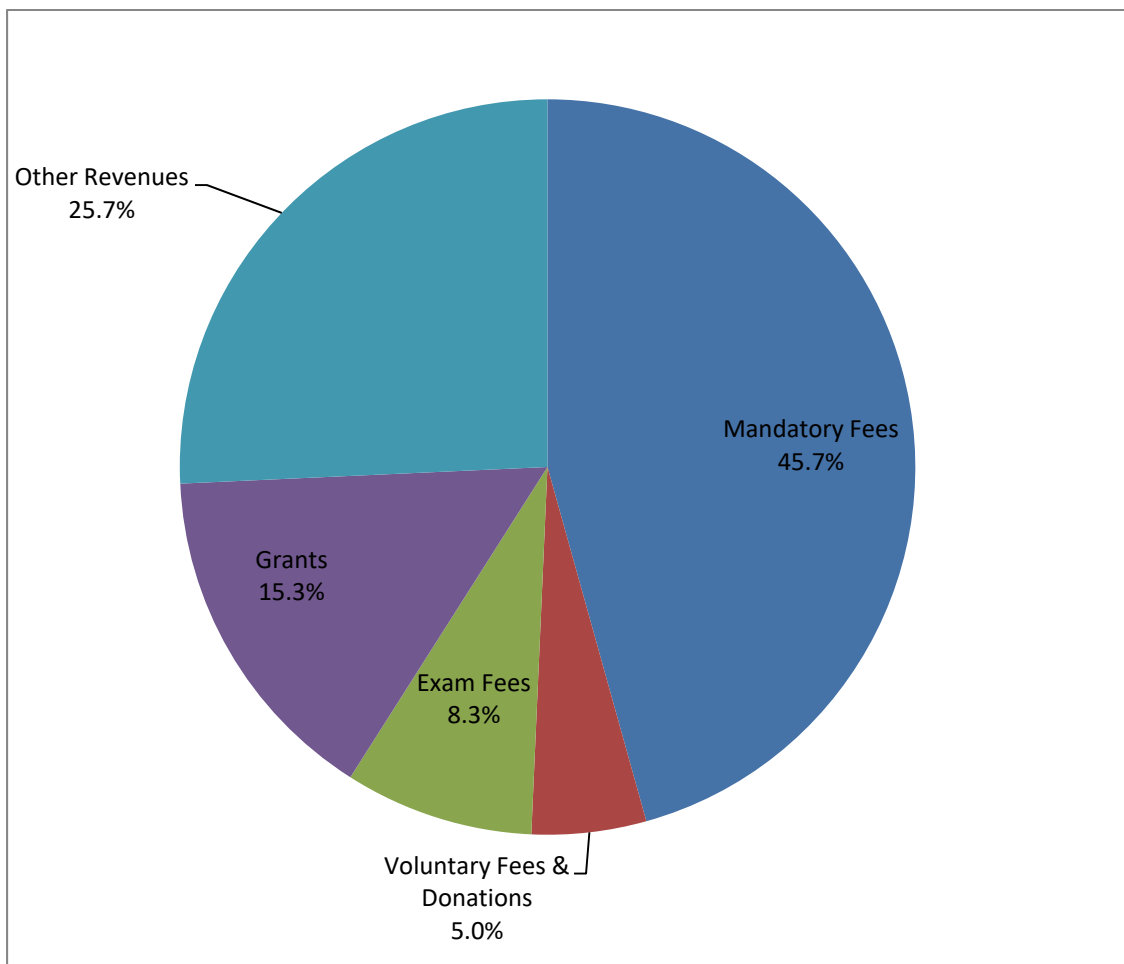
# FISCAL 2019 BUDGET OVERVIEW

## SOURCES OF FUNDS

The State Bar's 2019 Adopted Budget reflects \$167.9 million in total revenue and \$194.3 million in total expenses. The graphs and tables below report the major revenues and expenses expected in 2019. Variances in budgeted amounts compared to the prior year are discussed below.

**Figure 1** reports anticipated sources of funding for 2019. Mandatory fees are the largest source of revenue for the State Bar.

**Figure 1: Revenues, 2019**



**Table 1** provides a detailed breakdown of 2018 and 2019 budget revenues by funding source. It also outlines budget variance by dollar amount and percent change from previous year.

**Table 1: Revenues, 2019**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Mandatory Fees	\$73,825,400	\$75,617,300	\$76,567,300	\$77,575,300
Voluntary Fees & Donations	8,528,000	8,745,000	8,428,200	8,681,000
Exam Fees	14,536,600	14,985,400	13,935,300	14,353,600
Grants	22,174,600	25,616,300	25,857,400	26,367,900
Other Revenues	34,912,300	25,307,500	43,114,800	45,038,400
<b>Total Fund Sources</b>	<b>\$153,976,900</b>	<b>\$150,271,500</b>	<b>\$167,903,000</b>	<b>\$172,016,200</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 1.3% increase from the prior year's mandatory fee revenues, resulting from projected growth in the number of licensees by 1.4%.

### **Grants**

Grants include revenues received by the State Bar from a variety of granting agencies and other sources. The adopted budget represents a 0.9% increase from the prior year's grants revenues, resulting from \$0.3 million increase in the two year AccessLex grant. Equal Access Fund funding is flat compared to 2018.

### **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 7.0% decrease from the prior year's exam fees revenues, resulting primarily from an expected 5.0 decrease in the number of applicants from 2018 to 2019.

### **Voluntary Fees and Donations**

The Bar also generates revenue through voluntary fees from licensees and donations. Voluntary fees and donations fund specific program areas including the Elimination of Bias and Legislative Activities. The adopted budget represents a 3.6% decrease from the prior year's voluntary fees and donations revenues, resulting primarily from a 9.6% decrease in Legal Services Trust Fund revenue offset by a 36.9% increase in Justice Gap Revenue.

### **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 2019.

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

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Personnel Expenses	75,207,800	84,558,200	86,084,400	91,526,700
Leases and Rent	7,129,700	7,473,000	7,986,700	8,231,700
Services	11,754,500	10,953,400	11,571,900	10,388,600
Legal Services Grants	39,010,000	50,227,700	62,670,700	64,550,900
Supplies and Equipment	4,900,800	14,840,400	17,240,100	10,686,200
Other Expenses	22,324,000	6,819,600	7,670,200	6,746,700
Debt Service	820,900	1,162,100	1,035,100	922,000
Depreciation	3,817,500	0	0	0
<b>Total Expenses</b>	<b>\$164,965,200</b>	<b>\$176,034,400</b>	<b>\$194,259,100</b>	<b>\$193,052,800</b>

### Personnel Expenses

Personnel expenses include salary and benefits, supplemental staffing, severance expenses, and retiree medical funding. These expenses total \$86.1 million of the Bar's 2019 budget. The adopted budget represents a 1.8% increase from the prior year's budgeted personnel expenses. Changes in personnel costs reflect merit increases offset by a decline in the number of budgeted employees from 587.5 last year to 582.3 in 2019.

### Leases and Rent

Leases and rent expenses include occupancy costs and exam room rentals. Leases and rent account for \$8.0 million of the Bar's 2019 budget. The adopted budget represents a 6.9% increase from the prior year's leases and rent expenses. The increase reflects inflationary costs for building maintenance, IT infrastructure maintenance, along with a \$0.1 million annual lease for LAP, with their move to an offsite location.

## **Services**

Services expenses include professional services, other outside services, exam graders, and exam proctors. Services account for \$11.6 million of the Bar's 2019 Budget. The adopted budget represents a 5.6% increase from the prior year's services expenses, resulting primarily from one time expenses such as CMS post go live (\$0.9 million) and State Auditor Fees (\$0.5 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 \$62.7 million of the Bar's 2019 Budget. These expenses represent a 24.8% increase in 2019 compared to the prior year primarily due to increases in the Legal Services Trust Fund (\$13.6 million), offset by decreases in the Equal Access Fund (\$0.4 million) and the Bank Settlement Fund (\$0.5 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 \$17.2 million of the Bar's 2019 budget. The adopted budget represents a 16.2% increase from the prior year's services expenses, resulting from one-time costs of \$3.9 million for third floor tenant improvements of the Bar's San Francisco location, a \$0.7 million increase in budgeted expenses to ensure that the Howard Street building operates safely, efficiently, and in compliance with building codes, and \$0.7 million for Information Technology investments.

## **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 2018 is approximately \$17.1 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 2018 is approximately \$7.8 million.

Annual interest expense for these loans is approximately \$1.0 million for 2019 and the costs are charged to individual program funds through indirect cost allocation based on space occupancy.

## **Depreciation**

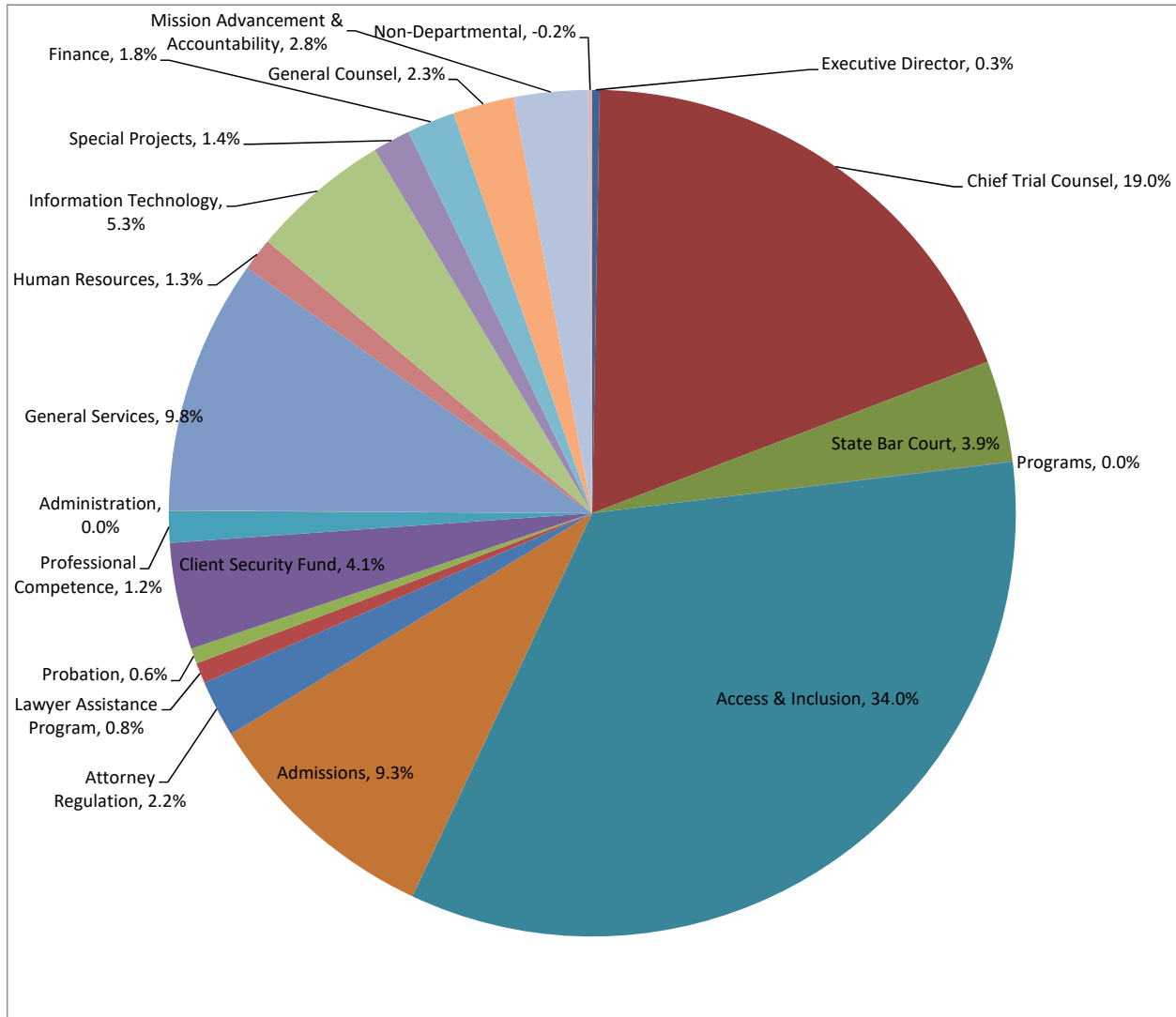
Depreciation is not shown as part of the operating budget. Starting in 2018, depreciation is recorded on capital projects and investments at the end of the fiscal year.

## **Other Expenses**

Other expenses include travel and training, offset by reimbursements, and other expenses. These expenses account for \$7.7 million of the Bar's 2019 budget. The adopted budget represents a 12.5% increase from the prior year's costs, resulting from an increase in travel and training expenses of \$0.3 million, and an increase of CSF Payments of \$0.3 million.

In most fiscal years, the Office of the Chief Trial Counsel assumes the largest portion of the Bar's budget, followed by Access & Inclusion and Admissions. Due to a near doubling of IOLTA income combined with the planned spend down of a large bank settlement grant, the Office of Access & Inclusion comprises the largest portion of the Bar's 2019 budget, as shown below.

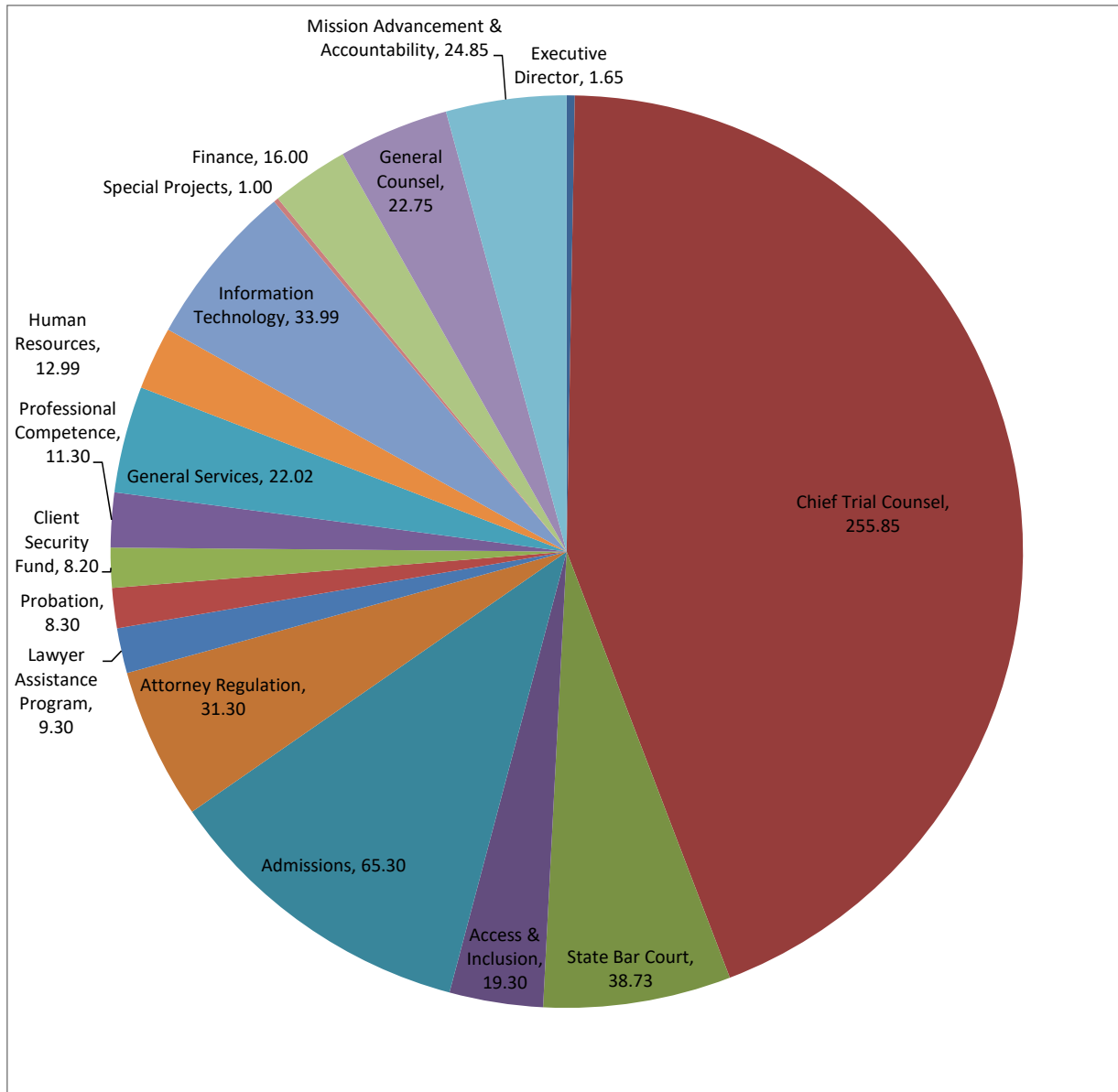
**Figure 2: Operations Budgets**





The 2019 adopted budget funds 582.83 full-time equivalent positions compared to 587.50 budgeted for 2018. **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 2019 budget reflects the following significant assumptions:

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

The 2019 budget assumes 1.4 % projected growth in the number of licensees based on historical averages. Budgeted licensee fees and voluntary donations, excluding late penalties, total \$85.0 million, reflecting a \$0.6 million increase as compared to \$84.4 million in the 2018 adopted budget. This increase reflects an increase of \$1.0 million in mandatory fees resulting from the projected licensee base increase, offset by a reduction of \$0.3 million in Legal Services Voluntary Contributions.

### **Personnel Expenses**

Personnel expenses are the largest single driver of the State Bar's costs. The 2019 personnel expenses budget increased by \$1.5 million or 1.8 percent, from \$84.6 million in 2018 to \$86.1 million in 2019. The increase is due primarily salary increases offset by the net reduction of 5 FTE.

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

The 2018 Fee Bill redirects virtually all of the State Bar's affinity and insurance program revenue. Beginning in 2019, 50% of affinity program revenue will be remitted to ChangeLawyers.org, formerly the California Bar Foundation, and 50% to qualified Legal Services projects. Revenue received from insurance programs will be split as follows: 25% to the ChangeLawyers.org, 25% to qualified legal services projects and support centers, and 50% to support discipline functions of the State Bar or the Client Security Fund.

### **Professional Services, Temporary Help and Meeting Expense**

Zero-based budgeting continues in 2019 for professional services, temporary help and meeting expense line items. Professional services expenses are budgeted at \$5.5 million, up slightly from last year's budget of \$5.4 million. Temporary help expenses are budgeted at \$1.4 million, a slight increase from last year's budget of \$1.2 million. Meeting expenses are budgeted at \$0.1 million, consistent with last year's budget.

### **Legal Specialization Fund**

The 2019 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 second installment is in the 2019 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 assumed only four new staff positions for the fingerprinting effort, with one added for 2019.

### **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 2019 totals \$4.7 million and includes the upgrade, replacement or new installation of components of heating, ventilation and air conditioning systems, fire and life safety systems, seismic upgrades, ground floor infrastructure, and the emergency generator.

### **Tenant Space**

The Bar has budgeted one-time costs of \$3.7 million for third floor tenant improvements of the Bar's San Francisco location. Once completed in 2020, annual rental income of \$1.0 million is expected.

### **Lawyers Assistance Program**

Budgeted expenses in the Lawyers' Assistance Program (LAP) decreased to \$2.0 million in 2019 from the \$2.2 million budgeted in 2018; budgeted revenue remains the same at \$2.1 million. The 2019 budget reflects the reduction of \$0.3 million in one-time services that were allocated to implement the LAP Strategic Plan adopted in March 2017. This year over year reduction is offset by an increase of \$0.1 million rental expenses for the lease of offsite office space.

### **Information Technology Projects**

2018 information technology projects include various implementation efforts, including the Oracle financial software upgrade (ERP System), and post go live costs related to Odyssey Case Management System (CMS), and the Admissions Information Management System (AIMS).

### **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 2019 indirect cost pool is \$35.6 million compared to \$32.8 million in the 2018 amended budget.

## Use of Reserves

Budgeted revenues are \$167.9 million, with \$26.4 million funded from reserves. The \$26.4 million assumed reserve funding is composed of \$10.5 million of non-General Fund amounts collected in prior years that will be spent in 2019, 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                      \$9.5 million
- Bank Settlement Fund              \$9.6 million

The 2019 General Fund reserve fund spending of \$11.9 million primarily represent expenses that are one-time in nature and intended to advance the Bar's mission and objectives, as follows.

- *Enterprise Resource Planning (ERP): \$1.6 million budgeted in 2019.*
- *Capital Maintenance, Howard Street: \$4.7 million budgeted in 2019.*
- *Third Floor Warm Shell and Tenant Improvements, Howard Street: \$3.9 million*
- *Brokerage commissions for new leases and renewals on floors 1, 2, 11, 12, and the ground level, \$0.4 million.*
- *Case Management Post Go Live Expenses, \$0.9 million*
- *California Justice Gap Study, \$0.2 million*
- *Study of Online Legal Services Delivery Models, \$0.1 million*
- *Grant Writing & eCivis Subscription and Strategic Communications, \$0.1 million*

The Bar received \$44.7 million in bank settlement funds in 2016. In 2019, \$9.6 million is budgeted to be spent from these funds to support legal services initiatives focused on foreclosure prevention and community economic development.

## **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 28, 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.

## **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.



## **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.

## **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
- 2018 accomplishments
- 2019 objectives
- Workload and Performance Metrics
- Adopted budget expenditures by cost type<sup>1</sup>
- Staffing requirements
- Significant budget changes

<sup>1</sup> Budgeted expenses 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 2019 indirect cost pool is \$35.6 million compared to \$32.8 million in the 2018 amended budget. Page 155 of this Budget summarizes the indirect cost allocation.

## OPERATING AREA PROFILES

The table below compares expenses of the proposed 2019 budget to 2017 actuals, 2018 budget, and the 2020 Forecast by operating area, and outlines budget variance by dollar amount.

### Bar Expenses by Operating Area

Expenses	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Executive Director	\$1,662,000	\$1,838,300	\$544,300	\$555,400
Chief Trial Counsel	28,188,300	34,835,400	36,834,800	39,884,600
State Bar Court	7,669,600	7,988,400	7,523,000	7,913,000
Programs	0	0	32,900	33,900
Access & Inclusion	41,911,500	53,382,800	66,109,400	68,221,200
Admissions	17,283,700	20,205,600	18,064,900	18,559,100
Attorney Regulation	3,327,400	3,481,500	4,240,900	4,540,500
Lawyer Assistance Program	1,049,000	1,707,400	1,533,500	1,365,500
Probation	929,000	996,200	1,146,600	1,213,900
Client Security Fund	7,302,600	7,456,300	7,925,300	7,089,400
Professional Competence	1,606,900	1,886,200	2,373,000	2,515,600
Administration	93,400	0	15,500	15,900
General Services	12,218,200	13,582,700	18,966,200	13,374,100
Human Resources	1,784,000	2,202,000	2,453,200	2,611,100
Information Technology	6,226,700	7,967,600	10,382,500	10,673,900
Special Projects	89,000	5,630,200	2,780,800	1,211,600
Finance	3,356,700	3,329,400	3,572,700	3,253,700
General Counsel	3,633,200	4,182,400	4,544,800	4,859,300
Mission Advancement & Accountability	4,188,000	4,624,500	5,514,800	5,470,100
Non-Departmental	15,843,400	737,500	(300,000)	(309,000)
Education	6,602,600	0	0	0
<b>Total Expenses</b>	<b>\$164,965,200</b>	<b>\$176,034,400</b>	<b>\$194,259,100</b>	<b>\$193,052,800</b>

## OFFICE OF THE EXECUTIVE DIRECTOR

### *Overview*

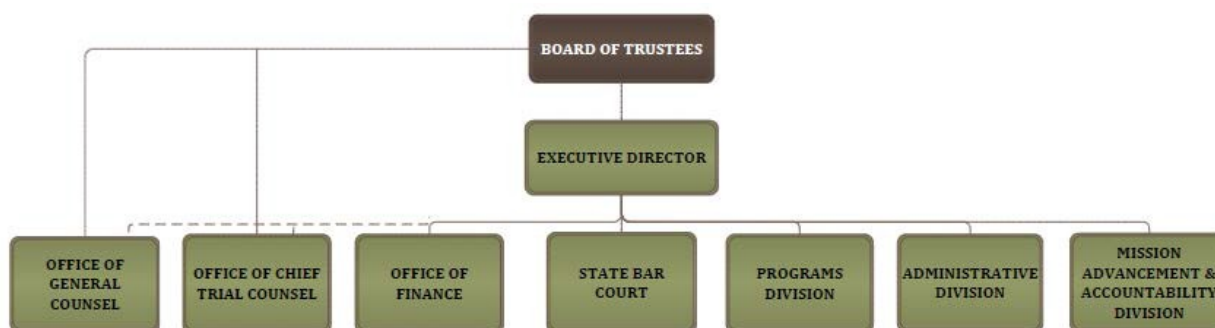
The Office of the Executive Director (OED) is responsible for ensuring that the State Bar achieves the goals and objectives outlined in the Bar's Strategic Plan; the OED is responsible for supporting the Board of Trustees and overseeing Bar staff to this end.

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 2018 Accomplishments:*

- Significant progress on implementation of the Bar's 2017-2022 Strategic Plan including:
  - Separation of the State Bar Sections.
  - Completion of a review of the Bar's committees, councils, boards, and commissions (sub-entity review) which will result in a reduced number of sub-entities, reduced numbers of volunteers, and increased operational effectiveness.
  - Articulation of licensing fee increase needed to achieve organizational mission; and
  - Amendments to the State Bar's statutory mission reflecting the importance of access and diversity in the State Bar's work and implementation of attorney re-fingerprinting requirements which will increase public protection and ensure that the State Bar is statutorily compliant.

### *Fiscal Year 2019 Projects and Objectives*

- Successfully secure a licensing fee increase to go into effect January 1, 2020.
- Improved collections resulting from new partnerships with the Franchise Tax Board.
- Institutionalization of improved communications with State Bar staff, key stakeholders, and the public.

2019 revenue recognized in the Office of the Executive Director derives from State Bar sponsored insurance programs; in 2019, only 50% percent of related revenue will be retained by the State Bar.

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

The entire \$1.9 million revenue in 2017 was Affinity and Insurance. In 2018, that amount was reduced to \$475K. The remaining \$1.1 million was the rental income from CLA for staff support.

<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
General Fund				
Other Revenues	\$1,929,300	\$1,556,300	\$0	\$0
General Fund Total	\$1,929,300	\$1,556,300	\$0	\$0
<b>Total Funds</b>	<b>\$1,929,300</b>	<b>\$1,556,300</b>	<b>\$0</b>	<b>\$0</b>

### *2019 Budget by Expense Category*

The Office of Executive Director's total budget for 2019 is \$0.5 million. Table 2 provides detailed and comparative information regarding the Office of Executive Director budgeted 2019 expenses.

#### **Table 2: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	1,115,000	1,559,900	471,100	479,800
Leases and Rent	1,600	0	0	0
Services	441,700	158,400	3,500	3,600
Supplies and Equipment	29,700	27,000	22,500	23,300
Other Expenses	74,000	93,000	47,200	48,700
<b>Total Expenses</b>	<b>\$1,662,000</b>	<b>\$1,838,300</b>	<b>\$544,300</b>	<b>\$555,400</b>

### *2019 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 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Indirect Costs	88,600	7,200	0	0
Interfund Transfers Out	100	0	0	0
<b>Total Interfund Transactions</b>	<b>\$88,700</b>	<b>\$7,200</b>	<b>\$0</b>	<b>\$0</b>

### *Personnel Requirements*

The Office of Executive Director employs 1.65 full-time employees. Table 4 provides prior and current year staffing information for the Office of Executive Director.

**Table 4: Staffing**

Regular Status Fulltime Employees	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
Executive Director	1.00	1.00	0.90	0.90	\$240,750	\$240,750
Chief Operating Officer	1.00					
Director (Exec Office Programs)	1.00					
Program Director I		1.00				
Program Coordinator		3.00	0.75	0.75	69,104	71,917
Senior Administrative Specialist	1.00					
Program Specialist		2.00				
Administrative Specialist I	0.80					
Senior Administrative Assistant	1.00	2.00				
Administrative Assistant II		1.00				
<b>Total FTE</b>	<b>5.80</b>	<b>10.00</b>	<b>1.65</b>	<b>1.65</b>	<b>\$309,854</b>	<b>\$312,667</b>

# OFFICE OF THE GENERAL COUNSEL

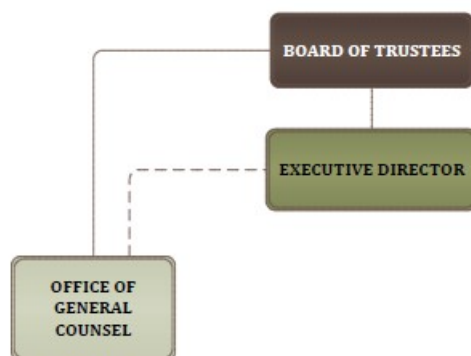
## *Overview*

The Office of the General Counsel (OGC) functions as the State Bar's lawyer, and is responsible for providing legal advice and representation to the State Bar, its Board of Trustees, and all sub-entities and programmatic clients.

## *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, professional responsibility and ethics, antitrust, Bagley-Keene Open Meeting Act, California Public Records Act, collections, Complaint Review Unit, legislation, regulation, rules, privacy, public accommodation, real property and Rule 2201 Administration.

## *Organizational Chart*



## *Fiscal Year 2018 Accomplishments*

- The Complaint Review Unit has reduced the turnaround time for completion of “second-look” review of OCTC closed cases from over one year to typically under 90 days, while still keeping the number of Walker petitions at or below the historical average.
- OGC brought in all litigation from outside counsel except that which was already with outside counsel in specific cases when the current General Counsel arrived, thereby reducing the costs of using outside counsel;
- Development of niche expertise within OGC in various areas such as antitrust, bankruptcy, ethics and privacy;
- Coordination and supervision of counsel handling 2201 conflict cases;
- Development of outside counsel retention guidelines for efficiency;
- Updated contracts handling standards and procedures;
- Reduced expenditures in telephone services by hundreds of dollars each month;
- OGC is working with Human Resources to implement a Labor & Employment case tracking system, using the LaborSoft program, to enable such matters to be handled more efficiently;
- Stricter oversight of travel to adhere to state rates and use of ride share services to reduce costs.

### *Fiscal Year 2019 Projects and Objectives*

- With current staffing levels, complete/resolve an average of 60 cases per month by Q4.
- Annually disclose a list of outside counsel contracts to the Board of Trustees.
- Staff 100% of the attorney positions in the Office of General Counsel by the end of Q4.

### *Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

#### *Workload Metrics*

2018 Progress				
	2016	2017	2018	
# of CRU requests received annually	N/A	40,339	42,112	

#### *Performance Metrics*

- Complete/resolve an average of 60 CRU cases per month by end of Q4 2019
- 90% of clients report a high level of overall satisfaction with OGC services
- Staff 100% of the attorney positions in the Office of General Counsel

### *2019 Budget by Expense Category*

The Office of General Counsel's total budget for 2019 is \$4.5 million. Table 1 provides detailed and comparative information regarding the Office of General Counsel budgeted 2019 expenses.

**Table 1: Expenses**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Personnel Expenses	3,477,800	3,937,300	4,207,900	4,512,200
Services	66,300	148,600	189,500	195,200
Supplies and Equipment	45,700	55,500	61,000	62,900
Other Expenses	43,400	41,000	86,400	89,000
<b>Total Expenses</b>	<b>\$3,633,200</b>	<b>\$4,182,400</b>	<b>\$4,544,800</b>	<b>\$4,859,300</b>

### *2019 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**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Interfund Transfers Out	5,800	0	0	0
<b>Total Interfund Transactions</b>	<b>\$5,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### *Personnel Requirements*

The Office of General Counsel employs 22.75 full-time employees. Table 3 provides prior and current year staffing information for the Office of General Counsel.

**Table 3: Staffing**

Regular Status Fulltime Employees	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
Chief Legal Officer	1.00	1.00				
Deputy Chief Legal Officer		1.00				
Deputy General Counsel	1.00		1.00	1.00	\$196,678	\$206,512
General Counsel			1.00	1.00	238,859	250,802
Attorney IV		2.00	4.00	4.00	634,786	689,298
Attorney III		9.00	6.75	6.75	1,100,669	1,158,387
Attorney II		1.00	2.00	2.00	245,714	266,831
Attorney III Conf	8.75					
Attorney II Conf	2.00					
Attorney I - Confidential	3.00					
Attorney I		1.00	1.00	1.00	102,954	111,729
Administrative Supervisor		1.00	1.00	1.00	97,902	101,329
Legal Secretary III			1.00	1.00	78,897	81,690
Paralegal		1.00	1.00	1.00	80,808	83,636
Administrative Assistant II		3.00	3.00	3.00	206,875	222,008
Legal Secretary I			1.00	1.00	61,500	66,728
Admin Specialist II - Conf	1.00					
Program/Court Systems Analyst (Conf)	1.00					
Legal Assistant (Confidential)	1.00					
Admin Specialist III (Conf)	1.00					
Administrative Assistant II (Conf)	1.00					
Legal Secretary (Confidential)	3.00					
Legal Secretary		2.00				
Coordinator of Records	1.00					
Program Assistant II		1.00				
<b>Total FTE</b>	<b>24.75</b>	<b>23.00</b>	<b>22.75</b>	<b>22.75</b>	<b>\$3,045,643</b>	<b>\$3,238,948</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 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.
- Fully implement our new case prioritization system that is centered on public protection by prioritizing complaints which 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;
- Fully implement the Expeditor Program in conjunction with the case prioritization system;
- Ensure appropriate allocation of resources to address high priority cases;
- Continue to customize the new Odyssey case management system and adapt internal processes to leverage the enhanced capabilities of a modern case management system;
- Continue to assess existing policies and procedures and develop new policies and procedures that maximize efficiency and operational effectiveness in public protection;
- Provide the Board of Trustees with necessary and appropriate information and reports (e.g. productivity and performance reports, age of case reports, etc.) needed for appropriate management and oversight;
- Maintain OCTC operations within annual budget.

## **Calibration/Training**

- Continue development of curriculum for initial and on-going training for all job classifications;
- Leverage lessons learned from bi-annual audits, appeals, stipulations, and other sources to reduce errors and increase compliance with policy.

**Intake**

- Work to ensure that all matters are closed or referred to enforcement within 60 days;
- Work to ensure that no more than 5% of complainants' requests to reopen matters closed in Intake are appropriate to be reopened.

**Enforcement**

- The decision to close an investigation complies with applicable case law, charging standards and office policies and procedures in at least 95% of the closed investigations randomly audited;
- Ensure that case settlements are appropriate and within the standards or case law guidelines;
- Los Angeles and San Francisco each hold at least 10 Ethics and CTA School programs per year.

**Unauthorized Practice of Law (UPL)**

- Aggressively seek to combat UPL using all appropriate tools with a special focus on protecting those victims who are the most vulnerable to harm;
- File 6180/6190/6126.3 petitions and complete matters through terminating orders (return / store client files; account & disburse CTA funds);
- Bring civil penalties against non-attorneys pursuant to Business and Professions Code section 6126.7 for unlawful advertising by the use of misleading words or phrases.

**Appeals**

- Present timely, accurate, competent, and persuasive appellate briefs and oral arguments;
- Monitor attorney criminal convictions, and transmit records of convictions to the Review Department;
- Make recommendations to OCTC staff and management concerning whether cases should be appealed;
- Provide feedback to the trial teams concerning the trial records reviewed by the Appellate Unit.
- Implement procedures to receive official notification when attorneys are charged with or convicted of crimes. This process should significantly reduce the underreporting of arrests and criminal convictions by attorneys, District Attorney's Offices, and Superior Courts.

**Central Administration**

- Ensure timely and accurate secretarial support to all managers, attorneys, investigators within the office;
- Timely assist trial counsel with the handling of files received (e.g. inventory, maintenance and return) as a result of Bus. and Pro. Code sections 6180, 6190 and 6126.3 proceedings;
- Ensure adequate supplies and services to support all managers, attorneys, investigators and paralegals within the office.

## Organizational Chart



## Fiscal Year 2018 Accomplishments

- Developed and began implementing a new case prioritization system designed to protect vulnerable victims from attorney misconduct;
- Established the first three attorneys and investigators designated as part of the Expeditor Program with an emphasis on working Priority 2 cases as part of the case prioritization system;
- Participated in a workload study to identify additional opportunities for business process improvement;
- Implemented new protocols to improve the likelihood that victims of attorney misconduct will receive restitution;
- Increased attorney and investigator staffing;
- Began developing metrics by which to measure OCTC's performance and to hold the Office and its staff accountable;
- Per the recommendations of the classification and compensation study, OCTC implemented the new recommended job classifications and eight-hour work days for all staff effective February 26, 2018;
- Issued fraud alerts for the public following the California fires and after high profile reports of raids on immigrants;
- Chief Trial Counsel and the Special Assistant Chief Trial Counsel successfully began addressing long-standing morale challenges in the Office.

## Fiscal Year 2019 Projects and Objectives

- Fully implement and fine-tune the 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;
- Work to more fully implement the Expeditor program to expedite the resolution of Priority 2 cases and allow resources to be redirected to higher priority cases;
- Continue to customize the new Odyssey case management system and adapt internal processes to leverage the enhanced capabilities of a modern 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;
- Seek an overall increase in budget for staff to achieve staffing levels capable of achieving the OCTC Workload Study recommendations to improve case processing

timelines and reduce backlog. As outlined in Attachment I of the 2019 proposed budget, this would require an overall staff increase of 63, comprised mainly of attorneys (25) and investigators (15).

*Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

*Workload Metrics*

<b>OCTC Workload Indicators</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018 *pending</b>
Opened in Intake	15,791	15,247	15,175	
Closed in Intake	11,846	10,445		
Closed in Investigations	2,368	3,676		
Closed Pre-Filing: (ALD)	128	109		
Closed Pre-Filing	170	117		
Filed in State Bar Court	557	672	483	
# of P-1 cases in backlog				
P-2 case processing timeline (average)				
#/% of CRU and Walker reopens and comparison to prior year; # of random				

*Performance Metrics*

- Minimize number of P-1 cases in backlog
- Ensure P-2 cases are processed in an expedited fashion. Target: identify appropriate P-2 timeframe goal by end of Q1 2019
- Maintain annual caseload clearance rate of 1.0 or higher
- Maintain current level of CRU reopens for reasons other than new evidence; maintain current level of Walker reopens; decrease the number of random audit reopens for substantive reasons

<b>Performance Objective</b>	<b>2018 Progress</b>
Fill and add attorney positions to achieve staffing per the OCTC Workload Study recommendations of 115. This would require 25 additional attorney positions which includes three additional Sr. Attorney positions for the Expeditor Program and filling the 9 current vacancies.	✓ In 2018, there has been progress on increasing the number of OCTC attorney positions. At the end of 2017, there were 70 non-supervisory attorney positions, with 11 vacancies. As of September 2018, there are three more non-supervisory attorney positions than there were in December 2017. In addition, the number of vacancies have been reduced to seven, resulting in seven more filled positions than there were at the end of 2017. We will continue to aggressively recruit to fill these vacancies.

Fill and add investigator positions to achieve staffing per the OCTC Workload Study recommendations of 82. This would require 12 additional investigator positions and filling the 7 current vacancies.	✓ There has been steady progress on increasing the number of OCTC investigator positions during 2018. Four investigator positions have been added since December 2017, including converting some positions into investigators, bringing the total number of investigator positions to 70. While OCTC made new hires, there was also some turnover, so the number of vacancies remained the same (7) as they were at the end of 2017. We will continue to aggressively recruit to fill these vacancies.
The increase in attorney and investigator staffing will allow OCTC to create three new teams. This will also necessitate the creation of 23 additional support staff positions to achieve staffing per the OCTC Workload Study recommendations. This would require the addition of (5) Paralegal, (3) Legal Secretary, (4) Program Assistant II, (8) Administrative Assistant II, (1) Sr. Administrative Assistant and (2) Translator/Interpreter positions.	✓ There has been progress on increasing the number of OCTC support staff positions during 2018. (1) Legal Secretary, (1) Program Assistant II, and (1) Translator/Interpreter position have been added since December 2017. While OCTC made new hires, there was also some turnover, so the number of vacancies remained the same (4) as they were at the end of 2017. We will continue to aggressively recruit to fill these vacancies.

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

2019 Revenue recognized in the Office of Chief Trial Counsel derives primarily from Ethics School Class Fees.

<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
General Fund				
Other Revenues	\$64,700	\$60,500	\$983,300	\$1,012,700
General Fund Total	\$64,700	\$60,500	\$983,300	\$1,012,700
<b>Total Funds</b>	<b>\$64,700</b>	<b>\$60,500</b>	<b>\$983,300</b>	<b>\$1,012,700</b>

### *2019 Budget by Expense Category*

The Office of Chief Trial Counsel's total budget for 2019 is \$36.8 million. Table 2 provides detailed and comparative information regarding the Office of Chief Trial Counsel budgeted 2019 expenses.

**Table 2: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	28,048,600	34,863,600	36,490,800	39,530,400
Services	496,500	328,600	614,200	632,500
Supplies and Equipment	471,800	489,200	537,600	553,700
Other Expenses	98,700	154,000	192,200	198,000
CSF Reimbursements	(927,300)	(1,000,000)	(1,000,000)	(1,030,000)
<b>Total Expenses</b>	<b>\$28,188,300</b>	<b>\$34,835,400</b>	<b>\$36,834,800</b>	<b>\$39,884,600</b>

### 2019 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**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Indirect Costs	12,743,400	14,042,200	16,235,400	16,722,500
Interfund Transfers Out	35,700	0	0	0
<b>Total Interfund Transactions</b>	<b>\$12,779,100</b>	<b>\$14,042,200</b>	<b>\$16,235,400</b>	<b>\$16,722,500</b>

### Personnel Requirements

The Office of Chief Trial Counsel employs 255.85 full-time employees. Table 4 provides prior and current year staffing information for the Office of Chief Trial Counsel.

**Table 4: Staffing**

Regular Status Fulltime Employees	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
Chief Trial Counsel	1.00	1.00				
Deputy Chief Trial Counsel	1.00	2.00	1.00	1.00	\$203,922	\$214,118
Assistant Chief Trial Counsel	7.00	6.00	6.00	6.00	1,129,493	1,185,967
Director, Central Admin, CTC	1.00					
Program Manager III		1.00	1.00	1.00	141,828	148,919
Interim Chief Trial Counsel			1.00	1.00	248,063	260,210
Special Assistant Chief Trial			1.00	1.00	239,539	244,530
Attorney III		0.25	0.25	0.25	44,112	45,655
Attorney III Conf	0.25					
Supervising Attorney	6.00	17.00	13.00	13.00	2,320,327	2,440,699
Senior Attorney	33.30	25.30	32.80	32.80	4,803,533	5,125,787
Attorney	45.80	42.80	39.80	39.80	4,351,298	4,709,473
Investigator III		4.00	4.00	4.00	444,167	463,290
Investigator I	11.00	17.00	17.00	17.00	1,450,932	1,537,645
Investigator II	38.00	46.00	48.00	48.00	4,445,360	4,729,295
Translator - Interpreter			2.00	2.00	165,379	176,357
Administrative Supervisor		4.00	5.00	5.00	446,087	469,643
Senior Administrative Assistant	3.00	5.00	5.00	5.00	410,520	430,404
Paralegal	17.00	18.00	17.00	17.00	1,398,163	1,453,977
Legal Secretary II			16.00	16.00	1,148,866	1,216,126
Administrative Assistant II	1.00	21.00	20.00	20.00	1,422,263	1,516,860
Legal Secretary I			1.00	1.00	61,500	66,728
Administrative Assistant I	2.00	2.00	1.00	1.00	56,613	61,470
Program Assistant II		20.00	20.00	20.00	1,262,224	1,328,993
Senior Administrative Supervisor	2.00					
Office Assistant II		3.00	4.00	4.00	214,057	231,784
Investigator Supervisor	4.00					
Complaint Analyst II	14.00					
Complaint Analyst I	1.00					
Translator / Interpreter	1.00	2.00				
Case Administrator (JD Asst)	1.00					
Executive Secretary Conf	2.00					
Administrative Secretary	7.00					
Secretary II	11.00					
Legal Secretary	16.00	16.00				
General Clerk III	4.00					
Coordinator of Records	17.00					
<b>Total FTE</b>	<b>247.35</b>	<b>253.35</b>	<b>255.85</b>	<b>255.85</b>	<b>\$26,408,243</b>	<b>\$28,057,930</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 reproofs 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.

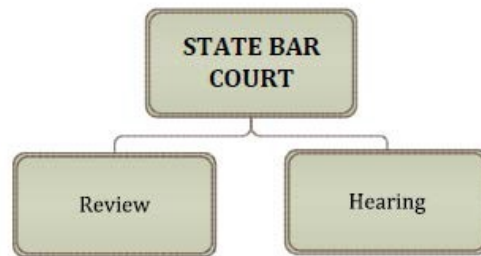
## *Effectuations Unit*

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 2018 Accomplishments

As filings remained low, the State Bar Court used the opportunity to do a staffing assessment, which resulted in the elimination of three attorney positions. Additionally, the proposed revisions to the Rules of Procedure and revisions to the Rules of Practice were sent out for public comment, and then presented to the Board of Trustees for adoption, with an effective date of January 1, 2019.

### Fiscal Year 2019 Projects and Objectives

- Continue to meet and improve stated case processing goals for all case and matter types.
- Implement the Odyssey Case Management System.
- Continue training plan for all new State Bar Court judges.
- Develop back office standards, practices and needed Rules of Practice for the Court to support implementation of e-filing and a transition to an electronic environment.

### Fiscal Year 2018 & 2019 Workload and Performance Metrics:

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

### Workload Metrics

2018 Progress			
	2016	2017	2018
# of filings, Hearing and Review. # of Effectuations cases.			*pending

### Performance Metrics

- Maintain a caseload clearance rate of at least 1.0 or above
- Hearing and Review: 90% of cases reach final outcome within timelines. All cases final outcome within 150% of timelines. Effectuations: 100% of cases processed within established timeframes
- Track number of appeals filed by Q2 2019; maintain current level of reversals and remands



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%	2017 Hearing Department result was 87%		
Review Department on time case processing objective is 90%	2017 Review Department result was 79%		
Effectuations Unit on time case processing objective is 100%	2017 Effectuations Unit result was 100%		
Hearing Department Backlog objective is not to exceed 10%	2017 Hearing Department backlog was 6%		
Review Department backlog objective is not to exceed 10%	2017 Review Department backlog was 0%		
Effectuations Unit backlog objective is not to exceed 0%	2017 Effectuations Unit backlog was 0%		
Monitor Year-Over-Year Workload by Filing Type and Outcome	Workload Category	2016	2017
	Discipline Filings	541	439
	Regulatory Filings	81	82
	Disposition: Disbarment	230	193
	Disposition: Suspension	260	194
	Disposition: Other	151	152

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

Fund	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
General Fund				
Other Revenues	\$20,700	\$22,600	\$12,700	\$13,100
General Fund Total	\$20,700	\$22,600	\$12,700	\$13,100
<b>Total Funds</b>	<b>\$20,700</b>	<b>\$22,600</b>	<b>\$12,700</b>	<b>\$13,100</b>

### *2019 Budget by Expense Category*

State Bar Court's total budget for 2019 is \$7.5 million. Table 2 provides detailed and comparative information regarding State Bar Court budgeted 2019 expenses.

**Table 2: Expenses**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Personnel Expenses	7,344,700	7,598,900	7,112,800	7,490,600
Leases and Rent	20,100	23,200	23,200	23,900
Services	41,000	59,400	48,900	50,200
Supplies and Equipment	151,800	184,500	172,400	177,500
Other Expenses	112,000	122,400	165,700	170,800
<b>Total Expenses</b>	<b>\$7,669,600</b>	<b>\$7,988,400</b>	<b>\$7,523,000</b>	<b>\$7,913,000</b>

## 2019 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**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Indirect Costs	4,505,900	5,105,000	5,253,100	5,410,700
Interfund Transfers Out	6,700	0	0	0
Interfund Transfers In	(2,200)	0	0	0
<b>Total Interfund Transactions</b>	<b>\$4,510,400</b>	<b>\$5,105,000</b>	<b>\$5,253,100</b>	<b>\$5,410,700</b>

## Personnel Requirements

State Bar Court employs 38.73 full-time employees. Table 4 provides prior and current year staffing information for State Bar Court.

**Table 4: Staffing**

	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
<b>Regular Status Fulltime Employees</b>						
Chief Court Counsel		1.00	1.00	1.00	\$222,750	\$233,888
Chief Assistant Court Counsel	2.00					
Assistant Chief Court Counsel		2.00	1.00	1.00	182,839	191,981
Senior Director, State Bar Court	1.00					
Special Assistant - State Bar Court	1.00					
Court Administrator	1.00					
Program Manager II		1.65	2.00	2.00	308,250	308,250
Hearing Judge	5.00	5.00	5.00	5.00	966,057	1,004,700
Presiding Judge	1.00	1.00	1.00	1.00	211,571	220,034
Review Judge	2.00	2.00	2.00	2.00	423,143	440,069
Supervising Attorney			1.00	1.00	156,282	169,566
Senior Attorney	8.00	8.00	5.00	5.00	788,310	831,096
Program Analyst			1.00	1.00	82,973	90,170
Court Specialist		13.00	13.00	13.00	1,198,125	1,246,021
Senior Administrative Assistant		4.40	5.00	5.00	365,081	387,714
Legal Secretary II			1.73	1.73	124,294	131,028
Senior Program Analyst		1.00				
Lead Data Analyst	1.00					
Program/Court Systems Analyst	2.00					
Program Specialist		1.00				
Deputy Court Clerk IV	2.00					
Senior Administrative Secretary	0.90					
Case Administrator	13.00					
IT Support Technician II		1.00				
Admin Specialist III (Conf)	1.00					
Administrative Assistant II	1.00					
Legal Secretary	1.00	1.80				
<b>Total FTE</b>	<b>42.90</b>	<b>42.85</b>	<b>38.73</b>	<b>38.73</b>	<b>\$5,029,675</b>	<b>\$5,254,517</b>

## MISSION ADVANCEMENT AND ACCOUNTABILITY DIVISION

### *Overview*

The Mission Advancement and Accountability Division (MAAD) is responsible for ensuring the implementation of the mission and long-term vision of the State Bar in coordination with the Board of Trustees, Bar leadership and staff, stakeholders, and other interested parties. The Division is responsible for:

- Compliance – tracking statutory, rule, policy, and procedural mandates for which the Bar is responsible and ensuring that the Bar meets those obligations;
- Legislative Liaison – tracking legislation that may affect the Bar and working with Bar staff to identify legislative changes that will improve the efficiency and effectiveness of operations, communicating with the Legislature and Governor’s office on matters of interest to the Bar, the Legislature and Governor’s office;
- Board and subentity management – supporting the Board of Trustees and various State Bar subentities in recruiting of members, compliance with open-meeting rules, orientation and on-boarding of members, posting of agendas, and logistics for holding meetings;
- Data management and Research – overseeing the design and implementation of research projects, managing the contracts of external researchers, and producing reports on the operation of the Bar.

MAAD is made up of the Offices of Strategic Communications and Stakeholder Engagement; Secretariat (formerly known as Board and Committee Support); Legislative Liaison, 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. OCSE produces a quarterly newsletter for the Legislature, and in 2019 will begin implementing a strategic communications plan that includes the development of Fact Sheets that describe the functions performed by all areas of the Bar, data briefs on specific topics of interest – in particular looking at diversity and inclusion within the profession – and participating more actively in social media.

### *Secretariat (formerly known as Office of Board and Committee Support)*

Secretariat organizes and manages meetings of the Board of Trustees its Standing Committees. In addition to serving as Secretary to the Board of Trustees, Secretariat also staffs the JNE and RJNE commissions, staffs the Trustee Nominating Committee, the Applicant Evaluation and Nomination Committee, and manages appointments to the Committee of Bar Examiners. Board meeting organization and management involves coordination of agendas of the various

committees of the Board with the Board agenda, ensuring that Board Committees have vetted proposals before they are brought to the full Board, tracking the development and implementation of Committee Work Plans, posting agendas and meeting notices in compliance with Bagley-Keene Open Meeting requirements, coordinating the production and uploading of reports to the online agendas, arranging travel, lodging and reimbursement for Trustees, and also coordinating the web casting, and documenting the results of Board meetings.

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

The Office of Research and Institutional Accountability (ORIA) conducts research and evaluation in support of the State Bar's mission and serves as a project management office for major, multi-divisional initiatives including the implementation of the new case management system for OCTC, the State Bar Court, and Probation, and the new case management system for the Office of Admissions. ORIA provides project management and data collection for technically complex projects – the job analysis, evaluation of the Bar Exam, and Performance Study – and also provides reports to both external and internal audiences. The Annual Discipline Report is produced by ORIA, as are the monthly Discipline System Statistical Reports, and weekly management reports produced for the Office of the Chief Trial Counsel. ORIA staff also serve as committee coordinators for the Committee on Regulation and Discipline, the Programs Committee, and the Malpractice Insurance Working Group.

#### *Legislative Liaison*

In 2018 MAAD assumed responsibility for managing relations with the Legislature. In January 2018 the Board adopted a statement providing criteria for the Board to take positions on legislation and throughout the year, MAAD staff monitored the legislative session, responded to inquiries from Sacramento, met with legislators to discuss issues of interest to the Bar, and proposed statutory amendments to improve the efficiency and effectiveness of Bar operations. MAAD manages the contract with the Bar's lobbyist in Sacramento, coordinates with her, and serves as staff to the Board's legislative liaison, holding bi-weekly conference calls to keep the Board informed about legislative activity with the potential to affect the Bar.

#### *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 2018 Accomplishments

- Develop criteria for taking positions on legislation and approval by Board of Trustees;
- Develop list of 2018 legislative priorities and approval by the Board of Trustees;
- Work with legislature to enact most of the legislative priorities in AB 3249;
- Hire attorney to track legislative work and work on compliance issues;
- Develop comprehensive list of State Bar compliance requirements, organize, and distribute for further evaluation;
- Develop draft Board Book, complete revision of the manual to be provided to all Trustees, documenting the rules and procedures, and policies of the Board of Trustees;
- Develop draft Administrative manual and reference materials for Board Committee Coordinators to standardize and simplify the Board meeting process;
- Monitor implementation of Board Committee Work Plans at Board Committee and Board meetings;
- Revise 2017-2022 Strategic Plan to include new Objectives related to access to legal services;
- Soft launch of Odyssey Case management system for Office of Chief Trial Counsel, State Bar Court, and Office of Probation;
- Launch of Admissions Information Management System, project to go live before end of calendar year;
- Implementation of Governance in the Public Interest Task Force, Appendix I subentity review and recommendations to the Board of Trustees;
- Launch and staffing of the Malpractice Insurance Working Group;
- Staffing of six JNE Commission Meetings, one RJNE Commission meeting, resulting in the evaluation of hundreds of applicants to judgeships;
- Staffing of the Applicant Evaluation and Nominations Committee resulting in the selection of two State Bar Court judges;
- Staffing of monthly Board of Trustee meetings for much of the year;
- Staffing of bi-monthly Board Committee meetings for Programs Committee, Regulation and Discipline Committee, and staffing of bi-weekly conference calls with Chair and Vice-Chair of same Board Committees;
- Transfer of responsibilities for review of the Bar Exam results from contract consultant to ORIA;
- Implementation of new requirements for re-fingerprinting attorneys.

### *Fiscal Year 2019 Projects and Objectives*

- Revise Strategic Plan to take into account new statutory language re: access and inclusion;
- Develop Board Committee Work Plans for Programs Committee, and Regulation and Discipline, and align Work Plans with new Strategic Plan;
- Coordinate and manage Board meetings;
- Coordinate and manage meetings of the JNE Commission, RJNE Commission, Applicant Evaluation and Nominations Committee, Trustees Nominations Committee;
- Finalize a Staff Administrative Manual and related Intranet content to supplement the Administrative Manual;
- Finalize the standardization of all materials related to management and operations of subentities following global recommendations contained in Appendix I recommendations approved by Board of Trustees on September 12, 2018;
- Continue to monitor fingerprinting implementation, transfer staff from OCTC for Arrest monitoring, restructure the business process and develop procedures related to Arrest monitoring;
- Finalize work of Malpractice Insurance Working Group, draft and deliver mandated report to the Legislature;
- Research and write mandated report on diversity and inclusion in the justice system ;
- Extract, evaluate, clean, and package data for the Annual Discipline Report, write narrative to accompany data;
- Produce Discipline System Metrics approved by Board of Trustees at September meeting and establish regular reporting schedule for metrics;
- Hard launch of Odyssey Case Management system for Office of Chief Trial Counsel, State Bar Court, and Office of Probation;
- Finalize document back-scanning project for Odyssey implementation;
- Manage working group and contractor to conduct job analysis, conduct back-up data analysis and validation, write report on job analysis;
- Identify legislative priorities for 2019 legislative session, seek approval from Board of Trustees to advance, work with Legislature to include in 2019 fee bill;
- Respond to legislative inquiries regarding proposed legislation affecting the Bar.

### *Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

#### *Performance Metrics:*

##### *Strategic Communications and Stakeholder Engagement*

- Increase positive narrative about the State Bar by effectively communicating regarding key State Bar initiatives. Target: identify 2019 initiatives by Q1 2019
- 90% of stakeholders report a high level of OVERALL satisfaction with quality of internal communications by Q1 2019

##### *Board Support JNE Commission and Appointments*

- 90% of stakeholders report a high level of overall satisfaction with quality of operational support provided, by Q4 2019. Target: define stakeholders by Q1 2019

- Ensure diversity of Board and committee applicant pool by establishing baseline data of applicant pool by Q1 2019
- Develop standardized on- boarding process for all state bar sub-entities by Q4 2018
- 90% utilization of a standardized on- boarding process by all state bar entities by Q2 2019
- All Board Committee Coordinators and sub-entity coordinators trained and oriented on standardized meeting management procedures by Q2 2019

*Research and Institutional Accountability*

- 90% of all ORIA projects meet project milestones by Q2 2019
- Compliance monitoring systems established with respect to statutes, rules, procedures and policies by Q3 2019
- 95% on time distribution of Discipline Reports from ODY by Q2 2019
- 90% of regular management reports and performance metrics are automated by Q2 of 2019

Performance Objective	Previous Year Result
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>
Conduct study and make recommendations to the Board of Trustees in response to the Governance in the Public Interest Task Force, Appendix I Recommendations.	✓ Recommendations heard, most adopted, by the Board of Trustees at September 13, 2018 meeting.
Adopt new Rule of Court, establish new Bar policies, and develop process for implementing said rule and policies for the re-fingerprinting of 190,000 active, licensed attorneys.	<ul style="list-style-type: none"> <li>✓ Rule adopted by Supreme Court;</li> <li>✓ Policies approved by Board of Trustees;</li> <li>✓ Project is on track to be fully implemented by final deadline of 12/1/2019</li> </ul>
Distribute customized quarterly legislative newsletter to all Senators and Assembly members in the California State Legislature.	✓ Distributed three quarterly newsletter, have redesigned the format and will deliver the fourth in new format in October.



Secure approval of AB 3249 – State Bar Act, fee bill	✓ Signed by the Governor in September.
100% of JNE candidates evaluated within 90 days.	✓

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

2019 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 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
General Fund				
Grants	\$50,000	\$0	\$0	\$0
Other Revenues	127,000	135,000	135,000	139,000
General Fund Total	\$177,000	\$135,000	\$135,000	\$139,000
Grants Fund				
Grants	\$0	\$0	\$257,500	\$0
Grants Fund Total	\$0	\$0	\$257,500	\$0
Legislative Activities Fund				
Voluntary Fees & Donations	\$162,700	\$775,000	\$775,000	\$798,200
Other Revenues	3,700	2,400	2,400	2,500
Legislative Activities Fund Total	\$166,400	\$777,400	\$777,400	\$800,700
<b>Total Funds</b>	<b>\$343,400</b>	<b>\$912,400</b>	<b>\$1,169,900</b>	<b>\$939,700</b>

*2019 Budget by Expense Category*

Mission Advancement and Accountability Division's total budget for 2019 is \$5.5 million. Table 2 provides detailed and comparative information regarding Mission Advancement and Accountability Division budgeted 2019 expenses.

**Table 2: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	3,038,900	3,395,600	4,150,700	4,188,800
Leases and Rent	3,700	800	4,200	4,300
Services	363,200	517,600	565,100	504,900
Legal Services Grants	50,000	0	0	0
Supplies and Equipment	345,500	351,500	352,200	362,600
Other Expenses	386,700	359,000	442,600	409,500
<b>Total Expenses</b>	<b>\$4,188,000</b>	<b>\$4,624,500</b>	<b>\$5,514,800</b>	<b>\$5,470,100</b>



### 2019 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**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Indirect Costs	694,700	783,600	460,200	474,100
<b>Total Interfund Transactions</b>	<b>\$694,700</b>	<b>\$783,600</b>	<b>\$460,200</b>	<b>\$474,100</b>

### Personnel Requirements

Mission Advancement and Accountability Division employs 24.85 full-time employees. Table 4 provides prior and current year staffing information for Mission Advancement and Accountability Division.

**Table 4: Staffing**

Regular Status Fulltime Employees	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
Chief Mission Officer		1.00	1.00	1.00	\$212,625	\$223,256
Director (SCSE)	1.00					
Director (ORIA)	1.00					
Program Director II		2.00	1.00	1.00	167,063	175,416
Managing Dir Comm & Info Services	1.00					
Principal Analyst (ORIA)	3.00					
Principal Program Analyst		4.00	4.00	4.00	563,997	569,790
Executive Director			0.10	0.10	26,750	26,750
Program Supervisor			1.00	1.00	127,500	131,963
Attorney IV		1.00	1.00	1.00	186,359	193,999
Attorney II			1.00	1.00	143,461	152,021
Attorney III		0.75				
Senior Program Analyst			4.00	3.00	407,126	331,851
IT Analyst II		1.00	1.00	1.00	94,654	102,818
Program Analyst		5.00	3.00	3.00	295,784	314,802
Program Coordinator			0.25	0.25	23,035	23,972
Senior Administrative Assistant	2.00	2.00	1.50	1.00	122,739	90,275
Paralegal			1.00	1.00	73,633	79,766
Administrative Assistant II	4.00	2.00	2.00	2.00	151,263	158,146
Lead Data Analyst	1.00					
Web Administrator	1.00					
Program/Court Systems Analyst	2.00					
Public Information Officer	0.80	2.00	3.00	3.00	285,025	306,438
Web Editor	1.00					
Budget & Perf Analyst	1.00					
Executive Secretary Conf	1.00					
Administrative Specialist I	0.20					
<b>Total FTE</b>	<b>20.00</b>	<b>20.75</b>	<b>24.85</b>	<b>23.35</b>	<b>\$2,881,013</b>	<b>\$2,881,262</b>

## PROGRAMS DIVISION

### *Overview*

The Programs Division comprises the Office of Admissions, the Office of Attorney Regulation and Consumer Resources, the Office of Case Management and Supervision (Lawyer Assistance Program and Probation), the Office of the Client Security Fund, the Office of Access & Inclusion, 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 ordering and production of Admission Wall Certificates for new bar admittees.

### *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, applicant eligibility determinations, admission ceremonies, 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 processing the receipt of moral character applications from applicants seeking admission to practice law in California, completing the moral character investigations of applicants 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 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.

### *Division 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 2018 Accomplishments*

- Implemented the licensee fingerprint initiative by the June deadline, including taking on responsibility for processing all fingerprint cards from bar applicants and existing licensees, and for handling unsuccessful fingerprinting for all applicants and licensees.
- Completed the draft Law School Bar Exam Performance Study (Performance Study) and submitted the Request for Proposal for selection of a vendor to conduct a California-specific attorney job analysis study.
- Reviewed and revised the Special Admissions Rules of Court and State Bar Rules, including development of new rules for special admission for Military Spouses.
- Provided training to the Committee of Bar Examiners on conducting informal conferences and additional training on the work of the Lawyer's Assistance Program. Also prepared guidelines for the Committee of Bar Examiners for consideration of UPL issues at informal conferences.
- Implemented Legal Specialization Examination Development and Drafting Team (LSEDG) and transitioned the program from the Committee volunteers. Created and updated an interactive training for the LSEDG Team question drafters.
- Conducted more than 200 informal conferences and assisted the Committee of Bar Examiners in rendering determinations with respect to moral character applications.
- Actively participated with the development, creation and testing of the new Admissions Information Management Systems (AIMS).
- Successfully administered the first February two-day administration of the California Bar Examination.
- Created the content for Legal Specialization examination bank including addition of several thousand new questions.
- Released results for the Legal Specialization Examination of record size.
- Redesigned law school disclosure forms to improve clarity for consumers and incorporate the five-year cumulative bar passage rate.
- Inspected five law schools and created new site inspection tools.
- Accepted termination of registration from a non-performing law school.
- Sent letters of noncompliance to law schools not substantially complying with accreditation or registration requirements.

### *Fiscal Year 2019 Projects and Objectives*

- Complete the 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.
- Implement changes to the structure and operations of the Committee of Bar Examiners and staff roles resulting from the adoption by the Board of Trustees of changes to the governance structure. Pursue necessary statutory and rule changes, including to accreditation processes.
- Develop and implement policy and procedure changes necessitated by the transition to the Admissions Information Management System; work on AIMS Phase II issues.
- Revise policies and procedures to implemented adopted changes to the rules regarding special admissions, including the new category of special admissions for military spouses. Train staff, revise forms, publicize the changes as appropriate.

*Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

*Workload Metrics*

<b>2018 Progress (as of July 2018)</b>		
	<b>2017</b>	<b>2018</b>
Applicants Certified to California Supreme Court	5,873	1,638
Law Student Registration Applications Received and Processed	6,469	3,279
California Bar Examination Applications Received and Processed	14,752	10,148
First-Year Law Students' Examination Applications Received and Processed	907	477
Testing Accommodation Petitions Granted	1,100	1,054
Moral Character (MC) Determination Applications Received	6,947	4,905
Out-of-State Attorneys Practicing Law in Limited Practice Areas	4,131	1,988
Practical Training of Law Students Program Applications Received	2,910	1,543
Law Schools Accredited and Registered by the Committee of Bar Examiners	37	35
# of Certified Legal Specialists	4,930	4,904
# of Moral Character applications received and processed annually.		*pending
# of CA bar exam and first year law school exam applications received annually & # of testing accommodation requests received.		*pending

*Performance Metrics*

- Implement 100% of Sept 2018 BOT adopted reforms by Q4 2019. Target: Develop project plan, with quarterly target dates, for codifying all new standards by Q1 2019.
- Advance 80% of Moral Character applications from “received” to “filed” status within 60 days by Q2 2019
- Reduce exam costs by 5% by Q3 2019
- Reduce time to grade bar exams from 11 weeks to 9 weeks by Q4 2019

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

<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Admissions Fund				
Exam Fees	\$14,275,500	\$14,937,400	\$13,690,600	\$14,101,500
Other Revenues	7,281,500	7,123,900	7,251,100	7,468,600
Admissions Fund Total	\$21,557,000	\$22,061,300	\$20,941,700	\$21,570,100
Legal Specialization Fund				
Exam Fees	\$261,100	\$48,000	\$244,700	\$252,100
Other Revenues	347,400	1,984,500	1,729,500	1,781,400
Legal Specialization Fund Total	\$608,500	\$2,032,500	\$1,974,200	\$2,033,500
<b>Total Funds</b>	<b>\$22,165,500</b>	<b>\$24,093,800</b>	<b>\$22,915,900</b>	<b>\$23,603,600</b>

*2019 Budget by Expense Category*

The Office of Admissions' total budget for 2019 is \$18.1 million. Table 2 provides detailed and comparative information regarding the Office of Admissions budgeted 2019 expenses.

**Table 2: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	7,550,300	8,620,200	8,202,000	8,760,500
Leases and Rent	2,141,100	1,914,900	2,008,500	2,068,700
Services	4,948,300	6,193,900	4,942,800	5,091,400
Supplies and Equipment	2,078,700	2,875,900	2,340,700	2,050,500
Other Expenses	565,300	600,700	570,900	588,000
<b>Total Expenses</b>	<b>\$17,283,700</b>	<b>\$20,205,600</b>	<b>\$18,064,900</b>	<b>\$18,559,100</b>

*2019 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 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Indirect Costs	5,703,700	5,880,600	6,163,900	6,349,000
Interfund Transfers Out	1,200	2,100,000	100,000	100,000
Interfund Transfers In	(900)	(1,100,000)	(100,000)	(100,000)
<b>Total Interfund Transactions</b>	<b>\$5,704,000</b>	<b>\$6,880,600</b>	<b>\$6,163,900</b>	<b>\$6,349,000</b>

*Personnel Requirements*

The Office of Admissions employs 65.30 full-time employees. Table 4 provides prior and current year staffing information for the Office of Admissions.

**Table 4: Staffing**

Regular Status Fulltime Employees	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
Chief Programs Officer		0.15	0.15	0.15	\$32,653	\$34,286
Senior Director, Admissions	1.00					
Program Director III		1.00	1.00	1.00	192,204	201,814
Program Director I		1.00	1.00	1.00	179,169	181,536
Director, Educational Standards	1.00					
Director, Operations & Mgmt	1.00					
Dir, Moral Char Determinations	1.00					
Director, Admissions Admin	1.00					
Assistant Director, Admissions	1.00					
Director, Examinations	1.00					
Director, Legal Specialization	1.00					
Program Manager III		4.00	2.00	2.00	321,739	324,168
Program Manager II		1.00				
Program Manager I		1.00	2.00	2.00	245,400	257,670
Principal Program Analyst			1.00	1.00	158,845	158,845
Special Projects Liaison			0.15	0.15	23,827	24,661
Program Supervisor		8.00	7.00	7.00	764,146	828,874
Program Analyst			1.00	1.00	92,202	100,039
Investigator II		9.00	8.00	8.00	690,918	749,318
Program Coordinator		1.00	3.00	3.00	235,501	255,215
Investigator I			1.00	1.00	74,037	80,372
Administrative Supervisor		1.00	1.00	1.00	89,292	92,417
Fiscal Services Specialist	1.00	1.00	1.00	1.00	74,537	80,967
Program Specialist		5.00	6.00	6.00	436,705	469,184
Senior Administrative Assistant	5.00	2.00	2.00	2.00	137,985	149,824
Administrative Assistant II	9.00	7.00	5.00	5.00	379,144	397,183
Program Assistant III		7.00	6.00	6.00	450,849	469,987
Administrative Assistant I	8.00	4.00	3.00	3.00	181,318	193,377
Office Assistant III		1.00	1.00	1.00	74,704	77,319
Program Assistant II		10.00	9.00	9.00	537,608	574,038
Section Chief	7.00					
Technology Service Analyst Technician	1.00					
Office Assistant II		4.00	4.00	4.00	213,986	232,041
IT Analyst II		1.00				
Moral Character Analyst	9.00					
Section Chief, SPECIALIZATION	1.00					
Admin Specialist II	1.00					
Examinations Technician	1.00					
Administrative Secretary	1.00					
Admissions Eligibility Analyst III	1.00					
Admissions Analyst II	1.00					
Admissions Analyst III	2.00					
Admissions Coordinator	1.00					
Admissions Processing Clerk II	1.00					
Coordinator of Records	4.00					
Admissions Eligibility Analyst II	3.00					
General Clerk III	3.00					
Admissions Analyst I	1.00					
<b>Total FTE</b>	<b>69.00</b>	<b>69.15</b>	<b>65.30</b>	<b>65.30</b>	<b>\$5,586,769</b>	<b>\$5,933,134</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 2018 Accomplishments*

In addition to:

- 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.
- Implement new fingerprinting requirements for active attorneys and attorneys transitioning from inactive to active status.
- 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.
- Participated in the development of New Attorney 10-Hour MCLE, to be deployed February 1, 2018.

### *Fiscal Year 2019 Projects and Objectives*

- Implement a reporting and compliance tracking system for the New Attorney 10-Hour MCLE program.
- Complete the expansion of the State Bar Resource Center to include Admissions, attorney, and Client Security Fund calls.
- Implement further improvements to the electronic billing system, including the Agency Billing program.

### *Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

#### *Workload Metrics*

<b>2018 Progress</b>				
	2016	2017	2018	
Handle Incoming Calls	64,000	123,000	156,000	
Certificate of Standing Orders	8,632	8,423	10,684	
Law Corp/LLP Applications	11,500	11,800	12,100	
Attorney Status Changes	6,200	8,400	10,600	
Agency Billing Accounts	N/A	2,335	2,763	
Individual Attorney Payments Within Agency Billing	N/A	40,339	42,112	
# of MCLE applications received			*pending	
# of initial and renewal LLP applications received			*pending	

# of initial and renewal LLC applications received			*pending
# of requests for certificates of standing received			*pending

#### *Performance Metrics*

- By Q1 2019 develop targets for average wait times, calls abandoned, and % of calls transferred to other State Bar offices
- 75% of participants completing phone system survey report a high level of OVERALL satisfaction with a “4” or above rating (on a scale of 1 to 5, with 5 being the highest rating) with their call center experience
- Process 75% of MCLE applications within 30 days of receipt
- Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2019
- Convert 20% of Law Corporations to a strictly online renewal process by Q3 2019
- Fulfill 100% of requests for certificates of standing within 5 days of receipt

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

<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
General Fund				
Other Revenues	\$889,300	\$983,200	\$1,029,900	\$1,061,000
General Fund Total	\$889,300	\$983,200	\$1,029,900	\$1,061,000
<b>Total Funds</b>	<b>\$889,300</b>	<b>\$983,200</b>	<b>\$1,029,900</b>	<b>\$1,061,000</b>

#### *2019 Budget by Expense Category*

The Office of Attorney Regulation and Consumer Resources' total budget for 2019 is \$4.2 million. Table 2 provides detailed and comparative information regarding the Office of Attorney Regulation and Consumer Resources budgeted 2019 expenses.

**Table 2: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	2,975,200	3,012,100	3,758,700	4,044,400
Services	146,700	233,200	201,900	207,700
Supplies and Equipment	172,000	191,000	233,100	240,000
Other Expenses	33,500	45,200	47,200	48,400
<b>Total Expenses</b>	<b>\$3,327,400</b>	<b>\$3,481,500</b>	<b>\$4,240,900</b>	<b>\$4,540,500</b>

### 2019 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**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Indirect Costs	1,647,400	1,656,200	2,265,700	2,333,700
Interfund Transfers Out	300	0	0	0
<b>Total Interfund Transactions</b>	<b>\$1,647,700</b>	<b>\$1,656,200</b>	<b>\$2,265,700</b>	<b>\$2,333,700</b>

### Personnel Requirements

The Office of Attorney Regulation and Consumer Resources employs 31.30 full-time employees. Table 4 provides prior and current year staffing information for the Office of Attorney Regulation and Consumer Resources.

**Table 4: Staffing**

	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
<b>Regular Status Fulltime Employees</b>						
Chief Programs Officer		0.15	0.15	0.15	\$32,653	\$34,286
Program Director II		1.00	1.00	1.00	167,063	175,416
Director, Fee Arbitration	0.50					
Managing Director Member Rec & Comp	1.00					
Program Manager II		1.00	2.00	2.00	258,503	271,428
Program Manager I		0.20				
Attorney		1.00	1.00	1.00	106,593	115,753
Special Projects Liaison			0.15	0.15	23,827	24,661
Program Supervisor		4.00	4.00	4.00	428,817	465,551
Senior Program Analyst		1.00	1.00	1.00	100,111	108,777
Program Analyst			1.00	1.00	86,245	93,695
Program Coordinator		3.00	3.00	3.00	243,093	263,710
Program Specialist		2.00	2.00	2.00	157,192	168,525
Program Assistant III		2.00	5.00	5.00	368,916	385,553
Public Service Representative III			4.00	4.00	236,594	254,615
Program Assistant II		8.00	4.00	4.00	245,282	262,754
Senior Administrative Supervisor	3.00					
Senior Administrative Specialist	1.00					
Membership Services Representative	3.00					
Public Service Representative II			3.00	3.00	185,662	197,778
Complaint Analyst I	2.00					
Senior Administrative Assistant	4.00					
Administrative Assistant II	3.00	1.00				
Member Services Associate	7.00					
Administrative Assistant I	5.00					
Receptionist/Reservation Coordinator	1.00					
<b>Total FTE</b>	<b>30.50</b>	<b>24.35</b>	<b>31.30</b>	<b>31.30</b>	<b>\$2,640,550</b>	<b>\$2,822,499</b>

## PROGRAMS DIVISION

### Office of Access & Inclusion

#### *Overview*

The Office of Access & Inclusion (OA&I) 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*

OA&I 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*

OA&I 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. OA&I 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*

OA&I 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). OA&I works with COAF to advise the Board of Trustees on strategies to enhance diversity opportunities and advancement in the legal profession along the 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 2018 Accomplishments*

- Restructured the newly named Office of Access & Inclusion to better integrate the office's access, grant making, and diversity and inclusion work so that policy informs grantmaking and grantmaking informs policy.
- Worked with partners to successfully secure an increase in Equal Access Funds for 2019.
- Recertified banks with the largest IOLTA accounts, increasing revenue for 2019 IOLTA grants by 97%.
- Convened and coordinated with local legal aid providers, FEMA, and ABA Disaster Legal Services Program and other stakeholders in response to wildfires throughout the state.
- Convened 4<sup>th</sup> Annual Pathway to Law Summit, a two day summit focusing on the 2+2+3 Pathway to Law programming.
- Presented Judicial Appointments Workshop and coordinated Annual Bias Training for JNE Commission.
- Produced a veterans legal services report following a survey of veterans legal services providers. Hosted a roundtable meeting to discuss status of veterans legal services network in the state.
- Developed substantive revisions to the rules governing certification of Lawyer Referral Services to achieve greater access to legal services.

### *Fiscal Year 2019 Projects and Objectives*

- Complete a California Justice Gap Study.
- Continue to support the statewide veterans' legal services network.
- Draft and release new Bank Grant RFP for regional and statewide foreclosure prevention and community redevelopment projects.
- Plan and hold 2019 Pathways to Justice Conference, which will provide substantive programming for legal services, self-help, and other stakeholders.
- Develop an online portal for Lawyer Referral Services.
- Participate in efforts to increase funding for legal services.

### *Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

#### *Workload Metrics*

2018 Progress		
	2017	2018
Total Grant \$ awarded/administered	\$ 37.1M	\$ 49.99M
Administrative expense as a % of distribution	5.4%	4.6%
Number of grants Awarded	278	296
Number of IOLTA Accounts	47,277	48,253
Number of participating Attorneys	75,327	74,264
Number of banks eligible to hold IOLTA accounts	203	198
Total IOLTA \$ remitted	\$7M	\$13.02M
# of banks providing interest rates above minimum required		*pending

#### *Performance Metrics*

- Increase efficiency of grant evaluation, administration, and distribution.
- Administered over \$50 million in grant funds through 296 individual grants distributed to 97 different grantees through five different grant programs.
- Prepared analysis of main benefits and economic benefits, provided by legal services providers who are funded by State Bar grants. Convened grantee community to identify gaps and discuss protocols for future collection and analysis.
- Continue developing a new online portal for banks to report IOLTA and continue developing grantee online portal for grant-making.
- Improve efficiency for monitoring and tracking of about 250 financial institution by increasing portal utilization to 75%

- Demonstrate full integration of grant- making, diversity, and legal services policy work by Q2 2019
- Develop detailed operational plan for Legal Services Trust Fund & Access Commissions based on BOT decisions in January 2019, with a target goal for implementation of 90% of identified changes by Q4 2019
- Identify 3-5 key improvement opportunities in data reporting and collection from the 2017 Main Benefits Report by Q1 2019
- Roll out 75% of identified data reporting and collection improvements by Q2 2019 for changes involving State Bar only, and by Q3 2019 for changes impacting data collection by legal services programs for collection beginning 2020
- Monitor bank compliance with agreed upon interest rates.
- Complete Justice Gap Study by end of Q4 2019.

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

<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Elimination of Bias Fund				
Voluntary Fees & Donations	\$93,000	\$320,000	\$320,000	\$329,600
Other Revenues	13,100	10,100	100	100
Elimination of Bias Fund Total	\$106,100	\$330,100	\$320,100	\$329,700
Equal Access Fund				
Grants	\$22,075,600	\$25,599,900	\$25,599,900	\$26,367,900
Other Revenues	560,700	508,200	490,000	504,700
Equal Access Fund Total	\$22,636,300	\$26,108,100	\$26,089,900	\$26,872,600
General Fund				
Other Revenues	\$71,600	\$60,000	\$92,000	\$94,800
General Fund Total	\$71,600	\$60,000	\$92,000	\$94,800
Grants Fund				
Grants	\$10,000	\$16,400	\$0	\$0
Other Revenues	3,500	0	0	0
Grants Fund Total	\$13,500	\$16,400	\$0	\$0
Justice Gap Fund				
Voluntary Fees & Donations	\$1,409,300	\$900,000	\$1,232,000	\$1,269,000
Other Revenues	17,100	11,100	17,100	17,600
Justice Gap Fund Total	\$1,426,400	\$911,100	\$1,249,100	\$1,286,600
Bank Settlement Fund				
Grants	\$9,000	\$0	\$0	\$0
Other Revenues	294,000	150,000	50,000	51,500
Bank Settlement Fund Total	\$303,000	\$150,000	\$50,000	\$51,500
Legal Services Trust Fund				
Voluntary Fees & Donations	\$6,863,000	\$6,750,000	\$6,101,200	\$6,284,200
Grants	30,000	0	0	0
Other Revenues	7,233,100	6,835,000	23,472,900	24,177,100
Legal Services Trust Fund Total	\$14,126,100	\$13,585,000	\$29,574,100	\$30,461,300
<b>Total Funds</b>	<b>\$38,683,000</b>	<b>\$41,160,700</b>	<b>\$57,375,200</b>	<b>\$59,096,500</b>

### *2019 Budget by Expense Category*

Access & Inclusion's total budget for 2019 is \$66.1 million. Table 2 provides detailed and comparative information regarding Access & Inclusion budgeted 2019 expenses. Expenses exceed revenue due to planned spending of prior year revenue from the Bank Settlement Fund (\$9.6 million).

**Table 2: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	2,568,400	2,688,000	2,802,100	3,014,600
Leases and Rent	3,700	0	0	0
Services	245,100	248,600	423,200	435,900
Legal Services Grants	38,960,000	50,227,700	62,670,700	64,550,900
Supplies and Equipment	54,400	130,200	89,300	92,000
Other Expenses	79,900	88,300	124,100	127,800
<b>Total Expenses</b>	<b>\$41,911,500</b>	<b>\$53,382,800</b>	<b>\$66,109,400</b>	<b>\$68,221,200</b>

### *2019 Interfund Transactions*

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

**Table 3: Interfund Transactions**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Indirect Costs	1,518,500	1,546,400	1,500,900	1,546,100
Interfund Transfers Out	1,800	0	0	0
<b>Total Interfund Transactions</b>	<b>\$1,520,300</b>	<b>\$1,546,400</b>	<b>\$1,500,900</b>	<b>\$1,546,100</b>



### *Personnel Requirements*

Access & Inclusion employs 19.30 full-time employees. Table 4 provides prior and current year staffing information for Access & Inclusion.

**Table 4: Staffing**

Regular Status Fulltime Employees	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
Chief Programs Officer		0.15	0.15	0.15	\$32,653	\$34,286
Senior Director Admin of Justice	1.00					
Program Director II		1.00	1.00	1.00	174,732	183,469
Program Manager III		1.00				
Mangng Dir, Lgl Services Trust Fnd	1.00					
Managing DIR DIVERSITY OUTREAC	1.00					
Managing Director BAR RELATION	0.50					
Program Manager I		0.80				
Special Projects Liaison			0.15	0.15	23,827	24,661
Program Supervisor		1.00	3.00	3.00	354,514	373,880
Senior Financial Analyst		2.00	1.00	1.00	106,871	114,605
Senior Program Analyst		7.00	9.00	9.00	919,146	986,769
Program Analyst		2.00	2.00	2.00	170,797	185,490
Program Coordinator	2.00	2.00	1.00	1.00	81,084	87,976
Program Specialist		2.00	2.00	2.00	161,977	170,391
Program Developer	3.00					
Senior Accountant/Auditor	2.00					
Compliance Auditor I	2.00					
Senior Grants Administrator	1.00					
Program/Court Systems Analyst	1.00					
Senior Administrative Assistant	5.00					
Administrative Assistant II	3.00					
<b>Total FTE</b>	<b>22.50</b>	<b>18.95</b>	<b>19.30</b>	<b>19.30</b>	<b>\$2,025,601</b>	<b>\$2,161,527</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, Rules Revision Commission (RRC), and Ethics Opinion Committee (COPRAC) Support*

As needed, Professional Competence staff provide a full range of staffing support to the Board of Trustees for issues related to attorney professional responsibility. Similarly, as assigned, staff provide support to other special task forces and ad hoc committees, such as the Rules Revision Commission (RRC). As a regular responsibility, staff provide support for the Standing Committee on Professional Responsibility and Conduct (COPRAC).

#### *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. In addition, staff oversee the Bar's e-learning educational initiatives, including the New Attorney Training Program.

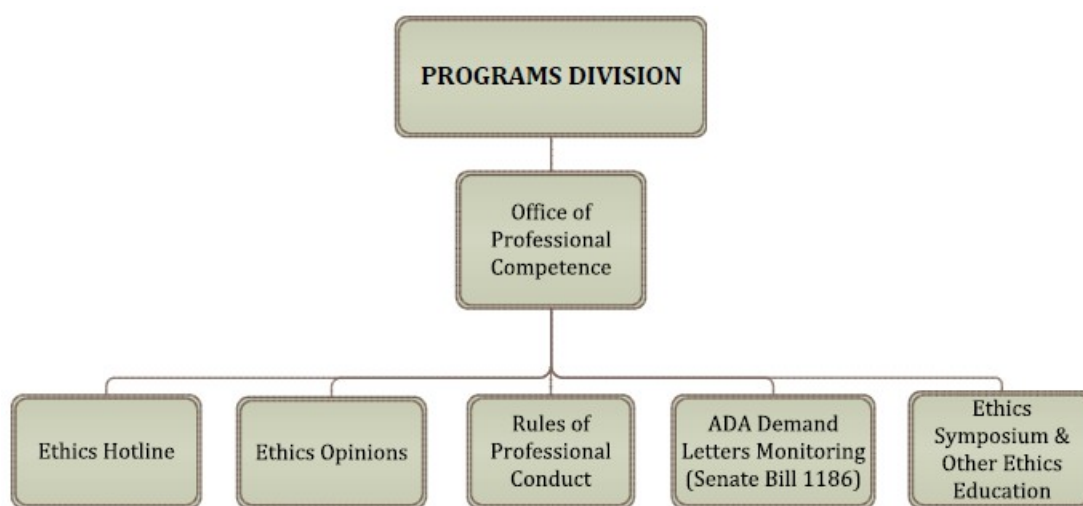
#### *Publications*

OPC staff produce and update 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. The most frequently updated publications are the extensive online professional responsibility resources on topics such as: ethics and technology; judicial ethics; civility and professionalism; and senior lawyer resources. This includes an online version of The Handbook on Client Trust Accounting for California Attorneys. In addition, the California Rules of Professional Conduct, The State Bar Act and Related Statutes book is also offered as an annually updated e-Book at minimal cost.

### *Office of Professional Competence Objectives*

- Facilitate the competent practice of the law by providing 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.
- Help 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 2018 Accomplishments*

- As the State Bar's primary educational content developer, OPC implemented the New Attorney Training Program requiring all new admittees, effective February 1, 2018, to complete 10 hours of e-learning in 9 interactive e-learning courses in subjects including legal ethics and elimination of bias. OPC procured and customized a learning management system (LMS) to host courses and manage user progress and completion data and integrated LMS access with each licensee's user profile at the State Bar's website.
- In response to the Supreme Court's May 2018 order approving comprehensive amendments to the Rules of Professional Conduct, staff carried out implementation and outreach activities. This included a close review of the rules approved and identification of clean-up revisions as well as the posting of online resources. One rule, Rule 1.2.1 [Advising or Assisting the Violation of Law], was referred back for reconsideration and staff managed Board consideration and adoption of a revised proposal. Staff prepared a rule filing that was submitted to the Court and included both Rule 1.2.1 and the clean-up amendments, for approval.
- Developed a 2-hour e-learning course summarizing the comprehensive amendments to the rules, made available to all licensees contemporaneous with the operative date of the rules. For implementation in 2019, developed a 2-hour e-learning course to supplement a new probation condition requiring that attorneys on probation read

the rules of professional conduct.

- Significantly increased Ethics Symposium attendance, doubling the number of paid registrants from prior years. This was due in part to OPC's outreach strategies and a new option for registrants to access the event via an online webcast.

#### *Fiscal Year 2019 Projects and Objectives*

- OPC will provide primary staffing support of the new Task Force on Access Through Innovation of Legal Services, including several subcommittees, and assist in the development of recommendations for the Board in this new area by the end of 2019.
- OPC will manage the State Bar's production of e-learning courses on subjects such as: elimination of bias and competency.
- OPC will continue to monitor the impact of the new Rules of Professional Conduct with a view towards considering additional resources for promoting awareness and compliance.

#### *Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

#### *Workload Metrics*

<b>2018 Progress</b>			
	2016	2017	2018
% of First-Time Callers to the Ethics Hotline	73%	72%	75%
Repeat Callers	27%	28%	25%
Web Hits: Use of the Rules of Professional Conduct	539,140	481,640	609,000
# of Ethics Hotline calls annual			*pending

#### *Performance Metrics*

- Ethics Hotline: Maintain historical benchmark of a ratio of 60% new callers to 40% returning callers within a 10% variance
- Rules of Professional Conduct: Increase attorney awareness of the new Rules of Professional Conduct, effective November 1, 2018.
- E-learning courses: 85% of participants completing evaluation report that courses met their expectations and contained significant relevant content with a "4" or above rating (on a scale of 1 to 5, with 5 being the highest rating) on course feedback

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

<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
General Fund				
Other Revenues	\$30,300	\$38,700	\$45,300	\$46,700
General Fund Total	\$30,300	\$38,700	\$45,300	\$46,700
<b>Total Funds</b>	<b>\$30,300</b>	<b>\$38,700</b>	<b>\$45,300</b>	<b>\$46,700</b>

### *2019 Budget by Expense Category*

The Office of Professional Competence's total budget for 2019 is \$2.4 million. Table 2 provides detailed and comparative information regarding the Office of Professional Competence budgeted 2019 expenses.

**Table 2: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	1,310,500	1,554,800	1,844,100	1,971,000
Leases and Rent	0	2,800	200	200
Services	198,900	221,700	428,400	441,300
Supplies and Equipment	34,000	50,500	50,400	51,800
Other Expenses	63,500	56,400	49,900	51,300
<b>Total Expenses</b>	<b>\$1,606,900</b>	<b>\$1,886,200</b>	<b>\$2,373,000</b>	<b>\$2,515,600</b>

### *2019 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 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Indirect Costs	822,100	937,800	1,038,400	1,069,500
Interfund Transfers Out	700	0	0	0
Interfund Transfers In	(5,200)	0	0	0
<b>Total Interfund Transactions</b>	<b>\$817,600</b>	<b>\$937,800</b>	<b>\$1,038,400</b>	<b>\$1,069,500</b>

## Personnel Requirements

The Office of Professional Competence employs 11.30 full-time employees. Table 4 provides prior and current year staffing information for the Office of Professional Competence.

**Table 4: Staffing**

Regular Status Fulltime Employees	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
Chief Programs Officer		0.15	0.15	0.15	\$32,653	\$34,286
Director, Professional Competence	1.00					
Program Manager III		1.00	1.00	1.00	171,983	171,983
Senior Program Analyst		3.00	6.00	6.00	651,689	705,656
Attorney	1.00	1.00	1.00	1.00	125,041	135,841
Special Projects Liaison			0.15	0.15	23,827	24,661
Program Supervisor		1.00	1.00	1.00	126,452	131,381
Senior Administrative Assistant	1.00	1.00	1.00	1.00	79,376	83,958
Senior Administrative Specialist	1.00					
Lead Data Analyst	1.00					
IT Analyst II		1.00				
Public Service Representative II		1.00	1.00	1.00	62,904	65,106
Administrative Secretary	1.00					
Paralegal	6.00	2.00				
Data Analyst II	1.00					
<b>Total FTE</b>	<b>13.00</b>	<b>11.15</b>	<b>11.30</b>	<b>11.30</b>	<b>\$1,273,924</b>	<b>\$1,352,871</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 current and former attorneys, law students, 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*

Attorneys, students and applicants are eligible to receive a free professional mental health assessment by a licensed clinician without making a longer-term commitment to participate in the program. Participants are also entitled to attend up to three free sessions of a 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 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 Clinical Rehabilitation Coordinator. 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.

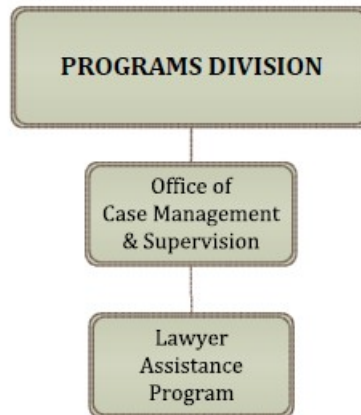
#### *Support LAP*

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 2018 Accomplishments*

- Began to develop comprehensive outreach and education program for law schools, law firms and others to support Strategic Plan implementation.
- Eliminated LAP Evaluation Committee and replaced with equally effective, but more efficient and flexible Clinical Review Team meetings.
- Moved into new LAP suite at 865 South Figueroa in order to address in part attorneys' concerns regarding the close connection between the LAP and the State Bar's discipline system.
- Secured funding for Transition Assistance Services to provide two free individual counseling sessions or career counseling sessions to attorneys, law students and Bar applicants.
- Expanded the financial assistance program to provide financial assistance for LAP services to law students, applicants to the Bar and former attorneys.

### *Fiscal Year 2019 Projects and Objectives*

- Continue implementation of the Strategic Plan and implementation of recommendations from Patrick Krill and the National Center for State Courts Workforce Planning Report.
- Measure impact of increased outreach and education efforts that will result from work of new Senior Analyst position dedicated to such work.
- Assist in the implementation of procedural and structural changes that emerge from 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.

### *Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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



### Workload Metrics

2018 Progress		
	2017	2018
Number of clients served	277	
New intakes	143	
% Successful completions	8.8%	.%
# of intakes annually		*pending
# of requests annually		*pending
# of presentations completed annually		*pending
# of clients served annually		*pending

### Performance Metrics

- Finalize and implement detailed operational plan reflecting BOT's November 2018 direction regarding separation of a portion of LAP by Q1 of 2019
- Increase intakes by 10% by Q4 2019
- Respond to 100% of requests for presentations within 2 business days by Q1 2019
- Complete 20 law school presentations and 10 Bar Association / law firm presentations in 2019
- 80% of participants responding to quarterly satisfaction survey report they agree or strongly agree with the following statements: "The information and services provided by LAP effectively and appropriately address my goals"; "Overall I am satisfied with my LAP experience".

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

Fund	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Lawyer Assistance Program Fund				
Mandatory Fees	\$2,064,200	\$2,107,000	\$2,107,000	\$2,107,200
Other Revenues	56,900	20,000	20,000	20,600
Lawyer Assistance Program Fund Total	\$2,121,100	\$2,127,000	\$2,127,000	\$2,127,800
<b>Total Funds</b>	<b>\$2,121,100</b>	<b>\$2,127,000</b>	<b>\$2,127,000</b>	<b>\$2,127,800</b>

### 2019 Budget by Expense Category

Lawyer Assistance Program's total budget for 2019 is \$1.5 million. Table 2 provides detailed and comparative information regarding Lawyer Assistance Program budgeted 2019 expenses.

**Table 2: Expenses**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Personnel Expenses	870,600	1,260,200	1,249,700	1,073,300
Leases and Rent	4,100	3,300	104,300	107,400
Services	80,900	340,000	71,100	73,100
Supplies and Equipment	17,400	22,800	26,300	27,100
Other Expenses	76,000	81,100	82,100	84,600
<b>Total Expenses</b>	<b>\$1,049,000</b>	<b>\$1,707,400</b>	<b>\$1,533,500</b>	<b>\$1,365,500</b>

### *2019 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 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Indirect Costs	464,500	530,000	483,400	497,900
Interfund Transfers In	(1,200)	0	0	0
<b>Total Interfund Transactions</b>	<b>\$463,300</b>	<b>\$530,000</b>	<b>\$483,400</b>	<b>\$497,900</b>

### *Personnel Requirements*

Lawyer Assistance Program employs 9.3 full-time employees. Table 4 provides prior and current year staffing information for Case Management & Supervision.

**Table 4: Staffing**

	<b>Positions</b>				<b>Salaries</b>	
	<b>FY 2017 Budget</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Forecast</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
<b>Regular Status Fulltime Employees</b>						
Chief Programs Officer		0.15	0.15	0.15	\$32,653	\$34,286
Director, Fee Arbitration	0.50					
Managing Director Bar Relations	0.50					
Program Manager II		1.00				
Special Projects Liaison			0.15	0.15	23,827	24,661
Program Supervisor			1.00	1.00	119,110	126,823
Clinical Rehab Coordinator			4.00	4.00	363,909	384,670
Senior Program Analyst		2.00	2.00	1.00	203,292	110,571
Clinical Case Coordinator		4.00				
Case Manager	4.00					
Administrative Assistant II	1.00	2.00	2.00	1.00	163,239	89,684
<b>Total FTE</b>	<b>6.00</b>	<b>9.15</b>	<b>9.30</b>	<b>7.30</b>	<b>\$906,029</b>	<b>\$770,694</b>

## PROGRAMS DIVISION

### Office of Probation

#### *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.

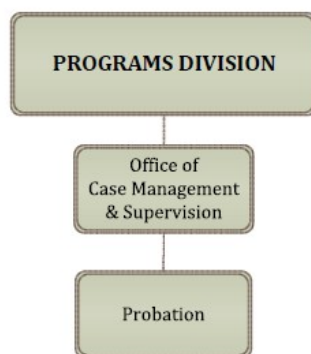
#### **Probation Office**

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.

#### *Office 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 2018 Accomplishments*

- In partnership with ORIA, implemented new Case Management System and engaged in Workload Study in accordance with Workforce Planning recommendations.
- Effectuated training regarding Evidence Based Practices in criminal probation, including Motivational Interview techniques, to augment current monitoring modalities.

#### *Fiscal Year 2019 Projects and Objectives*

- With ORIA and IT, continue to implement the new Case Management System, including possible interfaces such as a portal, while working toward a paperless department.

- Further implement Evidence Based Practices through additional training and procedural or structural changes.

*Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

*Workload Metrics*

<b>2018 Progress</b>			
	<b>2016</b>	<b>2017</b>	<b>2018</b>
Open cases	808	715	519
Cases opened	983	539	263
Cases closed	1166	700	369
Modification motions	72	75	32
Motions to revoke Probation	12	7	5
Noncompliance referrals to OCTC	102	112	58
# of new probation cases opened annually			*pending
Annual probation caseload			*pending
# of probation cases closed annually/or # of motions to revoke or # of referrals			*pending

*Performance Metrics*

- Track successful completion rates by Q2 2019
- Track rates of successful satisfaction of restitution orders by Q2 2019

*2019 Budget by Expense Category*

The Office of Probation's total budget for 2019 is \$1.0 million. Table 1 provides detailed and comparative information regarding the Office of Probation budgeted 2019 expenses.

**Table 1: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	915,400	975,600	1,126,000	1,192,700
Services	500	600	600	600
Supplies and Equipment	13,000	18,700	18,700	19,300
Other Expenses	100	1,300	1,300	1,300
<b>Total Expenses</b>	<b>\$929,000</b>	<b>\$996,200</b>	<b>\$1,146,600</b>	<b>\$1,213,900</b>

### *2019 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 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Indirect Costs	389,000	432,400	508,400	523,600
Interfund Transfers Out	400	0	0	0
<b>Total Interfund Transactions</b>	<b>\$389,400</b>	<b>\$432,400</b>	<b>\$508,400</b>	<b>\$523,600</b>

### *Personnel Requirements*

The Office of Probation employs 8.3 full-time employees. Table 3 provides prior and current year staffing information for the Office of Probation.

**Table 3: Staffing**

	<b>Positions</b>				<b>Salaries</b>	
	<b>FY 2017 Budget</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Forecast</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
<b>Regular Status Fulltime Employees</b>						
Chief Programs Officer		0.15	0.15	0.15	\$32,653	\$34,286
Supervising Attorney		0.70	1.00	1.00	182,457	193,862
Special Projects Liaison			0.15	0.15	23,827	24,661
Program/Court Systems Analyst	1.00					
Probation Case Specialist		5.00	6.00	6.00	483,870	507,722
Probation Deputy	6.00					
Court Specialist		1.00				
Administrative Assistant II	1.00	1.00	1.00	1.00	77,316	80,022
<b>Total FTE</b>	<b>8.00</b>	<b>7.85</b>	<b>8.30</b>	<b>8.30</b>	<b>\$800,123</b>	<b>\$840,553</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 maintain 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 2018 Accomplishments*

- Drafted and submitted to the legislature the statutorily mandated report on the CSF.
- Distribution of 100% of amount budgeted for payouts even with increase in budgeted amount due to funds transferred from LAP and decrease in the amount held in the CSF reserve.
- Increased communications with applicants regarding status of applications. Provided two mass status updates to applicants and continued to increase use of email communication to update applicants on status as requested.

### *Fiscal Year 2019 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.

### *Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

#### *Workload Metrics*

<b>2018 Progress</b>		
	<b>2017</b>	<b>2018</b>
Applications Filed	936	1,000
Applications Paid	909	900
Total Applications Resolved (closed/paid & denied)	1,758	1,400
Total Amount Reimbursed to Victims	\$6,401,923	\$8,600,000
Average Payout per Claim	\$7,043	\$9,555
Pending Application Inventory	3,431	3,000
# of applications filed annually		*pending
# of applications paid annually		*pending
Pending inventory at year-end		*pending

#### *Performance Metrics*

- Resolve oldest applications first
- Implement the Governance in the Public Interest Task Force Appendix I Recommendations
- Provide status update to 100% of applicants at least twice a year
- Ensure timely, accurate budget allocations for reimbursements
- Develop and monitor annual benchmarks for number of cases to be resolved based on annual budget and pending inventory by Q1 annually.
- Develop and monitor target for time to payout after final disposition based on resource availability by Q1 annually.
- Develop and monitor annual benchmarks for cases resolved by staff to monitor improvements in efficiency after transitioning Tentative Decisions to staff

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

<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Client Security Fund				
Mandatory Fees	\$7,864,500	\$7,927,300	\$7,927,300	\$8,028,100
Other Revenues	61,200	49,400	49,400	50,800
Client Security Fund Total	\$7,925,700	\$7,976,700	\$7,976,700	\$8,078,900
<b>Total Funds</b>	<b>\$7,925,700</b>	<b>\$7,976,700</b>	<b>\$7,976,700</b>	<b>\$8,078,900</b>

*2019 Budget by Expense Category*

The Office of the Client Security Fund's total budget for 2019 is \$7.9 million. Table 2 provides detailed and comparative information regarding the Office of the Client Security Fund budgeted 2019 expenses.

**Table 2: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	1,284,500	1,491,700	1,456,300	1,533,400
Services	6,700	11,500	10,900	11,200
Supplies and Equipment	23,900	29,400	30,000	30,900
Other Expenses	3,200	(136,300)	13,100	13,400
CSF Payments	6,339,400	6,600,000	6,900,000	6,000,000
CSF Reimbursements	(355,100)	(540,000)	(485,000)	(499,500)
<b>Total Expenses</b>	<b>\$7,302,600</b>	<b>\$7,456,300</b>	<b>\$7,925,300</b>	<b>\$7,089,400</b>

*2019 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 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Indirect Costs	580,200	585,400	581,800	599,200
Interfund Transfers Out	1,100	0	0	0
Interfund Transfers In	(1,604,900)	0	0	0
<b>Total Interfund Transactions</b>	<b>(\$1,023,600)</b>	<b>\$585,400</b>	<b>\$581,800</b>	<b>\$599,200</b>



### *Personnel Requirements*

The Office of the Client Security Fund employs 8.20 full-time employees. Table 4 provides prior and current year staffing information for the Office of the Client Security Fund.

**Table 4: Staffing**

Regular Status Fulltime Employees	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
Chief Programs Officer		0.10	0.10	0.10	\$21,769	\$22,857
Director, Client Security Fund	1.00					
Program Manager III		1.00	1.00	1.00	171,983	171,983
Senior Attorney	2.00	2.00	2.00	2.00	340,872	352,803
Attorney		1.00	1.00	1.00	107,243	116,532
Special Projects Liaison			0.10	0.10	15,885	16,440
Program Supervisor		1.00	1.00	1.00	117,440	125,963
Investigator II			1.00	1.00	99,322	103,167
Program Coordinator		1.00	1.00	1.00	83,971	90,662
Senior Administrative Assistant		2.00	1.00	1.00	79,794	83,973
Senior Administrative Supervisor	1.00					
Paralegal	2.00	1.00				
Administrative Secretary	1.00					
Administrative Assistant II	1.00					
<b>Total FTE</b>	<b>8.00</b>	<b>9.10</b>	<b>8.20</b>	<b>8.20</b>	<b>\$1,038,279</b>	<b>\$1,084,380</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.

### *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. HR also includes a Talent Engagement & Development Unit (TED), which offers classroom and web-based training in a wide range of topics, and provides programs and services to foster the professional development of Bar staff.

### *Office of Information Technology*

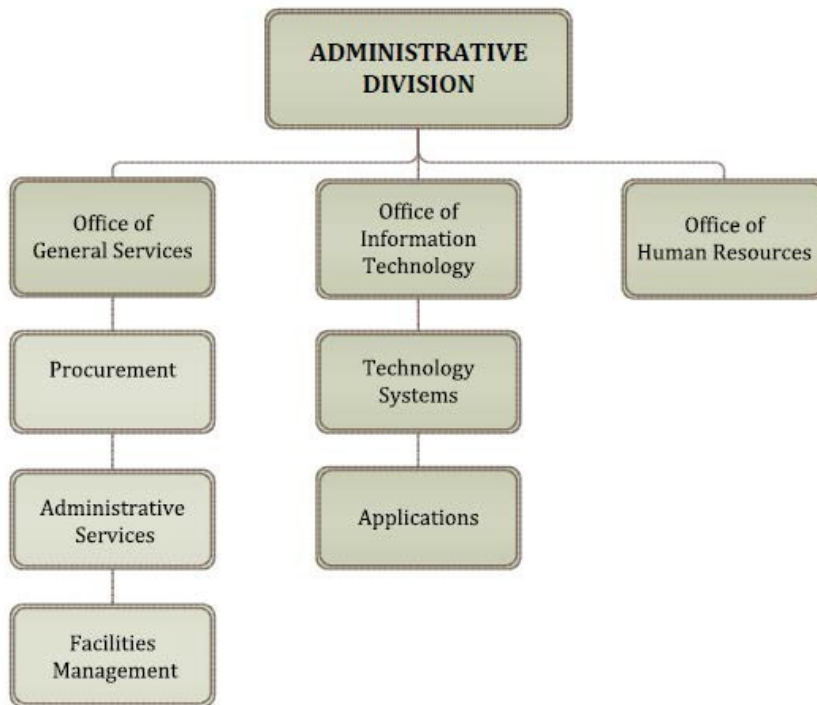
The Office of Information Technology (IT) provides the technology tools that support the Bar's operations and programs. IT provides helpdesk, desktop, and meeting support, and maintains and enhances the Bar's IT systems and network infrastructure. IT is also responsible for custom software development,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

### *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 modern 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 2018 Accomplishments*

- Continued progress on major capital improvement projects in the Bar's San Francisco building related to HVAC and Fire/Life Safety systems.
- Leased two vacant floors in the San Francisco building.
- Reconfigured office space in Los Angeles and San Francisco to allow for the expansion of the Office of the Chief Trial Counsel.
- Relocated Lawyer Assistance Program to an offsite location in Los Angeles.
- Completed first phase of procurement process enhancements for greater efficiency and compliance.
- Implemented a new classification and compensation system for bargaining unit staff.
- Implemented a new Training & Development Assignment Program.
- Created a new training curriculum for supervisors and managers.
- Transitioned medical insurance coverage to CalPERS healthcare.
- Successfully supported new initiatives including: fingerprinting compliance system; firm/agency billing; conflict of interest tracking; eSignature; Discipline Case Management System; and launch of Admissions Information Management System.
- Implemented upgrades to technical infrastructure including web portal performance upgrades; web application firewall; and file and database load balancing.
- Continued to support the launch of the new California Lawyers Association.

### *Fiscal Year 2019 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.
- Replace the fleet of multi-function network copiers.
- Make additional enhancements to the Bar's procurement process for greater efficiency and compliance, as reflected in an updated Procurement Manual.
- Continue developing a Talent Acquisition, Management and Retention Plan to include a modern recruitment process; professional development; career planning; performance planning; and performance management.
- Develop a comprehensive Continuity of Operations Plan for the organization.
- Continue implementing technology initiatives of the Bar's strategic plan, including
- Enterprise Resource Planning (ERP) System upgrade for HR, Finance and Procurement.
- Continuing Legal Education (CLE) management system
- Additional "paperless" initiatives
- Ongoing upgrades and enhancements to network infrastructure, audio/visual system, and to application/network/cybersecurity
- Application Security Assessment
- Office 365 migration Phase 1

### *Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

#### *Workload Metrics*

<b>2018 Progress</b>		
<b>Metric</b>	<b>2017</b>	<b>2018 YTD</b>
Onsite meeting room reservations processed	4,738	5,434
Travel reservations completed	2,052	881
Print shop/copy center pages produced	2,181,753	2,548,661
Facilities work orders completed	1,330	839
Purchase orders issued	651	589
Contracts executed	360	*pending
Help desk tickets processed	6,270	4,973
Meetings supported	801	581

Employment applications received	11,163	9,473
Annual # of procurement requisitions processed		*pending
Annual # of facilities requests processed		*pending

#### *Performance Metrics*

- Process 90% Procurement Requisitions with 100% accuracy within 3 days by Q1 2019
- Process 85% of all facilities requests (not requiring parts/equipment ordering) within three business days or less
- Complete 90% of capital improvement projects on the annual capital improvement plan
- Process all capital improvement projects within budget
- 90% of internal customers report a high level of overall satisfaction with services related to Procurement, Facilities and Administrative Support functions

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

<b>Fund</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
General Fund				
Mandatory Fees	\$1,800	\$3,000	\$3,000	\$3,100
Other Revenues	2,270,900	2,190,600	3,318,100	4,047,800
General Fund Total	\$2,272,700	\$2,193,600	\$3,321,100	\$4,050,900
SF Tenant Improvement Fund				
Other Revenues	\$24,900	\$50,000	\$50,000	\$51,500
SF Tenant Improvement Fund Total	\$24,900	\$50,000	\$50,000	\$51,500
<b>Total Funds</b>	<b>\$2,297,600</b>	<b>\$2,243,600</b>	<b>\$3,371,100</b>	<b>\$4,102,400</b>

#### *2019 Budget by Expense Category*

The Office of General Services' total budget for 2019 is \$19.0 million. Table 2 provides detailed and comparative information regarding the Office of General Services budgeted 2019 expenses.

**Table 2: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	2,194,800	2,370,000	2,523,900	2,710,500
Leases and Rent	4,707,400	5,103,200	5,293,400	5,452,200
Services	742,100	650,400	1,174,400	693,900
Supplies and Equipment	1,332,500	4,275,200	8,911,200	3,566,500
Other Expenses	28,200	21,800	28,200	29,000
Debt Service	820,900	1,162,100	1,035,100	922,000
Depreciation	2,392,300	0	0	0
<b>Total Expenses</b>	<b>\$12,218,200</b>	<b>\$13,582,700</b>	<b>\$18,966,200</b>	<b>\$13,374,100</b>

### 2019 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**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Indirect Costs	(3,535,400)	(3,049,900)	(3,439,100)	(3,542,300)
<b>Total Interfund Transactions</b>	<b>(\$3,535,400)</b>	<b>(\$3,049,900)</b>	<b>(\$3,439,100)</b>	<b>(\$3,542,300)</b>

### Personnel Requirements

The Office of General Services employs 22.02 full-time employees. Table 4 provides prior and current year staffing information for the Office of General Services.

**Table 4: Staffing**

	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
<b>Regular Status Fulltime Employees</b>						
Chief Administrative Officer		0.34	0.34	0.34	\$72,293	\$75,907
Director, General Services & Procurement		1.00				
Director, General Services	1.00		1.00	1.00	167,063	175,416
Deputy Dir, General Services	1.00					
Senior Program Analyst		0.34	1.68	1.68	183,493	193,916
Program Analyst		3.00	2.00	2.00	185,966	201,400
Administrative Supervisor		2.00	2.00	2.00	184,759	192,278
Supervisor, Off. & Recep. Services	2.00					
Purchasing Assistant	1.00					
General Services Specialist III		4.00	4.00	4.00	283,709	303,885
Travel & Info Services Coordinator	1.00					
Admin Specialist III (Conf)	3.00					
Senior Office Services Coordinator	1.00					
Senior Office Services Clerk	5.00					
Administrative Assistant II	1.00					
Printing Technician II	2.00					
Printing Technician I	2.00					
Maintenance Technician	1.00					
General Services Specialist II		10.00	11.00	11.00	706,062	758,935
General Services Specialist I		1.00				
Receptionist/Reservation Coordinator	1.00					
<b>Total FTE</b>	<b>22.00</b>	<b>21.68</b>	<b>22.02</b>	<b>22.02</b>	<b>\$1,783,343</b>	<b>\$1,901,737</b>

## THE OFFICE OF HUMAN RESOURCES

### *Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

### *Performance Metrics*

- Reduce average time to hire to 60 days by Q3 2019
- Process performance evaluations within 30 days of due date.
- Stay Interviews are conducted for 100% of new hires within 90 days of hire by Q2 2019
- Increase % of internal hires. Target: Identify baseline data for internal hires by Q1 2019
- 90% of participants report a high level of overall satisfaction with the T&D program and training
- 90% of internal customers report a high level of overall satisfaction with services provided by Human Resources
- Track and report on retention of key positions (i.e. investigator positions) by Q1 2019; provide strategies to Supervisors and Managers designed to increase retention. Target: identify other targeted job classifications by end of Q1 2019.

### *2019 Budget by Expense Category*

The Office of Human Resources' total budget for 2019 is \$2.5 million. Table 1 provides detailed and comparative information regarding the Office of Human Resources budgeted 2019 expenses.

**Table 1: Expenses**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Personnel Expenses	1,417,600	1,798,900	2,001,800	2,146,200
Services	183,000	161,000	136,000	140,100
Supplies and Equipment	48,600	75,600	75,900	78,200
Other Expenses	134,800	166,500	239,500	246,600
<b>Total Expenses</b>	<b>\$1,784,000</b>	<b>\$2,202,000</b>	<b>\$2,453,200</b>	<b>\$2,611,100</b>

### *Personnel Requirements*

The Office of Human Resources employs 12.99 full-time employees. Table 2 provides prior and current year staffing information for the Office of Human Resources.

**Table 2: Staffing**

Regular Status Fulltime Employees	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
Chief Administrative Officer		0.33	0.33	0.33	\$70,166	\$73,675
Director HR & Labor Relations	1.00					
Director, Human Resources		1.00	1.00	1.00	174,732	183,469
Senior Human Resources Analyst		4.00	4.00	4.00	426,003	454,890
Senior Program Analyst		0.33	0.66	0.66	66,159	71,784
Human Resources Analyst		3.00	3.00	3.00	277,420	295,990
Human Resources Specialist	3.00	3.00	3.00	3.00	227,882	247,434
Human Resources Coordinator	3.00	1.00	1.00	1.00	90,784	95,587
Senior Human Resources Specialist	3.00					
Human Resources Administrator	1.00					
<b>Total FTE</b>	<b>11.00</b>	<b>12.66</b>	<b>12.99</b>	<b>12.99</b>	<b>\$1,333,145</b>	<b>\$1,422,828</b>



## THE OFFICE OF INFORMATION TECHNOLOGY

### *Fiscal Year 2018 & 2019 Workload and Performance Metrics:*

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

#### *Workload Metrics*

2018 Progress			
	2017	2018	
# of IT service requests processed annually	N/A	*pending	

#### *Performance Metrics*

- 90% of stakeholders report a high level of overall satisfaction with new technology deployments by Q2 2019
- Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days or less
- Complete 90% of planned major IT projects on schedule and on budget. Target: by Q1 2019, finalize an annual inventory/schedule for IT projects
- 90% of internal customers report a high level of overall satisfaction with desktop and network support, and applications and project management services provided by IT

### *2019 Budget by Expense Category*

The Office of Information Technology's total budget for 2019 is \$10.4 million. Table 1 provides detailed and comparative information regarding the Office of Information Technology budgeted 2019 expenses.

**Table 1: Expenses**

	2017 Actual	2018 Budget	2019 Budget	2020 Forecast
Personnel Expenses	4,538,400	5,069,500	6,044,400	6,063,300
Leases and Rent	240,300	424,800	552,900	575,000
Services	214,000	190,600	767,000	377,200
Supplies and Equipment	1,206,700	2,226,600	2,927,100	3,564,500
Other Expenses	27,300	56,100	91,100	93,900
<b>Total Expenses</b>	<b>\$6,226,700</b>	<b>\$7,967,600</b>	<b>\$10,382,500</b>	<b>\$10,673,900</b>

### *Personnel Requirements*

The Office of Information Technology employs 33.99 full-time employees. Table 2 provides prior and current year staffing information for the Office of Information Technology.

**Table 2: Staffing**

Regular Status Fulltime Employees	Positions				Salaries	
	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Forecast	2019 Budget	2020 Forecast
Chief Administrative Officer		0.33	0.33	0.33	\$70,166	\$73,675
Senior Director Info Technology	1.00					
IT Director		1.00	1.00	1.00	207,782	216,523
Director of Applications	1.00					
Director, Technology Systems	1.00					
IT Manager III		2.00	2.00	2.00	320,415	324,168
IT Manager	1.00					
Application Development Manager	1.00					
IT Manager I		2.00	2.00	2.00	277,695	280,512
Senior Program Analyst		0.33	0.66	0.66	66,159	71,784
Senior IT Business Systems Analyst		1.30	1.00	1.00	115,257	119,291
Senior IT Analyst	1.00	6.00	6.00	6.00	765,587	792,383
IT Analyst II	3.00	12.00	12.00	12.00	1,368,132	1,424,321
IT Business Systems Analyst II			2.00	2.00	215,774	225,144
IT Analyst I	3.00	4.00	5.00	5.00	506,450	527,791
Senior Administrative Assistant		1.00	1.00	1.00	92,009	95,229
IT Support Technician I			1.00	1.00	72,076	76,719
Webmaster	1.00					
Technology Service Analyst Technician	3.00					
Computer Analyst/Programmer	7.00					
Program/Court Systems Analyst (Conf)	1.00					
IT Support Technician II		1.00				
Technical Support Administrator	2.00					
<b>Total FTE</b>	<b>26.00</b>	<b>30.96</b>	<b>33.99</b>	<b>33.99</b>	<b>\$4,077,503</b>	<b>\$4,227,540</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 2018 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.

### Fiscal Year 2019 Projects and Objectives

1. Implement Oracle ERP upgrade.
2. Implement five-year internal control audit recommendations.

### Fiscal Year 2018 & 2019 Workload and Performance Metrics:

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

#### Workload Metrics

2018 Progress				
	2016	2017	2018	
Cash Receipts:	854	1,001	*pending	
% accurate	99.5%	100%	*pending	
Accounts Payable:	13,261	11,745	*pending	
% accurate	99%	97%	*pending	
Payroll	18,493	17,713	*pending	
% accurate	99%	99%	*pending	
# of billing-related phone calls annually			*pending	
# of invoices processed annually			*pending	

#### Performance Metrics

- Provide accurate, timely and informed budget projections to enable efficient financial planning by client departments and the Executive Director
- Reduce number of billing-related phone calls from attorneys to ARCR by 10% by Q1 2019

- Pay 90% of vendor invoices within 30 days of receipt by Q1 2019
- Process 100% monthly financial statements accurately and on time within 20 days of the close of the Month
- 90% of internal clients report a high level of overall satisfaction with finance services

#### *2019 Budget by Expense Category*

The Office of Finance's total budget for 2019 is \$3.6 million. Table 1 provides detailed and comparative information regarding the Office of Finance budgeted 2019 expenses.

**Table 1: Expenses**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Personnel Expenses	1,865,700	2,244,900	2,440,300	2,602,400
Services	1,357,000	989,300	1,014,300	529,700
Supplies and Equipment	122,000	86,100	88,400	91,000
Other Expenses	12,000	9,100	29,700	30,600
<b>Total Expenses</b>	<b>\$3,356,700</b>	<b>\$3,329,400</b>	<b>\$3,572,700</b>	<b>\$3,253,700</b>

#### *2019 Interfund Transactions*

Table 2 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 2: Interfund Transactions**

	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
Interfund Transfers Out	400,000	0	0	0
<b>Total Interfund Transactions</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### *Personnel Requirements*

The Office of Finance employs 16.00 full-time employees. Table 3 provides prior and current year staffing information for the Office of Finance.

**Table 3: Staffing**

	<b>Positions</b>				<b>Salaries</b>	
	<b>FY 2017 Budget</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Forecast</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
<b>Regular Status Fulltime Employees</b>						
Chief Financial Officer	1.00	1.00	1.00	1.00	\$224,310	\$235,526
Program Director II		1.00				
Finance Manager	2.00	1.00	2.00	2.00	264,831	278,072
Senior Financial Analyst	4.00	5.00	5.00	5.00	558,251	585,664
Financial Analyst		1.00	1.00	1.00	84,828	92,104
Fiscal Services Specialist	6.00	7.00	6.00	6.00	443,135	478,202
Administrative Assistant II			1.00	1.00	67,650	73,400
Auditor/Accountant	1.00					
Fiscal Services Specialist (Conf)	1.00					
<b>Total FTE</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>\$1,643,004</b>	<b>\$1,742,968</b>

## Operating Area/Cost Center

<u>Executive Director</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10001 Executive Director</b>					
<b>Expenses</b>					
Personnel Expenses	(\$998,600)	(\$437,400)	(\$491,700)	(\$471,100)	(\$479,800)
Leases and Rent	(1,600)	0	0	0	\$0
Services	(113,200)	(103,600)	(103,500)	(3,500)	(\$3,600)
Supplies and Equipment	(27,600)	(25,400)	(21,200)	(22,500)	(\$23,300)
Other Expenses	(57,600)	(48,200)	(48,200)	(47,200)	(\$48,700)
<b>Expenses Total</b>	<b>(\$1,198,600)</b>	<b>(\$614,600)</b>	<b>(\$664,600)</b>	<b>(\$544,300)</b>	<b>(\$555,400)</b>
<b>Interfund Transfers</b>					
Interfund Transfers Out	(\$100)	(\$600)	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$100)</b>	<b>(\$600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>10001 Executive Director Surplus/(Deficit)</b>	<b>(\$1,198,700)</b>	<b>(\$615,200)</b>	<b>(\$664,600)</b>	<b>(\$544,300)</b>	<b>(\$555,400)</b>
<b>18 Affinity &amp; Insurance Fund</b>					
<b>Revenues</b>					
Other Revenues	\$61,100	\$17,800	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$61,100</b>	<b>\$17,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$88,600)	\$0	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$88,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>18 Affinity &amp; Insurance Fund Surplus/(Deficit)</b>	<b>(\$27,500)</b>	<b>\$17,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Operating Area/Cost Center

<u>Executive Director</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>18001 Group Insurance Programs</b>					
<b>Revenues</b>					
Other Revenues	\$970,200	\$0	\$225,000	\$0	\$0
<b>Revenues Total</b>	<b>\$970,200</b>	<b>\$0</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Services	(\$302,400)	\$78,600	(\$100)	\$0	\$0
Supplies and Equipment	0	(1,900)	(1,900)	0	\$0
Other Expenses	(6,200)	(16,900)	(16,900)	0	\$0
<b>Expenses Total</b>	<b>(\$308,600)</b>	<b>\$59,800</b>	<b>(\$18,900)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$1,300)	(\$1,300)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$1,300)</b>	<b>(\$1,300)</b>	<b>\$0</b>	<b>\$0</b>
<b>18001 Group Insurance Programs Surplus/(Deficit)</b>	<b>\$661,600</b>	<b>\$58,500</b>	<b>\$204,800</b>	<b>\$0</b>	<b>\$0</b>

## Operating Area/Cost Center

<u>Executive Director</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>18002 Professional Liab Insurance</b>					
<b>Revenues</b>					
Other Revenues	\$873,000	\$0	\$250,000	\$0	\$0
<b>Revenues Total</b>	<b>\$873,000</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Personnel Expenses	(\$116,400)	\$0	\$0	\$0	\$0
Services	(1,200)	(11,000)	(11,000)	0	\$0
Supplies and Equipment	(2,000)	(2,200)	(2,200)	0	\$0
Other Expenses	(9,200)	(25,400)	(25,400)	0	\$0
<b>Expenses Total</b>	<b>(\$128,800)</b>	<b>(\$38,600)</b>	<b>(\$38,600)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$2,600)	(\$2,600)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$2,600)</b>	<b>(\$2,600)</b>	<b>\$0</b>	<b>\$0</b>
<b>18002 Professional Liab Insurance Surplus/(Deficit)</b>	<b>\$744,200</b>	<b>(\$41,200)</b>	<b>\$208,800</b>	<b>\$0</b>	<b>\$0</b>



## Operating Area/Cost Center

### Executive Director

**2017  
Actual**

**2018  
Projection**

**2018  
Budget**

**2019  
Budget**

**2020  
Forecast**

### **18004 Affinity Programs**

#### **Revenues**

Other Revenues	\$25,000	\$1,700	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$25,000</b>	<b>\$1,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### **Expenses**

Services	(\$24,900)	(\$43,800)	(\$43,800)	\$0	\$0
Supplies and Equipment	(100)	(1,700)	(1,700)	0	\$0
Other Expenses	(1,000)	(2,500)	(2,500)	0	\$0
<b>Expenses Total</b>	<b>(\$26,000)</b>	<b>(\$48,000)</b>	<b>(\$48,000)</b>	<b>\$0</b>	<b>\$0</b>

#### **Interfund Transfers**

Indirect Costs	\$0	(\$3,200)	(\$3,300)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$3,200)</b>	<b>(\$3,300)</b>	<b>\$0</b>	<b>\$0</b>

### **18004 Affinity Programs Surplus/(Deficit)**

**(\$1,000) (\$49,500) (\$51,300) \$0 \$0**

### **23009 CLA Support**

#### **Revenues**

Other Revenues	\$0	\$1,108,600	\$1,081,300	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$1,108,600</b>	<b>\$1,081,300</b>	<b>\$0</b>	<b>\$0</b>

#### **Expenses**

Personnel Expenses	\$0	(\$601,700)	(\$1,068,200)	\$0	\$0
Services	0	(1,200)	0	0	\$0
Supplies and Equipment	0	(20,200)	0	0	\$0
Other Expenses	0	(4,100)	0	0	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$627,200)</b>	<b>(\$1,068,200)</b>	<b>\$0</b>	<b>\$0</b>

### **23009 CLA Support Surplus/(Deficit)**

**\$0 \$481,400 \$13,100 \$0 \$0**

## Operating Area/Cost Center

<u>Executive Director</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
Executive Director Surplus/(Deficit)	\$178,600	(\$148,200)	(\$289,200)	(\$544,300)	(\$555,400)

## Operating Area/Cost Center

### Chief Trial Counsel

	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10310 Chief Trial Counsel</b>					
<b>Revenues</b>					
Other Revenues	\$64,700	\$557,500	\$60,500	\$983,300	\$1,012,700
<b>Revenues Total</b>	<b>\$64,700</b>	<b>\$557,500</b>	<b>\$60,500</b>	<b>\$983,300</b>	<b>\$1,012,700</b>
<b>Expenses</b>					
Personnel Expenses	(\$27,990,700)	(\$31,304,000)	(\$34,805,500)	(\$36,430,400)	(\$39,467,300)
Services	(373,100)	(409,300)	(328,300)	(488,900)	(\$503,400)
Supplies and Equipment	(471,600)	(557,700)	(489,000)	(537,400)	(\$553,500)
Other Expenses	(96,600)	(166,000)	(152,200)	(189,200)	(\$194,900)
CSF Reimbursements	927,300	745,300	1,000,000	1,000,000	\$1,030,000
<b>Expenses Total</b>	<b>(\$28,004,700)</b>	<b>(\$31,691,700)</b>	<b>(\$34,775,000)</b>	<b>(\$36,645,900)</b>	<b>(\$39,689,100)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$12,718,900)	(\$13,953,700)	(\$14,022,800)	(\$16,202,700)	(\$16,688,800)
Interfund Transfers Out	(35,600)	(34,600)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$12,754,500)</b>	<b>(\$13,988,300)</b>	<b>(\$14,022,800)</b>	<b>(\$16,202,700)</b>	<b>(\$16,688,800)</b>
<b>10310 Chief Trial Counsel Surplus/(Deficit)</b>	<b>(\$40,694,500)</b>	<b>(\$45,122,500)</b>	<b>(\$48,737,300)</b>	<b>(\$51,865,300)</b>	<b>(\$55,365,200)</b>

## Operating Area/Cost Center

<u>Chief Trial Counsel</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10316 Rule 2201 Conflict Cases</b>					
<b>Expenses</b>					
Personnel Expenses	(\$57,900)	(\$96,300)	(\$58,100)	(\$60,400)	(\$63,100)
Services	(123,400)	(216,300)	(300)	(125,300)	(\$129,100)
Supplies and Equipment	(200)	(200)	(200)	(200)	(\$200)
Other Expenses	(2,100)	(3,000)	(1,800)	(3,000)	(\$3,100)
<b>Expenses Total</b>	<b>(\$183,600)</b>	<b>(\$315,800)</b>	<b>(\$60,400)</b>	<b>(\$188,900)</b>	<b>(\$195,500)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$24,500)	(\$19,300)	(\$19,400)	(\$32,700)	(\$33,700)
Interfund Transfers Out	(100)	0	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$24,600)</b>	<b>(\$19,300)</b>	<b>(\$19,400)</b>	<b>(\$32,700)</b>	<b>(\$33,700)</b>
<b>10316 Rule 2201 Conflict Cases Surplus/(Deficit)</b>	<b>(\$208,200)</b>	<b>(\$335,100)</b>	<b>(\$79,800)</b>	<b>(\$221,600)</b>	<b>(\$229,200)</b>
<b>Chief Trial Counsel Surplus/(Deficit)</b>	<b>(\$40,902,700)</b>	<b>(\$45,457,600)</b>	<b>(\$48,817,100)</b>	<b>(\$52,086,900)</b>	<b>(\$55,594,400)</b>

## Operating Area/Cost Center

<u>State Bar Court</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10401 Chief Court Counsel</b>					
<b>Revenues</b>					
Other Revenues	\$12,400	\$10,600	\$10,600	\$600	\$600
<b>Revenues Total</b>	<b>\$12,400</b>	<b>\$10,600</b>	<b>\$10,600</b>	<b>\$600</b>	<b>\$600</b>
<b>Expenses</b>					
Personnel Expenses	(\$499,100)	(\$381,700)	(\$443,900)	(\$368,200)	(\$390,500)
Services	(9,100)	(26,300)	(26,300)	(12,300)	(\$12,700)
Supplies and Equipment	(49,700)	(86,600)	(55,900)	(43,800)	(\$45,100)
Other Expenses	(14,000)	(26,200)	(22,200)	(16,100)	(\$16,600)
<b>Expenses Total</b>	<b>(\$571,900)</b>	<b>(\$520,800)</b>	<b>(\$548,300)</b>	<b>(\$440,400)</b>	<b>(\$464,900)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$429,300)	(\$283,800)	(\$284,800)	(\$301,600)	(\$310,600)
Interfund Transfers Out	(2,100)	(700)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$431,400)</b>	<b>(\$284,500)</b>	<b>(\$284,800)</b>	<b>(\$301,600)</b>	<b>(\$310,600)</b>
<b>10401 Chief Court Counsel Surplus/(Deficit)</b>	<b>(\$990,900)</b>	<b>(\$794,700)</b>	<b>(\$822,500)</b>	<b>(\$741,400)</b>	<b>(\$774,900)</b>

## Operating Area/Cost Center

<u>State Bar Court</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10402 Hearing Admininstration SF</b>					
<b>Revenues</b>					
Other Revenues	\$0	\$200	\$0	\$100	\$100
<b>Revenues Total</b>	<b>\$0</b>	<b>\$200</b>	<b>\$0</b>	<b>\$100</b>	<b>\$100</b>
<b>Expenses</b>					
Personnel Expenses	(\$1,025,900)	(\$893,000)	(\$998,200)	(\$994,000)	(\$1,040,300)
Leases and Rent	(15,000)	(32,800)	(16,000)	(16,000)	(\$16,500)
Services	(3,200)	(3,500)	(2,000)	(1,000)	(\$1,000)
Supplies and Equipment	(25,900)	(27,700)	(27,000)	(27,000)	(\$27,800)
Other Expenses	(14,700)	(14,300)	(13,900)	(16,400)	(\$16,900)
<b>Expenses Total</b>	<b>(\$1,084,700)</b>	<b>(\$971,300)</b>	<b>(\$1,057,100)</b>	<b>(\$1,054,400)</b>	<b>(\$1,102,500)</b>
<b>Interfund Transfers</b>					
Interfund Transfers In	\$100	\$700	\$0	\$0	\$0
Indirect Costs	(793,100)	(1,158,000)	(1,159,900)	(1,325,100)	(\$1,364,800)
<b>Interfund Transfers Total</b>	<b>(\$793,000)</b>	<b>(\$1,157,300)</b>	<b>(\$1,159,900)</b>	<b>(\$1,325,100)</b>	<b>(\$1,364,800)</b>
<b>10402 Hearing Admininstration SF Surplus/(Deficit)</b>	<b>(\$1,877,700)</b>	<b>(\$2,128,400)</b>	<b>(\$2,217,000)</b>	<b>(\$2,379,400)</b>	<b>(\$2,467,200)</b>

## Operating Area/Cost Center

### State Bar Court

**2017  
Actual**

**2018  
Projection**

**2018  
Budget**

**2019  
Budget**

**2020  
Forecast**

#### **10403 Hearing Counsel LA/SF**

##### **Expenses**

Personnel Expenses	(\$1,326,300)	(\$1,216,100)	(\$1,406,900)	(\$1,334,500)	(\$1,407,900)
Services	(100)	(100)	0	0	\$0
Supplies and Equipment	(9,300)	(10,900)	(10,900)	(10,900)	(\$11,200)
Other Expenses	(3,200)	(6,500)	(6,500)	(10,700)	(\$11,000)
<b>Expenses Total</b>	<b>(\$1,338,900)</b>	<b>(\$1,233,600)</b>	<b>(\$1,424,300)</b>	<b>(\$1,356,100)</b>	<b>(\$1,430,100)</b>

##### **Interfund Transfers**

Indirect Costs	(\$724,100)	(\$775,800)	(\$778,600)	(\$711,100)	(\$732,500)
Interfund Transfers Out	(2,200)	(1,900)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$726,300)</b>	<b>(\$777,700)</b>	<b>(\$778,600)</b>	<b>(\$711,100)</b>	<b>(\$732,500)</b>

#### **10403 Hearing Counsel LA/SF Surplus/(Deficit)**

**(\$2,065,200) (\$2,011,300) (\$2,202,900) (\$2,067,200) (\$2,162,600)**

#### **10404 Hearing Judges**

##### **Expenses**

Personnel Expenses	(\$1,242,000)	(\$1,296,600)	(\$1,276,800)	(\$1,323,000)	(\$1,388,700)
Services	(22,800)	(26,800)	(25,000)	(29,500)	(\$30,300)
Supplies and Equipment	(15,700)	(30,300)	(30,300)	(30,300)	(\$31,200)
Other Expenses	(39,500)	(43,200)	(37,100)	(52,100)	(\$53,700)
<b>Expenses Total</b>	<b>(\$1,320,000)</b>	<b>(\$1,396,900)</b>	<b>(\$1,369,200)</b>	<b>(\$1,434,900)</b>	<b>(\$1,503,900)</b>

##### **Interfund Transfers**

Indirect Costs	(\$551,300)	(\$615,600)	(\$618,200)	(\$725,600)	(\$747,300)
Interfund Transfers Out	(600)	(500)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$551,900)</b>	<b>(\$616,100)</b>	<b>(\$618,200)</b>	<b>(\$725,600)</b>	<b>(\$747,300)</b>

#### **10404 Hearing Judges Surplus/(Deficit)**

**(\$1,871,900) (\$2,013,000) (\$1,987,400) (\$2,160,500) (\$2,251,200)**

## Operating Area/Cost Center

<u>State Bar Court</u>	<b>2017 Actual</b>	<b>2018 Projection</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
<b>10405 Hearing/Effec/Admin LA</b>					
<b>Revenues</b>					
Other Revenues	\$8,300	\$12,000	\$12,000	\$12,000	\$12,400
<b>Revenues Total</b>	<b>\$8,300</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,400</b>
<b>Expenses</b>					
Personnel Expenses	(\$1,343,100)	(\$1,222,100)	(\$1,380,100)	(\$1,453,200)	(\$1,521,200)
Leases and Rent	(5,100)	(7,200)	(7,200)	(7,200)	(\$7,400)
Services	(3,800)	(4,400)	(4,400)	(4,400)	(\$4,500)
Supplies and Equipment	(37,400)	(44,000)	(43,700)	(43,700)	(\$45,000)
Other Expenses	(2,100)	(3,800)	(3,800)	(9,100)	(\$9,400)
<b>Expenses Total</b>	<b>(\$1,391,500)</b>	<b>(\$1,281,500)</b>	<b>(\$1,439,200)</b>	<b>(\$1,517,600)</b>	<b>(\$1,587,500)</b>
<b>Interfund Transfers</b>					
Interfund Transfers In	\$2,100	\$1,800	\$0	\$0	\$0
Indirect Costs	(1,017,100)	(916,000)	(918,700)	(1,054,200)	(\$1,085,900)
<b>Interfund Transfers Total</b>	<b>(\$1,015,000)</b>	<b>(\$914,200)</b>	<b>(\$918,700)</b>	<b>(\$1,054,200)</b>	<b>(\$1,085,900)</b>
<b>10405 Hearing/Effec/Admin LA Surplus/(Deficit)</b>	<b>(\$2,398,200)</b>	<b>(\$2,183,700)</b>	<b>(\$2,345,900)</b>	<b>(\$2,559,800)</b>	<b>(\$2,661,000)</b>



## Operating Area/Cost Center

<u>State Bar Court</u>	<b>2017 Actual</b>	<b>2018 Projection</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Forecast</b>
<b>10407 Presiding/Review Judges</b>					
<b>Expenses</b>					
Personnel Expenses	(\$816,500)	(\$839,700)	(\$838,200)	(\$868,500)	(\$911,600)
Services	(600)	(500)	(300)	(300)	(\$300)
Supplies and Equipment	(7,300)	(7,800)	(7,800)	(7,800)	(\$8,000)
Other Expenses	(37,800)	(49,600)	(35,600)	(51,700)	(\$53,300)
<b>Expenses Total</b>	<b>(\$862,200)</b>	<b>(\$897,600)</b>	<b>(\$881,900)</b>	<b>(\$928,300)</b>	<b>(\$973,200)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$331,400)	(\$361,100)	(\$362,800)	(\$422,400)	(\$435,100)
Interfund Transfers Out	(300)	(300)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$331,700)</b>	<b>(\$361,400)</b>	<b>(\$362,800)</b>	<b>(\$422,400)</b>	<b>(\$435,100)</b>
<b>10407 Presiding/Review Judges Surplus/(Deficit)</b>	<b>(\$1,193,900)</b>	<b>(\$1,259,000)</b>	<b>(\$1,244,700)</b>	<b>(\$1,350,700)</b>	<b>(\$1,408,300)</b>
<b>10408 Review Counsel/Clerk</b>					
<b>Expenses</b>					
Personnel Expenses	(\$1,091,800)	(\$983,400)	(\$1,254,800)	(\$771,400)	(\$830,400)
Services	(1,400)	(1,400)	(1,400)	(1,400)	(\$1,400)
Supplies and Equipment	(6,500)	(8,900)	(8,900)	(8,900)	(\$9,200)
Other Expenses	(700)	(3,300)	(3,300)	(9,600)	(\$9,900)
<b>Expenses Total</b>	<b>(\$1,100,400)</b>	<b>(\$997,000)</b>	<b>(\$1,268,400)</b>	<b>(\$791,300)</b>	<b>(\$850,900)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$659,600)	(\$979,600)	(\$982,000)	(\$713,100)	(\$734,500)
Interfund Transfers Out	(1,500)	(1,100)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$661,100)</b>	<b>(\$980,700)</b>	<b>(\$982,000)</b>	<b>(\$713,100)</b>	<b>(\$734,500)</b>
<b>10408 Review Counsel/Clerk Surplus/(Deficit)</b>	<b>(\$1,761,500)</b>	<b>(\$1,977,700)</b>	<b>(\$2,250,400)</b>	<b>(\$1,504,400)</b>	<b>(\$1,585,400)</b>
<b>State Bar Court Surplus/(Deficit)</b>	<b>(\$12,159,300)</b>	<b>(\$12,367,800)</b>	<b>(\$13,070,800)</b>	<b>(\$12,763,400)</b>	<b>(\$13,310,600)</b>

## Operating Area/Cost Center

<u>Programs</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10015 Programs</b>					
<b>Expenses</b>					
Personnel Expenses	\$0	(\$900)	\$0	(\$500)	(\$500)
Services	0	(100)	0	(100)	(\$100)
Supplies and Equipment	0	(300)	0	(2,300)	(\$2,400)
Other Expenses	0	(11,600)	0	(30,000)	(\$30,900)
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$12,900)</b>	<b>\$0</b>	<b>(\$32,900)</b>	<b>(\$33,900)</b>
<b>10015 Programs Surplus/(Deficit)</b>	<b>\$0</b>	<b>(\$12,900)</b>	<b>\$0</b>	<b>(\$32,900)</b>	<b>(\$33,900)</b>
<b>Programs Surplus/(Deficit)</b>	<b>\$0</b>	<b>(\$12,900)</b>	<b>\$0</b>	<b>(\$32,900)</b>	<b>(\$33,900)</b>

## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10901 Commission on Access to Justic</b>					
<b>Expenses</b>					
Services	(\$100)	(\$100)	(\$100)	(\$100)	(\$100)
Supplies and Equipment	(3,500)	(5,700)	(5,200)	(5,200)	(\$5,400)
Other Expenses	(7,600)	(11,300)	(11,300)	(10,700)	(\$11,100)
<b>Expenses Total</b>	<b>(\$11,200)</b>	<b>(\$17,100)</b>	<b>(\$16,600)</b>	<b>(\$16,000)</b>	<b>(\$16,600)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$3,500)	(\$10,600)	(\$10,700)	(\$1,300)	(\$1,400)
<b>Interfund Transfers Total</b>	<b>(\$3,500)</b>	<b>(\$10,600)</b>	<b>(\$10,700)</b>	<b>(\$1,300)</b>	<b>(\$1,400)</b>
<b>10901 Commission on Access to Justic Surplus/(Deficit)</b>	<b>(\$14,700)</b>	<b>(\$27,700)</b>	<b>(\$27,300)</b>	<b>(\$17,300)</b>	<b>(\$18,000)</b>
<b>10905 Access &amp; Inclusion</b>					
<b>Revenues</b>					
Other Revenues	\$71,600	\$68,600	\$60,000	\$60,000	\$61,800
<b>Revenues Total</b>	<b>\$71,600</b>	<b>\$68,600</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$61,800</b>
<b>Expenses</b>					
Personnel Expenses	(\$915,000)	(\$621,100)	(\$940,900)	(\$1,097,100)	(\$1,187,400)
Services	(1,000)	(3,900)	(3,900)	(153,900)	(\$158,500)
Supplies and Equipment	(16,400)	(15,300)	(13,400)	(13,400)	(\$13,800)
Other Expenses	(21,500)	(38,700)	(26,700)	(29,300)	(\$30,100)
<b>Expenses Total</b>	<b>(\$953,900)</b>	<b>(\$679,000)</b>	<b>(\$984,900)</b>	<b>(\$1,293,700)</b>	<b>(\$1,389,800)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$603,400)	(\$650,300)	(\$652,100)	(\$537,800)	(\$553,900)
Interfund Transfers Out	(1,700)	(700)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$605,100)</b>	<b>(\$651,000)</b>	<b>(\$652,100)</b>	<b>(\$537,800)</b>	<b>(\$553,900)</b>
<b>10905 Access &amp; Inclusion Surplus/(Deficit)</b>	<b>(\$1,487,400)</b>	<b>(\$1,261,400)</b>	<b>(\$1,577,000)</b>	<b>(\$1,771,500)</b>	<b>(\$1,881,900)</b>

## Operating Area/Cost Center

### Access & Inclusion

	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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#### 11947 Pgrm. Dev.-Project

##### Revenues

Other Revenues	\$0	\$0	\$0	\$32,000	\$33,000
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$32,000</b>	<b>\$33,000</b>

##### Expenses

Services	\$0	\$0	\$0	(\$2,700)	(\$2,800)
Supplies and Equipment	(900)	(2,000)	(2,000)	(6,300)	(\$6,500)
Other Expenses	0	0	0	(23,000)	(\$23,700)
<b>Expenses Total</b>	<b>(\$900)</b>	<b>(\$2,000)</b>	<b>(\$2,000)</b>	<b>(\$32,000)</b>	<b>(\$33,000)</b>

##### Interfund Transfers

Indirect Costs	\$0	(\$100)	(\$100)	(\$2,600)	(\$2,700)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$100)</b>	<b>(\$100)</b>	<b>(\$2,600)</b>	<b>(\$2,700)</b>

#### 11947 Pgrm. Dev.-Project Surplus/(Deficit)

	<b>(\$900)</b>	<b>(\$2,100)</b>	<b>(\$2,100)</b>	<b>(\$2,600)</b>	<b>(\$2,700)</b>
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#### 12441 10th Anniversary Programs

##### Revenues

Other Revenues	\$3,500	(\$14,600)	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$3,500</b>	<b>(\$14,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Expenses

Personnel Expenses	(\$2,200)	(\$2,700)	(\$2,200)	\$0	\$0
Services	0	(300)	0	0	\$0
<b>Expenses Total</b>	<b>(\$2,200)</b>	<b>(\$3,000)</b>	<b>(\$2,200)</b>	<b>\$0</b>	<b>\$0</b>

#### 12441 10th Anniversary Programs Surplus/(Deficit)

	<b>\$1,300</b>	<b>(\$17,600)</b>	<b>(\$2,200)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>12445 Incubator/Modest Means Project</b>					
<b>Revenues</b>					
Grants	\$0	\$6,400	\$6,400	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$6,400</b>	<b>\$6,400</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Legal Services Grants	(\$30,000)	(\$20,000)	(\$20,000)	\$0	\$0
Supplies and Equipment	(700)	(700)	(700)	0	\$0
Other Expenses	(800)	(5,700)	(5,700)	0	\$0
<b>Expenses Total</b>	<b>(\$31,500)</b>	<b>(\$26,400)</b>	<b>(\$26,400)</b>	<b>\$0</b>	<b>\$0</b>
<b>12445 Incubator/Modest Means Project Surplus/(Deficit)</b>	<b>(\$31,500)</b>	<b>(\$20,000)</b>	<b>(\$20,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>12446 Science of Success Project</b>					
<b>Expenses</b>					
Services	(\$9,500)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$9,500)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>12446 Science of Success Project Surplus/(Deficit)</b>	<b>(\$9,500)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>12447 Effective Lawyering Curriculum</b>					
<b>Revenues</b>					
Grants	\$10,000	\$10,000	\$10,000	\$0	\$0
<b>Revenues Total</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Other Expenses	\$0	(\$5,000)	(\$5,000)	\$0	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$5,000)</b>	<b>(\$5,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>12447 Effective Lawyering Curriculum Surplus/(Deficit)</b>	<b>\$10,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>

## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>17 EOB &amp; Bar Relations</b>					
<b>Revenues</b>					
Voluntary Fees & Donations	\$93,000	\$320,000	\$320,000	\$320,000	\$329,600
Other Revenues	1,900	100	0	100	\$100
<b>Revenues Total</b>	<b>\$94,900</b>	<b>\$320,100</b>	<b>\$320,000</b>	<b>\$320,100</b>	<b>\$329,700</b>
<b>Expenses</b>					
Personnel Expenses	(\$138,600)	(\$17,300)	(\$17,300)	\$0	\$0
<b>Expenses Total</b>	<b>(\$138,600)</b>	<b>(\$17,300)</b>	<b>(\$17,300)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$105,400)	(\$3,700)	(\$3,700)	(\$1,500)	(\$1,600)
<b>Interfund Transfers Total</b>	<b>(\$105,400)</b>	<b>(\$3,700)</b>	<b>(\$3,700)</b>	<b>(\$1,500)</b>	<b>(\$1,600)</b>
<b>17 EOB &amp; Bar Relations Surplus/(Deficit)</b>	<b>(\$149,100)</b>	<b>\$299,100</b>	<b>\$299,000</b>	<b>\$318,600</b>	<b>\$328,100</b>
<b>17001 Voluntary Bar Support</b>					
<b>Revenues</b>					
Other Revenues	\$0	\$1,300	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$1,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Personnel Expenses	(\$24,600)	\$0	\$0	\$0	\$0
Leases and Rent	(800)	0	0	0	\$0
Services	100	0	0	0	\$0
Supplies and Equipment	(1,400)	0	0	0	\$0
Other Expenses	(400)	(3,500)	0	0	\$0
<b>Expenses Total</b>	<b>(\$27,100)</b>	<b>(\$3,500)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>17001 Voluntary Bar Support Surplus/(Deficit)</b>	<b>(\$27,100)</b>	<b>(\$2,200)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>17007 Center for Access &amp; Fairness</b>					
<b>Revenues</b>					
Other Revenues	\$6,900	\$7,300	\$5,800	\$0	\$0
<b>Revenues Total</b>	<b>\$6,900</b>	<b>\$7,300</b>	<b>\$5,800</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Personnel Expenses	(\$219,700)	(\$117,700)	(\$152,700)	(\$200,000)	(\$200,000)
Leases and Rent	(900)	(1,300)	0	0	\$0
Services	(3,000)	(600)	0	(14,000)	(\$14,400)
Supplies and Equipment	(8,200)	(12,100)	0	(13,000)	(\$13,400)
Other Expenses	(12,900)	(13,100)	0	(9,000)	(\$9,300)
<b>Expenses Total</b>	<b>(\$244,700)</b>	<b>(\$144,800)</b>	<b>(\$152,700)</b>	<b>(\$236,000)</b>	<b>(\$237,100)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$37,400)	(\$37,600)	(\$55,000)	(\$56,700)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$37,400)</b>	<b>(\$37,600)</b>	<b>(\$55,000)</b>	<b>(\$56,700)</b>
<b>17007 Center for Access &amp; Fairness Surplus/(Deficit)</b>	<b>(\$237,800)</b>	<b>(\$174,900)</b>	<b>(\$184,500)</b>	<b>(\$291,000)</b>	<b>(\$293,800)</b>
<b>17008 Stakeholder Outreach</b>					
<b>Expenses</b>					
Other Expenses	\$0	\$0	\$0	(\$4,100)	(\$4,200)
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$4,100)</b>	<b>(\$4,200)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	\$0	\$0	(\$300)	(\$300)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$300)</b>	<b>(\$300)</b>
<b>17008 Stakeholder Outreach Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$4,400)</b>	<b>(\$4,500)</b>

## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>17009 Bar Leaders Conference</b>					
<b>Expenses</b>					
Supplies and Equipment	(\$100)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>17009 Bar Leaders Conference Surplus/(Deficit)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>17012 Council on Access &amp; Fairness</b>					
<b>Revenues</b>					
Other Revenues	\$4,300	\$4,300	\$4,300	\$0	\$0
<b>Revenues Total</b>	<b>\$4,300</b>	<b>\$4,300</b>	<b>\$4,300</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Personnel Expenses	(\$100)	\$0	\$0	\$0	\$0
Leases and Rent	(2,000)	(1,400)	0	0	\$0
Services	(8,300)	(400)	0	0	\$0
Supplies and Equipment	(4,600)	(300)	0	0	\$0
Other Expenses	(13,200)	(12,300)	(10,000)	(14,300)	(\$14,800)
<b>Expenses Total</b>	<b>(\$28,200)</b>	<b>(\$14,400)</b>	<b>(\$10,000)</b>	<b>(\$14,300)</b>	<b>(\$14,800)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$9,400)	(\$9,400)	(\$1,200)	(\$1,200)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$9,400)</b>	<b>(\$9,400)</b>	<b>(\$1,200)</b>	<b>(\$1,200)</b>
<b>17012 Council on Access &amp; Fairness Surplus/(Deficit)</b>	<b>(\$23,900)</b>	<b>(\$19,500)</b>	<b>(\$15,100)</b>	<b>(\$15,500)</b>	<b>(\$16,000)</b>



## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>17020 Bar-Wide Charges</b>					
<b>Expenses</b>					
Personnel Expenses	(\$24,600)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$24,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>17020 Bar-Wide Charges Surplus/(Deficit)</b>	<b>(\$24,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>28 LSTF Asset BU</b>					
<b>Revenues</b>					
Voluntary Fees & Donations	\$6,863,000	\$6,750,000	\$6,750,000	\$6,101,200	\$6,284,200
Other Revenues	119,600	83,500	75,000	100,000	\$103,000
<b>Revenues Total</b>	<b>\$6,982,600</b>	<b>\$6,833,500</b>	<b>\$6,825,000</b>	<b>\$6,201,200</b>	<b>\$6,387,200</b>
<b>Expenses</b>					
Personnel Expenses	(\$100,700)	(\$50,000)	(\$41,300)	\$0	\$0
<b>Expenses Total</b>	<b>(\$100,700)</b>	<b>(\$50,000)</b>	<b>(\$41,300)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$749,700)	(\$56,800)	(\$56,900)	(\$29,500)	(\$30,400)
<b>Interfund Transfers Total</b>	<b>(\$749,700)</b>	<b>(\$56,800)</b>	<b>(\$56,900)</b>	<b>(\$29,500)</b>	<b>(\$30,400)</b>
<b>28 LSTF Asset BU Surplus/(Deficit)</b>	<b>\$6,132,200</b>	<b>\$6,726,700</b>	<b>\$6,726,800</b>	<b>\$6,171,700</b>	<b>\$6,356,800</b>

## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>28002 LSTF Grants</b>					
<b>Revenues</b>					
Other Revenues	\$7,113,500	\$7,260,000	\$6,760,000	\$23,372,900	\$24,074,100
<b>Revenues Total</b>	<b>\$7,113,500</b>	<b>\$7,260,000</b>	<b>\$6,760,000</b>	<b>\$23,372,900</b>	<b>\$24,074,100</b>
<b>Expenses</b>					
Legal Services Grants	(\$11,035,500)	(\$14,009,400)	(\$14,009,400)	(\$27,603,000)	(\$28,431,100)
<b>Expenses Total</b>	<b>(\$11,035,500)</b>	<b>(\$14,009,400)</b>	<b>(\$14,009,400)</b>	<b>(\$27,603,000)</b>	<b>(\$28,431,100)</b>
<b>28002 LSTF Grants Surplus/(Deficit)</b>	<b>(\$3,922,000)</b>	<b>(\$6,749,400)</b>	<b>(\$7,249,400)</b>	<b>(\$4,230,100)</b>	<b>(\$4,357,000)</b>
<b>28005 LSTF Administration</b>					
<b>Expenses</b>					
Personnel Expenses	(\$1,140,700)	(\$1,227,500)	(\$1,475,000)	(\$1,405,000)	(\$1,527,200)
Services	(25,600)	(56,500)	(34,600)	(42,500)	(\$43,800)
Supplies and Equipment	(18,400)	(93,600)	(92,600)	(37,600)	(\$38,700)
Other Expenses	410,700	(29,600)	(24,700)	(29,200)	(\$30,000)
<b>Expenses Total</b>	<b>(\$774,000)</b>	<b>(\$1,407,200)</b>	<b>(\$1,626,900)</b>	<b>(\$1,514,300)</b>	<b>(\$1,639,700)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$724,300)	(\$726,800)	(\$816,100)	(\$840,600)
Interfund Transfers Out	(100)	(100)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$100)</b>	<b>(\$724,400)</b>	<b>(\$726,800)</b>	<b>(\$816,100)</b>	<b>(\$840,600)</b>
<b>28005 LSTF Administration Surplus/(Deficit)</b>	<b>(\$774,100)</b>	<b>(\$2,131,600)</b>	<b>(\$2,353,700)</b>	<b>(\$2,330,400)</b>	<b>(\$2,480,300)</b>

## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>28006 LSTF Grants-BoA Settlement</b>					
<b>Expenses</b>					
Legal Services Grants	(\$231,300)	(\$231,000)	(\$231,000)	\$0	\$0
<b>Expenses Total</b>	<b>(\$231,300)</b>	<b>(\$231,000)</b>	<b>(\$231,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>28006 LSTF Grants-BoA Settlement Surplus/(Deficit)</b>	<b>(\$231,300)</b>	<b>(\$231,000)</b>	<b>(\$231,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>28007 LSTF Grants-Citi Settlement</b>					
<b>Expenses</b>					
Legal Services Grants	(\$1,721,100)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$1,721,100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>28007 LSTF Grants-Citi Settlement Surplus/(Deficit)</b>	<b>(\$1,721,100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>28009 LSTF Grants-Blue Shield</b>					
<b>Revenues</b>					
Grants	\$30,000	\$0	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Legal Services Grants	(\$20,000)	\$0	\$0	\$0	\$0
Other Expenses	0	(1,800)	0	0	\$0
<b>Expenses Total</b>	<b>(\$20,000)</b>	<b>(\$1,800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>28009 LSTF Grants-Blue Shield Surplus/(Deficit)</b>	<b>\$10,000</b>	<b>(\$1,800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>29 Equal Access -Asset BU</b>					
<b>Interfund Transfers</b>					
Indirect Costs	(\$16,100)	\$0	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$16,100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>29 Equal Access -Asset BU Surplus/(Deficit)</b>	<b>(\$16,100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>29001 Equal Access -Admin</b>					
<b>Expenses</b>					
Services	(\$197,700)	(\$210,000)	(\$210,000)	(\$210,000)	(\$216,300)
Supplies and Equipment	(200)	0	0	0	\$0
Other Expenses	(321,900)	0	0	0	\$0
<b>Expenses Total</b>	<b>(\$519,800)</b>	<b>(\$210,000)</b>	<b>(\$210,000)</b>	<b>(\$210,000)</b>	<b>(\$216,300)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$13,900)	(\$14,300)	(\$16,800)	(\$17,300)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$13,900)</b>	<b>(\$14,300)</b>	<b>(\$16,800)</b>	<b>(\$17,300)</b>
<b>29001 Equal Access -Admin Surplus/(Deficit)</b>	<b>(\$519,800)</b>	<b>(\$223,900)</b>	<b>(\$224,300)</b>	<b>(\$226,800)</b>	<b>(\$233,600)</b>

## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>29002 Equal Access -Grants</b>					
<b>Revenues</b>					
Grants	\$22,075,600	\$25,693,700	\$25,599,900	\$25,599,900	\$26,367,900
Other Revenues	560,700	512,500	508,200	490,000	\$504,700
<b>Revenues Total</b>	<b>\$22,636,300</b>	<b>\$26,206,200</b>	<b>\$26,108,100</b>	<b>\$26,089,900</b>	<b>\$26,872,600</b>
<b>Expenses</b>					
Legal Services Grants	(\$20,804,600)	(\$26,009,400)	(\$26,009,400)	(\$25,614,900)	(\$26,383,400)
<b>Expenses Total</b>	<b>(\$20,804,600)</b>	<b>(\$26,009,400)</b>	<b>(\$26,009,400)</b>	<b>(\$25,614,900)</b>	<b>(\$26,383,400)</b>
<b>29002 Equal Access -Grants Surplus/(Deficit)</b>	<b>\$1,831,700</b>	<b>\$196,800</b>	<b>\$98,700</b>	<b>\$475,000</b>	<b>\$489,200</b>
<b>32 Justice Gap Fund - BU</b>					
<b>Revenues</b>					
Voluntary Fees & Donations	\$1,409,300	\$1,392,900	\$900,000	\$1,232,000	\$1,269,000
Other Revenues	17,100	11,100	11,100	17,100	\$17,600
<b>Revenues Total</b>	<b>\$1,426,400</b>	<b>\$1,404,000</b>	<b>\$911,100</b>	<b>\$1,249,100</b>	<b>\$1,286,600</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$9,200)	(\$7,200)	(\$7,200)	(\$7,000)	(\$7,200)
<b>Interfund Transfers Total</b>	<b>(\$9,200)</b>	<b>(\$7,200)</b>	<b>(\$7,200)</b>	<b>(\$7,000)</b>	<b>(\$7,200)</b>
<b>32 Justice Gap Fund - BU Surplus/(Deficit)</b>	<b>\$1,417,200</b>	<b>\$1,396,800</b>	<b>\$903,900</b>	<b>\$1,242,100</b>	<b>\$1,279,400</b>

## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>37 Bank Settlement Fund</b>					
<b>Revenues</b>					
Other Revenues	\$287,000	\$150,000	\$150,000	\$50,000	\$51,500
<b>Revenues Total</b>	<b>\$287,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$50,000</b>	<b>\$51,500</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$31,200)	\$0	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$31,200)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>37 Bank Settlement Fund Surplus/(Deficit)</b>	<b>\$255,800</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$50,000</b>	<b>\$51,500</b>
<b>37001 B of A-Second Settlement</b>					
<b>Revenues</b>					
Grants	\$9,000	\$0	\$0	\$0	\$0
Other Revenues	7,000	0	0	0	\$0
<b>Revenues Total</b>	<b>\$16,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Personnel Expenses	(\$2,200)	(\$3,100)	(\$58,600)	(\$100,000)	(\$100,000)
Legal Services Grants	(5,117,500)	(9,957,900)	(9,957,900)	(9,452,800)	(\$9,736,400)
Supplies and Equipment	0	(16,300)	(16,300)	(13,800)	(\$14,200)
Other Expenses	(112,300)	(4,900)	(4,900)	(4,500)	(\$4,600)
<b>Expenses Total</b>	<b>(\$5,232,000)</b>	<b>(\$9,982,200)</b>	<b>(\$10,037,700)</b>	<b>(\$9,571,100)</b>	<b>(\$9,855,200)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$27,500)	(\$27,600)	(\$31,800)	(\$32,800)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$27,500)</b>	<b>(\$27,600)</b>	<b>(\$31,800)</b>	<b>(\$32,800)</b>
<b>37001 B of A-Second Settlement Surplus/(Deficit)</b>	<b>(\$5,216,000)</b>	<b>(\$10,009,700)</b>	<b>(\$10,065,300)</b>	<b>(\$9,602,900)</b>	<b>(\$9,888,000)</b>

## Operating Area/Cost Center

<u>Access &amp; Inclusion</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
Access & Inclusion Surplus/(Deficit)	(\$4,748,800)	(\$12,098,400)	(\$13,768,500)	(\$10,235,100)	(\$10,670,800)

## Operating Area/Cost Center

### Admissions

2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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#### 20 Admissions Assets BU

##### Expenses

Personnel Expenses	(\$350,300)	(\$118,200)	(\$118,200)	\$0	\$0
Supplies and Equipment	0	(1,000)	(1,000)	(1,000)	(\$1,000)
<b>Expenses Total</b>	<b>(\$350,300)</b>	<b>(\$119,200)</b>	<b>(\$119,200)</b>	<b>(\$1,000)</b>	<b>(\$1,000)</b>

##### Interfund Transfers

Interfund Transfers In	\$0	\$1,000,000	\$1,000,000	\$0	\$0
Indirect Costs	(4,901,400)	(609,200)	(609,400)	(100)	(\$100)
Interfund Transfers Out	0	(1,100,000)	(1,100,000)	(100,000)	(\$100,000)
<b>Interfund Transfers Total</b>	<b>(\$4,901,400)</b>	<b>(\$709,200)</b>	<b>(\$709,400)</b>	<b>(\$100,100)</b>	<b>(\$100,100)</b>

#### 20 Admissions Assets BU Surplus/(Deficit)

<b>(\$5,251,700)</b>	<b>(\$828,400)</b>	<b>(\$828,600)</b>	<b>(\$101,100)</b>	<b>(\$101,100)</b>
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#### 20001 Admissions Overhead

##### Expenses

Personnel Expenses	(\$628,600)	(\$539,700)	(\$765,000)	(\$854,500)	(\$893,500)
Leases and Rent	12,900	(5,800)	(5,800)	(5,800)	(\$6,000)
Services	(208,600)	(340,500)	(333,900)	(123,900)	(\$127,600)
Supplies and Equipment	(14,600)	(21,500)	(21,500)	(21,500)	(\$22,200)
Other Expenses	(160,900)	(148,700)	(148,600)	(108,700)	(\$111,900)
<b>Expenses Total</b>	<b>(\$999,800)</b>	<b>(\$1,056,200)</b>	<b>(\$1,274,800)</b>	<b>(\$1,114,400)</b>	<b>(\$1,161,200)</b>

##### Interfund Transfers

Indirect Costs	\$0	(\$389,600)	(\$391,600)	(\$383,300)	(\$394,800)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$389,600)</b>	<b>(\$391,600)</b>	<b>(\$383,300)</b>	<b>(\$394,800)</b>

#### 20001 Admissions Overhead Surplus/(Deficit)

<b>(\$999,800)</b>	<b>(\$1,445,800)</b>	<b>(\$1,666,400)</b>	<b>(\$1,497,700)</b>	<b>(\$1,556,000)</b>
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## Operating Area/Cost Center

### Admissions

2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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#### 20002 Admission Operations

##### Expenses

Personnel Expenses	(\$2,671,100)	(\$2,620,700)	(\$2,873,300)	(\$2,759,800)	(\$2,958,300)
Leases and Rent	(2,051,100)	(1,866,000)	(1,815,700)	(1,877,800)	(\$1,934,000)
Services	(3,155,500)	(2,915,300)	(2,503,700)	(2,538,300)	(\$2,614,400)
Supplies and Equipment	(951,300)	(1,011,900)	(997,900)	(933,600)	(\$961,600)
Other Expenses	(148,900)	(164,600)	(158,500)	(158,700)	(\$163,500)
<b>Expenses Total</b>	<b>(\$8,977,900)</b>	<b>(\$8,578,500)</b>	<b>(\$8,349,100)</b>	<b>(\$8,268,200)</b>	<b>(\$8,631,800)</b>

##### Interfund Transfers

Indirect Costs	\$0	(\$1,232,800)	(\$1,245,300)	(\$1,923,900)	(\$1,981,600)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$1,232,800)</b>	<b>(\$1,245,300)</b>	<b>(\$1,923,900)</b>	<b>(\$1,981,600)</b>

<b>20002 Admission Operations Surplus/(Deficit)</b>	<b>(\$8,977,900)</b>	<b>(\$9,811,300)</b>	<b>(\$9,594,400)</b>	<b>(\$10,192,100)</b>	<b>(\$10,613,400)</b>
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#### 20004 Admissions Administration

##### Expenses

Personnel Expenses	(\$426,900)	(\$404,900)	(\$623,300)	(\$657,200)	(\$707,900)
Leases and Rent	(1,100)	(1,500)	(1,500)	(1,500)	(\$1,500)
Services	(282,000)	(295,100)	(289,700)	(308,900)	(\$318,300)
Supplies and Equipment	(117,000)	(106,300)	(106,100)	(81,800)	(\$84,300)
Other Expenses	0	(500)	(500)	(500)	(\$500)
<b>Expenses Total</b>	<b>(\$827,000)</b>	<b>(\$808,300)</b>	<b>(\$1,021,100)</b>	<b>(\$1,049,900)</b>	<b>(\$1,112,500)</b>

##### Interfund Transfers

Indirect Costs	\$0	(\$515,300)	(\$516,700)	(\$609,000)	(\$627,300)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$515,300)</b>	<b>(\$516,700)</b>	<b>(\$609,000)</b>	<b>(\$627,300)</b>

<b>20004 Admissions Administration Surplus/(Deficit)</b>	<b>(\$827,000)</b>	<b>(\$1,323,600)</b>	<b>(\$1,537,800)</b>	<b>(\$1,658,900)</b>	<b>(\$1,739,800)</b>
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## Operating Area/Cost Center

### Admissions

	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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#### 20006 Comm. Bar Examiners

##### Interfund Transfers

Indirect Costs	\$0	(\$5,400)	(\$5,400)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$5,400)</b>	<b>(\$5,400)</b>	<b>\$0</b>	<b>\$0</b>

#### 20006 Comm. Bar Examiners Surplus/(Deficit)

<b>\$0</b>	<b>(\$5,400)</b>	<b>(\$5,400)</b>	<b>\$0</b>	<b>\$0</b>
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#### 20007 Law School Regulation

##### Expenses

Personnel Expenses	(\$311,800)	(\$397,200)	(\$309,700)	(\$363,900)	(\$378,000)
Services	(27,100)	(40,900)	(35,200)	(70,200)	(\$72,300)
Supplies and Equipment	(3,300)	(5,100)	(3,600)	(5,100)	(\$5,300)
Other Expenses	(9,600)	(15,000)	(15,000)	(30,000)	(\$30,900)
<b>Expenses Total</b>	<b>(\$351,800)</b>	<b>(\$458,200)</b>	<b>(\$363,500)</b>	<b>(\$469,200)</b>	<b>(\$486,500)</b>

##### Interfund Transfers

Indirect Costs	\$0	(\$173,300)	(\$173,900)	(\$216,200)	(\$222,700)
Interfund Transfers Out	(400)	(400)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$400)</b>	<b>(\$173,700)</b>	<b>(\$173,900)</b>	<b>(\$216,200)</b>	<b>(\$222,700)</b>

#### 20007 Law School Regulation Surplus/(Deficit)

<b>(\$352,200)</b>	<b>(\$631,900)</b>	<b>(\$537,400)</b>	<b>(\$685,400)</b>	<b>(\$709,200)</b>
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## Operating Area/Cost Center

### Admissions

2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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#### 20009 Admissions Revenue

##### Revenues

Exam Fees	\$14,275,500	\$13,690,600	\$14,937,400	\$13,690,600	\$14,101,500
Other Revenues	7,281,500	7,251,100	7,123,900	7,251,100	\$7,468,600
<b>Revenues Total</b>	<b>\$21,557,000</b>	<b>\$20,941,700</b>	<b>\$22,061,300</b>	<b>\$20,941,700</b>	<b>\$21,570,100</b>

##### Expenses

Services	\$0	\$176,200	\$0	\$0	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>\$176,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### Interfund Transfers

Interfund Transfers In	\$900	\$0	\$0	\$0	\$0
Indirect Costs	0	(4,200)	(4,200)	(2,700)	(\$2,800)
<b>Interfund Transfers Total</b>	<b>\$900</b>	<b>(\$4,200)</b>	<b>(\$4,200)</b>	<b>(\$2,700)</b>	<b>(\$2,800)</b>

#### 20009 Admissions Revenue Surplus/(Deficit)

<b>\$21,557,900</b>	<b>\$21,113,700</b>	<b>\$22,057,100</b>	<b>\$20,939,000</b>	<b>\$21,567,300</b>
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## Operating Area/Cost Center

<u>Admissions</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>20011 Examination Development</b>					
<b>Expenses</b>					
Personnel Expenses	(\$305,000)	(\$379,700)	(\$347,000)	(\$374,700)	(\$386,200)
Leases and Rent	0	(2,500)	(2,500)	(2,500)	(\$2,600)
Services	(478,600)	(562,100)	(540,000)	(563,100)	(\$580,000)
Supplies and Equipment	(2,600)	(4,500)	(4,400)	(4,500)	(\$4,600)
Other Expenses	(11,200)	(18,500)	(15,100)	(15,100)	(\$15,500)
<b>Expenses Total</b>	<b>(\$797,400)</b>	<b>(\$967,300)</b>	<b>(\$909,000)</b>	<b>(\$959,900)</b>	<b>(\$988,900)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$209,500)	(\$211,000)	(\$253,800)	(\$261,500)
Interfund Transfers Out	(400)	(400)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$400)</b>	<b>(\$209,900)</b>	<b>(\$211,000)</b>	<b>(\$253,800)</b>	<b>(\$261,500)</b>
<b>20011 Examination Development Surplus/(Deficit)</b>	<b>(\$797,800)</b>	<b>(\$1,177,200)</b>	<b>(\$1,120,000)</b>	<b>(\$1,213,700)</b>	<b>(\$1,250,400)</b>
<b>20013 Examination Grading</b>					
<b>Expenses</b>					
Personnel Expenses	(\$590,800)	(\$788,000)	(\$799,100)	(\$653,700)	(\$703,200)
Leases and Rent	(5,200)	(14,400)	(14,400)	(14,900)	(\$15,400)
Services	(594,500)	(734,100)	(727,800)	(871,100)	(\$897,300)
Supplies and Equipment	(875,800)	(915,900)	(845,000)	(791,000)	(\$814,600)
Other Expenses	(78,400)	(93,200)	(90,000)	(85,400)	(\$88,100)
<b>Expenses Total</b>	<b>(\$2,144,700)</b>	<b>(\$2,545,600)</b>	<b>(\$2,476,300)</b>	<b>(\$2,416,100)</b>	<b>(\$2,518,600)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$611,800)	(\$615,900)	(\$620,700)	(\$639,300)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$611,800)</b>	<b>(\$615,900)</b>	<b>(\$620,700)</b>	<b>(\$639,300)</b>
<b>20013 Examination Grading Surplus/(Deficit)</b>	<b>(\$2,144,700)</b>	<b>(\$3,157,400)</b>	<b>(\$3,092,200)</b>	<b>(\$3,036,800)</b>	<b>(\$3,157,900)</b>

## Operating Area/Cost Center

<u>Admissions</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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### 20019 Moral Character Determinations

#### Expenses

Personnel Expenses	(\$1,309,600)	(\$1,464,600)	(\$1,699,500)	(\$1,777,300)	(\$1,913,100)
Leases and Rent	(500)	0	0	0	\$0
Services	(24,900)	(65,300)	(63,400)	(64,900)	(\$67,000)
Supplies and Equipment	(18,800)	(20,000)	(19,300)	(19,400)	(\$20,000)
Other Expenses	(11,600)	(19,800)	(10,200)	(11,300)	(\$11,600)
<b>Expenses Total</b>	<b>(\$1,365,400)</b>	<b>(\$1,569,700)</b>	<b>(\$1,792,400)</b>	<b>(\$1,872,900)</b>	<b>(\$2,011,700)</b>

#### Interfund Transfers

Indirect Costs	\$0	(\$1,088,300)	(\$1,090,800)	(\$1,184,700)	(\$1,220,300)
Interfund Transfers Out	0	(600)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$1,088,900)</b>	<b>(\$1,090,800)</b>	<b>(\$1,184,700)</b>	<b>(\$1,220,300)</b>

<b>20019 Moral Character Determinations Surplus/(Deficit)</b>	<b>(\$1,365,400)</b>	<b>(\$2,658,600)</b>	<b>(\$2,883,200)</b>	<b>(\$3,057,600)</b>	<b>(\$3,232,000)</b>
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### 20022 MCLE Provider Certification

#### Expenses

Supplies and Equipment	\$0	(\$300)	(\$300)	\$0	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$300)</b>	<b>(\$300)</b>	<b>\$0</b>	<b>\$0</b>

<b>20022 MCLE Provider Certification Surplus/(Deficit)</b>	<b>\$0</b>	<b>(\$300)</b>	<b>(\$300)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Admissions</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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### 20023 Special Admissions

#### Expenses

Personnel Expenses	(\$194,300)	(\$211,400)	(\$198,300)	(\$204,400)	(\$213,300)
Services	0	(200)	0	(200)	(\$200)
Supplies and Equipment	(2,400)	(2,700)	(2,700)	(2,700)	(\$2,800)
Other Expenses	(200)	0	0	0	\$0
<b>Expenses Total</b>	<b>(\$196,900)</b>	<b>(\$214,300)</b>	<b>(\$201,000)</b>	<b>(\$207,300)</b>	<b>(\$216,300)</b>

#### Interfund Transfers

Indirect Costs	\$0	(\$162,500)	(\$162,800)	(\$226,200)	(\$233,000)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$162,500)</b>	<b>(\$162,800)</b>	<b>(\$226,200)</b>	<b>(\$233,000)</b>

<b>20023 Special Admissions Surplus/(Deficit)</b>	<b>(\$196,900)</b>	<b>(\$376,800)</b>	<b>(\$363,800)</b>	<b>(\$433,500)</b>	<b>(\$449,300)</b>
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### 24 Legal Specialization -Asset BU

#### Expenses

Personnel Expenses	(\$17,900)	(\$13,600)	(\$13,600)	\$0	\$0
<b>Expenses Total</b>	<b>(\$17,900)</b>	<b>(\$13,600)</b>	<b>(\$13,600)</b>	<b>\$0</b>	<b>\$0</b>

#### Interfund Transfers

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

<b>24 Legal Specialization -Asset BU Surplus/(Deficit)</b>	<b>(\$820,200)</b>	<b>(\$914,500)</b>	<b>(\$914,500)</b>	<b>\$100,000</b>	<b>\$100,000</b>
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## Operating Area/Cost Center

<u>Admissions</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>24001 Legal Specialization</b>					
<b>Revenues</b>					
Exam Fees	\$261,100	\$96,700	\$48,000	\$244,700	\$252,100
Other Revenues	347,400	2,216,100	1,984,500	1,729,500	\$1,781,400
<b>Revenues Total</b>	<b>\$608,500</b>	<b>\$2,312,800</b>	<b>\$2,032,500</b>	<b>\$1,974,200</b>	<b>\$2,033,500</b>
<b>Expenses</b>					
Personnel Expenses	(\$744,000)	(\$890,900)	(\$873,200)	(\$556,500)	(\$607,000)
Leases and Rent	(96,100)	(75,000)	(75,000)	(106,000)	(\$109,200)
Services	(177,100)	(1,708,500)	(1,700,200)	(402,200)	(\$414,300)
Supplies and Equipment	(92,900)	(891,600)	(874,100)	(480,100)	(\$134,100)
Other Expenses	(144,500)	(162,800)	(162,800)	(161,200)	(\$166,000)
<b>Expenses Total</b>	<b>(\$1,254,600)</b>	<b>(\$3,728,800)</b>	<b>(\$3,685,300)</b>	<b>(\$1,706,000)</b>	<b>(\$1,430,600)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$846,600)	(\$852,700)	(\$743,300)	(\$765,600)
Interfund Transfers Out	(400)	(500)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$400)</b>	<b>(\$847,100)</b>	<b>(\$852,700)</b>	<b>(\$743,300)</b>	<b>(\$765,600)</b>
<b>24001 Legal Specialization Surplus/(Deficit)</b>	<b>(\$646,500)</b>	<b>(\$2,263,100)</b>	<b>(\$2,505,500)</b>	<b>(\$475,100)</b>	<b>(\$162,700)</b>
<b>Admissions Surplus/(Deficit)</b>	<b>(\$822,200)</b>	<b>(\$3,480,600)</b>	<b>(\$2,992,400)</b>	<b>(\$1,312,900)</b>	<b>(\$1,304,500)</b>

## Operating Area/Cost Center

### Attorney Regulation & Consume

**2017  
Actual**

**2018  
Projection**

**2018  
Budget**

**2019  
Budget**

**2020  
Forecast**

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

##### **Expenses**

Personnel Expenses	(\$29,500)	(\$59,100)	(\$60,600)	(\$66,200)	(\$72,400)
Services	0	(2,700)	(2,700)	(2,700)	(\$2,800)
Supplies and Equipment	(1,300)	(1,600)	(1,300)	(1,400)	(\$1,400)
<b>Expenses Total</b>	<b>(\$30,800)</b>	<b>(\$63,400)</b>	<b>(\$64,600)</b>	<b>(\$70,300)</b>	<b>(\$76,600)</b>

##### **Interfund Transfers**

Indirect Costs	(\$19,100)	(\$33,300)	(\$33,400)	(\$36,500)	(\$37,600)
<b>Interfund Transfers Total</b>	<b>(\$19,100)</b>	<b>(\$33,300)</b>	<b>(\$33,400)</b>	<b>(\$36,500)</b>	<b>(\$37,600)</b>

#### **10201 Child & Family Support Surplus/(Deficit)**

<b>(\$49,900)</b>	<b>(\$96,700)</b>	<b>(\$98,000)</b>	<b>(\$106,800)</b>	<b>(\$114,200)</b>
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#### **10202 Member Rec. & Cert.**

##### **Revenues**

Other Revenues	\$500	\$3,000	\$3,000	\$0	\$0
<b>Revenues Total</b>	<b>\$500</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$0</b>

#### **10202 Member Rec. & Cert. Surplus/(Deficit)**

<b>\$500</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Attorney Regulation &amp; Consume</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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### 10251 Attorney Reg & Consumer Res

#### Revenues

Other Revenues	\$255,400	\$215,100	\$207,300	\$212,600	\$219,000
<b>Revenues Total</b>	<b>\$255,400</b>	<b>\$215,100</b>	<b>\$207,300</b>	<b>\$212,600</b>	<b>\$219,000</b>

#### Expenses

Personnel Expenses	(\$2,114,600)	(\$3,417,200)	(\$2,948,800)	(\$3,690,000)	(\$3,969,400)
Services	(86,100)	(143,200)	(142,500)	(140,100)	(\$144,100)
Supplies and Equipment	(161,000)	(172,100)	(169,800)	(194,800)	(\$200,700)
Other Expenses	(10,500)	(14,200)	(14,200)	(19,200)	(\$19,800)
<b>Expenses Total</b>	<b>(\$2,372,200)</b>	<b>(\$3,746,700)</b>	<b>(\$3,275,300)</b>	<b>(\$4,044,100)</b>	<b>(\$4,334,000)</b>

#### Interfund Transfers

Indirect Costs	(\$1,141,500)	(\$1,591,700)	(\$1,598,000)	(\$2,216,500)	(\$2,283,000)
Interfund Transfers Out	(300)	(400)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$1,141,800)</b>	<b>(\$1,592,100)</b>	<b>(\$1,598,000)</b>	<b>(\$2,216,500)</b>	<b>(\$2,283,000)</b>

<b>10251 Attorney Reg &amp; Consumer Res Surplus/(Deficit)</b>	<b>(\$3,258,600)</b>	<b>(\$5,123,700)</b>	<b>(\$4,666,000)</b>	<b>(\$6,048,000)</b>	<b>(\$6,398,000)</b>
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### 10252 Transition Assistance Services

#### Expenses

Services	(\$17,600)	(\$28,300)	(\$28,300)	\$0	\$0
Supplies and Equipment	(400)	(200)	(200)	0	\$0
<b>Expenses Total</b>	<b>(\$18,000)</b>	<b>(\$28,500)</b>	<b>(\$28,500)</b>	<b>\$0</b>	<b>\$0</b>

#### Interfund Transfers

Indirect Costs	(\$2,200)	(\$2,000)	(\$2,100)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$2,200)</b>	<b>(\$2,000)</b>	<b>(\$2,100)</b>	<b>\$0</b>	<b>\$0</b>

<b>10252 Transition Assistance Services Surplus/(Deficit)</b>	<b>(\$20,200)</b>	<b>(\$30,500)</b>	<b>(\$30,600)</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Attorney Regulation & Consume

2017  
Actual

2018  
Projection

2018  
Budget

2019  
Budget

2020  
Forecast

#### 10253 MCLE Regulation

##### Revenues

Other Revenues	\$602,600	\$1,249,300	\$728,900	\$773,300	\$796,700
<b>Revenues Total</b>	<b>\$602,600</b>	<b>\$1,249,300</b>	<b>\$728,900</b>	<b>\$773,300</b>	<b>\$796,700</b>

##### Expenses

Personnel Expenses	(\$477,600)	(\$2,700)	(\$2,700)	(\$2,500)	(\$2,600)
Services	(1,100)	(600)	(600)	(600)	(\$600)
Supplies and Equipment	(900)	(48,500)	(4,000)	(21,000)	(\$21,600)
Other Expenses	0	(1,200)	(1,200)	(1,200)	(\$1,200)
<b>Expenses Total</b>	<b>(\$479,600)</b>	<b>(\$53,000)</b>	<b>(\$8,500)</b>	<b>(\$25,300)</b>	<b>(\$26,000)</b>

##### Interfund Transfers

Indirect Costs	(\$264,200)	(\$4,300)	(\$4,300)	(\$4,400)	(\$4,500)
<b>Interfund Transfers Total</b>	<b>(\$264,200)</b>	<b>(\$4,300)</b>	<b>(\$4,300)</b>	<b>(\$4,400)</b>	<b>(\$4,500)</b>

#### 10253 MCLE Regulation Surplus/(Deficit)

<b>(\$141,200)</b>	<b>\$1,192,000</b>	<b>\$716,100</b>	<b>\$743,600</b>	<b>\$766,200</b>
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#### 10503 Mandatory Fee Arb Committee

##### Expenses

Services	(\$700)	(\$1,100)	(\$1,100)	(\$1,100)	(\$1,100)
Supplies and Equipment	0	(2,200)	(2,000)	(2,200)	(\$2,200)
Other Expenses	(17,900)	(21,300)	(20,900)	(17,900)	(\$18,300)
<b>Expenses Total</b>	<b>(\$18,600)</b>	<b>(\$24,600)</b>	<b>(\$24,000)</b>	<b>(\$21,200)</b>	<b>(\$21,600)</b>

##### Interfund Transfers

Indirect Costs	(\$1,800)	(\$1,700)	(\$1,800)	(\$1,700)	(\$1,800)
<b>Interfund Transfers Total</b>	<b>(\$1,800)</b>	<b>(\$1,700)</b>	<b>(\$1,800)</b>	<b>(\$1,700)</b>	<b>(\$1,800)</b>

#### 10503 Mandatory Fee Arb Committee Surplus/(Deficit)

<b>(\$20,400)</b>	<b>(\$26,300)</b>	<b>(\$25,800)</b>	<b>(\$22,900)</b>	<b>(\$23,400)</b>
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## Operating Area/Cost Center

<u>Attorney Regulation &amp; Consume</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10504 Mandatory Fee Arbitration</b>					
<b>Revenues</b>					
Other Revenues	\$30,800	\$44,000	\$44,000	\$44,000	\$45,300
<b>Revenues Total</b>	<b>\$30,800</b>	<b>\$44,000</b>	<b>\$44,000</b>	<b>\$44,000</b>	<b>\$45,300</b>
<b>Expenses</b>					
Personnel Expenses	(\$353,500)	(\$121,800)	\$0	\$0	\$0
Services	(41,200)	(58,000)	(58,000)	(57,400)	(\$59,100)
Supplies and Equipment	(8,400)	(13,700)	(13,700)	(13,700)	(\$14,100)
Other Expenses	(5,100)	(8,900)	(8,900)	(8,900)	(\$9,100)
<b>Expenses Total</b>	<b>(\$408,200)</b>	<b>(\$202,400)</b>	<b>(\$80,600)</b>	<b>(\$80,000)</b>	<b>(\$82,300)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$218,600)	(\$16,400)	(\$16,600)	(\$6,600)	(\$6,800)
<b>Interfund Transfers Total</b>	<b>(\$218,600)</b>	<b>(\$16,400)</b>	<b>(\$16,600)</b>	<b>(\$6,600)</b>	<b>(\$6,800)</b>
<b>10504 Mandatory Fee Arbitration Surplus/(Deficit)</b>	<b>(\$596,000)</b>	<b>(\$174,800)</b>	<b>(\$53,200)</b>	<b>(\$42,600)</b>	<b>(\$43,800)</b>
<b>Attorney Regulation &amp; Consumer Resources Surplus/(Deficit)</b>	<b>(\$4,085,800)</b>	<b>(\$4,257,000)</b>	<b>(\$4,154,500)</b>	<b>(\$5,476,700)</b>	<b>(\$5,813,200)</b>

## Operating Area/Cost Center

<u>Lawyer Assistance Program</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>21 Lawyer Assist Program-Asset BU</b>					
<b>Revenues</b>					
Mandatory Fees	\$2,064,200	\$2,108,500	\$2,107,000	\$2,107,000	\$2,107,200
Other Revenues	29,200	20,000	20,000	20,000	\$20,600
<b>Revenues Total</b>	<b>\$2,093,400</b>	<b>\$2,128,500</b>	<b>\$2,127,000</b>	<b>\$2,127,000</b>	<b>\$2,127,800</b>
<b>Expenses</b>					
Personnel Expenses	(\$57,700)	(\$18,200)	(\$18,200)	\$0	\$0
<b>Expenses Total</b>	<b>(\$57,700)</b>	<b>(\$18,200)</b>	<b>(\$18,200)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Interfund Transfers In	\$1,200	\$1,200	\$0	\$0	\$0
Indirect Costs	(464,500)	(114,600)	(114,600)	(10,200)	(\$10,500)
Interfund Transfers Out	0	(250,000)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$463,300)</b>	<b>(\$363,400)</b>	<b>(\$114,600)</b>	<b>(\$10,200)</b>	<b>(\$10,500)</b>
<b>21 Lawyer Assist Program-Asset BU Surplus/(Deficit)</b>	<b>\$1,572,400</b>	<b>\$1,746,900</b>	<b>\$1,994,200</b>	<b>\$2,116,800</b>	<b>\$2,117,300</b>

## Operating Area/Cost Center

<u>Lawyer Assistance Program</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>21000 Lawyer Assistance Program</b>					
<b>Revenues</b>					
Other Revenues	\$27,700	\$0	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$27,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Personnel Expenses	(\$812,900)	(\$942,700)	(\$1,242,000)	(\$1,249,700)	(\$1,073,300)
Leases and Rent	(4,100)	(25,000)	(3,300)	(104,300)	(\$107,400)
Services	(80,900)	(355,000)	(340,000)	(71,100)	(\$73,100)
Supplies and Equipment	(17,400)	(116,800)	(22,800)	(26,300)	(\$27,100)
Other Expenses	(76,000)	(81,100)	(81,100)	(82,100)	(\$84,600)
<b>Expenses Total</b>	<b>(\$991,300)</b>	<b>(\$1,520,600)</b>	<b>(\$1,689,200)</b>	<b>(\$1,533,500)</b>	<b>(\$1,365,500)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$412,600)	(\$415,400)	(\$473,200)	(\$487,400)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$412,600)</b>	<b>(\$415,400)</b>	<b>(\$473,200)</b>	<b>(\$487,400)</b>
<b>21000 Lawyer Assistance Program Surplus/(Deficit)</b>	<b>(\$963,600)</b>	<b>(\$1,933,200)</b>	<b>(\$2,104,600)</b>	<b>(\$2,006,700)</b>	<b>(\$1,852,900)</b>
<b>Lawyer Assistance Program Surplus/(Deficit)</b>	<b>\$608,800</b>	<b>(\$186,300)</b>	<b>(\$110,400)</b>	<b>\$110,100</b>	<b>\$264,400</b>

## Operating Area/Cost Center

<u>Probation</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10601 Probation</b>					
<b>Expenses</b>					
Personnel Expenses	(\$915,400)	(\$1,004,200)	(\$975,600)	(\$1,126,000)	(\$1,192,700)
Services	(500)	(600)	(600)	(600)	(\$600)
Supplies and Equipment	(13,000)	(18,700)	(18,700)	(18,700)	(\$19,300)
Other Expenses	(100)	(1,300)	(1,300)	(1,300)	(\$1,300)
<b>Expenses Total</b>	<b>(\$929,000)</b>	<b>(\$1,024,800)</b>	<b>(\$996,200)</b>	<b>(\$1,146,600)</b>	<b>(\$1,213,900)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$389,000)	(\$430,500)	(\$432,400)	(\$508,400)	(\$523,600)
Interfund Transfers Out	(400)	(400)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$389,400)</b>	<b>(\$430,900)</b>	<b>(\$432,400)</b>	<b>(\$508,400)</b>	<b>(\$523,600)</b>
<b>10601 Probation Surplus/(Deficit)</b>	<b>(\$1,318,400)</b>	<b>(\$1,455,700)</b>	<b>(\$1,428,600)</b>	<b>(\$1,655,000)</b>	<b>(\$1,737,500)</b>
<b>Probation Surplus/(Deficit)</b>	<b>(\$1,318,400)</b>	<b>(\$1,455,700)</b>	<b>(\$1,428,600)</b>	<b>(\$1,655,000)</b>	<b>(\$1,737,500)</b>

## Operating Area/Cost Center

### Client Security Fund

	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>27 Client Security -Asset BU</b>					
<b>Revenues</b>					
Mandatory Fees	\$7,864,500	\$7,930,100	\$7,927,300	\$7,927,300	\$8,028,100
Other Revenues	61,200	49,400	49,400	49,400	\$50,800
<b>Revenues Total</b>	<b>\$7,925,700</b>	<b>\$7,979,500</b>	<b>\$7,976,700</b>	<b>\$7,976,700</b>	<b>\$8,078,900</b>
<b>Expenses</b>					
Personnel Expenses	(\$99,800)	(\$25,100)	(\$24,500)	\$0	\$0
<b>Expenses Total</b>	<b>(\$99,800)</b>	<b>(\$25,100)</b>	<b>(\$24,500)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Interfund Transfers In	\$1,604,900	\$254,800	\$0	\$0	\$0
Indirect Costs	(580,200)	(185,500)	(185,500)	(38,400)	(\$39,500)
<b>Interfund Transfers Total</b>	<b>\$1,024,700</b>	<b>\$69,300</b>	<b>(\$185,500)</b>	<b>(\$38,400)</b>	<b>(\$39,500)</b>
<b>27 Client Security -Asset BU Surplus/(Deficit)</b>	<b>\$8,850,600</b>	<b>\$8,023,700</b>	<b>\$7,766,700</b>	<b>\$7,938,300</b>	<b>\$8,039,400</b>

## Operating Area/Cost Center

<u>Client Security Fund</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>27001 Client Security Fund</b>					
<b>Expenses</b>					
Personnel Expenses	(\$1,184,700)	(\$1,273,000)	(\$1,467,200)	(\$1,456,300)	(\$1,533,400)
Services	(6,700)	(11,500)	(11,500)	(10,900)	(\$11,200)
Supplies and Equipment	(23,700)	(30,300)	(29,100)	(29,700)	(\$30,600)
Other Expenses	4,800	144,800	144,800	(5,200)	(\$5,300)
CSF Payments	(6,339,400)	(8,900,000)	(6,600,000)	(6,900,000)	(\$6,000,000)
CSF Reimbursements	355,100	391,400	540,000	485,000	\$499,500
<b>Expenses Total</b>	<b>(\$7,194,600)</b>	<b>(\$9,678,600)</b>	<b>(\$7,423,000)</b>	<b>(\$7,917,100)</b>	<b>(\$7,081,000)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$544,200)	(\$394,900)	(\$542,700)	(\$559,000)
Interfund Transfers Out	(1,100)	(1,600)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$1,100)</b>	<b>(\$545,800)</b>	<b>(\$394,900)</b>	<b>(\$542,700)</b>	<b>(\$559,000)</b>
<b>27001 Client Security Fund Surplus/(Deficit)</b>	<b>(\$7,195,700)</b>	<b>(\$10,224,400)</b>	<b>(\$7,817,900)</b>	<b>(\$8,459,800)</b>	<b>(\$7,640,000)</b>
<b>27002 CSF Commission</b>					
<b>Expenses</b>					
Supplies and Equipment	(\$200)	(\$300)	(\$300)	(\$300)	(\$300)
Other Expenses	(8,000)	(8,500)	(8,500)	(7,900)	(\$8,100)
<b>Expenses Total</b>	<b>(\$8,200)</b>	<b>(\$8,800)</b>	<b>(\$8,800)</b>	<b>(\$8,200)</b>	<b>(\$8,400)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$4,900)	(\$5,000)	(\$700)	(\$700)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$4,900)</b>	<b>(\$5,000)</b>	<b>(\$700)</b>	<b>(\$700)</b>
<b>27002 CSF Commission Surplus/(Deficit)</b>	<b>(\$8,200)</b>	<b>(\$13,700)</b>	<b>(\$13,800)</b>	<b>(\$8,900)</b>	<b>(\$9,100)</b>
<b>Client Security Fund Surplus/(Deficit)</b>	<b>\$1,646,700</b>	<b>(\$2,214,400)</b>	<b>(\$65,000)</b>	<b>(\$530,400)</b>	<b>\$390,300</b>



## Operating Area/Cost Center

<u>Professional Competence</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10702 COPRAC</b>					
<b>Revenues</b>					
Other Revenues	\$5,600	\$15,200	\$5,600	\$15,200	\$15,700
<b>Revenues Total</b>	<b>\$5,600</b>	<b>\$15,200</b>	<b>\$5,600</b>	<b>\$15,200</b>	<b>\$15,700</b>
<b>Expenses</b>					
Leases and Rent	\$0	(\$1,500)	\$0	(\$200)	(\$200)
Services	(500)	(2,500)	(2,500)	(3,000)	(\$3,100)
Supplies and Equipment	(1,300)	(3,800)	(3,800)	(1,800)	(\$1,800)
Other Expenses	(31,600)	(39,700)	(39,200)	(45,600)	(\$46,900)
<b>Expenses Total</b>	<b>(\$33,400)</b>	<b>(\$47,500)</b>	<b>(\$45,500)</b>	<b>(\$50,600)</b>	<b>(\$52,000)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$5,600)	(\$11,500)	(\$11,600)	(\$4,200)	(\$4,300)
<b>Interfund Transfers Total</b>	<b>(\$5,600)</b>	<b>(\$11,500)</b>	<b>(\$11,600)</b>	<b>(\$4,200)</b>	<b>(\$4,300)</b>
<b>10702 COPRAC Surplus/(Deficit)</b>	<b>(\$33,400)</b>	<b>(\$43,800)</b>	<b>(\$51,500)</b>	<b>(\$39,600)</b>	<b>(\$40,600)</b>

## Operating Area/Cost Center

<u>Professional Competence</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10706 Professional Competence</b>					
<b>Revenues</b>					
Other Revenues	\$20,900	\$20,900	\$20,900	\$20,900	\$21,500
<b>Revenues Total</b>	<b>\$20,900</b>	<b>\$20,900</b>	<b>\$20,900</b>	<b>\$20,900</b>	<b>\$21,500</b>
<b>Expenses</b>					
Personnel Expenses	(\$1,310,500)	(\$1,533,200)	(\$1,554,800)	(\$1,844,100)	(\$1,971,000)
Services	(175,000)	(201,000)	(201,000)	(410,600)	(\$422,900)
Supplies and Equipment	(29,600)	(33,700)	(33,300)	(38,900)	(\$40,000)
Other Expenses	(6,500)	(6,400)	(6,400)	(4,300)	(\$4,400)
<b>Expenses Total</b>	<b>(\$1,521,600)</b>	<b>(\$1,774,300)</b>	<b>(\$1,795,500)</b>	<b>(\$2,297,900)</b>	<b>(\$2,438,300)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$807,800)	(\$919,400)	(\$922,800)	(\$1,032,200)	(\$1,063,100)
Interfund Transfers Out	(700)	(800)	0	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$808,500)</b>	<b>(\$920,200)</b>	<b>(\$922,800)</b>	<b>(\$1,032,200)</b>	<b>(\$1,063,100)</b>
<b>10706 Professional Competence Surplus/(Deficit)</b>	<b>(\$2,309,200)</b>	<b>(\$2,673,600)</b>	<b>(\$2,697,400)</b>	<b>(\$3,309,200)</b>	<b>(\$3,479,900)</b>

## Operating Area/Cost Center

<u>Professional Competence</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10708 Rules Revision Commission</b>					
<b>Expenses</b>					
Leases and Rent	\$0	(\$2,800)	(\$2,800)	\$0	\$0
Services	(22,800)	(2,400)	(2,400)	0	\$0
Supplies and Equipment	(2,100)	(17,000)	(4,800)	0	\$0
Other Expenses	(24,400)	(9,800)	(9,800)	0	\$0
<b>Expenses Total</b>	<b>(\$49,300)</b>	<b>(\$32,000)</b>	<b>(\$19,800)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$6,800)	(\$1,400)	(\$1,500)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$6,800)</b>	<b>(\$1,400)</b>	<b>(\$1,500)</b>	<b>\$0</b>	<b>\$0</b>
<b>10708 Rules Revision Commission Surplus/(Deficit)</b>	<b>(\$56,100)</b>	<b>(\$33,400)</b>	<b>(\$21,300)</b>	<b>\$0</b>	<b>\$0</b>
<b>10709 OPC Publications</b>					
<b>Revenues</b>					
Other Revenues	\$3,800	\$32,700	\$12,200	\$9,200	\$9,500
<b>Revenues Total</b>	<b>\$3,800</b>	<b>\$32,700</b>	<b>\$12,200</b>	<b>\$9,200</b>	<b>\$9,500</b>
<b>Expenses</b>					
Services	(\$600)	(\$15,800)	(\$15,800)	(\$14,800)	(\$15,300)
Supplies and Equipment	(1,000)	(9,100)	(8,600)	(9,700)	(\$10,000)
Other Expenses	(1,000)	(1,000)	(1,000)	0	\$0
<b>Expenses Total</b>	<b>(\$2,600)</b>	<b>(\$25,900)</b>	<b>(\$25,400)</b>	<b>(\$24,500)</b>	<b>(\$25,300)</b>
<b>Interfund Transfers</b>					
Interfund Transfers In	\$5,200	\$900	\$0	\$0	\$0
Indirect Costs	(1,900)	(1,800)	(1,900)	(2,000)	(\$2,100)
<b>Interfund Transfers Total</b>	<b>\$3,300</b>	<b>(\$900)</b>	<b>(\$1,900)</b>	<b>(\$2,000)</b>	<b>(\$2,100)</b>
<b>10709 OPC Publications Surplus/(Deficit)</b>	<b>\$4,500</b>	<b>\$5,900</b>	<b>(\$15,100)</b>	<b>(\$17,300)</b>	<b>(\$17,900)</b>

## Operating Area/Cost Center

<u>Professional Competence</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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Professional Competence Surplus/(Deficit)	(\$2,394,200)	(\$2,744,900)	(\$2,785,300)	(\$3,366,100)	(\$3,538,400)
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<u>Administration</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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### 23002 Administration

#### Expenses

Personnel Expenses	(\$89,700)	(\$32,600)	\$0	(\$500)	(\$500)
Services	0	(1,600)	0	0	\$0
Supplies and Equipment	(200)	(900)	0	(1,000)	(\$1,000)
Other Expenses	(3,500)	(8,800)	0	(14,000)	(\$14,400)

<b>Expenses Total</b>	<b>(\$93,400)</b>	<b>(\$43,900)</b>	<b>\$0</b>	<b>(\$15,500)</b>	<b>(\$15,900)</b>
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23002 Administration Surplus/(Deficit)	(\$93,400)	(\$43,900)	\$0	(\$15,500)	(\$15,900)
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Administration Surplus/(Deficit)	(\$93,400)	(\$43,900)	\$0	(\$15,500)	(\$15,900)
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## Operating Area/Cost Center

### General Services

2017  
Actual

2018  
Projection

2018  
Budget

2019  
Budget

2020  
Forecast

#### 23310 General Services LA

##### Revenues

Other Revenues	\$0	\$3,400	\$0	\$3,400	\$3,500
<b>Revenues Total</b>	<b>\$0</b>	<b>\$3,400</b>	<b>\$0</b>	<b>\$3,400</b>	<b>\$3,500</b>

##### Expenses

Personnel Expenses	(\$819,700)	(\$1,046,500)	(\$835,800)	(\$1,206,200)	(\$1,293,200)
Leases and Rent	(1,659,200)	(1,733,000)	(1,610,900)	(1,668,300)	(\$1,718,200)
Services	(124,900)	(153,300)	(152,500)	(148,300)	(\$152,800)
Supplies and Equipment	(70,800)	(427,200)	(181,500)	(286,400)	(\$294,900)
Other Expenses	(4,900)	(36,200)	(15,100)	(21,500)	(\$22,100)
<b>Expenses Total</b>	<b>(\$2,679,500)</b>	<b>(\$3,396,200)</b>	<b>(\$2,795,800)</b>	<b>(\$3,330,700)</b>	<b>(\$3,481,200)</b>

<b>23310 General Services LA Surplus/(Deficit)</b>	<b>(\$2,679,500)</b>	<b>(\$3,392,800)</b>	<b>(\$2,795,800)</b>	<b>(\$3,327,300)</b>	<b>(\$3,477,700)</b>
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#### 23321 Risk Management/Insurance

##### Expenses

Leases and Rent	(\$840,500)	(\$849,000)	(\$849,000)	(\$849,000)	(\$874,500)
<b>Expenses Total</b>	<b>(\$840,500)</b>	<b>(\$849,000)</b>	<b>(\$849,000)</b>	<b>(\$849,000)</b>	<b>(\$874,500)</b>

<b>23321 Risk Management/Insurance Surplus/(Deficit)</b>	<b>(\$840,500)</b>	<b>(\$849,000)</b>	<b>(\$849,000)</b>	<b>(\$849,000)</b>	<b>(\$874,500)</b>
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## Operating Area/Cost Center

<u>General Services</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>23350 General Services SF</b>					
<b>Revenues</b>					
Other Revenues	\$4,500	\$4,500	\$4,500	\$4,500	\$4,600
<b>Revenues Total</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,600</b>
<b>Expenses</b>					
Personnel Expenses	(\$1,375,100)	(\$1,272,500)	(\$1,534,200)	(\$1,317,700)	(\$1,417,300)
Leases and Rent	(2,207,700)	(2,708,400)	(2,643,300)	(2,776,100)	(\$2,859,500)
Services	(538,200)	(533,100)	(497,900)	(452,600)	(\$466,100)
Supplies and Equipment	12,800	(218,100)	(149,100)	(156,800)	(\$161,600)
Other Expenses	(23,300)	(47,500)	(6,700)	(6,700)	(\$6,900)
<b>Expenses Total</b>	<b>(\$4,131,500)</b>	<b>(\$4,779,600)</b>	<b>(\$4,831,200)</b>	<b>(\$4,709,900)</b>	<b>(\$4,911,400)</b>
<b>23350 General Services SF Surplus/(Deficit)</b>	<b>(\$4,127,000)</b>	<b>(\$4,775,100)</b>	<b>(\$4,826,700)</b>	<b>(\$4,705,400)</b>	<b>(\$4,906,800)</b>

## Operating Area/Cost Center

<u>General Services</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>26 Building -Asset BU</b>					
<b>Revenues</b>					
Mandatory Fees	\$1,800	\$3,000	\$3,000	\$3,000	\$3,100
Other Revenues	120,600	25,700	25,700	25,700	\$26,500
<b>Revenues Total</b>	<b>\$122,400</b>	<b>\$28,700</b>	<b>\$28,700</b>	<b>\$28,700</b>	<b>\$29,600</b>
<b>Expenses</b>					
Services	(\$79,000)	\$0	\$0	(\$573,500)	(\$75,000)
Supplies and Equipment	(1,274,500)	(3,944,600)	(3,944,600)	(8,468,000)	(\$3,110,000)
Depreciation	(422,900)	0	0	0	\$0
<b>Expenses Total</b>	<b>(\$1,776,400)</b>	<b>(\$3,944,600)</b>	<b>(\$3,944,600)</b>	<b>(\$9,041,500)</b>	<b>(\$3,185,000)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$1,235,400	\$2,287,800	\$2,287,800	\$2,744,000	\$2,826,300
<b>Interfund Transfers Total</b>	<b>\$1,235,400</b>	<b>\$2,287,800</b>	<b>\$2,287,800</b>	<b>\$2,744,000</b>	<b>\$2,826,300</b>
<b>26 Building -Asset BU Surplus/(Deficit)</b>	<b>(\$418,600)</b>	<b>(\$1,628,100)</b>	<b>(\$1,628,100)</b>	<b>(\$6,268,800)</b>	<b>(\$329,100)</b>
<b>26101 SF Facilities Management</b>					
<b>Revenues</b>					
Other Revenues	\$1,760,200	\$2,119,900	\$1,766,400	\$2,889,500	\$3,618,300
<b>Revenues Total</b>	<b>\$1,760,200</b>	<b>\$2,119,900</b>	<b>\$1,766,400</b>	<b>\$2,889,500</b>	<b>\$3,618,300</b>
<b>26101 SF Facilities Management Surplus/(Deficit)</b>	<b>\$1,760,200</b>	<b>\$2,119,900</b>	<b>\$1,766,400</b>	<b>\$2,889,500</b>	<b>\$3,618,300</b>

## Operating Area/Cost Center

<u>General Services</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>35 LA Facility Fund</b>					
<b>Revenues</b>					
Other Revenues	\$385,600	\$411,900	\$394,000	\$395,000	\$394,900
<b>Revenues Total</b>	<b>\$385,600</b>	<b>\$411,900</b>	<b>\$394,000</b>	<b>\$395,000</b>	<b>\$394,900</b>
<b>Expenses</b>					
Debt Service	(\$820,900)	(\$793,200)	(\$762,100)	(\$695,100)	(\$625,000)
Depreciation	(1,969,400)	0	0	0	\$0
<b>Expenses Total</b>	<b>(\$2,790,300)</b>	<b>(\$793,200)</b>	<b>(\$762,100)</b>	<b>(\$695,100)</b>	<b>(\$625,000)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$2,300,000	\$762,100	\$762,100	\$695,100	\$716,000
<b>Interfund Transfers Total</b>	<b>\$2,300,000</b>	<b>\$762,100</b>	<b>\$762,100</b>	<b>\$695,100</b>	<b>\$716,000</b>
<b>35 LA Facility Fund Surplus/(Deficit)</b>	<b>(\$104,700)</b>	<b>\$380,800</b>	<b>\$394,000</b>	<b>\$395,000</b>	<b>\$485,900</b>
<b>38 SF Tenant Improvement Fund</b>					
<b>Revenues</b>					
Other Revenues	\$24,900	\$50,000	\$50,000	\$50,000	\$51,500
<b>Revenues Total</b>	<b>\$24,900</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$51,500</b>
<b>Expenses</b>					
Debt Service	\$0	(\$400,000)	(\$400,000)	(\$340,000)	(\$297,000)
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$400,000)</b>	<b>(\$400,000)</b>	<b>(\$340,000)</b>	<b>(\$297,000)</b>
<b>38 SF Tenant Improvement Fund Surplus/(Deficit)</b>	<b>\$24,900</b>	<b>(\$350,000)</b>	<b>(\$350,000)</b>	<b>(\$290,000)</b>	<b>(\$245,500)</b>
<b>General Services Surplus/(Deficit)</b>	<b>(\$6,385,200)</b>	<b>(\$8,494,300)</b>	<b>(\$8,289,200)</b>	<b>(\$12,156,000)</b>	<b>(\$5,729,400)</b>



## Operating Area/Cost Center

### Human Resources

2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
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#### 23206 Human Resources

##### Expenses

Personnel Expenses	(\$1,417,600)	(\$2,047,700)	(\$1,524,600)	(\$2,001,800)	(\$2,146,200)
Services	(183,000)	(161,000)	(161,000)	(136,000)	(\$140,100)
Supplies and Equipment	(48,600)	(79,900)	(75,600)	(75,900)	(\$78,200)
Other Expenses	(134,600)	(52,200)	(23,500)	(239,500)	(\$246,600)

<b>Expenses Total</b>	<b>(\$1,783,800)</b>	<b>(\$2,340,800)</b>	<b>(\$1,784,700)</b>	<b>(\$2,453,200)</b>	<b>(\$2,611,100)</b>
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<b>23206 Human Resources Surplus/(Deficit)</b>	<b>(\$1,783,800)</b>	<b>(\$2,340,800)</b>	<b>(\$1,784,700)</b>	<b>(\$2,453,200)</b>	<b>(\$2,611,100)</b>
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#### 23207 Talent Engagement & Develop

##### Expenses

Personnel Expenses	\$0	(\$136,800)	(\$274,300)	\$0	\$0
Services	0	(600)	0	0	\$0
Supplies and Equipment	0	(3,300)	0	0	\$0
Other Expenses	(200)	(147,000)	(143,000)	0	\$0

<b>Expenses Total</b>	<b>(\$200)</b>	<b>(\$287,700)</b>	<b>(\$417,300)</b>	<b>\$0</b>	<b>\$0</b>
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<b>23207 Talent Engagement &amp; Develop Surplus/(Deficit)</b>	<b>(\$200)</b>	<b>(\$287,700)</b>	<b>(\$417,300)</b>	<b>\$0</b>	<b>\$0</b>
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<b>Human Resources Surplus/(Deficit)</b>	<b>(\$1,784,000)</b>	<b>(\$2,628,500)</b>	<b>(\$2,202,000)</b>	<b>(\$2,453,200)</b>	<b>(\$2,611,100)</b>
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## Operating Area/Cost Center

<u>Information Technology</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>23600 Information Technology</b>					
<b>Expenses</b>					
Personnel Expenses	(\$4,538,400)	(\$5,518,700)	(\$5,069,500)	(\$6,044,400)	(\$6,063,300)
Leases and Rent	(240,300)	(424,900)	(424,800)	(552,900)	(\$575,000)
Services	(214,000)	(225,100)	(190,600)	(767,000)	(\$377,200)
Supplies and Equipment	(1,206,700)	(2,238,600)	(2,226,600)	(2,927,100)	(\$3,564,500)
Other Expenses	(27,300)	(114,900)	(56,100)	(91,100)	(\$93,900)
<b>Expenses Total</b>	<b>(\$6,226,700)</b>	<b>(\$8,522,200)</b>	<b>(\$7,967,600)</b>	<b>(\$10,382,500)</b>	<b>(\$10,673,900)</b>
<b>23600 Information Technology Surplus/(Deficit)</b>	<b>(\$6,226,700)</b>	<b>(\$8,522,200)</b>	<b>(\$7,967,600)</b>	<b>(\$10,382,500)</b>	<b>(\$10,673,900)</b>
<b>Information Technology Surplus/(Deficit)</b>	<b>(\$6,226,700)</b>	<b>(\$8,522,200)</b>	<b>(\$7,967,600)</b>	<b>(\$10,382,500)</b>	<b>(\$10,673,900)</b>

## Operating Area/Cost Center

### Special Projects

2017  
Actual

2018  
Projection

2018  
Budget

2019  
Budget

2020  
Forecast

### 19 Technology Improvemt- Asset BU

#### Expenses

Personnel Expenses	(\$35,700)	(\$56,400)	(\$56,400)	\$0	\$0
Supplies and Equipment	2,006,600	0	0	0	\$0
<b>Expenses Total</b>	<b>\$1,970,900</b>	<b>(\$56,400)</b>	<b>(\$56,400)</b>	<b>\$0</b>	<b>\$0</b>

#### Interfund Transfers

Interfund Transfers In	\$0	\$2,224,500	\$2,217,000	\$0	\$0
Indirect Costs	(119,000)	(84,400)	(84,500)	0	\$0
<b>Interfund Transfers Total</b>	<b>(\$119,000)</b>	<b>\$2,140,100</b>	<b>\$2,132,500</b>	<b>\$0</b>	<b>\$0</b>

### 19 Technology Improvemt- Asset BU Surplus/(Deficit)

<b>\$1,851,900</b>	<b>\$2,083,700</b>	<b>\$2,076,100</b>	<b>\$0</b>	<b>\$0</b>
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### 19018 Admission System

#### Expenses

Services	\$0	(\$349,400)	\$0	(\$50,000)	\$0
Supplies and Equipment	0	(1,838,500)	(1,838,500)	0	\$0
Other Expenses	0	(1,200)	0	0	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$2,189,100)</b>	<b>(\$1,838,500)</b>	<b>(\$50,000)</b>	<b>\$0</b>

#### Interfund Transfers

Indirect Costs	\$0	(\$122,000)	(\$125,300)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$122,000)</b>	<b>(\$125,300)</b>	<b>\$0</b>	<b>\$0</b>

### 19018 Admission System Surplus/(Deficit)

<b>\$0</b>	<b>(\$2,311,100)</b>	<b>(\$1,963,800)</b>	<b>(\$50,000)</b>	<b>\$0</b>
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## Operating Area/Cost Center

### Special Projects

	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>19026 SF Video Equipment</b>					
<b>Expenses</b>					
Supplies and Equipment	\$0	(\$100,000)	(\$100,000)	\$0	\$0
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$100,000)</b>	<b>(\$100,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$6,600)	(\$6,800)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$6,600)</b>	<b>(\$6,800)</b>	<b>\$0</b>	<b>\$0</b>
<b>19026 SF Video Equipment Surplus/(Deficit)</b>	<b>\$0</b>	<b>(\$106,600)</b>	<b>(\$106,800)</b>	<b>\$0</b>	<b>\$0</b>

### **19028 Case Management System**

<b>Expenses</b>					
Personnel Expenses	(\$516,100)	(\$911,600)	(\$926,200)	\$0	\$0
Services	(712,000)	(674,000)	(500,000)	(930,000)	(\$1,000,000)
Supplies and Equipment	(673,500)	(1,408,200)	(1,582,200)	0	\$0
Other Expenses	(600)	0	0	0	\$0
<b>Expenses Total</b>	<b>(\$1,902,200)</b>	<b>(\$2,993,800)</b>	<b>(\$3,008,400)</b>	<b>(\$930,000)</b>	<b>(\$1,000,000)</b>
<b>Interfund Transfers</b>					
Interfund Transfers In	\$400,000	\$0	\$0	\$0	\$0
Indirect Costs	0	(360,100)	(365,400)	(76,800)	(\$79,100)
<b>Interfund Transfers Total</b>	<b>\$400,000</b>	<b>(\$360,100)</b>	<b>(\$365,400)</b>	<b>(\$76,800)</b>	<b>(\$79,100)</b>
<b>19028 Case Management System Surplus/(Deficit)</b>	<b>(\$1,502,200)</b>	<b>(\$3,353,900)</b>	<b>(\$3,373,800)</b>	<b>(\$1,006,800)</b>	<b>(\$1,079,100)</b>

## Operating Area/Cost Center

<u>Special Projects</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>19029 Case Management System-SBC</b>					
<b>Expenses</b>					
Personnel Expenses	(\$104,300)	(\$531,800)	(\$151,900)	\$0	\$0
<b>Expenses Total</b>	<b>(\$104,300)</b>	<b>(\$531,800)</b>	<b>(\$151,900)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$73,000)	(\$73,300)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$73,000)</b>	<b>(\$73,300)</b>	<b>\$0</b>	<b>\$0</b>
<b>19029 Case Management System-SBC Surplus/(Deficit)</b>	<b>(\$104,300)</b>	<b>(\$604,800)</b>	<b>(\$225,200)</b>	<b>\$0</b>	<b>\$0</b>
<b>19030 ERP Upgrade</b>					
<b>Expenses</b>					
Personnel Expenses	\$0	\$0	\$0	(\$200,800)	(\$211,600)
Supplies and Equipment	(53,400)	(854,000)	(475,000)	(1,600,000)	\$0
<b>Expenses Total</b>	<b>(\$53,400)</b>	<b>(\$854,000)</b>	<b>(\$475,000)</b>	<b>(\$1,800,800)</b>	<b>(\$211,600)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$31,500)	(\$32,400)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$31,500)</b>	<b>(\$32,400)</b>	<b>\$0</b>	<b>\$0</b>
<b>19030 ERP Upgrade Surplus/(Deficit)</b>	<b>(\$53,400)</b>	<b>(\$885,500)</b>	<b>(\$507,400)</b>	<b>(\$1,800,800)</b>	<b>(\$211,600)</b>
<b>Special Projects Surplus/(Deficit)</b>	<b>\$192,000</b>	<b>(\$5,178,200)</b>	<b>(\$4,100,900)</b>	<b>(\$2,857,600)</b>	<b>(\$1,290,700)</b>

## Operating Area/Cost Center

### Finance

**2017  
Actual**

**2018  
Projection**

**2018  
Budget**

**2019  
Budget**

**2020  
Forecast**

#### **23101 Finance**

##### **Expenses**

Personnel Expenses	(\$1,462,500)	(\$1,374,300)	(\$1,899,500)	(\$2,109,100)	(\$2,250,500)
Services	(1,135,400)	(871,100)	(653,700)	(978,700)	(\$493,000)
Supplies and Equipment	(23,400)	(41,200)	(32,100)	(34,400)	(\$35,400)
Other Expenses	(8,200)	(23,400)	(4,800)	(24,900)	(\$25,700)
<b>Expenses Total</b>	<b>(\$2,629,500)</b>	<b>(\$2,310,000)</b>	<b>(\$2,590,100)</b>	<b>(\$3,147,100)</b>	<b>(\$2,804,600)</b>

<b>23101 Finance Surplus/(Deficit)</b>	<b>(\$2,629,500)</b>	<b>(\$2,310,000)</b>	<b>(\$2,590,100)</b>	<b>(\$3,147,100)</b>	<b>(\$2,804,600)</b>
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#### **23103 Licensee Billing**

##### **Expenses**

Personnel Expenses	(\$403,200)	(\$312,100)	(\$345,400)	(\$331,200)	(\$351,900)
Services	(221,600)	(335,600)	(335,600)	(35,600)	(\$36,700)
Supplies and Equipment	(98,600)	(54,000)	(54,000)	(54,000)	(\$55,600)
Other Expenses	(3,800)	(4,300)	(4,300)	(4,800)	(\$4,900)
<b>Expenses Total</b>	<b>(\$727,200)</b>	<b>(\$706,000)</b>	<b>(\$739,300)</b>	<b>(\$425,600)</b>	<b>(\$449,100)</b>

##### **Interfund Transfers**

Interfund Transfers Out	(\$400,000)	\$0	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$400,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>23103 Licensee Billing Surplus/(Deficit)</b>	<b>(\$1,127,200)</b>	<b>(\$706,000)</b>	<b>(\$739,300)</b>	<b>(\$425,600)</b>	<b>(\$449,100)</b>
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<b>Finance Surplus/(Deficit)</b>	<b>(\$3,756,700)</b>	<b>(\$3,016,000)</b>	<b>(\$3,329,400)</b>	<b>(\$3,572,700)</b>	<b>(\$3,253,700)</b>
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## Operating Area/Cost Center

<u>General Counsel</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>23001 General Counsel</b>					
<b>Expenses</b>					
Personnel Expenses	(\$3,477,800)	(\$3,338,200)	(\$3,937,300)	(\$4,207,900)	(\$4,512,200)
Services	(66,300)	(220,000)	(148,600)	(189,500)	(\$195,200)
Supplies and Equipment	(45,700)	(60,200)	(55,500)	(61,000)	(\$62,900)
Other Expenses	(43,400)	(48,000)	(41,000)	(86,400)	(\$89,000)
<b>Expenses Total</b>	<b>(\$3,633,200)</b>	<b>(\$3,666,400)</b>	<b>(\$4,182,400)</b>	<b>(\$4,544,800)</b>	<b>(\$4,859,300)</b>
<b>Interfund Transfers</b>					
Interfund Transfers Out	(\$5,800)	(\$5,700)	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>(\$5,800)</b>	<b>(\$5,700)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>23001 General Counsel Surplus/(Deficit)</b>	<b>(\$3,639,000)</b>	<b>(\$3,672,100)</b>	<b>(\$4,182,400)</b>	<b>(\$4,544,800)</b>	<b>(\$4,859,300)</b>
<b>General Counsel Surplus/(Deficit)</b>	<b>(\$3,639,000)</b>	<b>(\$3,672,100)</b>	<b>(\$4,182,400)</b>	<b>(\$4,544,800)</b>	<b>(\$4,859,300)</b>

## Operating Area/Cost Center

<u>Mission Advancement &amp; Accoun</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10003 Board of Trustees</b>					
<b>Expenses</b>					
Services	(\$119,500)	(\$21,200)	(\$21,000)	(\$21,000)	(\$21,600)
Supplies and Equipment	(3,800)	(3,900)	(3,900)	(3,900)	(\$3,900)
Other Expenses	(158,400)	(143,800)	(143,600)	(143,800)	(\$148,100)
<b>Expenses Total</b>	<b>(\$281,700)</b>	<b>(\$168,900)</b>	<b>(\$168,500)</b>	<b>(\$168,700)</b>	<b>(\$173,600)</b>
<b>10003 Board of Trustees Surplus/(Deficit)</b>	<b>(\$281,700)</b>	<b>(\$168,900)</b>	<b>(\$168,500)</b>	<b>(\$168,700)</b>	<b>(\$173,600)</b>
<b>10005 Elections</b>					
<b>Expenses</b>					
Personnel Expenses	(\$8,300)	\$0	\$0	\$0	\$0
Services	(1,000)	0	0	0	\$0
<b>Expenses Total</b>	<b>(\$9,300)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>10005 Elections Surplus/(Deficit)</b>	<b>(\$9,300)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>10011 Class &amp; Comp WF Planning</b>					
<b>Expenses</b>					
Personnel Expenses	(\$100)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>10011 Class &amp; Comp WF Planning Surplus/(Deficit)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## Operating Area/Cost Center

<u>Mission Advancement &amp; Account</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10012 Research and Institutional Acct.</b>					
<b>Revenues</b>					
Grants	\$50,000	\$0	\$0	\$0	\$0
Other Revenues	0	15,000	15,000	15,000	\$15,400
<b>Revenues Total</b>	<b>\$50,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,400</b>
<b>Expenses</b>					
Personnel Expenses	(\$1,351,500)	(\$1,302,200)	(\$1,376,100)	(\$1,819,200)	(\$1,982,800)
Services	(9,800)	(20,100)	(20,100)	(9,600)	(\$9,900)
Legal Services Grants	(50,000)	0	0	0	\$0
Supplies and Equipment	(297,700)	(416,400)	(292,100)	(293,600)	(\$302,600)
Other Expenses	(13,900)	(94,600)	(8,100)	(30,500)	(\$31,400)
<b>Expenses Total</b>	<b>(\$1,722,900)</b>	<b>(\$1,833,300)</b>	<b>(\$1,696,400)</b>	<b>(\$2,152,900)</b>	<b>(\$2,326,700)</b>
<b>10012 Research and Institutional Acct. Surplus/(Deficit)</b>	<b>(\$1,672,900)</b>	<b>(\$1,818,300)</b>	<b>(\$1,681,400)</b>	<b>(\$2,137,900)</b>	<b>(\$2,311,300)</b>
<b>10013 ORIA - Collections</b>					
<b>Expenses</b>					
Personnel Expenses	(\$256,300)	(\$191,500)	(\$234,000)	(\$162,900)	(\$164,300)
Supplies and Equipment	0	(300)	0	(300)	(\$300)
<b>Expenses Total</b>	<b>(\$256,300)</b>	<b>(\$191,800)</b>	<b>(\$234,000)</b>	<b>(\$163,200)</b>	<b>(\$164,600)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$98,600)	(\$108,800)	(\$109,200)	(\$40,000)	(\$41,200)
<b>Interfund Transfers Total</b>	<b>(\$98,600)</b>	<b>(\$108,800)</b>	<b>(\$109,200)</b>	<b>(\$40,000)</b>	<b>(\$41,200)</b>
<b>10013 ORIA - Collections Surplus/(Deficit)</b>	<b>(\$354,900)</b>	<b>(\$300,600)</b>	<b>(\$343,200)</b>	<b>(\$203,200)</b>	<b>(\$205,800)</b>

## Operating Area/Cost Center

<u>Mission Advancement &amp; Account</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10014 Mission Advancement</b>					
<b>Expenses</b>					
Personnel Expenses	(\$333,200)	(\$388,900)	(\$771,700)	(\$816,600)	(\$868,300)
Services	0	(16,600)	(100)	(3,100)	(\$3,100)
Supplies and Equipment	(900)	(4,200)	(1,500)	(3,200)	(\$3,300)
Other Expenses	(9,500)	(5,900)	(100)	(5,700)	(\$5,900)
<b>Expenses Total</b>	<b>(\$343,600)</b>	<b>(\$415,600)</b>	<b>(\$773,400)</b>	<b>(\$828,600)</b>	<b>(\$880,600)</b>
<b>Interfund Transfers</b>					
Interfund Transfers Out	\$0	(\$800)	\$0	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>10014 Mission Advancement Surplus/(Deficit)</b>	<b>(\$343,600)</b>	<b>(\$416,400)</b>	<b>(\$773,400)</b>	<b>(\$828,600)</b>	<b>(\$880,600)</b>
<b>10016 Malpractice Ins Wkg Group</b>					
<b>Expenses</b>					
Supplies and Equipment	\$0	\$0	\$0	(\$100)	(\$100)
Other Expenses	0	(6,000)	0	(5,900)	(\$6,100)
<b>Expenses Total</b>	<b>\$0</b>	<b>(\$6,000)</b>	<b>\$0</b>	<b>(\$6,000)</b>	<b>(\$6,200)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	\$0	\$0	(\$500)	(\$500)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$500)</b>	<b>(\$500)</b>
<b>10016 Malpractice Ins Wkg Group Surplus/(Deficit)</b>	<b>\$0</b>	<b>(\$6,000)</b>	<b>\$0</b>	<b>(\$6,500)</b>	<b>(\$6,700)</b>

## Operating Area/Cost Center

<u>Mission Advancement &amp; Accoun</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10101 Judicial Evaluation</b>					
<b>Expenses</b>					
Personnel Expenses	(\$242,600)	(\$227,000)	(\$216,600)	(\$232,100)	(\$244,500)
Leases and Rent	(3,700)	(7,000)	(800)	(4,200)	(\$4,300)
Services	(8,000)	(10,200)	(10,100)	(10,100)	(\$10,500)
Supplies and Equipment	(20,200)	(22,800)	(22,800)	(22,800)	(\$23,500)
Other Expenses	(198,400)	(221,100)	(203,400)	(208,800)	(\$215,100)
<b>Expenses Total</b>	<b>(\$472,900)</b>	<b>(\$488,100)</b>	<b>(\$453,700)</b>	<b>(\$478,000)</b>	<b>(\$497,900)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$204,100)	(\$254,000)	(\$254,800)	(\$39,500)	(\$40,700)
<b>Interfund Transfers Total</b>	<b>(\$204,100)</b>	<b>(\$254,000)</b>	<b>(\$254,800)</b>	<b>(\$39,500)</b>	<b>(\$40,700)</b>
<b>10101 Judicial Evaluation Surplus/(Deficit)</b>	<b>(\$677,000)</b>	<b>(\$742,100)</b>	<b>(\$708,500)</b>	<b>(\$517,500)</b>	<b>(\$538,600)</b>

## Operating Area/Cost Center

<u>Mission Advancement &amp; Account</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>10801 Strategic Communications</b>					
<b>Revenues</b>					
Other Revenues	\$127,000	\$120,000	\$120,000	\$120,000	\$123,600
<b>Revenues Total</b>	<b>\$127,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$123,600</b>
<b>Expenses</b>					
Personnel Expenses	(\$662,000)	(\$434,200)	(\$326,800)	(\$456,100)	(\$484,500)
Services	(62,900)	(304,000)	(304,000)	(279,000)	(\$287,400)
Supplies and Equipment	(19,900)	(23,700)	(20,500)	(17,600)	(\$18,000)
Other Expenses	(6,000)	(4,300)	(3,100)	(2,200)	(\$2,200)
<b>Expenses Total</b>	<b>(\$750,800)</b>	<b>(\$766,200)</b>	<b>(\$654,400)</b>	<b>(\$754,900)</b>	<b>(\$792,100)</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$322,700)	(\$296,700)	(\$297,900)	(\$244,700)	(\$252,000)
<b>Interfund Transfers Total</b>	<b>(\$322,700)</b>	<b>(\$296,700)</b>	<b>(\$297,900)</b>	<b>(\$244,700)</b>	<b>(\$252,000)</b>
<b>10801 Strategic Communications Surplus/(Deficit)</b>	<b>(\$946,500)</b>	<b>(\$942,900)</b>	<b>(\$832,300)</b>	<b>(\$879,600)</b>	<b>(\$920,500)</b>
<b>12521 AccessLex</b>					
<b>Revenues</b>					
Grants	\$0	\$0	\$0	\$257,500	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$257,500</b>	<b>\$0</b>
<b>12521 AccessLex Surplus/(Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$257,500</b>	<b>\$0</b>

## Operating Area/Cost Center

<u>Mission Advancement &amp; Account</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>16 Leg. Activities -Assets BU</b>					
<b>Revenues</b>					
Voluntary Fees & Donations	\$162,700	\$775,000	\$775,000	\$775,000	\$798,200
Other Revenues	3,700	2,400	2,400	2,400	\$2,500
<b>Revenues Total</b>	<b>\$166,400</b>	<b>\$777,400</b>	<b>\$777,400</b>	<b>\$777,400</b>	<b>\$800,700</b>
<b>Expenses</b>					
Personnel Expenses	(\$2,700)	(\$2,700)	(\$2,700)	\$0	\$0
<b>Expenses Total</b>	<b>(\$2,700)</b>	<b>(\$2,700)</b>	<b>(\$2,700)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Indirect Costs	(\$69,300)	(\$6,400)	(\$6,400)	(\$59,700)	(\$61,500)
<b>Interfund Transfers Total</b>	<b>(\$69,300)</b>	<b>(\$6,400)</b>	<b>(\$6,400)</b>	<b>(\$59,700)</b>	<b>(\$61,500)</b>
<b>16 Leg. Activities -Assets BU Surplus/(Deficit)</b>	<b>\$94,400</b>	<b>\$768,300</b>	<b>\$768,300</b>	<b>\$717,700</b>	<b>\$739,200</b>
<b>16001 Legislative Affairs</b>					
<b>Expenses</b>					
Personnel Expenses	(\$182,200)	(\$478,000)	(\$467,700)	(\$419,600)	(\$444,400)
Services	(13,500)	0	0	(5,000)	(\$5,200)
Supplies and Equipment	(2,400)	(4,600)	(4,600)	(4,600)	(\$4,700)
Other Expenses	0	(400)	(400)	(400)	(\$400)
<b>Expenses Total</b>	<b>(\$198,100)</b>	<b>(\$483,000)</b>	<b>(\$472,700)</b>	<b>(\$429,600)</b>	<b>(\$454,700)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$103,000)	(\$103,800)	(\$61,900)	(\$63,800)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$103,000)</b>	<b>(\$103,800)</b>	<b>(\$61,900)</b>	<b>(\$63,800)</b>
<b>16001 Legislative Affairs Surplus/(Deficit)</b>	<b>(\$198,100)</b>	<b>(\$586,000)</b>	<b>(\$576,500)</b>	<b>(\$491,500)</b>	<b>(\$518,500)</b>

## Operating Area/Cost Center

<u>Mission Advancement &amp; Account</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>16002 Leg. Affairs &amp; Activities</b>					
<b>Expenses</b>					
Services	(\$148,500)	(\$162,300)	(\$162,300)	(\$162,300)	(\$167,200)
Supplies and Equipment	(600)	(6,100)	(6,100)	(6,100)	(\$6,200)
Other Expenses	(400)	(300)	(300)	(300)	(\$300)
<b>Expenses Total</b>	<b>(\$149,500)</b>	<b>(\$168,700)</b>	<b>(\$168,700)</b>	<b>(\$168,700)</b>	<b>(\$173,700)</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$0	(\$11,200)	(\$11,500)	(\$13,900)	(\$14,400)
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$11,200)</b>	<b>(\$11,500)</b>	<b>(\$13,900)</b>	<b>(\$14,400)</b>
<b>16002 Leg. Affairs &amp; Activities Surplus/(Deficit)</b>	<b>(\$149,500)</b>	<b>(\$179,900)</b>	<b>(\$180,200)</b>	<b>(\$182,600)</b>	<b>(\$188,100)</b>
<b>16007 Admin of Justice Comm.</b>					
<b>Expenses</b>					
Other Expenses	(\$100)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>16007 Admin of Justice Comm. Surplus/(Deficit)</b>	<b>(\$100)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Mission Advancement &amp; Accountability Surplus/(Deficit)</b>	<b>(\$4,539,300)</b>	<b>(\$4,392,800)</b>	<b>(\$4,495,700)</b>	<b>(\$4,440,900)</b>	<b>(\$5,004,500)</b>

## Operating Area/Cost Center

### Non-Departmental

**2017  
Actual**

**2018  
Projection**

**2018  
Budget**

**2019  
Budget**

**2020  
Forecast**

### **10 Admin & Discipline Fund**

#### **Revenues**

Mandatory Fees	\$63,894,600	\$65,600,900	\$65,580,000	\$66,530,000	\$67,436,900
Other Revenues	4,738,800	5,165,200	3,516,000	4,366,000	\$4,496,900
<b>Revenues Total</b>	<b>\$68,633,400</b>	<b>\$70,766,100</b>	<b>\$69,096,000</b>	<b>\$70,896,000</b>	<b>\$71,933,800</b>

#### **Expenses**

Personnel Expenses	(\$1,943,800)	(\$820,400)	(\$709,100)	\$0	\$0
Services	(2,200)	0	0	0	\$0
Supplies and Equipment	216,500	245,000	245,000	300,000	\$309,000
Other Expenses	(12,621,400)	0	0	0	\$0
<b>Expenses Total</b>	<b>(\$14,350,900)</b>	<b>(\$575,400)</b>	<b>(\$464,100)</b>	<b>\$300,000</b>	<b>\$309,000</b>

#### **Interfund Transfers**

Interfund Transfers In	\$39,300	\$40,300	\$0	\$0	\$0
Indirect Costs	2,456,500	2,718,300	2,718,300	2,493,400	\$2,568,200
Interfund Transfers Out	(1,600,000)	(17,700)	(21,000)	0	\$0
<b>Interfund Transfers Total</b>	<b>\$895,800</b>	<b>\$2,740,900</b>	<b>\$2,697,300</b>	<b>\$2,493,400</b>	<b>\$2,568,200</b>

### **10 Admin & Discipline Fund Surplus/(Deficit)**

<b>\$55,178,300</b>	<b>\$72,931,600</b>	<b>\$71,329,200</b>	<b>\$73,689,400</b>	<b>\$74,811,000</b>
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### **15 Fixed Assets OH BU**

#### **Expenses**

Depreciation	(\$456,700)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$456,700)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### **15 Fixed Assets OH BU Surplus/(Deficit)**

<b>(\$456,700)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Operating Area/Cost Center

<u>Non-Departmental</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>15010 Gen. Fund Fixed Assets</b>					
Expenses					
Depreciation	(\$350,000)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$350,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>15010 Gen. Fund Fixed Assets Surplus/(Deficit)</b>	<b>(\$350,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>15019 Tech. Fund Fixed Assets</b>					
Expenses					
Depreciation	(\$339,200)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$339,200)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>15019 Tech. Fund Fixed Assets Surplus/(Deficit)</b>	<b>(\$339,200)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>15023 Suppor Activities Fixed Assets</b>					
Expenses					
Depreciation	(\$109,700)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$109,700)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>15023 Suppor Activities Fixed Assets Surplus/(Deficit)</b>	<b>(\$109,700)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>15026 Building Fund Fixed Assets</b>					
Expenses					
Depreciation	(\$169,600)	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>(\$169,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>15026 Building Fund Fixed Assets Surplus/(Deficit)</b>	<b>(\$169,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## Operating Area/Cost Center

<u>Non-Departmental</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>19 Technology Improvemt- Asset BU</b>					
<b>Revenues</b>					
Mandatory Fees	\$300	\$800	\$0	\$0	\$0
Other Revenues	25,300	5,600	0	0	\$0
<b>Revenues Total</b>	<b>\$25,600</b>	<b>\$6,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>19 Technology Improvemt- Asset BU Surplus/(Deficit)</b>	<b>\$25,600</b>	<b>\$6,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>23 Support &amp; Admin.- Asset BU</b>					
<b>Revenues</b>					
Other Revenues	(\$200)	\$100	\$0	\$0	\$0
<b>Revenues Total</b>	<b>(\$200)</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Personnel Expenses	(\$368,400)	(\$275,100)	(\$273,400)	\$0	\$0
Supplies and Equipment	27,600	0	0	0	\$0
<b>Expenses Total</b>	<b>(\$340,800)</b>	<b>(\$275,100)</b>	<b>(\$273,400)</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Indirect Costs	\$25,021,400	\$26,426,400	\$26,426,400	\$28,635,700	\$29,494,800
<b>Interfund Transfers Total</b>	<b>\$25,021,400</b>	<b>\$26,426,400</b>	<b>\$26,426,400</b>	<b>\$28,635,700</b>	<b>\$29,494,800</b>
<b>23 Support &amp; Admin.- Asset BU Surplus/(Deficit)</b>	<b>\$24,680,400</b>	<b>\$26,151,400</b>	<b>\$26,153,000</b>	<b>\$28,635,700</b>	<b>\$29,494,800</b>
<b>25 Public Protection -Asset BU</b>					
<b>Revenues</b>					
Other Revenues	\$13,600	\$2,700	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$13,600</b>	<b>\$2,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>25 Public Protection -Asset BU Surplus/(Deficit)</b>	<b>\$13,600</b>	<b>\$2,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Operating Area/Cost Center

<u>Non-Departmental</u>	2017 Actual	2018 Projection	2018 Budget	2019 Budget	2020 Forecast
<b>31 Info Tech Special Fund - BU</b>					
<b>Revenues</b>					
Other Revenues	\$8,700	(\$1,000)	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$8,700</b>	<b>(\$1,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Interfund Transfers</b>					
Interfund Transfers Out	\$0	(\$1,224,500)	(\$1,217,000)	\$0	\$0
<b>Interfund Transfers Total</b>	<b>\$0</b>	<b>(\$1,224,500)</b>	<b>(\$1,217,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>31 Info Tech Special Fund - BU Surplus/(Deficit)</b>	<b>\$8,700</b>	<b>(\$1,225,500)</b>	<b>(\$1,217,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>34 Benefit Reverse Fund</b>					
<b>Revenues</b>					
Other Revenues	(\$14,700)	\$2,200	\$0	\$0	\$0
<b>Revenues Total</b>	<b>(\$14,700)</b>	<b>\$2,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Personnel Expenses	\$273,500	\$0	\$0	\$0	\$0
<b>Expenses Total</b>	<b>\$273,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>34 Benefit Reverse Fund Surplus/(Deficit)</b>	<b>\$258,800</b>	<b>\$2,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Non-Departmental Surplus/(Deficit)</b>	<b>\$78,740,200</b>	<b>\$97,868,800</b>	<b>\$96,265,200</b>	<b>\$102,325,100</b>	<b>\$104,305,800</b>

State Bar of California  
Projected Reserve Balance by Fund  
January 18, 2019

	2018 Projected							Projected	2019					Projected	Reserve	
	12/31/2017 Reserve Bal	Projected 2018 Revenues	Projected 2018 Expenses	Indirect Cost Chargeback	Expenses & Indirect Costs	Interfund Transfer	Projected 2018 surplus/(deficit)	Reserve Bal 12/31/18	Budgeted Revenues	Budgeted Expenses	Indirect Costs	Expenses & Indirect Costs	Interfund Transfer	2019 Budgeted Surplus/(Deficit)	Reserve Bal 12/31/19	Level (%) **
General Fund	26,141,800	76,838,000	(91,395,000)	8,112,000	(83,283,000)	2,202,000	(4,243,000)	21,898,800	76,515,000	(100,665,000)	8,324,000	(92,341,000)	-	(15,826,000)	6,072,800	6.6%
Restricted Fund Group																
Legislative Activities Fund (16)	293,000	777,000	(654,000)	(121,000)	(775,000)	-	2,000	295,000	777,000	(598,000)	(135,000)	(733,000)	-	44,000	339,000	46.2%
Elimination of Bias Fund (17)	2,000	333,000	(180,000)	(50,000)	(230,000)	-	103,000	105,000	320,000	(254,000)	(58,000)	(312,000)	-	8,000	113,000	36.2%
Lawyer Assistance Program Fund (21)	3,595,000	2,128,000	(1,538,000)	(527,000)	(2,065,000)	(248,000)	(185,000)	3,410,000	2,127,000	(1,533,000)	(483,000)	(2,016,000)	-	111,000	3,521,000	174.7%
Legal Specialization Fund (24)	4,640,000	2,313,000	(3,742,000)	(848,000)	(4,590,000)	(900,000)	(3,177,000)	1,463,000	1,974,000	(1,706,000)	(743,000)	(2,449,000)	100,000	(375,000)	1,088,000	44.4%
Client Security Fund (27)	3,083,000	7,979,000	(9,712,000)	(735,000)	(10,447,000)	253,000	(2,215,000)	868,000	7,977,000	(7,925,000)	(582,000)	(8,507,000)	-	(530,000)	338,000	21.0%
Legal Services Trust Fund (28)	8,100,000	14,093,000	(15,699,000)	(781,000)	(16,480,000)	-	(2,387,000)	5,713,000	29,574,000	(29,119,000)	(846,000)	(29,965,000)	-	(391,000)	5,322,000	NA
Equal Access Fund (29)	3,052,000	26,206,000	(26,219,000)	(14,000)	(26,233,000)	-	(27,000)	3,025,000	26,090,000	(25,825,000)	(17,000)	(25,842,000)	-	248,000	3,273,000	NA
Justice Gap Fund (32)	3,077,000	1,404,000	-	(7,000)	(7,000)	-	1,397,000	4,474,000	1,249,000	-	(7,000)	(7,000)	-	1,242,000	5,716,000	NA
IT Special Assessment Fund	1,226,000	(1,000)	-	-	-	(1,225,000)	(1,226,000)	-	-	-	-	-	-	-	-	NA
Bank Settlement Fund (37)	39,142,000	150,000	(9,982,000)	(27,000)	(10,009,000)	-	(9,859,000)	29,283,000	50,000	(9,571,000)	(32,000)	(9,603,000)	-	(9,553,000)	19,730,000	NA
Restricted Fund Group Total	66,210,000	55,382,000	(67,726,000)	(3,110,000)	(70,836,000)	(2,120,000)	(17,574,000)	48,636,000	70,138,000	(76,531,000)	(2,903,000)	(79,434,000)	100,000	(9,196,000)	39,440,000	
Special Revenue Fund Group																
Grants Fund (12)	422,000	2,000	(34,000)	-	(34,000)	-	(32,000)	390,000	258,000	(364,000)	-	(364,000)	-	(106,000)	284,000	NA
Annual Meeting Fund (14)	(18,000)	-	-	-	-	18,000	18,000	-	-	-	-	-	-	-	-	NA
Admissions Fund (20)	4,993,000	20,942,000	(16,142,000)	(5,002,000)	(21,144,000)	(101,000)	(303,000)	4,690,000	20,942,000	(16,359,000)	(5,421,000)	(21,780,000)	(100,000)	(938,000)	3,752,000	17.2%
SF Tenant Improvement Fund (38)	1,713,000	50,000	(400,000)	-	(400,000)	-	(350,000)	1,363,000	50,000	(340,000)	-	(340,000)	-	(290,000)	1,073,000	
Sections Funds (70-89)	8,344,000	-	(8,344,000)	-	(8,344,000)	-	(8,344,000)	-	-	-	-	-	-	-	-	NA
Special Revenue Fund Group Total	15,454,000	20,994,000	(24,920,000)	(5,002,000)	(29,922,000)	(83,000)	(9,011,000)	6,443,000	21,250,000	(17,063,000)	(5,421,000)	(22,484,000)	(100,000)	(1,334,000)	5,109,000	
Grand Total:	107,805,800	153,214,000	(184,041,000)	-	(184,041,000)	(1,000)	(30,828,000)	76,977,800	167,903,000	(194,259,000)	-	(194,259,000)	-	(26,356,000)	50,621,800	

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.

State Bar of California 2019 Preliminary Budget  
Indirect Cost Allocation Summary  
January 18, 2019

Fund	Amended		Preliminary		2018 vs 2019	
	2018 Budget	2018 Budget	2019 Budget	2019 Budget	2018 vs 2019	2018 vs 2019
	Indirect Costs by	Indirect Costs by	Indirect Costs by	Indirect Costs by	Budget Changes	Budget Changes
	\$	%	\$	%	by \$	by %
	(A)	(B)	(C)	(D)	(C) - (A)	(D) - (B)
General Fund	24,244,018	74.0%	27,283,848	76.6%	3,039,830	2.7%
Admissions	5,257,375	16.0%	5,420,686	15.2%	163,311	-0.8%
Legislative Activities	127,583	0.4%	135,562	0.4%	7,979	0.0%
EOB/Bar Relations	53,379	0.2%	58,105	0.2%	4,726	0.0%
Lawyers Assistance Program	552,153	1.7%	483,430	1.4%	(68,723)	-0.3%
Legal Specialization	896,699	2.7%	743,259	2.1%	(153,440)	-0.6%
Client Security	770,160	2.3%	581,746	1.6%	(188,414)	-0.7%
Legal Service Trust Fund	826,468	2.5%	845,651	2.4%	19,183	-0.1%
Equal Access Fund	14,748	0.0%	16,837	0.0%	2,089	0.0%
Justice GAP	7,631	0.0%	6,965	0.0%	(666)	0.0%
Bank Settlement Fund	29,102	0.1%	31,801	0.1%	2,699	0.0%
Indirect Cost Pool:	32,779,316	100.0%	35,607,890	100.0%	2,828,574	0.0%
<b>Indirect Cost Pool:</b>						
General Counsel	4,182,393	12.8%	4,544,739	12.8%	362,346	0.0%
Finance	2,590,130	7.9%	3,147,233	8.8%	557,103	0.9%
Licensee Billing	739,293	2.3%	425,611	1.2%	(313,682)	-1.1%
Human Resources	1,784,711	5.4%	2,453,232	6.9%	668,521	1.4%
General Services LA	3,975,129	12.1%	3,975,105	11.2%	(24)	-1.0%
General Services SF	5,675,627	17.3%	5,601,811	15.7%	(73,816)	-1.6%
Building - Capital improvement	2,287,845	7.0%	2,743,980	7.7%	456,135	0.7%
Information Technology	7,967,773	24.3%	9,167,692	25.7%	1,199,919	1.4%
Executive Direct/BOT/Election, etc	3,303,015	10.1%	3,533,071	9.9%	230,056	-0.2%
Non Departmental	273,400	0.8%	15,416	0.0%	(257,984)	-0.8%
	32,779,316	100.0%	35,607,890	100.0%	2,828,574	0.0%