



The State Bar *of California*

OPEN SESSION

AGENDA ITEM

701 JANUARY 2021

DATE: January 22, 2021

TO: Members, Board of Trustees

FROM: Kevin Harper, Interim Chief Financial Officer

SUBJECT: Approval of State Bar Final 2021 Budget Pursuant to Business and Professions Code Section 6140.1

EXECUTIVE SUMMARY

This agenda item requests the Board of Trustees to adopt the 2021 State Bar Budget. The State Bar will file the budget with the State Legislature to meet the February 28 statutorily required submission deadline.

The 2021 State Bar-wide Budget has total revenues of \$204.4 million with expenses of \$193.7 million. General Fund expenses will exceed revenues by approximately \$0.1 million, bringing operating reserves to \$21.8 million or 23.7 percent, which is projected to be within the Board's Reserve Policy target range of 17 to 30 percent.

The 2021 Final Budget to be published on February 28, 2021, will include more explanatory information than currently included so as to make it easier to read and more useful to stakeholders. This additional explanatory information will include the executive Director's message and additional summary narrative based on this report.

BACKGROUND

On December 22, 2020, staff presented the 2021 State Bar Preliminary Budget to the Finance Committee for review and discussion. The committee approved the Preliminary Budget and provided staff with authorization to spend beginning January 1 up to the date of the January 22, 2021, Board of Trustees' meeting.

The Board is now asked to adopt the 2021 State Bar Final Budget. The Final Budget is required to be filed with the Legislature by February 28, 2021. In addition to satisfying the statutory requirement, adoption of the Final Budget will finalize the State Bar's 2021 spending authority.

DISCUSSION

2021 License Fee Decrease

On September 30, 2020, the governor signed Assembly Bill 3362, the 2021 licensing fee legislation (the Fee Bill). The fees that the State Bar is authorized to bill for 2021 are lower than in 2020 as follows:

- General Fund fees are down \$3 per active attorney as the special assessment to boost the General Fund reserve was not continued.
- Client Security Fund fees returned to \$40 per active attorney after a one-year increase to \$80 in 2020.
- Lawyer Assistance Program returned to \$10 per active attorney after a one-year reduction to \$1 in 2020.

**Table 1: Authorized License Fees—Active Attorneys
Comparison of 2021 & 2020 (in 000s)**

Purpose	2021 Fees	2020 Fees	Change
General Fund	\$ 308	\$ 308	\$ -
Discipline	25	25	-
Operating Deficit	21	21	-
Retiree Health	17	17	-
OCTC Positions	13	13	-
SEIU COLA	13	13	-
IT Replacements	7	7	-
Technology Special Assessment	5	5	-
Capital Special Assessment	4	4	-
Reserve Special Assessment	-	3	(3)
Subtotal General Fund	413	416	(3)
Client Security Fund	40	80	(40)
Lawyer Assistance Program	10	1	9
Total Active Fees	\$ 463	\$ 497	\$ (34)

2021 Proposed State Bar Budget

The proposed 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.

State Bar-Wide Budget

The proposed 2021 Budget includes budgeted revenues of \$204.4 million and expenses of \$193.7 million. Budgeted revenues of \$204.4 million represent a decrease of \$7.5 million or 3.5 percent compared to \$211.9 million of budgeted revenues in 2020. The following are major changes: (1) mandatory fees show a decrease of 6.9 percent attributable to the decrease in licensing fees described above and the assumption of no net growth in the number of attorneys paying fees, (2) voluntary fees show an increase of \$3.2 million because the 2020 budget reflected a projected decline in donations because of the large fee increase that year that did not materialize, (3) exam fees in Admissions are projected to be \$1.1 million less than the 2020 budget because of a projected decline in the number of test takers, and (4) other revenues are declining, mainly because of lower interest earnings, including on IOLTA accounts.

**Table 2: State Bar-Wide Budgeted Revenues
Comparison of 2021 & 2020 (in 000s)**

	2021	2020		Budget	Percent
	Budget	Budget		Change	Change
Mandatory Fees	\$ 94,184	\$ 101,145		\$ (6,961)	-6.9%
Voluntary Fees & Donations	8,970	5,752		3,218	55.9%
Exam Fees	12,786	13,889		(1,103)	-7.9%
Grants	71,386	71,678		(292)	-0.4%
Other Revenues	17,075	19,410		(2,335)	-12.0%
Total Revenues	\$ 204,401	\$ 211,874		\$ (7,473)	-3.5%

Budgeted expenses of \$193.7 million represent a net decrease of \$49.1 million or 20.2 percent compared to \$242.8 million budgeted in 2020. The following are major changes: (1) personnel expenses are down \$1.1 million due to a hiring freeze on 10.5 FTE vacant positions and an increase in the assumed vacancy rate to 7 percent from 5 percent for 2020, offset by merit and cost-of-living increases; (2) decreasing legal services grant distributions of \$38.7 million due to \$31.5 million decline in distributions from the Legal Services Trust Fund because of decline in earnings on IOLTA accounts and \$9.3 lower drawdown of funds from the Bank Settlement Fund; (3) supplies and equipment decreasing \$3.2 million primarily because building improvements and IT projects will be funded via a bank loan as discussed on page 8; (4) other expenses decreasing \$7.2 million mainly due to a \$6.7 million decrease in Client Security Fund payouts to claimants.

**Table 3: State Bar-Wide Budgeted Expenses
Comparison of 2021 & 2020 (in 000s)**

	2021 Budget	2020 Budget	Budget Change	Percent Change
Personnel Expenses	\$ 95,759	\$ 96,818	\$ (1,059)	-1.1%
Services	11,141	10,273	868	8.4%
Legal Services Grants	59,785	98,463	(38,678)	-39.3%
Supplies and Equipment	4,855	8,022	(3,167)	-39.5%
Exam Related Expenses	8,014	7,931	83	1.0%
Other	14,113	21,300	(7,187)	-33.7%
Total Expenses	\$ 193,667	\$ 242,807	\$ (49,140)	-20.2%

General Fund Budget

General Fund 2020 Projection: 2020 year-to-date actual revenues and expenses projected through the end of the year indicate that the General Fund will close 2020 with a \$9.3 million annual projected surplus (projected revenues exceed projected expenses). Compared to the \$1.3 million budgeted deficit for 2020, this reflects a \$10.7 million improvement compared to the budget.

Table 4: 2020 General Fund Budget and Projection (in 000s)

	2020 Budget	2020 Projection	\$ Change	% Change
Revenues				
Mandatory Licensee Fees	\$ 85,074	\$ 84,111	\$ (963)	-1.1%
Other Revenues	9,091	10,564	1,473	16.2%
Total Revenues	94,165	94,675	510	0.5%
Expenses				
Personnel	82,117	74,499	(7,618)	-9.3%
Building Operations	5,389	5,052	(337)	-6.3%
Services	7,498	7,324	(174)	-2.3%
Supplies & Equipment	7,328	5,611	(1,717)	-23.4%
Other	1,957	1,727	(230)	-11.8%
Indirect Costs	(8,223)	(8,223)	-	-
Total Expenses	96,066	85,990	(10,076)	-10.5%
Net Transfers In	574	649	75	13.1%
Net Change	\$ (1,327)	\$ 9,334	\$ 10,661	

Projected 2020 total revenues are \$94.7 million, exceeding the adopted budget of \$94.2 million by \$0.5 million. The decrease in Mandatory Licensee Fees is primarily attributable to slower growth in the number of attorneys paying fees than was budgeted. Other revenues are

projected to exceed budget by \$1.5 million primarily due to increased LLP renewal fees and of \$500 thousand and fingerprinting fees of \$300 thousand.

Projected 2020 total expenses are \$86.0 million, which reflects a \$10.1 million decrease compared to the budget of \$96.1 million. Personnel costs are expected to be under budget by \$7.6 million because the 2020 budget assumed a 5 percent vacancy rate but the actual vacancy rate for 2020 was 9 percent. Projected supplies and equipment expenses is \$1.7 million less than budget because IT spent less on hardware purchases and software maintenance than budgeted.

General Fund 2021 Proposed Budget: The 2021 General Fund budget has projected revenues of \$91.7 million with total expenses and indirect charges of \$91.8 million, which results in a \$0.1 million planned use of reserves. General Fund reserves are projected to be \$21.8 million at the end of 2021. This would leave General Fund reserves at 23.7 percent of budgeted expenses, which is projected to be within the Board target of 17 to 30 percent. Reserves were bolstered in 2020 by the return of a \$4.6 million debt service reserve fund upon refinancing of the LA building loan.

**Table 5: General Fund Budget
Comparison of 2021 & 2020 (in 000s)**

	2021 Budget	2020 Budget	\$ Change	% Change
Revenues				
Mandatory Licensee Fees	\$ 84,072	\$ 85,074	\$ (1,002)	-1.2%
Other	7,597	9,091	(1,494)	-16.4%
Total Revenues	91,669	94,165	(2,496)	-2.7%
Expenses				
Personnel	81,772	82,117	(345)	-0.4%
Building Operations	6,628	5,389	1,239	23.0%
Services	7,134	7,498	(364)	-4.9%
Supplies & Equipment	4,216	7,328	(3,112)	-42.5%
Other	1,506	1,957	(451)	-23.0%
Indirect Costs	(9,440)	(8,223)	(1,217)	14.8%
Total Expenses	91,816	96,066	(4,250)	-4.4%
Net Transfers In	-	574	574	
Net Change	\$ (147)	\$ (1,327)	\$ 1,180	
Projected Beginning Reserves	21,952			
Projected Ending Reserves	\$ 21,805		Ending %	23.7%

Overall, General Fund revenues are budgeted to decrease by 2.7 percent or \$2.5 million. Approximately \$1 million is due to reduced interest earnings, \$1 million to lower tenant lease

revenue, and \$600 thousand to discontinuation in the Fee Bill of \$3 per attorney assessment for General Fund reserves.

Expenses and indirect cost reimbursements for 2021 total \$91.8 million, a decrease of \$4.3 million or 4.4 percent as compared to the 2020 budget. The decrease in expenses is mainly the result of the following: (1) Personnel costs are down \$0.3 million as merit and cost-of-living increases are more than offset by an increase in the assumed vacancy rate to 7 percent from 5 percent for 2020; (2) Building operations had a \$1.2 million increase primarily in repairs and maintenance to elevators in the San Francisco building, increased insurance premiums and COVID-related increased janitorial costs; (3) Supplies and equipment has a decrease of \$3.1 million because building improvements and IT projects will be funded via a bank loan as discussed on page 8; and (4) Indirect costs allocated to other funds are increasing \$1.2 million from 2020 primarily because \$800 thousand more was allocated to other funds related to the actuarially required contribution for retiree health care.

Budget for Other Funds (non-General Fund)

For the Restricted Funds (Other Funds), budgeted revenues for 2021 total \$114.3 million with expenses of \$103.2 million, resulting in an increase of reserves of \$11.1 million. This increase in reserves is primarily due to a \$18.9 million budgeted surplus in the Equal Access Fund which received a \$31 million Homelessness Prevention grant in 2020, which is intended to be distributed over a three-year period. This increase is partially offset by a budgeted deficit of \$3.7 million in the Admissions Fund and a budgeted deficit of \$2.3 million in the Bank Settlement Fund. For the Lawyer Assistance Program, the 2021 Fee Bill restored fees to \$10 per active licensee after a “fee holiday” reduced the fee to \$1 for 2020. For the Client Security Fund, the Fee Bill restored fees to the historical level of \$40 per active licensee after a one-year increase to \$80 in 2020. The Legal Services Trust Fund revenues and expenses declined about \$20 million and \$31 million, respectively, compared to 2020 because interest earnings on IOLTA accounts has declined substantially.

The following table shows comparison information of budgeted revenues and expenses for 2021 and 2020:

Table 6: Other Funds Comparison 2021 and 2020 (in 000s)

	Revenues			Expenses		
	2021 Budget	2020 Budget	Change	2021 Budget	2020 Budget	Change
Admissions	\$ 19,494	\$ 20,886	\$ (1,392)	\$ 23,237	\$ 23,276	\$ (39)
Bank Settlement	170	69	101	2,472	11,765	(9,293)
Client Security	8,046	15,920	(7,874)	8,380	15,930	(7,550)
Elimination of Bias	323	477	(154)	504	583	(79)
Equal Access	53,404	31,282	22,122	34,528	32,920	1,608
Grants	-	-	-	-	-	-
Justice Gap	1,531	923	608	1,514	1,004	510
Lawyer Assistance Program	2,138	293	1,845	2,626	2,465	161
Legal Services Trust	26,096	46,091	(19,995)	25,874	57,255	(31,381)
Legal Specialization	2,364	2,232	132	3,390	2,109	1,281
Legislative Activities	756	786	(30)	698	919	(221)

Capital Funding

The Fee Bill provides the State Bar with a \$4 per attorney (~\$800 thousand per year) over a 10-year period to fund the following building improvements:

Table 7: Funding for Building Improvements (in 000s)

	Fee Bill Funded*	Amount Needed	Planned 2021
HVAC	\$ 2,895	\$ 4,390	\$ 3,590
Fire/Life Safety	1,225	900	-
Energy Management	350	-	-
Generator	1,350	4,969	830
Elevators	2,450	2,730	760
Floor 4 Restroom ADA	300	300	-
Ground Fl. Infrastructure	200	-	-
	\$ 8,770	\$ 13,289	\$ 5,180
* 10 year total, funded by \$4 per attorney for 10 years			

Table 7 above shows the amount funded by the Fee Bill, the current estimated cost of each project, and the amount the State Bar expects to spend in 2021. These seven projects need to be done regardless of the Board's ongoing discussions about whether the State Bar will continue to own/occupy the San Francisco building long-term. The current estimated cost of performing these projects is \$13.3 million, which is approximately \$4.5 million more than the

\$8.8 million estimate that was included in the Fee Bill. This difference is expected to be funded by the \$4.6 million return of the debt service reserve fund upon refinancing the Los Angeles building loan. In addition to the seven budgeted projects shown above, two other building improvements that are needed to bring the San Francisco building into code compliance, or to assure safety of personnel and efficient operations are not budgeted pending a decision to keep or sell the building: replace the mechanical pumphouse (\$2.8 million) and replace the heating plant (\$1.8 million).

The Fee Bill provides the State Bar with a \$5 per attorney (~\$1 million per year) over a 5-year period to fund the following IT projects:

Table 8: Funding for IT Projects (in 000s)

	Fee Bill Funded*	Amount Needed	Planned 2021
Oracle Fusion	\$ 1,379	\$ 1,373	\$ 485
Licensee Info System	3,512	3,512	350
Disaster Recovery	350	350	140
	\$ 5,241	\$ 5,235	\$ 975
* 5 year total, funded by \$5 per attorney for 5 years			

Table 8 above shows the amount funded by the Fee Bill, the current estimated cost of the project, and the amount the State Bar expects to spend in 2021. In addition to the three projects funded as shown above, the State Bar needs other IT projects to support efficient operations. These additional unfunded IT projects are post implementation improvements to the Case Management System (\$1.7 million) and implementation of a Lawyer Assistance Program information system (\$350,000).

Since the Fee Bill funds building improvements and IT projects over a multiyear period, sufficient funds will not be available to fund needed projects for several years. Accordingly, this agenda item proposes that the State Bar obtain a bank loan to finance building improvements and IT projects and refinance the existing San Francisco tenant improvements loan. It is recommended that the existing loan on the San Francisco building (\$5.7 million at 4.62 percent) be refinanced, along with the new loan to fund building improvements and IT projects of approximately \$18.5 million. This loan would be structured as a lease-leaseback arrangement similar to the recent Los Angeles building refinancing. Interest rates are expected to be a point or so lower and the existing debt service reserve fund of \$2.5 million would be returned to the State Bar. The annual amounts collected from licensee fees for building improvements and IT projects will be used to repay the loan at the rate at which they are collected to maintain fidelity with the funding approved by the Legislature. The \$4.6 million return of the debt service fund at the time of the Los Angeles building refinancing is anticipated to be used to repay the remainder of this loan. Staff intends to bring a separate agenda item to the Board for approval of this loan at a future meeting. If the financing is completed in 2021, a budget amendment may be necessary to appropriate the amounts collected from licensee fees for building improvements and IT projects in 2021 (approximately \$1.8 million).

Strategic Plan Implementation

The 2021 budget continues to support the State Bar's 2017–2022 Strategic Plan. Funding has been included to support various strategic initiatives, including:

- \$2.1 million for post-implementation work on the Case Management System. Goal 2
- \$300 thousand for a fully articulated preventative education approach to include a self-assessment component as well as client trust accounting modules. Goal 2
- \$50 thousand for follow-up to the California specific job analysis to be conducted by the Blue Ribbon Commission. Goal 2
- \$350 thousand to scope and plan for implementation of a new Licensee Information Management System. Goal 3
- \$1.2 million to implement a phased upgrade to the State Bar's Information Technology infrastructure (networks, servers, desktops, telecommunications and audio/visual), for enhanced capacity, functionality and security. Goal 3
- \$150 thousand for study and implementation of improved programmatic approaches to increasing access to justice. Goal 4

Overall Impact on Reserves

This proposed 2021 Final Budget projects a net increase in the amount of the State Bar's reserves. However, several funds are projected to use a specified amount of reserves accumulated in prior years. The financial viability of each fund is assessed by comparing the reserves of each fund, projected through December 31, 2021, against the Board's minimum reserve guideline of two months (17 percent) of operating expenses. The Board's policy also calls for spend down funding whenever a fund surpasses 30 percent 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 Legal Service Trust, Equal Access, Justice Gap, and Bank Settlement Funds). The table below shows a summary of reserves for 2021.

**Table 9: Projected Reserves for all Funds
At December 31, 2021 as a Percentage of 2021 Budgeted Expenses (in 000s)**

	Projected Reserves 1/1/2021	2021 Budgeted Revenues	2021 Budgeted Expenses	2021 Budgeted Surplus/ (Deficit)	Projected Reserves 12/31/2021	Reserve Level (%)
General Fund	\$ 20,535	\$ 91,669	\$ (91,816)	\$ (147)	\$ 20,388	22.2%
Admissions	11,111	19,494	(23,237)	(3,743)	7,368	31.8%
Bank Settlement	9,558	171	(2,472)	(2,301)	7,257	NA
Client Security	2,554	8,046	(8,371)	(325)	2,229	151.5%
Elimination of Bias	413	323	(503)	(180)	233	46.2%
Equal Access	7,178	53,404	(34,526)	18,878	26,056	NA
Grants	239	-	-	-	239	NA
Justice Gap	6,585	1,531	(1,514)	17	6,602	NA
Lawyer Assistance Program	1,766	2,138	(2,619)	(481)	1,285	49.1%
Legal Services Trust	22,257	26,096	(25,869)	227	22,484	NA
Legal Specialization	5,406	2,364	(3,393)	(1,029)	4,377	129.0%
Legislative Activities	366	756	(696)	60	426	61.3%

Based on the 2021 proposed Final Budget, all funds are expected to have reserves above the 17 percent target at the end of 2021 and therefore comply with the Board's minimum reserve guidelines.

The Client Security Fund's reserves are 151.5 percent of annual expenses (excluding application payouts as called for in the Board's Reserve Policy); it is anticipated that significant application payouts will occur over the next few months, so no spend-down plan is necessary. Although the Admissions Fund's reserves are projected to be above 30 percent on December 31, 2021, they are not expected to remain above this level for six months, so no spend-down plan is necessary. The Lawyer Assistance Program, Legal Specialization, and Legislative Activities Funds have reserve balances in excess of 30 percent. Staff will bring a spend-down plan to the Board of Trustees at a future meeting.

FISCAL/PERSONNEL IMPACT

Described above

AMENDMENTS TO RULES OF THE STATE BAR

None

AMENDMENTS TO BOARD OF TRUSTEES POLICY MANUAL

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.

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: 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.

RECOMMENDATIONS

Should the Board of Trustees concur in the proposed action, passage of the following resolution is recommended:

RESOLVED, that the Board of Trustees hereby adopt the 2021 Final Budget in the form presented to the Board this day; and it is

FURTHER RESOLVED, that the Board of Trustees hereby authorize staff to make technical adjustments and corrections to the 2021 Final Budget prior to submitting it to the Legislature by February 28, 2021.

ATTACHMENT(S) LIST

A. 2021 Proposed Final Budget



The State Bar *of California*

ATTACHMENT A

2021 Adopted Budget

Prepared by the Office of Finance

January 22, 2021

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STATE BAR BACKGROUND

The State Bar of California is a public protection organization committed to transparency, accountability, excellence through lawyer regulation, education and discipline, a more diverse and inclusive profession and a more accessible justice system. In its capacity as a judicial branch agency, the State 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 arm of the California Supreme Court on all matters pertaining to the admission, discipline, and regulation of California's lawyers.

HISTORY

The California Legislature created the State Bar 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."

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 State 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, in May 2017, the Board of Trustees adopted a new State Bar Mission Statement, which reads:

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

BOARD OF TRUSTEES

The State Bar's governing body, the Board of Trustees, meets regularly to consider organizational, policy, and regulatory matters.

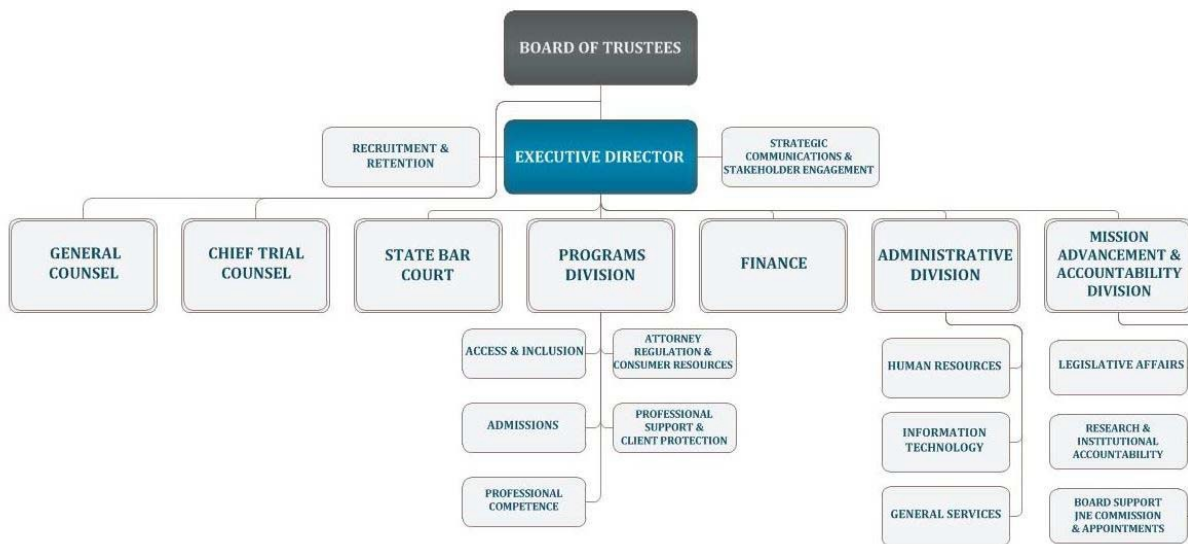
The Board is comprised of 13 trustees, including:

- 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 nonattorney members, four appointed by the Governor, one by the Senate Committee on Rules and one by the Speaker of the Assembly.

ORGANIZATIONAL STRUCTURE

The Board of Trustees guides policymaking for the State Bar. The State Bar's Executive Director, Chief Trial Counsel, and General Counsel report directly to the Board of Trustees. The executive director, through and with the State Bar's Leadership Team¹ is responsible for ensuring that the organization fulfills its mission and achieves the specific goals outlined in the State Bar's strategic plan.

The organizational chart below illustrates the State Bar's oversight structure:



LICENSEES

With over 250,000 licensed 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 Exam, meet moral character requirements, satisfy triennial Minimum Continuing Legal Education (MCLE) requirements, and pay annual licensing fees to the State Bar.

¹ In addition to the Executive Director, the Leadership Team is comprised of the General Counsel, Chief Trial Counsel, Chief of Programs, Chief Financial Officer, Chief Administrative Officer, and Chief of Mission Advancement & Accountability.

FISCAL 2021 BUDGET OVERVIEW

SOURCES OF FUNDS

The State Bar's 2021 Adopted Budget reflects \$204.4 million in total revenue and \$193.7 million in total expenses. The graphs and tables below report the major revenues and expenses budgeted in 2021. Variances in budgeted amounts compared to the prior year are discussed below.

Figure 1 shows the composition of sources of funding for 2021. Mandatory fees are the largest source of revenue for the State Bar.

Figure 1: Break-out of 2021 Projected Revenues

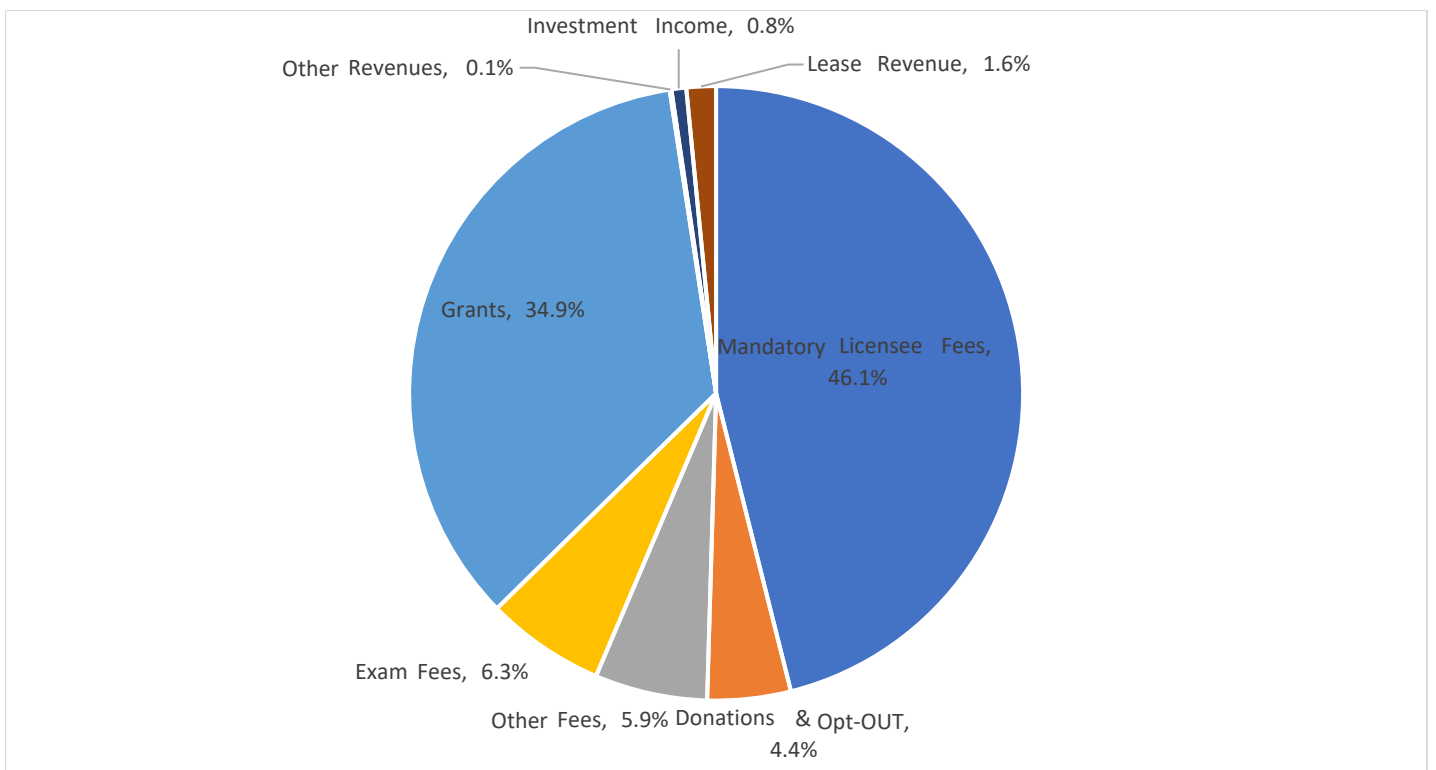


Table 1 provides a detailed breakdown of 2020, 2021, and 2022 projected revenues by funding source.

Table 1: Comparison of Revenue Budget

	2020 Budget	2021 Budget	2022 Forecast
Mandatory Licensee Fees	\$101,144,621	\$94,184,400	\$94,184,400
Donations & Opt-OUT	5,751,700	8,970,000	8,970,000
Other Fees	11,474,110	12,124,352	12,043,849
Exam Fees	13,889,080	12,785,930	12,785,930
Grants	71,678,329	71,386,310	71,386,310
Other Revenues	450,210	185,950	185,950
Investment Income	3,287,778	1,584,600	1,584,600
Lease Revenue	4,198,019	3,179,369	3,179,369
Total Fund Sources	\$211,873,847	\$204,400,911	\$204,320,407

Mandatory Fees

Active attorneys must pay \$463 annually to maintain their license. This includes a \$25 discipline fee, a \$40 client security fee, and a \$10 lawyer assistance fee. Attorney licensing fees are set by the Legislature annually.

Grants

Grants include revenue received by the State Bar from a variety of agencies and other sources. Grants are administered through the Equal Access Fund, which is aimed at helping Californians who need legal services but cannot afford to hire a lawyer. The 2021 budget shows grants revenue substantially equivalent to the prior year.

Exam Fees

Exam fees, which are reported in the State Bar's Admissions Fund, include revenue from the First-Year Law Students' Exam and the California Bar Exam. The adopted budget represents an 8 percent decrease from 2020 exam fee revenue, resulting from an expected decrease in the number of applicants.

Voluntary Fees and Donations

The State Bar generates revenue through voluntary fees from licensees, and donations. Voluntary fees and donations fund specific program areas including the Legal Services Trust Fund, Elimination of Bias Fund, and Legislative Activities Fund. The 2021 adopted budget represents a 56 percent increase from the prior year's voluntary fees and donations revenue, because the 2020 budget assumed that mandatory fee increases effective January 1, 2020, would negatively impact voluntary donations.

Other Revenues

In addition to the funding sources outlined above, the State Bar generates revenue from a host of other sources and services provided, including student registration fees, law school accreditation,

penalty and late fee assessments, Interest on Lawyers' Trust Account (IOLTA), certificates of good standing, moral character fees, insurance commissions, lease revenue, and interest income.

USE OF FUNDS

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

A brief overview of each of these offices, 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 projected expenses for 2020, 2021 and 2022.

Table 2: State Bar Expenses by Cost Type

	2020	2021	2022
	Budget	Budget	Forecast
Personnel Costs	\$96,818,250	\$95,759,086	\$101,604,700
Building Operations	5,631,150	6,875,446	7,220,300
Services	10,273,428	11,140,984	11,307,500
Grants Expenses	98,463,237	59,785,249	59,785,249
Supplies	1,276,617	1,357,326	1,377,707
Equipment	6,744,614	3,497,624	3,550,104
Other Expenses	2,718,205	1,456,227	1,478,089
Exam Related Expenses	7,931,070	8,014,223	8,134,440
CSF - Payments	13,600,000	6,900,000	6,900,000
Reimbursements	(1,685,000)	(2,036,700)	(2,036,700)
Indirect Costs	(18)	-	-
Debt Related	1,035,100	917,730	827,200
Total Expenses	\$242,806,653	\$193,667,195	\$200,148,589

PERSONNEL EXPENSES

Personnel expense includes salary and benefits, supplemental staffing, employee health care, and retirement. These expenses total \$95.8 million of the State Bar's 2021 budget. The adopted budget represents a \$1.1 million decrease from the prior year resulting from offsetting expenses of cost-of-living and merit increases, an increase in the assumed vacancy rate and a one-year hiring freeze on 10.5 FTE positions.

SERVICES

Services expense includes professional services, other outside services, exam graders, and exam proctors. Services account for \$11.1 million of the State Bar's 2021 Budget. The adopted budget represents an 8 percent increase from the prior year services expenses, occurring primarily due to the use of exam developers by Legal Specialization.

GRANTS EXPENSES

Grants expenses reflect the distribution of grants generated through Interest on Lawyers' Trust Accounts, Equal Access Fund, and bank settlements to legal services entities. Grants account for \$59.8 million of the State Bar's 2021 Budget. These expenses represent a 39 percent decrease in 2021 compared to the prior year, due to decreases in Legal Services Trust Fund grant distributions as a result of the reduced interest rates driving down available revenues.

SUPPLIES AND EQUIPMENT

Supplies and equipment expense includes exam and software licensing, supplies and postage, computers and software, building improvements, equipment, and telecommunications. This category accounts for \$4.9 million of the State Bar's 2021 budget. The adopted budget represents a 40 percent decrease from the prior year's supplies and equipment budget. This is primarily due to the intent to finance IT projects and building improvements via a bank loan.

The current funding for critical building improvements and IT projects authorized by the Legislature is provided in smaller amounts over a multiyear period as opposed to providing all the needed funding at once. As a result, the amount of funding available each year is not sufficient to fund the expenses anticipated to be incurred. To create a workable funding stream to enable the State Bar to undertake these projects in a timely manner, the State Bar intends to finance IT projects and building improvements in the amount of \$18.5 million. Amounts collected for IT projects and building improvements as authorized by statute would be used to repay the loan. If the financing is completed in 2021, a budget amendment may be necessary to appropriate the amounts collected from licensee fees for building improvements and IT projects in 2021 (approximately \$1.8 million).

OTHER EXPENSES AND CLIENT SECURITY FUND PAYMENTS

Other expenses primarily consist of Client Security Fund (CSF) payments to claimants to reimburse them for monetary losses attributable to theft or misconduct of an attorney, and of travel and training costs. These expenses account for \$8.3 million of the State Bar's 2021 budget. The adopted amount represents a 50 percent decrease from the prior year, due to the temporary CSF fee of \$80 in 2020 reverting to \$40 in 2021.

DEBT RELATED

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 initial amount of \$25.5 million with Bank of America with a 4.6 percent interest rate. In 2020, this loan was refinanced for 15 years in the amount of \$14.2 million at 2.3 percent, resulting in a net present value savings of \$0.8 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 percent and the outstanding balance as of December 2020 is approximately \$5.9 million.

Annual interest expense for these loans is approximately \$0.7 million for 2021; the costs are charged to individual program funds through indirect cost allocation based on space occupancy.

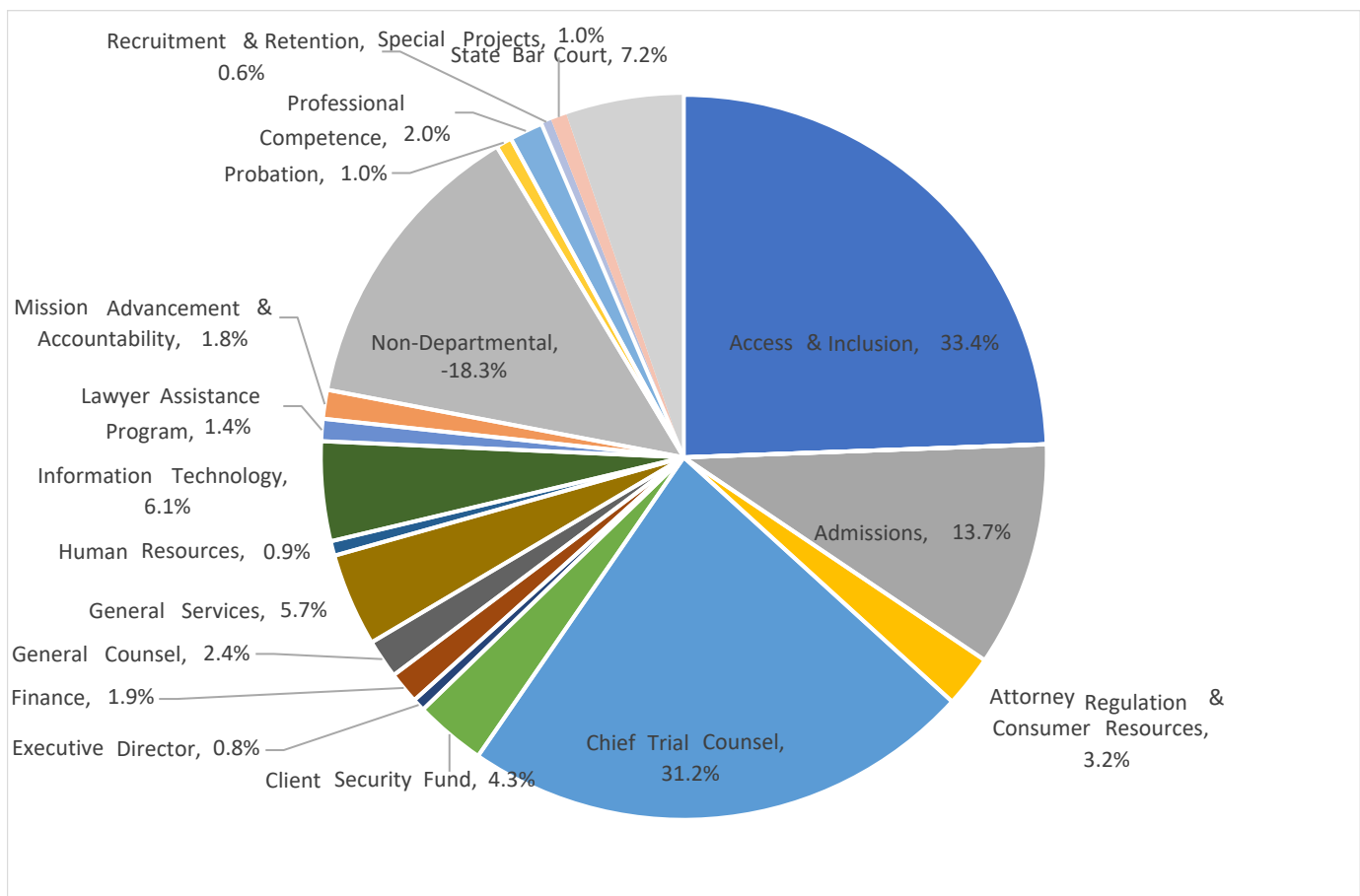
DEPRECIATION

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.

TOTAL OPERATING BUDGET

Figure 2 illustrates the composition of operating expenses, by office. The Office of Access & Inclusion comprises 33 percent of total expenses, due to a planned spend-down of a large bank settlement grant, and high levels of trust fund revenue. The Office of Chief Trial Counsel represents 31 percent of operating budget expenses. Together these two offices comprise almost two-thirds of the State Bar's operating budget.

Figure 2: Operations Budgets

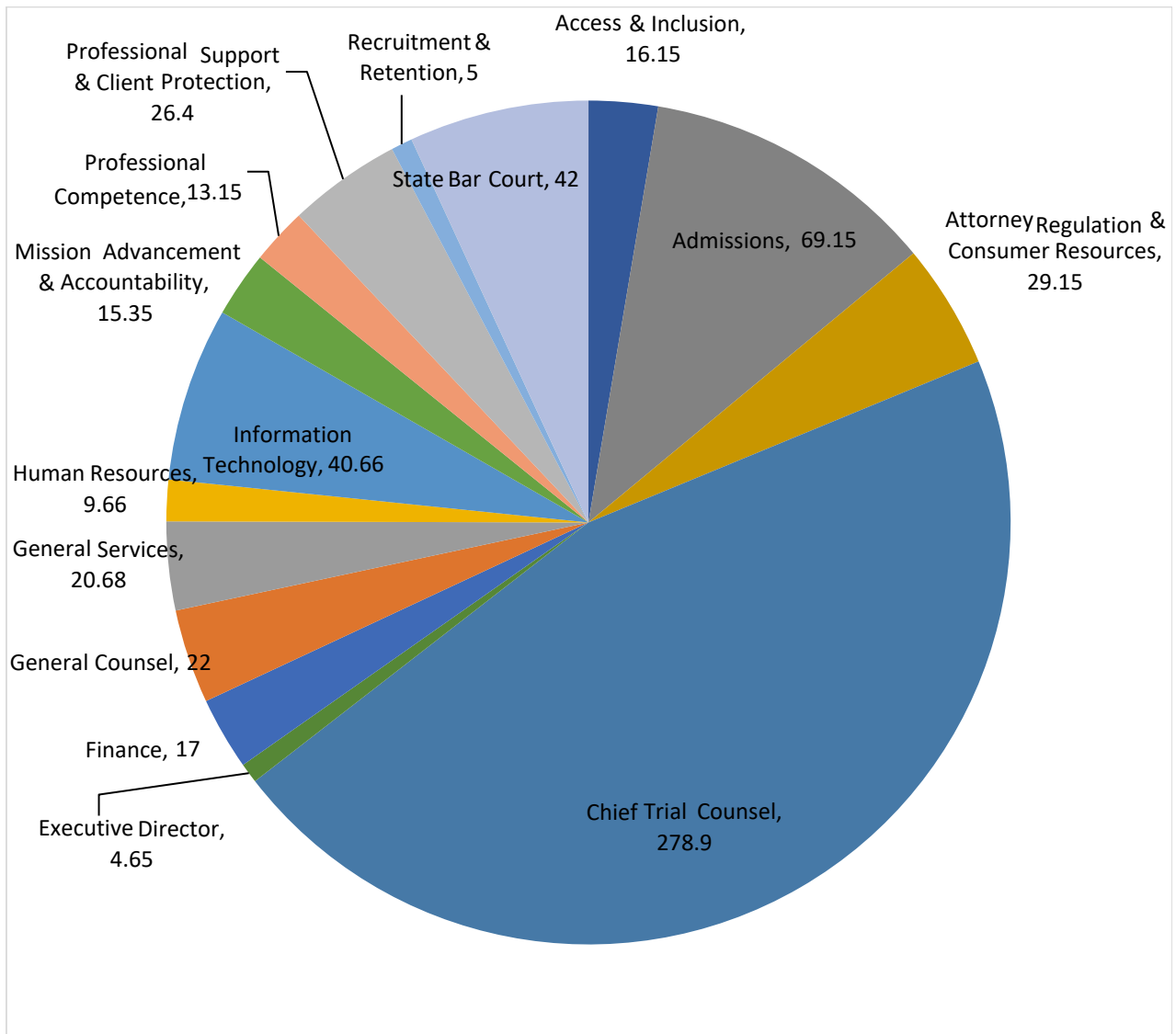


TOTAL STAFFING FOR 2021

The 2021 adopted budget funds 609.9 full-time equivalent positions, compared to 605.9 budgeted for 2020.

Figure 3 below illustrates the distribution of FTEs across the State Bar. Details are provided in the Budget Detail section of this document.

Figure 3: Distribution of Full Time Employees



STAFFING HISTORY

Table 3 shows a three-year history of staffing. The 2021 budget has an increase of 1 total FTE. This increase is comprised primarily of two new funded FTEs in the Office of Chief Trial Counsel, five new funded FTEs in the Office of Admissions, one in State Bar Court, offset by a one-year hiring freeze on 10.5 FTE positions.

Table 3: Three-Year Staffing History

Division/Office	2019	2020	2021
Access & Inclusion	19	19	16
Admissions	65	64	69
Attorney Regulation & Consumer Resources	29	30	29
Chief Trial Counsel	256	277	279
Executive Director	8	5	5
Finance	17	17	17
General Counsel	24	24	22
General Services	22	21	21
Human Resources	7	9	10
Information Technology	34	39	41
Mission Advancement & Accountability	24	16	15
Professional Competence	13	13	13
Professional Support & Client Protection	26	26	26
Programs	-	1	0
Recruitment & Retention	-	6	5
Special Projects	1	0	0
State Bar Court	39	41	42
Total FTE	584.0	608.9	609.9

** Office of Professional Support & Client Protection includes: Client Security, Lawyer Assistance Program, Probation*

BUDGET ASSUMPTIONS

The 2021 budget reflects the following significant assumptions:

1. The Fee Bill authorized \$463 of mandatory fees per attorney. This is \$34 per attorney lower than 2020 (Client Security Fund down \$40, General Fund reserves down \$3, Lawyer Assistance Program up \$9).
2. No increase in number of attorneys paying fees.
3. Five hundred thousand of collections from the Franchise Tax Board is budgeted in the Client Security Fund (CSF) based on \$169 million of non-court-ordered debt being referred in February 2021. This is in addition to the \$350 thousand of CSF collections budgeted for court ordered debt.
4. Interest revenue down \$1 million in General Fund and IOLTA revenue down \$22.4 million in the Legal Services Trust Fund (from \$40.4 million to \$18.0 million).
5. Added seven and a half new positions (four Admissions, two IT, one and a half State Bar Court) totaling \$1.0 million.
6. Suspended 10.5 FTE positions for the year totaling \$1.5 million.
7. Five percent merit increase for executive employees effective February 1, 2021, and for all other employees on their anniversary date.
8. Two percent COLA for all employees effective January 1, 2021.
9. Seven percent of personnel positions will be vacant during the year.
10. One and a half percent inflation.
11. \$3.7 million from General Fund for contribution to retiree health care extended to nonexecutives. This is funded by \$13 per attorney in the Fee Bill.
12. CalPERS pension contribution rate increased from 19.3 percent of salary to 20.3 percent, or an increase of \$1.2 million.
13. Indirect costs of \$9.4 million for building costs, management, finance, HR, IT, general counsel, is allocated from the General Fund to other funds.
14. Building and IT projects funded by the Fee Bill will be financed with a bank loan of approximately \$18 million. Collection of Fee Bill related attorney fees will be used to repay the loan. \$6.2 million of projects planned to be spent in 2021.

15. Client Security Fund per Fee Bill doubled in 2020 to \$80, returned to normal \$40 in 2021. Unable to payout full amounts in 2020 so carried forward to 2021. Applications outstanding at 11/30/2020, are 1,729 applications totaling \$38.4 million.
16. Strategic Plan initiatives:
- \$2.1 million for post-implementation work on the Case Management System.
 - \$300 thousand for a fully articulated preventative education approach to include a self-assessment component as well as client trust accounting modules.
 - \$50 thousand for a California specific job analysis to determine the knowledge, skills, and abilities for entry level attorneys. Upon completion, conduct a new content validation study.
 - \$350 thousand to scope and plan for implementation of a new Licensee Information Management System.
 - \$1.2 million to implement a phased upgrade to the State Bar's Information Technology infrastructure (networks, servers, desktops, telecommunications and audio/visual), for enhanced capacity, functionality and security.
 - \$150 thousand for study and implementation of improved programmatic approaches to increasing access to justice.
17. COVID-19 implications:
- Tenant lease revenue down \$1 million.
 - Travel and catering one-half of normal (down \$850 thousand).
 - Bar exam continues to be conducted remotely.
 - Janitorial and cleaning increases \$328 thousand for extra cleaning, including cleaning during the day and deep cleanings.
18. Opt ins/outs:
- Legal Services opt in will remain at historical level of approximately 65 percent of paying attorneys or \$6.8 million. Reflects fee increase from \$40 to \$45.
 - Legislative Activity (\$5 per attorney) and Elimination of Bias (\$2 per attorney) opt ins are budgeted in the amount of \$0.7 million and \$0.3 million, respectively.
19. The General Fund's projected reserves at 1/1/2021 are \$20.5 million (23.8 percent of expenses), which included \$4.6 million return of debt service reserve fund upon refinancing of LA building loan.

INDIRECT COST ALLOCATION

Direct costs are those that can be specifically identified with a particular operational area. For the State Bar, this include functions such as Executive Director, Chief Trial Counsel, State Bar Court, the Mission Advancement & Accountability Division, Admissions, Attorney Regulation & Consumer Resources, Access & Inclusion, Professional Competence, Lawyer Assistance Program, Probation, Client Security Fund, and General Services.

Indirect costs are not readily identifiable with a specific operating program, but rather, are incurred for a joint purpose that benefits more than one program. Common examples of indirect costs include finance, human resources, recruitment & retention, information technology, insurance, and building maintenance.

Although indirect costs are generally not readily identifiable with specific programs, their costs are allocated to programs via various allocation bases, so that program costs will be more accurately reflected in the State Bar's financial data.

The total amount of the 2021 indirect cost pool, to be allocated to programs, is \$40.2 million compared to \$38.6 million in the 2020 budget. The table below provides detail on both the indirect cost pool components, and amounts charged to individual funds.

Fund	2020 Budget	2021 Budget	2020 vs 2021
Admissions	\$5,236,698	\$6,124,407	\$887,709
Bank Settlement	58,525	62,068	3,543
Client Security	886,175	723,282	(162,893)
Elimination of Bias	131,294	110,224	(21,070)
Equal Access	325,777	255,546	(70,231)
General Fund	30,359,191	30,744,510	385,319
Justice Gap	4,226	13,503	9,277
Lawyer Assistance Program	547,890	608,667	60,777
Legal Specialization	439,485	689,929	250,444
Legal Services Trust	421,506	689,542	268,036
Legislative Activities	171,302	163,130	(8,172)
	\$38,582,069	\$40,184,808	\$1,602,739

Indirect Cost Pool	2020 Budget	2021 Budget	2020 vs 2021
General Services - LA	\$4,560,064	\$4,309,007	(\$251,057)
General Services - SF	5,084,840	6,344,261	1,259,421
Licensee Billing	508,862	936,600	427,738
Building/Capital Improvements	507,500	-	(507,500)
General Counsel	4,903,586	4,588,317	(315,269)
Ex. Dir./BOT	4,419,116	2,837,652	(1,581,464)
Information Technology	13,297,554	11,726,971	(1,570,583)
Human Resources	2,412,337	1,726,400	(685,937)
Recruitment & Retention	-	1,227,700	1,227,700
Finance	2,888,220	2,827,900	(60,320)
OPEB	-	3,660,000	3,660,000
	\$38,582,079	\$40,184,808	\$1,602,729

BUDGET CALENDAR

The State Bar's budget process begins with preliminary revenue and expense projections for the upcoming budget year. Then, under the direction of the Chief Financial Officer (CFO), the Office of Finance issues budget instructions containing detailed guidance on the preparation of budget requests. Offices prepare budget requests and submit to the Office of Finance for review.

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 proposed budget is presented to the Board of Trustees for adoption in January.

Beginning in 2019, the Office of Finance submits only the final version of the budget to the Legislature by February 28.

BUDGET DEVELOPMENT

Each year, the State Bar's budget is prepared in accordance with Business and Professions 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 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 create 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 the State Bar's budget is aligned with the State 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 of Trustees Policy Manual and the Budget Policies and Procedures Manual set guidance for budget control and amendment. Quarterly financial reports and midyear 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 Policy Manual 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 such 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 the State 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 combination of 21 funding sources supporting over 40 distinct functions within the organization. Pursuant to Board action in 2015, each of these sources is categorized into the following fund types:

- General Fund: This Fund accounts for spendable financial resources that can generally be used to support most aspects of the State Bar's operations.
- Restricted Fund Group: These funds account for activities and financial resources that can only be used for specific purposes. Sometimes these constraints are imposed externally, through state statute. The State Bar has 10 funds in this group:
 - Admissions Fund
 - Bank Settlement Fund
 - Client Security Fund
 - Elimination of Bias Fund
 - Equal Access Fund
 - Justice Gap Fund
 - Lawyer Assistance Program Fund
 - Legal Services Trust Fund
 - Legal Specialization Fund
 - Legislative Activities Fund

The primary source of funding for the General Fund is fees paid by licensees of the State Bar, as

authorized annually by Business and Professions Code section 6041. Accordingly, the State 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 through either separate statutory authority (for example, the Client Security and Lawyer Assistance Program Funds), or grant or settlement sources, or are self-supporting and sustained by fees paid by licensees or applicants. While Restricted Funds differ in their underlying revenue sources, they are not 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 and Restricted Funds. 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 Generally Accepted Accounting Principles. Depreciation expense is not included as a budgeted expense since it does not use spendable resources. Debt principal and capital outlay are expensed under the modified accrual basis.

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 Generally Accepted Accounting Principles (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 nongrant funds.

Funds subject to the policy are the General Fund, Legislative Activities Fund, Elimination of Bias Fund, Lawyer Assistance Program Fund, Legal Specialization Fund, and Admissions Fund. Whenever reserve levels surpass 30 percent, for a consecutive six-month period, a reserve spend-down plan shall be developed in accordance with the principles stated in the Reserve Policy.

Excluded Minimum Target Reserve Funds include the Grant, Legal Services Trust, Equal Access, Justice Gap, and Bank Settlement Funds.

For purposes of the Minimum Reserve Target, operating expenses of the Client Security Fund shall exclude application payouts.

PROCUREMENT

Purchase of goods and services are managed under a procurement system utilizing purchase requisition and purchase orders. The State Bar currently 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 State Bar and conforming to all state statutes governing the investment of public funds and all resolutions of the Board of Trustees. The State 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 law.

Under the policy, 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 or office objectives
- Organizational structure
- 2020 accomplishments
- 2021 projects and objectives
- Adopted budget expenditures by cost type¹
- Staffing requirements

OPERATING AREA PROFILES

Table 1 below provides a summary comparison of the 2020 budget to the 2021 budget by operating area. Additional information on each operating area is provided in the operating detail that follows.

Table 1: Bar Expenses Operating	State	
	by Area	
	2020 Budget	2021 Budget
Access & Inclusion	\$103,572,909	\$64,614,560
Administration	18,813	-
Admissions	24,559,265	26,529,178
Attorney Regulation & Consumer Resources	5,536,871	6,122,553
Chief Trial Counsel	63,309,621	60,383,539
Client Security Fund	15,930,216	8,371,412
Executive Director	1,618,551	1,490,207
Finance	3,358,073	3,764,500
General Counsel	4,929,394	4,588,317
General Services	10,732,541	10,985,291
Human Resources	1,631,601	1,726,400
Information Technology	13,342,060	11,727,071
Lawyer Assistance Program	2,464,913	2,619,301
Mission Advancement & Accountability	4,973,736	3,403,156
Non-Departmental	(37,420,298)	(35,451,839)
Probation	2,110,098	1,875,407
Professional Competence	3,320,896	3,940,002
Programs	348,689	-
Recruitment & Retention	1,127,280	1,227,700
Special Projects	3,651,415	1,890,078
State Bar Court	13,690,010	13,860,362
Total Expenses	\$242,806,654	\$193,667,195

OFFICE OF THE EXECUTIVE DIRECTOR

OVERVIEW

The Office of the Executive Director (OED) is responsible for ensuring the State Bar achieves the goals and objectives outlined in the State Bar’s Strategic Plan; the OED is responsible for supporting the Board of Trustees in setting the strategic vision and policy for the State Bar; the OED sets the direction for the State Bar staff and programs, and implements policy at the direction of the Board of Trustees.

The OED provides support and direction regarding personnel administration, budget, facilities, and all other management-related matters. In this leadership role, the OED establishes and effectuates programmatic oversight. The OED establishes State Bar-wide operating policies and procedures and communicates and reinforces those policies and procedures with all staff. The 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 the State Bar achieves the goals and objectives outlined in its Strategic Plan.
- Ensure the State Bar is an accountable and transparent organization.
- Ensure the responsible use of funds.
- Ensure the effective operation of the State Bar including supporting and ensuring a productive and engaged staff.

Organizational Chart



Fiscal Year 2020 Accomplishments

- Successfully transitioned the State Bar to a remote work environment in response to the COVID-19 pandemic, while continuing to carry out the mission of the State Bar.
- Allocated the 2020 licensing fee increase consistent with the direction of the Legislature.
- Published the first Annual Report Card on the Diversity of California’s Legal Profession.
- Published the first comprehensive California Justice Gap Study.
- Published a digital State Bar annual report.

- Issued the report of the results from the California Practice Analysis, identifying the knowledge, skills, and abilities necessary for entry level attorneys in California.
- Launched a working group to develop recommendations on the licensure of paraprofessionals as a means of increasing access to justice.
- Transitioned the California Bar Exam to a mostly remote, online examination despite nearly record numbers of test-takers; concurrently conducted an in-person exam for those who could not take the exam remotely.
- Developed and deployed California's first Provisional Licensure Program.
- Switched to the Zoom platform for Board and subentity meetings, while continuing to provide public access to meetings and meeting materials.
- Addition of key objectives related to the State Bar's mission-driven and statutory responsibility to increase diversity and inclusion in the legal profession.

Fiscal Year 2021 Projects and Objectives

- Launch a commission to undertake a comprehensive review of the Attorney Discipline System, with the goal of addressing disparities in the system and ensuring an effective, transparent, accountable, and appropriately resourced system for ensuring public protection.
- Launch a working group to advance efforts toward significant regulatory reform with the dual goal of public protection and increasing access to justice.
- Present to the Board of Trustees recommendations for the licensure and regulation of paraprofessionals, with the goal of increasing access to justice.
- Launch, with the Supreme Court, a comprehensive review of the bar exam, including an analysis of the appropriate form, content, and passing score for future bar exams or other testing mechanism to ensure minimum competence.
- Oversee responsible budgeting and facilities management.
- Evaluate the future of remote working for State Bar employees and incorporate plans for remote work in future capital planning.
- Publish the Annual Discipline Report.
- Support the Board in critical recruitment efforts for a permanent executive director and chief trial counsel.

2021 Budgeted Revenue

Budgeted Revenue for the executive director in both the 2020 and 2021 budget years is generated by the MCLE self-study test.

Table 1: Source of Revenue by Fund

	2020	2021	2022
Fund	Budget	Budget	Forecast
General Fund			
Other Fees	\$148,700	\$100,000	\$100,000
Other Revenues	(178,935)	-	-
Investment Income	178,935	78,400	78,400
General Fund Total	148,700	178,400	178,400
Total Fund Sources	\$148,700	\$178,400	\$178,400

2021 Budget by Expense Category

The total budget for the Office of Executive Director for 2021 is \$1.5 million. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Executive Director.

Table 2: Expenses

	2020	2021	2022
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$964,326	\$823,700	\$880,800
Building Operations	28,138	6,000	6,400
Services	315,900	349,500	354,700
Supplies	31,917	37,100	37,659
Equipment	21,259	6,600	6,700
Other Expenses	48,400	15,500	15,734
Indirect Costs	208,610	251,807	264,600
Total Expenses	\$1,618,551	\$1,490,207	\$1,566,593

Personnel

The Office of Executive Director employs 4.65 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Executive Director.

Table 3: Staffing

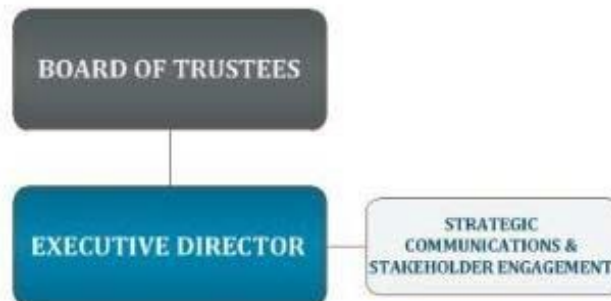
	Positions			Salaries	
	2020 Budget	2021 Budget	2022 Forecast	2021 Budget	2022 Forecast
Executive Director	0.90	0.90	0.90	\$228,375	\$230,659
Principal Program Analyst	0.00	1.00	1.00	137,704	139,081
Program Supervisor	1.00	0.00	0.00	-	-
Senior Program Analyst	0.50	0.50	0.50	52,328	55,494
Public Information Officer	1.00	0.00	0.00	-	-
Program Coordinator	1.50	2.00	2.00	152,917	162,169
Administrative Supervisor	0.00	0.25	0.25	23,981	25,392
Total FTE	4.90	4.65	4.65	\$595,305	\$612,795

OFFICE OF STRATEGIC COMMUNICATIONS & STAKEHOLDER ENGAGEMENT

OVERVIEW

The Office of Strategic Communications & Stakeholder Engagement is responsible for ensuring that the general public, oversight bodies such as the Legislature and Supreme Court, and all key audiences and stakeholders—including attorney licensees, legal services partners, law school deans, and applicants for admission to the State Bar—are informed about the agency’s public protection role and know how to access the State Bar’s services and resources. The office supports key strategic plan objectives and initiatives, including efforts to increase diversity and inclusion in the legal profession, improve access to legal services, and expand outreach to vulnerable populations regarding the unauthorized practice of law (UPL). The office also provides consumer legal information and supports all key functions of the agency through online content, social media promotion, publications, and media and public outreach. The office responds to media and public inquiries and produces consumer pamphlets, fact sheets, data briefs, news releases, and several e-newsletters, as well as video and digital publications.

Organizational Chart



Fiscal Year 2020 Accomplishments

- Provided strategic communications support to key 2020 initiatives, including the California Justice Gap Study, the first Report Card on the Diversity of California's Legal Profession, access to justice working groups, outreach related to diversity and inclusion initiatives, and the agency's response to COVID-19.
- Expanded UPL outreach through paid social media placements for Spanish-speakers.
- Revamped consumer information pamphlets (available in seven languages) as well as several key sections of website: consumer information, Access to Justice initiatives, and content supporting admissions applicants, including Bar Exam information, moral character guidelines, and the multijurisdictional practice program.
- Created the agency's first digital annual report.
- Instituted weekly updates to applicants as we neared delivery of the first-ever online remote California Bar Exam and provided strategic communications support to inform and develop interest in the State Bar's new Provisional Licensure Program.

Fiscal Year 2021 Projects and Objectives

- Expand communications engagement on immigration fraud with Spanish-speaking audiences through a new radio PSA campaign and continuing paid social media placements.
- Conduct communications campaign to support strategic plan goals of increasing access to justice, specifically as it relates to public education to reduce the "knowledge gap" and increase awareness of whether an issue is legal in nature and thus in need of a legal solution.
- Revamp online Attorney Profile consistent with policy changes adopted by the Board regarding what official information about attorneys should be part of the public display.
- Support other key 2021 strategic initiatives, including the online bar exam, provisional licensure program, access to justice working groups and initiatives, Ad Hoc Commission on the Discipline System, Blue Ribbon Commission on the Future of the Bar Exam, and outreach for the Lawyer Assistance Program.

OFFICE OF GENERAL COUNSEL

OVERVIEW

The Office of 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 subentities and programmatic clients.

Office Objectives

To provide legal advice to the State Bar’s Board of Trustees, executive staff, and subentities, and represent them in trial and appellate administrative proceedings and civil litigation. OGC provides advice and representation in various practice areas including admissions and discipline, governance, labor and employment, intellectual property, contracts, bankruptcy, collections, professional responsibility and ethics, antitrust, Bagley-Keene Open Meeting Act, California Public Records Act, legislation, rules, regulation, privacy, public accommodation, and real property. OGC also administer the Rule 2201 process, and the Complaint Review Unit (CRU), which handles requests for a “second look” from complainants who have had their matters closed by the Office of Chief Trial Counsel.

Organizational Chart



Fiscal Year 2020 Accomplishments

- The CRU consistently achieved its target of resolving an average of 60 “second-look” requests for review of OCTC closed cases, with a monthly average of [89] matters resolved. Additionally, the Complaint Review Unit maintained the turnaround time for completion of “second-look” reviews at or below 75 days.
- Continued to develop niche expertise within OGC in various substantive legal areas such as antitrust, bankruptcy, ethics, and privacy.
- Further developed Rule 2201 program, including recruitment of additional SDTCs, and coordinated with the SDTC Administrator on procedural matters such as updating case information in Odyssey Case Management System, obtaining automated reports of Odyssey data, reporting to the Regulation and Discipline Committee regarding the status of the cases, obtaining approval to retain new SDTCs, setting up training, and providing other support or resources as needed. In 2020, 189 complaints were referred by the Chief Trial Counsel to the SDTC Administrator, an increase from the 139 complaints that were referred in 2019, and a decrease from the 223 complaints that were referred in 2018.
- Expanded on its judgment and collections related work, which includes conducting and reviewing property search results, seeking the entry of new judgments for debtors with real property, filing abstracts for new judgments in the counties in which such real property is located, renewing judgments, and providing acknowledgments of satisfaction of judgment when there has been a payoff. OGC has also continued to work with the Office of Finance with implementing the Franchise Tax Board’s (FTB)
- Court-Ordered Debt (COD) Program and Interagency Intercept Collection (IIC) Program and responding to debtors regarding debt owed, ways to reduce the debt, and address legal challenges to debt collection.
- OGC also drafted proposed new statutory amendments to allow the State Bar to collect debt owed to the Client Security Fund that was not part of a disciplinary order

(i.e., non-court-ordered restitution) and to provide victims of attorney misconduct the right to seek a money judgment for court ordered restitution. These amendments became part of the fee bill and for the first time will allow the State Bar the ability to collect on over \$175 million in overdue debt and will allow victims of attorney misconduct the right to enforce CSF restitution orders.

Successfully defended two lawsuits challenging the October 2020 Bar Exam, (which was modified from its usual structure due to the COVID-19 pandemic). In *Gordon v. State Bar of California et al*, OGC successfully defended the legality of the State Bar’s program for limited in-person administration of the October 2020 Bar Exam to certain applicants who could not meet the remote testing criteria (including the disabled applicants who brought the lawsuit). In *Kohn v. State Bar of California*, OGC successfully defended the State Bar’s testing accommodations approval process and obtained a court finding of first impression that the State Bar enjoys sovereign immunity as to certain federal disability law claims.

Fiscal Year 2021 Projects and Objectives

- Complete/resolve an average of 60 Complaint Review Unit (CRU) cases per month.
- Attain a 90 percent of overall satisfaction rating from clients for services provided by the Office of General Counsel staff.
- Fully staff the vacant attorney positions.

2021 Budget by Expense Category

The total budget for the Office of General Counsel for 2021 is \$4.6 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of General Counsel.

Table 1: Expenses

	2020	2021	2022
Expense Category	Budget	Budget	Forecast
Personnel Costs	\$4,626,909	\$4,285,900	\$4,807,100
Building Operations	15,750	15,740	16,500
Services	189,500	189,500	192,300
Supplies	15,777	15,777	16,015
Equipment	14,058	14,000	14,210
Other Expenses	67,400	67,400	68,411
Total Expenses	\$4,929,394	\$4,588,317	\$5,114,536

Personnel

The Office of General Counsel employs 22.00 full-time employees. **Table 2** provides prior and current year staffing information for the Office of General Counsel.

Table 2: Staffing

Regular Status Status Fulltime Employees	2020 Budget	2021 Budget	2022 Forecast	2021 Budget	2022 Forecast
General Counsel	1.00	1.00	1.00	\$254,345	\$266,089
Deputy General Counsel	1.00	1.00	1.00	209,430	222,100
Attorney IV	3.00	3.00	3.00	536,119	556,287
Attorney III	7.00	9.00	10.00	1,416,121	1,600,165
Attorney II	3.00	1.00	1.00	134,244	142,214
Attorney I	1.00	0.00	0.00	-	-
Administrative Supervisor	1.00	1.00	1.00	103,052	104,481
Senior Paralegal	0.00	1.00	1.00	85,390	90,556
Senior Administrative Assistant	1.00	1.00	1.00	73,065	77,485
Legal Secretary III	1.00	1.00	1.00	83,654	84,524
Paralegal	1.00	0.00	0.00	-	-
Administrative Assistant II	3.00	2.00	3.00	140,068	211,792
Legal Secretary I	1.00	1.00	1.00	63,400	64,034
Total FTE	24.00	22.00	24.00	\$3,098,887	\$3,419,728

OFFICE OF CHIEF TRIAL COUNSEL

OVERVIEW

The Office of 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 investigating and pursuing complaints regarding the unauthorized practice of law, including filing 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 nonattorney staff. Together, OCTC's staff comprise 45 percent of the State 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 and by working proactively to prevent attorney misconduct;
- Aggressively seek to respond to the unauthorized practice of law by nonattorneys, coordinate with law enforcement partners to do so, and focus on protecting those victims who are the most vulnerable to harm;
- Prioritize 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;
- Ensure appropriate allocation of resources to address high priority cases;
- 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.

Organizational Chart



Fiscal Year 2020 Accomplishments

- Continued to prioritize cases posing the most significant public protection risk;
- Recruited and onboarded enough staff to add a new trial team to the Los Angeles office and did so remotely due to COVID-19 restrictions;
- Worked with the Office of Research & Institutional Accountability (ORIA) to develop meaningful and accurate statistical and management reports that allow better tracking of our inventory and focus our efforts on our public protection mission.
- Implemented recommended measures as directed by the Board of Trustees, to address racial disparities in the discipline system;
- Developed a case prioritization system for non-attorney unauthorized-practice-of-law cases.

Fiscal Year 2021 Projects and Objectives

- Continue to 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;
- Fully train newly onboarded staff and integrate them as fully functional employees;
- Along with ORIA, evaluate measures implemented to address disparities in the discipline system and further refine and expand, as necessary and appropriate;
- Continue to customize the new Odyssey Case Management System and adapt internal processes to leverage the enhanced capabilities of a modern case management system;
- Work to develop additional reports focused on monitoring the inventory, ensuring compliance with policies and procedures, and emphasizing our mission;
- Leverage lessons learned from biannual audits, appeals, stipulations, and other sources to reduce errors and increase compliance with policy.

2021 Budgeted Revenue

The total budget for the Office of Chief Trial Counsel for 2021 is \$45,000. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue. Office of Chief Trial Counsel. The primary sources of revenue are Ethics School and Client Trust Accounting fees.

Table 1: Source of Revenue by Fund

	2020	2021	2022
Fund	Budget	Budget	Forecast
General Fund			
Other Fees	\$42,346	\$40,000	\$40,000
Other Revenues	200,000	5,000	5,000
General Fund Total	242,346	45,000	45,000
Total Fund Sources	\$242,346	\$45,000	\$45,000

2021 Budget by Expense Category

The total budget for the Office of Chief Trial Counsel for 2021 is \$60.4 million, a decrease of \$2.9 million from prior year. This decrease occurs in personnel expense because a greater percentage of vacancies are assumed—7 percent compared to 5 percent. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Chief Trial Counsel.

Table 2: Expenses

	2020	2021	2022
Expense Category	Budget	Budget	Forecast
Personnel Costs	\$43,221,997	\$40,750,600	\$42,861,800
Building Operations	114,214	115,927	121,700
Services	605,800	532,953	541,100
Supplies	207,050	168,735	171,266
Equipment	175,755	178,391	181,067
Other Expenses	185,700	127,940	129,857
Payouts and Reimbursements	(1,200,000)	(1,200,000)	(1,200,000)
Indirect Costs	19,999,105	19,708,993	20,660,675
Total Expenses	\$63,309,621	\$60,383,539	\$63,467,465

Personnel

The Office of Chief Trial Counsel employs 278.90 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Chief Trial Counsel.

Table 3: Staffing

Regular Status Fulltime Employees	Positions			Salaries	
	2020 Budget	2021 Budget	2022 Forecast	2021 Budget	2022 Forecast
Administrative Assistant I	1.00	1.00	1.00	\$61,280	\$64,987
Administrative Assistant II	22.00	24.00	24.00	1,750,537	1,795,271
Administrative Supervisor	4.00	4.00	4.00	383,374	399,555
Assistant Chief Trial Counsel	6.00	5.00	5.00	995,008	1,055,206
Attorney	48.90	49.90	49.90	5,508,654	5,821,071
Chief Trial Counsel	1.00	1.00	1.00	263,222	266,833
Deputy Chief Trial Counsel	1.00	1.00	1.00	200,211	212,323
Investigator I	16.00	14.00	14.00	1,105,693	1,159,828
Investigator II	61.00	64.00	64.00	5,909,682	6,121,569
Investigator III	4.00	4.00	4.00	437,540	443,787
Legal Secretary II	16.00	16.00	16.00	1,184,911	1,221,334
Office Assistant II	4.00	4.00	4.00	215,064	225,157
Paralegal	18.00	19.00	19.00	1,521,158	1,565,983
Program Assistant II	19.00	19.00	19.00	1,196,069	1,231,181
Senior Administrative Assistant	5.00	4.00	4.00	330,234	332,941
Senior Attorney	33.50	31.00	31.00	4,548,497	4,710,723
Special Assistant Chief Trial Counsel	1.00	1.00	1.00	240,160	242,582
Supervising Attorney	14.00	15.00	15.00	2,648,406	2,706,386
Translator - Interpreter	2.00	2.00	2.00	169,304	174,952
Total FTE	277.40	278.90	278.90	\$28,669,002	\$29,751,669

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 State Bar Court impartially adjudicates matters filed by the Office of Chief Trial Counsel (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 reprimands may be issued. In regulatory matters, the State Bar Court adjudicates attorney reinstatements, matters where applicants for admission are challenging an adverse moral character determination, or challenges to the denial of certification for a lawyer referral service.

Hearing Department

The Hearing Department of the State Bar Court hears disciplinary cases brought by OCTC, 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 Rules 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.

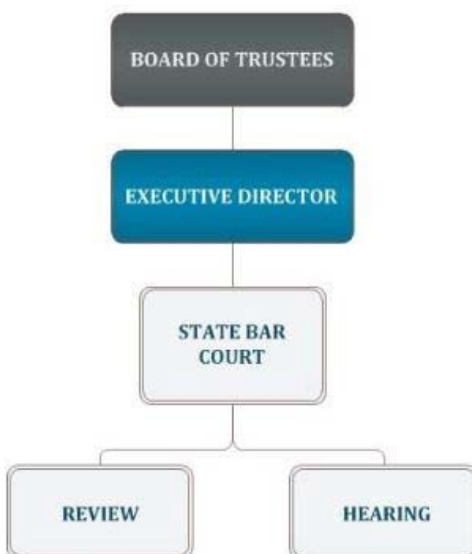
Effectuation Unit

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, including, for example, resignations without charges pending.

State Bar Court Objectives

- To hear and adjudicate cases fairly, correctly, and efficiently for the protection of the public, the courts, and the legal profession.
- To meet identified Court Performance Standards including but not limited to:
 - Achieve a caseload clearance ratio of 1:1, meaning the total number of cases closed each year is equivalent to the total number of cases filed.
 - Achieve “on time” case processing of 90 percent for Hearing and Review Department matters and 100 percent 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.

Organizational Chart



Fiscal Year 2020 Accomplishments

- Initiated remote (Zoom) court events, conducting over 1,000 events remotely.
- Implemented electronic submission of documents.
- Built and developed new statistical reports to manage the caseload of the State Bar Court.
- Revised, published, and implemented the Rules of Practice of the State Bar Court.
- Revised Decision Drafting Tools and Templates for consistency of processes and compliance with new rules.

Fiscal Year 2021 Projects and Objectives

- Build on the new Case Management System by launching forms/tokens that allow for data extracts from the system to autopopulate forms-creating efficiencies.
- Develop Rules of Procedure and Rules of Practice to support the implementation of e-filing.
- Launch e-filing which will reduce the carbon footprint while embracing a completely electronic paperless court.
- Launch State Bar Court Reporter (SBCR) online version to expand access to the content of the SBCR to members, law schools, law firms and other entities.
- Launch Court Performance Standards User Survey that is focused in five performance areas: Access to Justice; Equality, Fairness and Integrity; Expedition and Timeliness; Independence and Accountability; Effectiveness and Quality.

2021 Budgeted Revenue

The total revenue budget for State Bar Court for 2021 is \$4,000. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for State Bar Court. The revenue is

comprised of State Bar Court Reporter subscriptions, along with CD sales, rules booklet sales, certification fees, and photocopies.

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Other Revenues	\$20,542	\$4,000	\$4,000
General Fund Total	20,542	4,000	4,000
Total Fund Sources	\$20,542	\$4,000	\$4,000

2021 Budget by Expense Category

The total budget for State Bar Court for 2021 is \$13.9 million. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for State Bar Court.

Table 2: Expenses

Expense Categories	2020 Budget	2021 Budget	2022 Forecast
Personnel Costs	\$7,946,892	\$7,864,486	\$8,137,100
Building Operations	80,511	83,275	87,500
Services	50,125	299,570	304,100
Supplies	81,500	51,655	52,431
Equipment	35,713	51,350	52,122
Other Expenses	169,900	118,514	120,294
Indirect Costs	5,325,369	5,391,512	5,662,507
Total Expenses	\$13,690,010	\$13,860,362	\$14,416,054

Personnel

State Bar Court employs 42.00 full-time employees. **Table 3** provides prior and current year staffing information for State Bar Court.

Table 3: Staffing

	Positions			Salaries	
	2020 Budget	2021 Budget	2022 Forecast	2021 Budget	2022 Forecast
Attorney	0.00	1.00	1.00	\$121,292	\$128,630
Court Counsel	1.00	1.00	1.00	195,092	206,895
Court Specialist	12.00	12.00	12.00	1,045,938	1,080,634
Hearing Judge	5.00	5.00	5.00	929,528	938,824
Legal Secretary II	1.50	2.00	2.00	149,444	154,460
Presiding Judge	1.00	1.00	1.00	203,571	205,606
Program Analyst	1.00	2.00	2.00	186,024	196,340
Program Director III	1.00	1.00	1.00	204,847	216,977
Program Manager II	1.00	1.00	1.00	143,851	149,212
Program Specialist	1.00	1.00	1.00	81,532	82,701
Program Supervisor	3.00	3.00	3.00	329,804	349,757
Review Judge	2.00	2.00	2.00	407,141	411,212
Senior Administrative Assistant	3.00	2.00	2.00	151,838	157,000
Senior Attorney	6.00	6.00	6.00	927,136	957,876
Supervising Attorney	2.00	2.00	2.00	368,129	371,810
Total FTE	40.50	42.00	42.00	\$5,445,167	\$5,607,935

MISSION ADVANCEMENT & ACCOUNTABILITY DIVISION

OVERVIEW

The Mission Advancement & Accountability Division (MAAD), made up of Secretariat (formerly known as Board Support), Legislative Affairs, and the Office of Research & Institutional Accountability, is responsible for ensuring the implementation of the mission and long-term vision of the State Bar in coordination with the Board of Trustees, State Bar leadership and staff, stakeholders, and other interested parties. MAAD is also responsible for managing the strategic research agenda for the State Bar and producing business intelligence for the Board of Trustees and State Bar leadership. Among other functions, MAAD is responsible for:

- Board and Committee support—providing direct and indirect support and staffing to the Board and numerous Board Committees. Direct support involves all phases of staff support for the Board, the Regulation and Discipline Committee, and the Board Executive Committee, including development and posting of agendas, ensuring compliance with the Bagley-Keene Open Meetings Act, and managing public comment. Staff also provide orientation and training to new members of the Board and ensure compliance of Trustees with administrative requirements. MAAD also manages the application process for volunteers seeking to become members of State Bar subentities—including the Committee of Bar Examiners, Committee on Professional Responsibility and Conduct, Client Security Fund Commission, and California Board of Legal Specialization. MAAD staff update information related to openings on State Bar subentities, solicit applications and otherwise assist in the nominations process.
- Judicial Nominees Evaluation (JNE) Commission—staffing the JNE Commission requires ongoing support for the evaluation of judicial nominees and coordination with the Office of the Governor. The JNE Commission consists of approximately 30 members who meet every other month to consider a list of names submitted by the governor’s office for appointment to the California State judiciary. MAAD staff provide direct and indirect support to JNE commissioners, training new commissioners, organizing interviews with nominees, reviewing and editing candidate reports, documenting decisions made at JNE meetings, and coordinating the work of the JNE Commission with the governor’s office. The work of the JNE Commission is conducted in strict confidence and involves periodic reviews of JNE decisions by the Review Committee of JNE when a nominee wishes to contest a Not Qualified rating from the full JNE Commission;
- Legislative Liaison—tracking legislation that may affect the State Bar and working with State 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 State Bar, the Legislature, and governor’s office. In collaboration with the Board Executive Committee, securing consensus on policy priorities for the State Bar to pursue in the legislative session. Communicating annual legislative changes to affected State Bar staff; responding to requests for information and support from legislative staff and members of the Legislature as part of their

constituent services.

- Strategic Research, Analysis, and Data Management—overseeing the design and implementation of numerous research projects on the discipline system, admissions, and the population of licensed attorneys, managing the contracts of external researchers, and producing ongoing management reports on the operation of the State Bar including metrics reported to the Board of Trustees. In addition to large-scale, complex research related to the attorney discipline system and admissions—for example, ongoing work on disproportionate discipline and the California Attorney Practice Analysis—MAAD staff in the Office of Research & Institutional Accountability serve an internal research consulting function, producing business intelligence, providing detailed management reports to the Office of Chief Trial Counsel and conducting ad hoc and ongoing research on staff engagement among other topics.

Division Objectives

- Provide effective staff support to the Board of Trustees, Regulation and Discipline Committee, and Board Executive Committee, and support continuous improvement in the Board's operations and governance;
- 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, complies with existing Board policies and statutory requirements and produces an applicant pool that is broadly diverse and representative of the state's population.
- Ensure that the State Bar is compliant with statutory and rule mandates through oversight of an operational and policy compliance function;
- Track legislative developments that affect the State Bar, provide assistance to legislators inquiring of the State Bar on behalf of constituents, and advance the State Bar's proactive legislative priorities;
- Provide ongoing reports to the Office of Chief Trial Counsel (OCTC) to allow for the monitoring of caseload and tracking of the efficacy and efficiency of OCTC practices, including periodic measurement of OCTC workload;
- Conduct research and manage projects related to Board of Trustees directives on critical aspects of the State Bar's work, including disproportionate discipline, risk-based regulation, and the administration of the Bar Exam; and
- Ensure that the State Bar uses best practices in data collection, data analytics and outcome evaluation to monitor, evaluate, and report on its performance.

Organizational Chart



Fiscal Year 2020 Accomplishments

- Successfully managed the recruitment of two State Bar Court judges whose terms expired in October 2020, coordinating the solicitation, review, interview, and selection of applicants including all aspects of communication with the Supreme Court and office of the Speaker of the Assembly;
- Produced the first Report Card on the Diversity of California’s Legal Profession using data collected through the Attorney Census;
- Refined the data collection for the Attorney Census and updated the Attorney Census on the MyStateBar webpages;
- Provided data on attorney demographics for various presentations on the demographic make-up of the attorney population including presentations to the State Legislature, Board of Trustees, and for the 2nd Annual Diversity Summit;
- Served as staff to the Governance in the Public Interest Task Force and produced the report on Risk-Based Regulation mandated under Business and Professions Code Section 6001.2(b);
- Continued the documentation of essential data elements contained within Odyssey and continued to refine data extraction routines necessary to produce the Annual Discipline Report for 2020;
- Finalized the work of the California Attorney Practice Analysis Working Group, producing recommendations that were delivered to the Board of Trustees and resulted in the creation of a Blue Ribbon Commission on the California Bar Exam;
- Developed recommendations to address findings related to disproportionate discipline by race/ethnicity, and coordinated the implementation of the recommendations;
- Worked with the Board of Trustees to identify and pursue legislative priorities in 2020;
- Finalized the rewriting of the Board of Trustees Policy Manual (Board Book), documenting the rules and procedures, and policies of the Board of Trustees;
- Continued refining new Agenda Item templates for meetings of the Board of Trustees;
- Developed online compliance training for new Trustees including training on Bagley-Keene Open Meeting laws, Conflicts of Interest, Antitrust, and the California Public Records Act;
- Staffed JNE Commission Meetings and RJNE Commission meetings, completed evaluation of all applicants to judgeships and review of candidates by RJNE;

- Organized onboarding and training of new Trustees appointed in September 2020; and
- Organized and staffed 12 meetings of the Board of Trustees.

Fiscal Year 2021 Projects and Objectives

- Continue work to mitigate and, if possible, eliminate disproportionate discipline and continue reporting on the status of this work to the Board of Trustees;
- Launch a web portal with data on the demographics of the attorney population;
- Launch and provide staff support to the Ad Hoc Commission on the Discipline System;
- Provide research and analytic support to the Blue Ribbon Commission on the Future of the California Bar Exam;
- Conduct data analysis and report findings on reasons that attorneys transfer to Inactive status;
- Continue supporting active communication with Trustees;
- Produce statutorily required reports including the Annual Discipline Report;
- Produce ongoing reports reflecting new State Bar metrics; and
- Identify legislative priorities for 2021, secure consensus from the Board on which priorities to advance, and work to support their passage in the 2021 legislative session.

2021 Budgeted Revenue

The total revenue budget for the Mission Advancement & Accountability Division for 2021 is \$756,300. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for the Mission Advancement & Accountability Division. Revenue derives primarily from voluntary fees to Legislative Activities paid through the fee statement.

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Other Revenue	\$15,000	\$0	\$0
General Fund Total	15,000	-	-
Legislative Activities			
Voluntary Fees & Donations	775,000	750,000	750,000
Other Revenue	11,167	6,300	6,300
Legislative Activities Total	786,167	756,300	756,300
Total Fund Sources	\$801,167	\$756,300	\$756,300

2021 Budget by Expense Category

The total budget for the Mission Advancement & Accountability Division for 2021 is \$3.4 million. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for the Mission Advancement & Accountability Division.

Table 2: Expenses

	2020	2021	2022
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$2,879,260	\$2,558,200	\$2,992,800
Building Operations	12,827	6,480	6,900
Services	580,900	362,450	367,800
Supplies	76,655	50,302	51,057
Equipment	22,892	13,350	13,551
Other Expenses	426,600	136,400	138,448
Exam Related Expenses	100	-	-
Indirect Costs	974,501	275,974	350,837
Total Expenses	\$4,973,736	\$3,403,156	\$3,921,393

Personnel

Mission Advancement & Accountability Division employs 15.35 full-time employees. **Table 3** provides prior and current year staffing information for Mission Advancement & Accountability Division.

Table 3: Staffing

	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Administrative Assistant II	2.00	1.00	1.00	\$75,909	\$76,668
Administrative Supervisor	0.00	0.75	0.75	71,943	76,177
Attorney II	0.00	0.00	1.00	-	122,505
Attorney IV	1.00	1.00	1.00	184,064	185,905
Chief Mission Officer	1.00	1.00	1.00	226,410	240,108
Executive Director	0.10	0.10	0.10	25,375	25,629
Principal Program Analyst	3.00	2.00	2.00	282,990	283,463
Program Analyst	2.00	4.00	5.00	359,025	472,665
Program Coordinator	3.50	3.00	3.00	230,367	244,305
Program Director II	1.00	1.00	1.00	169,422	179,672
Senior Program Analyst	2.50	1.50	1.50	166,138	170,442
Total FTE	16.10	15.35	17.35	\$1,791,644	\$2,077,538

PROGRAMS DIVISION

OVERVIEW

The Programs Division comprises the Office of Admissions, Office of Attorney Regulation & Consumer Resources, Office of Access & Inclusion, Office of Professional Competence, and Office of Professional Support & Client Protection (Client Security Fund, Lawyer Assistance Program, and Probation).

2021 Budget by Expense Category

The budget for the Programs Division for 2021 is zero due to the suspension of one position.

Table 1 provides detailed and comparative information regarding budgeted 2021 expenses for the Programs Division.

Table 1: Expenses

Expense Categories	2020 Budget	2021 Budget	2022 Forecast
Personnel Costs	\$213,767	\$0	\$281,900
Building Operations	176	-	-
Services	100	-	-
Grants Expenses	1,527	-	-
Supplies	55	-	-
Equipment	30,000	-	-
Other Expenses	103,063	-	-
Total Expenses	\$348,689	\$0	\$281,900

Personnel Requirements

The Programs Division employs has no budgeted positions for 2021, due to deferred hiring. Expenses for the Chief of Programs are generally allocated to each office within the Programs Division. The Deputy Chief of Programs, converted from the vacant Principal Program Analyst position, will be hired in 2022. **Table 2** provides prior and current year staffing information for the Programs Division.

Table 2: Staffing

	Positions			Salaries	
	2020 Budget	2021 Budget	2022 Forecast	2021 Budget	2022 Forecast
Principal Program Analyst	1.00	0.00	0.00	\$0	\$0
Deputy Chief of Programs	0.00	0.00	1.00	-	202,213
Total FTE	1.00	0.00	1.00	\$0	\$202,213

OFFICE OF ADMISSIONS

The Office of Admissions is responsible for all activities pertaining to the admission of law school graduates to the practice of law in California. Its principal activities include developing, administering, and grading the California Bar Exam and the First-Year Law Students' Exam, as well as conducting moral character investigations. The office also carries out responsibilities for accreditation and registration of non-ABA approved California law schools. The Office of Admissions administers programs to allow lawyers licensed in other jurisdictions, or law students to practice in certain defined, limited areas, as well as programs to certify specialists in areas of legal practice. In 2020, the office developed a new program for the provisional licensure of recent law graduates and others.

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, which includes the preparation of agenda items for applicants appealing staff determinations to the Committee of Bar Examiners.

Operations and Management

The Operations and Management (O & M) unit is responsible for fiscal control and budgeting pertaining to the administration of the First-Year Law Students' Exam and the California Bar Exam, as well as contracting for facilities for in person examinations. This includes the intake and posting of all fees collected from applicants for the registration, examination, and moral character applications. O & M is also responsible for the day-to-day operations revolving around the determination of eligibility to take an exam. Oversight of the special admissions program includes processing applications for Pro Hac Vice and Out-of-State Attorney Arbitration Counsel; for foreign legal consultants, registered in-house counsel, registered legal aid attorneys, registration for attorneys who are married to members of the military deployed in California and the new provisional licensure program. These programs enable attorneys from other jurisdictions, among others, 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.

Examination Grading

Staff in this area is responsible for ensuring that exams 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 are 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, conducting informal conferences for applicants when appropriate, and preparing all necessary material for applicants electing to petition the Committee of Bar Examiners for review of staff determinations.

Educational Standards

Staff in this area are responsible for the registration of unaccredited law schools and the accreditation of law schools in California. The work of this unit includes reviewing and responding to applications for registration and accreditation, developing reporting criteria, monitoring law schools' continued compliance with rules and statutes through analysis of annual reports and law school monitoring visits, and recommending action in cases of noncompliance.

Legal Specialization

Staff in this area process applications for certification and recertification of attorneys as specialists, including processing legal specialist continuing legal education compliance; this program allows attorneys to earn the designation of certified specialist in specific areas of law. Staff also process applications from outside entities seeking permission to certify specialists in California and applications from educational providers seeking to offer legal specialist continuing legal education credit for their courses. Staff also coordinate the examination consultants and subject matter experts who create and grade legal specialist examinations.

Office 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 Exam, two administrations of the First-Year Law Students' Exam and one biennial administration of the Legal Specialization Exam in accordance with best practices in the development and administration of licensing exams.
- Determine that applicants possess the moral character required for admission.
- Ensure that accredited and registered unaccredited law schools adhere to established legal education standards and rules.
- Certify as certified specialists in designated areas of practice attorneys who have satisfied established standards of experience, training and competence, including passing a specialization exam.
- 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 2020 Accomplishments

- Conducted approximately 150 staff-led informal conferences and facilitated 20 administrative reviews conducted by the Committee of Bar Examiners to render moral character determinations.
- Finalized the review of the moral character process, including developing publicly accessible guidelines for analyzing the impact of certain conduct and efforts toward rehabilitation.
- Completed a Decisional Law Library, which is an outline of legal opinions on moral character cases to ensure consistency in the process.
- Provided training to the Committee of Bar Examiners on the Lawyer Assistance Program and the role of rehabilitation in moral character determinations.
- Created new Apprentice Examination Development and Grading (EDG) Team trained to assist the EDG Team in key exam development and grading areas.
- Adapted traditional in-person exam development and grading meetings to secure virtual meeting formats.
- Expanded diversity in the grader pool and instituted implicit bias training for all examination graders.
- Finalized Proposed Revised Accredited Law School Rules and circulated them for public comment.
- Accredited online law schools for the first time.
- Transitioned two noncompliant accredited schools to unaccredited status.
- Transitioned two schools from ABA-approved status to California accredited status.
- Expanded demographic data collection to better study law student retention
- Undertook a record number of inspections in a single year.

- Conducted a grading study of the 2019 Legal Specialist Examination
- Rapidly adapted to the Supreme Court's order stemming from the pandemic to offer all examinations online.
- Following direction from the California Supreme Court, developed rules for a Provisional Licensure Program, sought public comment, developed the IT infrastructure to support the program, and stood up the program in a matter of months.

Fiscal Year 2021 Projects and Objectives

- Timely conduct moral character reviews; conduct staff-led informal conferences; and facilitate administrative reviews by the Committee of Bar Examiners.
- Provide training to the Committee of Bar Examiners on topics relevant to moral character determinations.
- Identify and implement improvements and efficiencies in the processing of testing accommodations petitions, while maintaining a system that considers the need to make determinations on a case-by-case basis.
- Reduce time for grading bar exams.
- Finalize the revisions to the Accredited Law School Rules, creating resources for the public and for law schools.
- Analyze expanded demographic data for law school reporting to assess attrition trends and other outcomes and continue to expand data collected.
- Address identified instances of noncompliance with accreditation and registration requirements.
- Review bar exam eligibility requirements for students earning a first foreign degree in law.
- Administration of the 2021 Legal Specialist Exam, with a plan to be administered remotely.
- Procure and deploy an online, question item banking and development system for the Legal Specialist Exam.
- Improve upon the administration of the remote exam.
- Timely and accurately determine eligibility for provisional licensure.

2021 Budgeted Revenue

The total revenue budget for the Office of Admissions for 2021 is \$21.7 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for the Office of Admissions. Revenue derives primarily from Examination Fees followed by Other Revenue.

Table 1: Source of Revenue by Fund

	2020	2021	2022
Fund	Budget	Budget	Forecast
Admissions			
Other Fees	\$8,737,954	\$8,808,852	\$8,728,349
Exam Fees	13,889,080	12,785,930	12,785,930
Grants	1,000	100	100
Other Revenues	2,000	-	-
Investment Income	387,084	162,800	162,800
Total Fund Sources	\$23,017,119	\$21,757,682	\$21,677,179

2021 Budget by Expense Category

The total budget for the Office of Admissions for 2021 is \$26.5 million. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Admissions.

Table 2: Expenses

	2020	2021	2022
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$8,742,873	\$8,979,600	\$9,425,100
Building Operations	109,123	77,500	81,600
Services	1,793,150	2,759,324	2,800,300
Supplies	185,457	102,578	104,121
Equipment	442,818	483,211	490,463
Other Expenses	604,500	434,406	440,924
Exam Related Expenses	7,005,170	6,878,223	6,981,400
Indirect Costs	5,676,175	6,814,336	7,170,288
Total Expenses	\$24,559,265	\$26,529,178	\$27,494,196

2021**Interfund Transactions**

Table 3 below provides comparative information regarding the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

	2020	2021	2022
	Budget	Budget	Forecast
Interfund Transfers Out	\$825,000	\$100,000	\$100,000
Interfund Transfers In	100,000	100,000	100,000
Total Interfund Transactions	\$925,000	\$200,000	\$200,000

Personnel

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

Table 4: Staffing

	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Administrative Assistant I	2.00	2.00	2.00	\$128,357	\$132,638
Administrative Assistant II	3.00	2.00	2.00	151,818	153,336
Administrative Supervisor	1.00	2.00	2.00	176,698	187,389
Attorney	1.00	1.00	1.00	105,064	111,420
Chief Programs Officer	0.15	0.15	0.15	33,034	35,033
Fiscal Services Specialist	1.00	1.00	1.00	80,682	82,668
Investigator I	4.00	3.00	3.00	230,359	244,296
Investigator II	5.00	5.00	5.00	449,320	468,776
Investigator III	0.00	1.00	1.00	93,384	99,034
Office Assistant II	4.00	4.00	4.00	217,843	230,437
Office Assistant III	1.00	1.00	1.00	71,907	71,907
Principal Program Analyst	1.00	1.00	1.00	147,726	147,726
Program Analyst	3.00	6.00	6.00	532,470	564,685
Program Assistant II	9.00	7.00	7.00	429,851	446,437
Program Assistant III	6.00	3.00	3.00	221,048	223,258
Program Coordinator	1.00	2.00	2.00	177,023	183,121
Program Director I	1.00	1.00	1.00	168,653	178,857
Program Director III	1.00	1.00	1.00	207,704	217,219
Program Manager I	3.00	3.00	3.00	388,439	406,844
Program Manager III	1.00	1.00	1.00	159,134	160,726
Program Specialist	6.00	12.00	12.00	896,728	940,504
Program Supervisor	7.00	7.00	7.00	815,916	847,839
Senior Administrative Assistant	3.00	3.00	3.00	218,952	229,794
Total FTE	64.15	69.15	69.15	\$6,102,111	\$6,363,943

OFFICE OF ATTORNEY REGULATION & CONSUMER RESOURCES

OVERVIEW

The Office of Attorney Regulation & 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 various administrative requirements, including requirements for continuing legal education. The office also operates the State Bar’s call center, handling calls from those wishing to make a complaint against an attorney, attorneys with questions about their fees or MCLE requirements, applicants inquiring about registering for the bar examination, and other calls.

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 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 and other requirements related to annual license renewal, Minimum Continuing Legal Education regulation, and Law Corporation and Limited Liability Partnership certification.

Organizational Chart



Fiscal Year 2020 Accomplishments

- Completed development of and launched in December 2020 the new MCLE Provider Management Program. This online system for MCLE Providers to report MCLE attendance records will make annual MCLE compliance determination easier, will significantly improve audit capabilities, and will help to ensure that attorneys complete MCLE as required, enhancing public protection.
- Incorporated ongoing fingerprinting compliance tracking into ARCR's routine activities for those licensees that are newly subject to the requirement as part of their transition to active status.
- Transitioned the call center to a 100 percent "remote access" operation, adapting to pandemic stay-at-home orders.
- Participated as a pilot group to launch newly acquired Business Continuity Plan software.

Fiscal Year 2021 Projects and Objectives

- Perform coordinated outreach and customer service needed to maximize MCLE Provider participation in newly launched Provider Management Program for the regular upload of MCLE attendance records.
- Develop an enhanced online MCLE Compliance reporting tool to leverage the MCLE attendance data that is now being reported by Providers.
- Continue improvements to the online Law Corporation and Limited Liability Partnership Renewal program so that it's ready for launch by summer 2021, for the LLP renewal cycle.
- Develop and implement the technological improvements needed to collect and display mandatory and discretionary licensee record data, as put forth in newly revised State Bar Rule 2.2 pertaining to the "Licensee Record." (This project was deferred from 2020.)

2021 Budgeted Revenue

The total revenue for the Office of Attorney Regulation & Consumer Resources for 2021 is \$803,000. Revenue is made up primarily of Late Compliance Fees, MCLE fees, and fees for Certificates of Standing.

Table 1: Source of Revenue by Fund

	2020	2021	2022
Fund	Budget	Budget	Forecast
General Fund			
Other Fees	\$1,022,661	\$803,000	\$803,000
Other Revenue	10,168	-	-
General Fund Total	1,032,829	803,000	803,000
Total Fund Sources	\$1,032,829	\$803,000	\$803,000

2021 Budget by Expense Category

The total budget for the Office of Attorney Regulation & Consumer Resources for 2021 is \$6.1 million. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Attorney Regulation & Consumer Resources.

Table 2: Expenses

Expense Categories	2020 Budget	2021 Budget	2022 Forecast
Personnel Costs	\$3,703,206	\$3,626,900	\$3,706,400
Building Operations	12,817	12,000	12,600
Services	113,400	113,000	114,700
Supplies	122,737	107,850	109,469
Equipment	7,880	9,100	9,237
Other Expenses	4,000	1,400	1,421
Indirect Costs	1,572,831	2,252,303	2,356,446
Total Expenses	\$5,536,871	\$6,122,553	\$6,310,273

Personnel

The Office of Attorney Regulation & Consumer Resources employs 29.15 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Attorney Regulation & Consumer Resources.

Table 3: Staffing

	Positions			Salaries	
	2020 Budget	2021 Budget	2022 Forecast	2021 Budget	2022 Forecast
Chief Programs Officer	0.15	0.15	0.15	\$33,034	\$35,033
Program Analyst	2.00	1.00	1.00	102,901	104,489
Program Assistant II	3.00	3.00	3.00	186,654	196,332
Program Assistant III	5.00	4.00	4.00	273,555	282,664
Program Coordinator	4.00	4.00	4.00	345,630	358,980
Program Director II	1.00	1.00	1.00	177,893	188,656
Program Manager II	1.00	1.00	1.00	134,768	142,921
Program Specialist	2.00	2.00	2.00	163,764	165,402
Program Supervisor	4.00	4.00	4.00	456,452	478,924
Public Service Representative II	4.00	5.00	5.00	289,030	302,166
Public Service Representative III	4.00	3.00	3.00	185,621	193,486
Senior Program Analyst	0.00	1.00	1.00	94,709	100,439
Total FTE	30.15	29.15	29.15	\$2,444,012	\$2,549,491

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 and that the State Bar's diversity and inclusion goals are advanced. The programs administered by the office are supported by a combination of General Fund, grants, and voluntary contributions.

Access to Justice

OA&I works to expand, support, and improve the delivery of legal services to low- and moderate- income Californians, and develops and administers a range of programs that support and promote the direct 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. These efforts also include encouraging increased pro bono participation and 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. OA&I also coordinates a statewide Disaster Legal Services Response network and cosponsors a comprehensive, statewide legal services conference 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 rates comparable to non-IOLTA accounts, and that attorneys are meeting their ethical obligations to hold 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 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 the National Mortgage Settlement Fund for homelessness prevention legal assistance and bank settlements with the U.S. Department of Justice for foreclosure prevention and community development legal services. These grants fund the provision of free legal services to low-income Californians through several programs—some of which distribute funds according to a statutory formula and some of which are discretionary subject to programmatic guidelines.

Diversity and Inclusion

OA&I works on programs and initiatives designed to promote diversity and inclusion efforts in the legal profession including efforts to support pipeline into the profession beginning in law school, retention and advancement in the profession, and elimination of bias in the practice of law. OA&I also partners with other offices on diversity and inclusion initiatives and is the primary staff to the Council on Access and Fairness (COAF). The activities in this area are driven by the Board of Trustees' diversity and inclusion goals and objectives and are funded primarily through voluntary contributions to the State Bar.

Office Objectives

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

Organizational Chart



Fiscal Year 2020 Accomplishments

Access to Justice

- Worked closely with financial institutions holding the largest IOLTA accounts to negotiate the best possible interest rates and ensure they were providing rates on IOLTA accounts comparable to similar products, resulting in a less steep IOLTA revenue decrease for 2020 than anticipated, even in a challenging rate environment.
- Further developed a new Leadership Bank Program to encourage banks to pay higher interest rates on IOLTA accounts and recognize those that do.
- Hosted a Homelessness Prevention Funding Convening to gather thought leaders and experts to promote conversation and collaboration in helping California's legal aid community develop high-impact and innovative projects utilizing the \$31 million from the National Mortgage Settlement fund to address the impending eviction crisis.
- Developed grant applications for the distribution of the additional \$31 million in Homelessness Prevention Funding.
- Partnered with the California Commission on Access to Justice in its new status as an independent nonprofit entity, including through the development of a Justice Map highlighting where legal services are available across California.
- Developed new procedures for conducting remote audits for IOLTA grantees given COVID-19 restrictions.

Diversity & Inclusion

- Published the State Bar’s “First Annual Report Card on the Diversity of California’s Legal Profession,” providing baseline data on the diversity and workplace satisfaction of California’s attorney population across multiple demographic groups and employment sectors.
- Convened two sector specific diversity summits (the private sector and the nonprofit sector) to discuss the State Bar’s diversity report card as it relates to the specific sector, and to discuss issues and solution specific to the sector, allowing for more in-depth data and for stakeholders in each sector to have more opportunity to engage in the data and discuss.
- Developed a follow-up law school retention survey to identify programs to improve retention of diverse student and researched best practices at law schools. Assisted the Office of Admissions in reviewing processes and procedures related to bar exam question development and grading analyses and made recommendations to conduct these activities with a diversity and inclusion lens, including requiring implicit bias training for all staff and graders.
- Provided feedback to the Office of Admissions on proposed rules and guidelines for California-accredited and unaccredited law schools.
- Modified the Elimination of Bias (EOB) Minimum Continuing Legal Education (MCLE) requirements to include implicit bias training and to increase the number of EOB MCLE from one hour to two hours.
- Revised the State Bar brochure “Want to be a Lawyer?” and developed an outreach video to support early pipeline efforts.

Fiscal Year 2021 Projects and Objectives

- Make significant progress to codify current grant administration practices, procedures, and policies to bring greater transparency and consistency to the grant making and grant administration process.
- Engage and increase the number of Leadership Banks to increase IOLTA revenue for distribution to legal services providers and publicize that participation.
- Continue to monitor interest payments and fluctuations in interest rates to ensure financial institutions pay interest on IOLTA accounts at rates above or required by statute, in a difficult rate environment.
- Implement and execute the diversity and inclusion objectives adopted by the Board of Trustees.
- Continue exploration of options to increase access through licensing of paraprofessionals.
- Identify opportunities for coordination and collaboration to improve the delivery of legal services to veterans in California.
- Develop a pro bono strategy for the State Bar to support and increase pro bono statewide.
- Host Diversity Summits.
- Conduct a survey to understand the impact of the pandemic on diversity and inclusion

efforts.

- Partner with ORIA to produce the 2021 Diversity Report Card.
- Develop resources like a best practice guide to support law school efforts to retain diverse students.
- Explore strategies to increase recruitment and retention of legal aid attorneys.

2021 Budgeted Revenue

The total revenue for the Office of Access & Inclusion for 2021 is \$80 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for the Office of Access & Inclusion. The \$2.2 million increase compared to 2020 is driven primarily by Client Trust Account revenue.

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Other Fees	\$ -	\$ -	\$ -
Other Revenues	68,787	-	-
General Fund Total	68,787	-	-
EOB & Bar Relations			
Voluntary Fees & Donations	320,000	320,000	320,000
Other Revenues	2,619	-	-
Investment Income	4,334	2,800	2,800
EOB & Bar Relations Total	326,952	322,800	322,800
Equal Access			
Grants	31,263,500	53,386,210	53,386,210
Investment Income	18,800	18,000	18,000
Equal Access Total	31,282,300	53,404,210	53,404,210
Justice Gap			
Voluntary Fees & Donations	856,700	1,500,000	1,500,000
Investment Income	66,500	30,600	30,600
Justice Gap Total	923,200	1,530,600	1,530,600
Legal Services Trust			
Voluntary Fees & Donations	3,800,000	6,400,000	6,400,000
Grants	40,413,543	18,000,000	18,000,000
Other Revenues	157,253	-	-
Investment Income	720,000	196,400	196,400
Legal Services Trust Total	45,090,796	24,596,400	24,596,400
Bank Settlement Fund			
Grants	285	-	-
Investment Income	69,100	170,500	170,500
Bank Settlement Fund Total	69,385	170,500	170,500
Total Fund Sources	\$ 77,761,421	\$ 80,024,510	\$ 80,024,510

2021 Budget by Expense Category

The total budget for the Office of Access & Inclusion for 2021 is \$64.6 million. **Table 2** provides detailed and comparative information regarding budgeted expenses for 2021 for the Office Access & Inclusion.

Table 2: Expenses

	2020	2021	2022
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$2,874,717	\$2,410,300	\$2,953,200
Building Operations	20,296	18,705	19,600
Services	541,153	779,586	791,300
Grants Expenses	98,463,237	59,785,249	59,785,249
Supplies	19,244	19,127	19,415
Equipment	16,280	10,669	10,831
Other Expenses	459,600	60,200	61,110
Indirect Costs	1,178,381	1,530,724	1,784,037
Total Expenses	\$103,572,909	\$64,614,560	\$65,424,742

2021

Interfund Transactions

Table 3 below provides comparative information regarding the amount of transfers to or from other operation areas. The transfers below are funds moving from the Justice Gap Fund to the Equal Access Fund.

Table 3: Interfund Transactions

	2020	2021	2022
	Budget	Budget	Forecast
Interfund Transfers Out	\$1,000,000	\$1,500,000	\$1,500,000
Interfund Transfers In	1,150,000	1,500,000	1,500,000
Total Interfund Transactions	\$2,150,000	\$3,000,000	\$3,000,000

Personnel

The Office of Access & Inclusion employs 16.15 full-time employees. **Table 4** provides prior and current year staffing information for the Office of Access & Inclusion.

Table 4: Staffing

	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Chief Programs Officer	0.15	0.15	0.15	\$33,034	\$35,033
Program Analyst	2.00	2.00	2.00	172,198	182,616
Program Coordinator	1.00	1.00	1.00	90,928	91,887
Program Director II	1.00	1.00	1.00	171,552	181,931
Program Specialist	2.00	1.00	2.00	81,327	155,067
Program Supervisor	3.00	3.00	3.00	371,617	378,661
Senior Financial Analyst	1.00	2.00	2.00	199,168	211,218
Senior Program Analyst	9.00	6.00	8.00	613,745	848,171
Total FTE	19.15	16.15	19.15	\$1,733,570	\$2,084,583

OFFICE OF PROFESSIONAL COMPETENCE

OVERVIEW

The Office of Professional Competence (OPC) administers the State Bar's attorney professional responsibility programs and resources. These activities facilitate awareness of and compliance with disciplinary standards and other attorney conduct duties. OPC also administers the Mandatory Fee Arbitration Program that implements a statutory requirement to provide an alternative dispute resolution forum for attorney-client fee disputes. Beginning in 2020, responsibility for certification of Lawyer Referral Services was also transitioned to OPC from the Office of Access & Inclusion.

Ethics Hotline

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

Committee Support

Staff provides support to other special task forces and ad hoc committees, such as the Rules Revision Commission (RRC), and the Closing the Justice Gap Working Group (CTJG) which was appointed by the Board in November 2020. As a regular responsibility, staff provides support for the Committee on Professional Responsibility and Conduct (COPRAC).

Outreach & Education

Staff participates in and coordinates outreach and educational activities that raise awareness of professional responsibility compliance issues, including issues arising from the new Rules of Professional Conduct. Awareness of legal ethics compliance issues contributes to competent representation of clients. In addition, staff oversees the State Bar's e-learning educational initiatives, including the New Attorney Training Program, training on the new Rules of Professional Conduct, training for probationers, and other trainings to be developed in 2021 and future years.

Mandatory Fee Arbitration

OPC administers the Mandatory Fee Arbitration Program, pursuant to Business and Professions Code sections 6200-6206, which manages arbitration cases of attorney-client disputes over legal fees. The program also assists local bar association's fee arbitration programs with training, development of rules and fee schedules, and educational content. In addition, it assists clients in enforcing those awards where an attorney has been ordered to return unearned fees to the client but fails to do so.

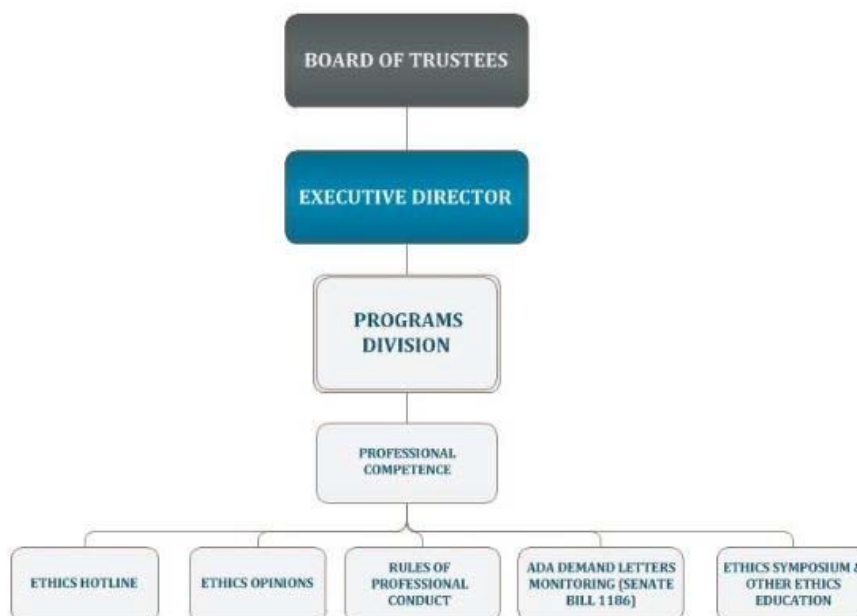
Lawyer Referral Service Certification

In 2020, the Office of Professional Competence assumed responsibility for the administration of the Lawyer Referral Service Certification Program. The State Bar has enforcement authority over lawyer referral activity in California pursuant to California Business and Professions Code section 6155 and 6156 and the Rules of the State Bar. In California, a lawyer referral service (LRS) must be certified by the State Bar and must comply with minimum standards including a requirement that all lawyers referred possess malpractice insurance. An LRS that fails to comply with the minimum standards may be investigated by the State Bar; and, if a violation of applicable rules or regulations is found, the State Bar may take appropriate regulatory action. Staff review initial applications and those for renewal of certification. The Office of Professional Competence also reviews complaints about businesses operating as lawyer referral services without certification.

Office Objectives

- Facilitate the competent practice of the law by providing research information and resources on professional responsibility issues through the Ethics Hotline, ethics opinions, and other activities.
- 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.
- Ensure the effective operation of the Mandatory Fee Arbitration Program.
- Ensure the effective operation of Lawyer Referral Service Certification processes.

Organizational Chart



Fiscal Year 2020 Accomplishments

- Completed a two-hour e-learning course on the Rules of Professional Conduct for attorneys on Probation ordered to attest that they have reviewed and are aware of their duties under the Rules of Professional Conduct (due to be implemented in 2021).
- Transitioned the Lawyer Referral Service Certification program functions previously administered by the Office of Access & Inclusion to OPC staff, including carrying out significant overhauls to the new certification and recertification applications, online complaint forms, creation of a new form for reporting mid-cycle changes, and revisions to the website.
- Transitioned the Ethics Hotline service to an online call request format when the State Bar converted to work from home format due to pandemic.
- Issued the final report of the Task Force on Access Through Innovation of Legal Services.

Fiscal Year 2021 Projects and Objectives

- Launch the newly appointed Closing the Justice Gap Working Group (CTJG) which will, among other specified tasks, begin work on the consideration of a regulatory sandbox as a way to foster experimentation with innovative legal services delivery systems in a manner that protects the public and allows for the collection of data to assess the impact on access to legal services through possible changes in the laws and rules regulating the practice of law in California.
- Manage the State Bar's production of e-learning courses on subjects such as: elimination of bias, competency, and mandatory fee arbitration issues.
- Develop a lawyer self-assessment program, with the first module on client trust accounting, to facilitate licensee awareness of possible gaps in ethical and competent law practice management.
- Implement a comprehensive proactive regulatory plan to identify and address uncertified lawyer referral businesses operating illegally.
- Transition the Ethics Hotline service back to an inbound call format that includes the functionality to handle calls both in-office and in a work-from-home setting.

2021 Budgeted Revenue

The total revenue budget for the Office of Professional Competence for 2021 is \$108,200. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for the Office of Professional Competence. Revenues are from Fee Arbitration Filing Fees, Ethics Symposium, and Publication Sales.

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Other Fees	\$32,000	\$32,000	\$32,000
Other Revenues	6,660	76,200	76,200
General Fund Total	38,660	108,200	108,200
Total Fund Sources	\$38,660	\$108,200	\$108,200

2021 Budget Category

The total expense budget for the Office of Professional Competence for 2021 is \$3.9 million. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Professional Competence.

by Expense

Table 2: Expenses

Expense Categories	2020 Budget	2021 Budget	2022 Forecast
Personnel Costs	\$2,195,236	\$2,238,400	\$2,340,500
Building Operations	15,914	16,660	17,500
Services	278,300	452,000	458,600
Supplies	14,459	11,800	11,978
Equipment	12,697	15,150	15,378
Other Expenses	53,700	62,830	63,774
Indirect Costs	750,589	1,143,162	1,202,994
Total Expenses	\$3,320,896	\$3,940,002	\$4,110,724

Personnel

The Office of Professional Competence 13.15 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Professional Competence.

Table 3: Staffing

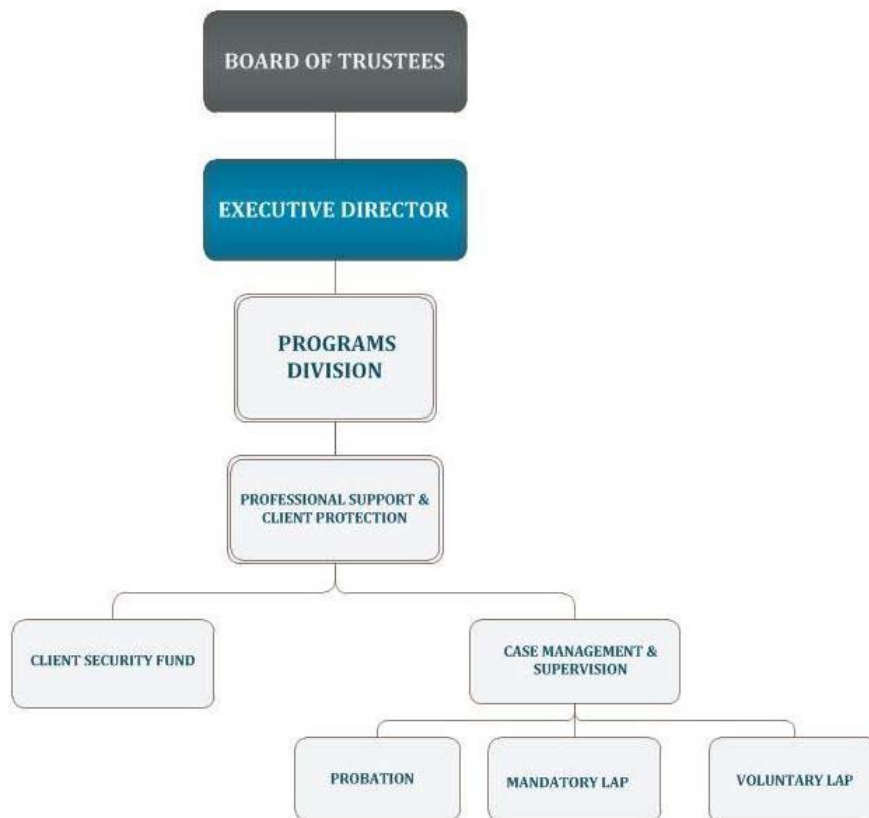
	Positions			Salaries	
	2020 Budget	2021 Budget	2022 Forecast	2021 Budget	2022 Forecast
Attorney	1.00	1.00	1.00	\$115,380	\$122,360
Chief Programs Officer	0.15	0.15	0.15	33,034	35,033
Program Coordinator	1.00	1.00	1.00	86,356	90,673
Program Director II	0.00	1.00	1.00	187,682	197,376
Program Manager III	1.00	0.00	0.00	-	-
Program Supervisor	1.00	1.00	1.00	125,136	126,432
Public Service Representative II	1.00	1.00	1.00	54,042	57,312
Senior Program Analyst	7.00	7.00	7.00	727,246	766,987
Supervising Attorney	1.00	1.00	1.00	146,082	154,920
Total FTE	13.15	13.15	13.15	\$1,474,958	\$1,551,093

OFFICE OF PROFESSIONAL SUPPORT & CLIENT PROTECTION

OVERVIEW

The Office of Professional Support & Client Protection consists of the Client Security Fund (CSF), the Lawyer Assistance Program (Voluntary LAP) and Case Management & Supervision (Probation and Mandatory LAP).

Organizational Chart



CLIENT SECURITY FUND

OVERVIEW

The purpose of the Client Security Fund (CSF) Program 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: (1) legal case processing; (2) support for the CSF Commission and the Board of Trustees; (3) financial management; and (4) administration. CSF funding is derived from a statutorily mandated \$40 fee paid as part of the annual attorney licensing process.

Office Objectives

To protect the public and maintain public confidence in the legal profession by reimbursing clients who have lost money or property due to theft or other misconduct 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 policies are set and decisions made.
- Monitoring the fiscal integrity of the CSF Fund to ensure its viability.

Fiscal Year 2020 Accomplishments

- Processed for reimbursement over \$12 million.
- Reimbursed approximately \$11.6 million on 831 applications (largest annual dollar amount in Fund history).
- Resolved 1259 applications (remaining open inventory is 1595).
- Decreased the time to reimbursement for eligible applications.
- Provided regular status updates to applicants at least twice yearly with increased use of emails for status updates.

Fiscal Year 2021 Projects and Objectives

- Reimburse on qualified applications the amount budgeted for reimbursement.
- Continue to decrease the time to reimbursement for eligible applications.
- Resolve 1350 cases.
- Identify, analyze, and plan to implement new case management system.

Lawyer Assistance Program

The Lawyer Assistance Program (LAP) provides substance use disorder and mental health support services to current and former attorneys, law students, and applicants for admission to the 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 to the legal community about the dangers of untreated substance use and mental health problems and to assist those who struggle with these issues to find appropriate treatment (see Business and Professions Code section 6230).

In late 2019, the State Bar separated LAP into “mandatory” and “voluntary” components. Voluntary LAP is made up of participants who self-refer. Participants in both Mandatory and Voluntary LAP have access to both professional monitoring and supportive services.

Orientation and Assessment

Attorneys, former attorneys, law students, and bar 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 facilitated group support session without obligation to continue further.

Monitored LAP

Monitored LAP is for attorneys, law students, and State Bar 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, or who otherwise desire the additional oversight. 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.

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.

Transition Assistance Services

The LAP also offers short term counseling and career counseling at no cost to the law student, State Bar applicant, or attorney. Short-term counseling includes up to two sessions of counseling with a local therapist who specializes in working with legal professionals. This counseling service addresses common problems such as stress, burnout, relationship conflicts, and career concerns, and is intended to identify and treat potential problems at the earliest possible stage. Career counseling provides up to two sessions of consultation with a local career counselor who is experienced in helping legal professionals through important career transitions.

Office Objectives

To support law students, bar applicants, inactive, active and former attorneys in their rehabilitation from substance use and mental health issues to enhance public protection and maintain the integrity of the legal profession.

Fiscal Year 2020 Accomplishments

- Implemented comprehensive outreach and education program for law schools, law firms, and bar associations in accordance with the LAP Strategic Plan.
- Enrolled 83 new participants in the program.
- 147 individuals accessed transition assistance services.

- Delivered 56 educational presentations to law schools, law firms, bar associations, and other organizations.
- Worked with the Office of Probation on the Attorney Supervision & Assistance Redesign (ASAR) project as it applies to attorneys with substance use and mental health problems.
- The LAP Oversight Committee drafted and adopted a new strategic plan.

Fiscal Year 2021 Projects and Objectives

- Continue to implement structural changes related to the separation of the “voluntary” (or self-referral) part of the program.
- Help shape the Attorney Supervision & Assistance Redesign (ASAR) project as it applies to attorneys with substance use and mental health disorders and assist with the development of a collaborative court model.
- Continue evolving outreach strategies by using technology to make presentations to interested groups, organizations, law schools, and bar associations.
- Track survey responses to measure satisfaction of LAP participants in order to create and implement processes to improve satisfaction.

Case Management & Supervision

Case Management & Supervision (CMS) consists of the Office of Probation and the Mandatory Lawyer Assistance Program. Together these two areas of the State Bar are responsible for providing case management, monitoring, and supervision services to licensed attorneys, and prospective attorneys.

Probation

The Office of Probation (OP) monitors disciplined attorneys who have been ordered to comply with probation or revocation conditions pursuant to orders filed by the California Supreme Court and/or the State Bar Court. Once these orders become effective, the OP tracks terms and conditions for each disciplined attorney, monitors compliance, and takes appropriate action on noncompliance with the court ordered conditions. The Office of Probation monitors compliance with California Rules of Court, rule 9.20 in conviction proceedings, resignations with charges pending, disbarments, and some Alternative Disciplinary Program matters. The OP files probation revocation motions and responds to motions requesting modification.

Office Objectives

- Facilitate rehabilitation of disciplined attorneys by supporting compliance with ordered conditions.
- Accurately monitor disciplined attorneys in support of the State Bar’s public protection mission.
- Support public protection by timely notifying OCTC or State Bar Court of noncompliance by disciplined attorneys with ordered conditions.

Fiscal Year 2020 Accomplishments

- Continued development of the Attorney Supervision & Assistance Redesign project, which includes identifying risks of unsuccessful completion of disciplinary conditions and recidivism and identifying stabilizing factors which would assist in reducing recidivism.
- Participated in conferences and trainings regarding the use of evidence-based practices in a probation environment.
- Identified potential methods to improve the collection of restitution for victims of attorney misconduct.
- Developed an efficient way to track and report successful completion of probation and/or restitution.

Fiscal Year 2021 Projects and Objectives

- With the support of IT continue to implement and improve the Case Management System, including possible interfaces such as an attorney portal, while working toward a paperless office.
- Continue to implement the Attorney Supervision & Assistance Redesign project.
 - Further implement an Evidence Based Practice approach through procedural and structural changes.
 - Continue to effectively train staff on the new Attorney Supervision and Assistance model.
 - Develop a collaborative court model to more effectively address the underlying causes of misconduct for attorneys with substance use and mental health issues to support the State Bar's public protection mission.

Mandatory Lawyer Assistance Program

Mandatory LAP encompasses those participants who seek out LAP services as part of an agreement with the State Bar Court in exchange for the imposition of a lower level of discipline if they successfully complete LAP and other terms of the agreement. Mandatory LAP also includes those participants seeking an evaluation or services upon referral by the Office of Admissions as part of the moral character determination process. Professional monitoring is a condition of participating in Mandatory LAP. Participants in Mandatory LAP receive orientation and assessment and are eligible for all other services offered. This includes long-term structure and the support of a professional Clinical Rehabilitation Coordinator, and typically includes attendance at LAP group meetings and lab testing.

Office Objectives

To monitor bar applicants, inactive, and active attorneys in their rehabilitation from substance use and mental health issues to enhance public protection and maintain the integrity of the legal profession.

Fiscal Year 2020 Accomplishments

- Enrolled 58 new participants into the program.
- Worked with the Office of Probation on the Attorney Supervision & Assistance Redesign (ASAR) project as it applies to attorneys with substance use and mental health problems.

Fiscal Year 2021 Projects and Objectives

- Continue to implement structural changes related to the separation of the “voluntary” (or self-referral) part of the program.
- Help shape the Attorney Supervision & Assistance Redesign (ASAR) project as it applies to attorneys with substance use and mental health disorders and assist with the development of a collaborative court model.

2021 Budget by Revenue Category

The total revenue for the Office of Professional Support & Client Protection for 2021 is \$10.2 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for Professional Support & Client Protection’s. The revenue is comprised primarily of mandatory licensing fees, which support LAP and the Client Security Fund.

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
Client Security			
Mandatory Licensee Fees	\$15,854,052	\$8,009,300	\$8,009,30
Other Revenues	(10,000)	750	75
Investment Income	76,357	36,100	36,10
Client Security Total	15,920,409	8,046,150	8,046,15
Lawyer Asssitance Program			
Mandatory Licensee Fees	216,843	2,102,800	2,102,80
Investment Income	76,163	35,500	35,50
Lawyer Asssitance Program Total	293,006	2,138,300	2,138,30
Total Fund Sources	16,213,414	10,184,450	\$10,184,45

2021 Budget by Expense Category

The total budget for the Office of Professional Support and Client Protection for 2021 is \$12.9 million, for Probation, the Client Security Fund, and LAP. The increase for 2021 is because of the increase in the mandatory fee to support the Client Security Fund. **Table 2** provides aggregate and comparative information regarding budgeted 2021 expenses for the Office of Professional Support & Client Protection.

Table 2: Expenses

	2020	2021	2022
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$4,577,742	\$4,046,400	\$4,160,700
Building Operations	127,482	165,341	173,600
Services	305,500	530,819	538,700
Supplies	26,475	25,854	26,244
Equipment	12,383	17,618	17,885
Other Expenses	142,297	71,938	73,017
CSF - Payments	13,600,000	6,900,000	6,900,000
Reimbursements	(485,000)	(836,700)	(836,700)
Indirect Costs	2,198,348	1,944,850	2,030,009
Total Expenses	\$20,505,227	\$12,866,120	\$13,083,455

Personnel

The Office of Professional Support & Client Protection employs 26.40 full-time employees across the three units. **Table 3** provides prior and current year staffing information for Case Management & Supervision.

Table 3: Staffing

	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Administrative Assistant II	3.00	3.00	3.00	\$235,223	\$236,741
Attorney	2.00	2.00	2.00	235,232	249,463
Chief Programs Officer	0.40	0.40	0.40	88,091	93,421
Clinical Rehabilitation Coordinator	4.00	4.00	4.00	367,912	374,202
Investigator II	1.00	1.00	1.00	99,908	100,908
Probation Case Specialist	6.00	6.00	6.00	481,061	489,490
Program Coordinator	1.00	1.00	1.00	89,969	91,887
Program Director II	1.00	1.00	1.00	189,958	197,568
Program Supervisor	2.00	2.00	2.00	249,512	252,864
Senior Administrative Assistant	1.00	1.00	1.00	79,702	80,499
Senior Attorney	1.00	1.00	1.00	167,334	169,007
Senior Program Analyst	2.00	2.00	2.00	205,886	218,165
Supervising Attorney	2.00	2.00	2.00	368,129	371,810
Total FTE	26.40	26.40	26.40	\$2,857,918	\$2,926,025

ADMINISTRATIVE DIVISION

OVERVIEW

The Administrative Division comprises the core support Offices of General Services, Human Resources, Recruitment & Retention, and Information Technology. The Administrative Division develops policies and strategies for these support functions, ensuring that they are coordinated, aligned with the State Bar's strategic goals and objectives, and effectively supporting the State 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 offices. The Office of General Services manages over 350,000 square feet of office space for State 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, the Office of General Services manages the State Bar's procurement and contracting process, ensuring compliance with competitive bidding requirements and other policies.

Office of Human Resources

The Office of Human Resources provides the full range of human resource services to the State Bar. Its primary functions include personnel policy administration; Equal Employment Opportunity and nondiscrimination policy administration; classification and compensation analysis; benefits administration; and labor relations.

Office of Recruitment & Retention

The Office of Recruitment & Retention manages the recruitment, hiring, and onboarding of all new staff members and temporary workers; offers classroom and online training in a variety of topics; and designs and manages programs and services to foster the continued professional development, well-being and retention of State Bar staff.

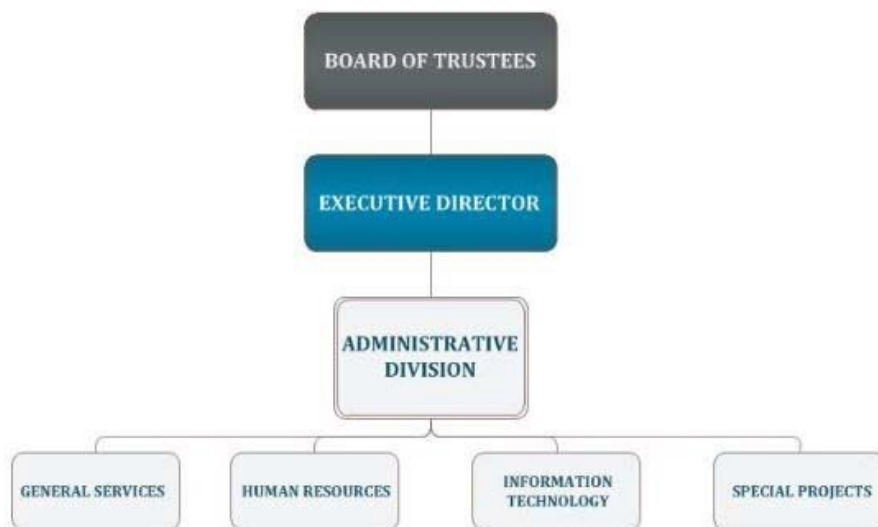
Office of Information Technology

The Office of Information Technology provides the software and hardware systems that support the State Bar's operations and programs. IT is responsible for custom software development, and for enhancing, maintaining, and administering the State Bar's internal and public-facing applications. IT also provides end-user support and maintains and enhances the State Bar's systems and network infrastructure.

Division Objectives

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

Organizational Chart



Fiscal Year 2020 Accomplishments

- Effectively responded to the COVID-19 pandemic in all functional areas, emphasizing both employee health and safety, and continuity of operations, including.
 - Executed the rapid implementation of telecommuting for the entire staff, addressing technological, operational, and policy issues.
 - Created a comprehensive Healthy Office Plan addressing health and safety protocols and physical reconfiguration of space.
 - Implemented CARES Act benefits and requirements including administration of Families First Coronavirus Response Act leave entitlements.
 - Continued employee recruiting, onboarding, and training in a remote

environment.

- Conducted review of 180 Howard Capital Improvement Program to update project scope, schedule, and funding requirements.
- Conducted 180 Howard Street preliminary space utilization study addressing options for making additional space available for tenant leasing, and preliminary occupancy analysis addressing various ownership and leasing options.
- Completed contract negotiations with the employees' union, resulting in Memoranda of Understanding through December 31, 2022, with provisions that contribute to the general good of the organization.
- Rolled out new performance management tools to help supervisors better manage and track probationary employee performance.
- Launched an enhanced HR Foundations training program for all managers and supervisors.
- Completed implementation of Oracle Fusion Enterprise Resource Planning System, and more efficient and automated business processes, supporting Finance, Procurement, Human Resources, and Recruiting functions.
- Completed implementation of other significant systems including MCLE Provider Portal for enhanced tracking of MCLE compliance, and Provisional Certification Application supporting the new Provisional Licensure program.
- Replaced aging fleet of over 500 desktops with new laptops and tablets, supporting remote work options and reducing total cost of ownership.
- Implemented new IT team staffing model and Agile methodology to enable transparency and more effective delivery of IT projects.

Fiscal Year 2021 Projects and Initiatives

- Evaluate intermediate and long-term needs, expectations, and best practices related to the State Bar's workforce and physical workspace, in light of the pandemic experience.
- Continue implementation of the 180 Howard Street Capital Improvement Program.
- Continue reviewing and updating HR policies and procedures to align with best practices and provide more efficient service to staff.
- Implement additional assessment tools for employee, team, and manager growth and development.
- Assess and enhance current employee recognition options.
- Develop a more robust Diversity & Inclusion program to include required training, optional forums and discussions, and other resources and tools.
- Complete the migration of all staff to the latest suite of Microsoft software (Windows 10, Office 365, and OneDrive for Business).
- Conduct scoping and planning for a new Attorney Regulation Information System.
- Establish a new IT Product Management team.

Office of General Services

2021 Budget by Revenue Category

The total revenue budget for the Office of General Services for 2021 is \$4.1 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for Office of General Services. Rental Income is the primary source of income and has a decrease in 2021. Also, the 2020 Fee Bill provides \$0.8 million in funding each year for 10 years to maintain capital assets.

Table 1: Source of Revenue by Fund

	2020	2021	2022
Fund	Budget	Budget	Forecast
General Fund			
Mandatory Licensee Fees	\$810,494	\$801,900	\$801,900
Other Revenues	6,117	-	-
Investment Income	156,620	97,500	97,500
Lease Revenue	4,198,019	3,179,369	3,179,369
General Fund Total	5,171,250	4,078,769	4,078,769
LA Facility			
Investment Income	-	6,400	6,400
LA Facility Total	-	6,400	6,400
Total Fund Sources	\$5,171,250	\$4,085,169	\$4,085,169

2021

Expense Category

Budget by

The total budget for the Office of General Services for 2021 is \$11.0 million. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of General Services.

Table 2: Expenses

Expense Categories	2020	2021	2022	
	Budget	Budget	Forecast	
Personnel Costs	\$2,613,779	\$2,342,300	\$2,610,700	General
Building Operations	4,916,336	5,660,693	5,944,300	
Services	758,900	676,169	686,400	
Supplies	419,125	513,200	520,899	
Equipment	1,185,601	22,099	22,431	
Other Expenses	80,500	33,000	33,495	
Exam Related Expenses	925,800	1,136,000	1,153,040	
Indirect Costs	(1,202,600)	(315,900)	(297,500)	
Debt Related	1,035,100	917,730	827,200	
Total Expenses	\$10,732,541	\$10,985,291	\$11,500,965	

Personnel
The Office of
Services
employs
20.68
full-time employees. **Table 3** provides prior and current year staffing information for the Office
of General Services.

Table 3: Staffing

	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Administrative Supervisor	2.00	2.00	2.00	\$193,926	\$200,912
Chief Administrative Officer	0.34	0.34	0.34	80,828	85,718
Director, General Services	1.00	1.00	1.00	177,893	188,656
General Services Specialist II	11.00	11.00	11.00	699,159	766,317
General Services Specialist III	4.00	3.00	3.00	179,108	227,936
Principal Program Analyst	0.34	1.34	1.34	166,846	176,899
Program Analyst	1.00	1.00	1.00	97,517	103,416
Program Coordinator	0.00	1.00	1.00	86,980	91,082
Senior Program Analyst	1.34	0.00	0.00	-	-
Total FTE	21.02	20.68	20.68	\$1,682,256	\$1,840,937

Office of Human Resources

2021 Budget by Expense Category

The total budget for the Office of Human Resources for 2021 is \$1.7 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 expenses for Office of Human Resources.

Table 1: Expenses

Expense Categories	2020	2021	2022
	Budget	Budget	Forecast
Personnel Costs	\$1,454,757	\$1,645,400	\$1,797,800
Building Operations	10,564	10,000	10,500
Services	88,000	31,000	31,500
Supplies	14,500	19,000	19,285
Equipment	10,281	500	508
Other Expenses	53,500	20,500	20,808
Total Expenses	\$1,631,601	\$1,726,400	\$1,880,401

Personnel

The Office of Human Resources employs 9.66 full-time employees. **Table 2** provides prior and current year staffing information for the Office of Human Resources.

Table 2: Staffing

	Positions			Salaries	
	2020 Budget	2021 Budget	2022 Forecast	2021 Budget	2022 Forecast
Chief Administrative Officer	0.33	0.33	0.33	\$78,451	\$83,197
Director, Human Resources	1.00	1.00	1.00	171,552	181,931
Human Resources Analyst	3.00	1.00	1.00	45,262	96,001
Human Resources Coordinator	0.00	1.00	1.00	73,810	78,276
Human Resources Supervisor	1.00	0.00	0.00	-	-
Principal Human Resources Analyst	0.00	2.00	2.00	270,972	278,161
Principal Program Analyst	1.33	0.33	0.33	39,764	42,170
Program Coordinator	1.00	0.00	0.00	-	-
Senior Human Resources Analyst	1.00	4.00	4.00	426,788	441,114
Senior Program Analyst	0.33	0.00	0.00	-	-
Total FTE	8.99	9.66	9.66	\$1,106,599	\$1,200,849

Office of Recruitment & Retention

2021 Budget by Expense Category

The total budget for the Office of Recruitment & Retention for 2021 is \$1.2 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Recruitment & Retention.

Table 1: Expenses

	2020	2021	2022
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$891,480	\$846,200	\$865,000
Services	-	162,000	164,400
Supplies	9,400	9,000	9,137
Equipment	-	500	508
Other Expenses	226,400	210,000	213,150
Total Expenses	\$1,127,280	\$1,227,700	\$1,252,195

Personnel

The Office of Recruitment & Retention employs 5.00 full-time employees. **Table 2** provides prior and current year staffing information for the Office of Recruitment & Retention.

Table 2: Staffing

	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Human Resources Analyst	2.00	2.00	2.00	\$190,626	\$200,490
Human Resources Coordinator	0.00	1.00	1.00	79,737	84,561
Human Resources Specialist	1.00	0.00	0.00	-	-
Principal Human Resources Analyst	0.00	1.00	1.00	137,704	139,081
Senior Human Resources Analyst	3.00	1.00	1.00	113,757	114,948
Total FTE	6.00	5.00	5.00	\$521,823	\$539,079

Office of Information Technology

2021 Budget by Revenue Category

The total budget for the Office of Information Technology for 2021 is \$1.0 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for the Office of Information Technology. Mandatory Fee revenue is from the \$5 charged for Technology Investments under 2020 fee bill.

Table 1: Source of Revenue by Fund

	2020	2021	2022
Fund	Budget	Budget	Forecast
Technology			
Mandatory Fees	\$1,016,222	\$1,004,300	\$1,004,300
Other Revenue	61,150	37,700	37,700
Technology Total	1,077,372	1,042,000	1,042,000
Total Fund Sources	\$1,077,372	\$1,042,000	\$1,042,000

2021 Budget by Expense Category

The total budget for the Office of Information Technology for 2021 is \$11.7 million. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Information Technology. For 2021, personnel expenses are decreasing due to a higher assumed vacancy rate. Also, equipment is decreasing due to the financing of projects through a loan. The loan will finance projects covered by the \$7 in the licensing fee for IT Replacements.

Table 2: Expenses

	2020	2021	2022
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$7,203,805	\$7,014,700	\$7,177,200
Building Operations	596,323	674,125	707,900
Services	1,267,600	1,147,413	1,164,500
Supplies	15,956	171,948	174,528
Equipment	4,172,000	2,642,385	2,682,021
Other Expenses	86,375	76,500	77,649
Total Expenses	\$13,342,060	\$11,727,071	\$11,983,798

Personnel

The Office of Information Technology employs 40.66 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Information Technology.

Table 3: Staffing

	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Chief Administrative Officer	0.33	0.33	0.33	\$78,451	\$83,197
IT Analyst I	4.00	4.00	4.00	396,806	400,212
IT Analyst II	11.00	13.00	13.00	1,394,067	1,417,627
IT Business Systems Analyst II	2.00	3.00	3.00	316,098	322,507
IT Director I	0.00	1.00	1.00	155,953	165,388
IT Director	1.00	1.00	1.00	188,706	200,123
IT Manager I	2.00	0.00	0.00	-	-
IT Manager II	0.00	2.00	2.00	277,287	286,892
IT Manager III	3.00	2.00	2.00	310,350	320,835
IT Support Technician I	1.00	1.00	1.00	73,374	74,395
Principal Program Analyst	0.33	0.33	0.33	39,764	42,170
Senior Administrative Assistant	1.00	0.00	0.00	-	-
Senior IT Analyst	8.00	8.00	8.00	904,696	919,905
Senior IT Business Systems Analyst	2.00	2.00	2.00	208,056	216,928
Senior Program Analyst	3.33	3.00	3.00	318,846	332,389
Total FTE	38.99	40.66	40.66	\$4,662,454	\$4,782,569

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, investments, payroll, 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, investments, accounts receivable and payable, and for implementing related procedures and internal controls. The office also works closely with the State Bar's external auditors and the California State Auditor's Office to ensure the implementation of sound financial controls and public accountability.

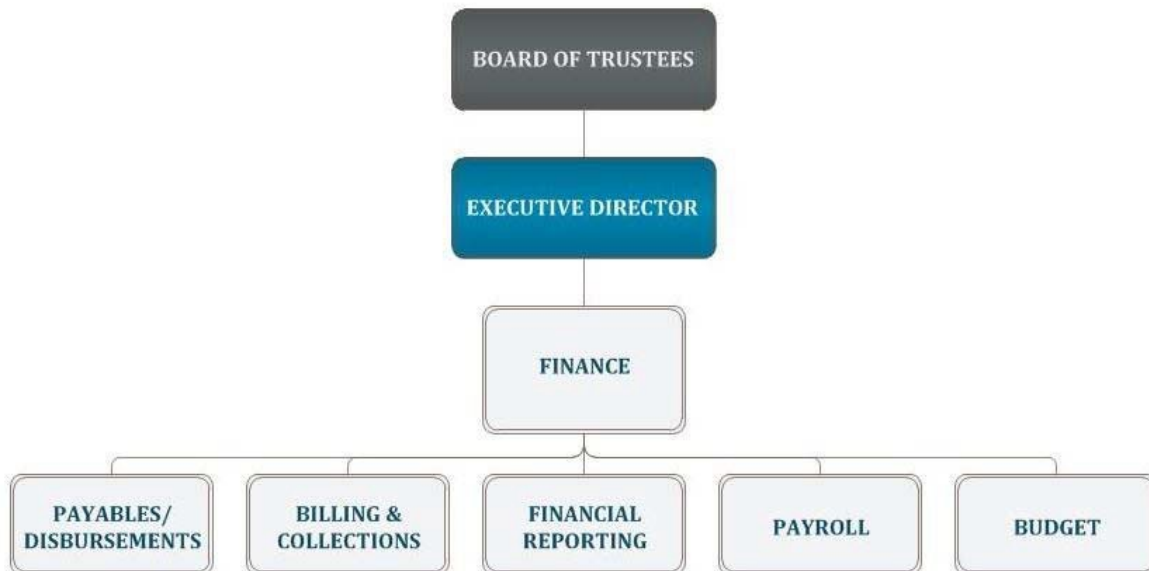
Licensee Billing and Collections Management

Licensee Billing is responsible for ensuring attorneys' annual fees and other payments are properly processed. The primary task for Licensee Billing staff is depositing and posting annual licensing fees, discipline costs, and CSF payments in the billing system. In addition, staff responds to billing inquiries, assists in the annual suspension process, and coordinates collection activity with the Franchise Tax Board.

Office Objectives

- Maintaining accurate financial records for all the State Bar's financial activities, including related written policies and procedures.
- Coordinating external audits to verify accuracy, prevent fraud, and identify opportunities for improvement.
- Paying employees and vendors accurately and timely.
- Developing and monitoring 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.
- Ensuring that operating units do not spend more than approved.
- Promoting transparency of the State Bar's financial operations so that stakeholders know they can trust information we provide.
- Coordinating with all operating units of the State Bar to continually improve its business processes, including payroll, payables, billing, receivables, grants, financial reporting, and budgeting.

Organizational Chart



Fiscal Year 2020 Accomplishments

- Implemented Oracle Fusion ERP system.
- Refinanced Los Angeles building loan, saving the State Bar \$848 thousand of interest costs and allowing return of \$4.6 million debt reserve fund.
- Completed the 2021–25 General Fund forecast.
- Evaluated and made improvements to collection processes; referred 2,685 court ordered cases totaling \$23.6 million to Franchise Tax Board and notified 1,100 debtors of pending referral for non-court-ordered debt totaling \$157.7 million.

Fiscal Year 2021 Projects and Objectives

- Facilitate completion of the 2021 audit by the State Auditor and implement recommendations as appropriate.
- Facilitate five-year internal control audit with outside auditors.
- Refinance SF building loan and finance building improvements and IT projects.
- Improve electronic processing related to collecting fees and paying vendors.
- Improve procedures related to financial projections and variance analysis.
- Hire Chief Financial Officer.

2021 Budget by Expense Category

The total budget for the Office of Finance for 2021 is \$3.8 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Finance.

Table 1: Expenses

Expense Categories	2020	2021	2022
	Budget	Budget	Forecast
Personnel Costs	\$2,706,004	\$2,666,000	\$2,763,600
Building Operations	12,225	13,000	13,700
Services	540,100	1,013,700	1,029,000
Supplies	33,445	53,400	54,203
Equipment	3,375	4,700	4,772
Other Expenses	62,925	13,700	13,907
Total Expenses	\$3,358,073	\$3,764,500	\$3,879,182

Personnel

The Office of Finance employs 17.00 full-time employees. **Table 2** provides prior and current year staffing information for the Office of Finance.

Table 2: Staffing

	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Administrative Assistant II	1.00	1.00	1.00	\$75,347	\$76,668
Chief Financial Officer	1.00	1.00	1.00	220,228	233,552
Controller	1.00	1.00	1.00	162,799	172,648
Finance Manager	0.00	1.00	1.00	129,539	137,376
Financial Analyst	1.00	2.00	2.00	176,071	186,723
Fiscal Services Specialist	7.00	6.00	6.00	449,695	470,706
Principal Financial Analyst	0.00	3.00	3.00	369,186	384,567
Principal Program Analyst	1.00	0.00	0.00	-	-
Senior Financial Analyst	5.00	2.00	2.00	213,394	220,557
Total FTE	17.00	17.00	17.00	\$1,796,259	\$1,882,798

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State Bar-wide Budget

State Bar of California Budget-Bar-wide

	2019	2020	2020	2021	2022
	Actual	Budget	Projection	Budget	Forecast
Beginning Working Capital ¹	\$95,573,419		\$106,362,324	\$83,883,233	\$94,616,949
Revenues					
40-Mandatory Licensee Fees	76,792,546	101,144,621	100,311,344	94,184,400	94,184,400
41-Voluntary Fees & Donations	8,842,641	5,751,700	9,333,660	8,970,000	8,970,000
42-Other Fees	13,028,715	11,474,110	13,947,809	12,124,352	12,043,849
43-Exam Fees	14,058,872	13,889,080	14,579,384	12,785,930	12,785,930
44-Grants	87,554,263	71,678,329	48,616,733	71,386,310	71,386,310
45-Other Revenues	2,918,257	450,210	1,128,182	185,950	185,950
47-Investment Income	4,525,160	3,287,778	2,350,605	1,584,600	1,584,600
48-Lease Revenue	3,391,708	4,198,019	4,233,643	3,179,369	3,179,369
Total Revenues	211,112,163	211,873,847	194,501,360	204,400,911	204,320,407
Expenses					
50-Personnel Costs	92,234,468	96,818,250	87,251,216	95,759,086	101,604,700
51-Building Operations	5,459,725	5,631,150	5,241,733	6,875,446	7,220,300
52-Services	8,550,411	10,273,428	9,531,451	11,140,984	11,307,500
53-Grants Expenses	71,483,139	98,463,237	91,119,641	59,785,249	59,785,249
54-Supplies	977,782	1,276,617	823,292	1,357,326	1,377,707
55-Equipment	2,397,912	6,744,614	4,875,566	3,497,624	3,550,104
56-Other Expenses	1,921,413	2,718,205	578,756	1,456,227	1,478,089
57-Exam Related Expenses	7,212,563	7,931,070	5,763,848	8,014,223	8,134,440
581-CSF - Payments	6,888,776	13,600,000	11,528,950	6,900,000	6,900,000
582-Reimbursements	(1,686,243)	(1,685,000)	(1,479,246)	(2,036,700)	(2,036,700)
59-Indirect Costs	-	(18)	(0)	-	-
61-Depreciation	3,857,489	-	857,489	-	-
62-Debt Related	1,025,825	1,035,100	887,756	917,730	827,200
Total Expenses	200,323,258	242,806,653	216,980,451	193,667,195	200,148,589
Interfund Transactions					
49-Transfer In	3,933,846	1,973,272	1,966,035	1,600,000	1,600,000
69-Transfer Out	(3,933,846)	(1,975,000)	(1,966,035)	(1,600,000)	(1,600,000)
Total Interfund Transactions	-	(1,728)	-	-	-
Change in Net Position	10,788,905	(30,934,534)	(22,479,091)	10,733,716	4,171,818
Ending Working Capital	\$106,362,324		\$83,883,233	\$94,616,949	\$98,788,767

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Budget-by Fund

State Bar of California Budget-by Fund

General Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$23,080,932		\$11,200,884	\$20,534,679	\$20,387,881
Revenues					
40-Mandatory Licensee Fees	66,753,407	85,073,726	84,111,280	84,072,300	84,072,300
41-Voluntary Fees & Donations	-	-	-	-	-
42-Other Fees	3,451,544	2,736,156	4,273,958	3,315,500	3,315,500
44-Grants	-	-	(1,914)	-	-
45-Other Revenues	2,726,879	298,338	1,118,988	185,200	185,200
47-Investment Income	2,591,908	1,858,274	939,481	917,100	917,100
48-Lease Revenue	3,391,708	4,198,019	4,233,643	3,179,369	3,179,369
Total Revenues	78,915,446	94,164,513	94,675,436	91,669,469	91,669,469
Expenses					
50-Personnel Costs	79,536,645	82,117,481	74,498,948	81,772,286	86,487,500
51-Building Operations	5,187,174	5,389,440	5,052,141	6,628,377	6,960,700
52-Services	5,651,174	7,498,225	7,324,127	7,134,499	7,241,400
54-Supplies	836,443	1,049,440	761,930	1,222,744	1,241,098
55-Equipment	2,309,753	6,278,517	4,849,304	2,993,337	3,038,246
56-Other Expenses	1,278,371	1,534,307	362,363	903,422	916,983
57-Exam Related Expenses	1,034,834	925,900	990,211	1,136,000	1,153,040
582-Reimbursements	(1,261,533)	(1,200,000)	(1,074,376)	(1,200,000)	(1,200,000)
59-Indirect Costs	(8,323,800)	(8,222,888)	(8,222,874)	(9,440,298)	(10,107,578)
61-Depreciation	3,854,231	-	857,489	-	-
62-Debt Related	689,508	695,100	590,914	665,900	622,500
Total Expenses	90,792,800	96,065,523	85,990,176	91,816,267	96,353,889
Interfund Transactions					
49-Transfer In	1,077,726	724,236	785,594	-	-
69-Transfers Out	(1,080,420)	(150,000)	(137,059)	-	-
Total Interfund Transactions	(2,694)	574,236	648,535	-	-
Change in Net Position	(11,880,048)	(1,326,774)	9,333,795	(146,798)	(4,684,420)
Ending Working Capital	\$11,200,884		\$20,534,679	\$20,387,881	\$15,703,461

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Bank Settlement Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$29,766,767		\$20,468,100	\$9,558,429	\$7,257,453
Revenues					
44-Grants	601	285	42,788	-	-
47-Investment Income	497,098	69,100	306,418	170,500	170,500
Total Revenues	497,699	69,385	349,206	170,500	170,500
Expenses					
50-Personnel Costs	311,778	145,212	88,723	128,900	159,800
53-Grants Expenses	9,452,789	11,545,482	11,111,629	2,272,758	2,272,758
54-Supplies	-	1,300	-	750	762
55-Equipment	-	10,000	-	4,500	4,568
56-Other Expenses	-	4,500	-	2,500	2,539
59-Indirect Costs	31,800	58,525	58,525	62,068	75,138
Total Expenses	9,796,367	11,765,019	11,258,876	2,471,476	2,515,565
Change in Net Position	(9,298,667)	(11,695,633)	(10,909,671)	(2,300,976)	(2,345,065)
Ending Working Capital	\$20,468,100		\$9,558,429	\$7,257,453	\$4,912,388

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Client Security Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$491,622		\$24,075	\$2,554,465	\$2,229,203
Revenues					
40-Mandatory Licensee Fees	7,952,208	15,854,052	16,001,564	8,009,300	8,009,300
45-Other Revenues	10,150	(10,000)	7,578	750	750
47-Investment Income	105,134	76,357	47,986	36,100	36,100
Total Revenues	8,067,492	15,920,409	16,057,128	8,046,150	8,046,150
Expenses					
50-Personnel Costs	1,458,429	1,881,755	1,505,968	1,492,100	1,568,600
51-Building Operations	7,327	6,660	1,727	6,760	7,100
52-Services	6,519	10,900	3,563	59,611	60,500
54-Supplies	7,301	13,000	6,208	13,209	13,408
55-Equipment	5,529	4,626	32	7,750	7,867
56-Other Expenses	7,348	12,100	1,810	5,400	5,481
581-CSF - Payments	6,888,776	13,600,000	11,528,950	6,900,000	6,900,000
582-Reimbursements	(424,710)	(485,000)	(404,870)	(836,700)	(836,700)
59-Indirect Costs	581,800	886,175	886,175	723,282	756,278
Total Expenses	8,538,317	15,930,216	13,529,562	8,371,412	8,482,534
Interfund Transactions					
49-Transfers In	4,870	(767)	5,310	-	-
69-Transfers Out	(1,592)	-	(2,485)	-	-
Total Interfund Transactions	3,278	(767)	2,825	-	-
Change in Net Position	(467,547)	(10,574)	2,530,390	(325,262)	(436,384)
Ending Working Capital	\$24,075		\$2,554,465	\$2,229,203	\$1,792,819

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Elimination of Bias Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$131,856		\$290,522	\$412,703	\$232,274
Revenues					
41-Voluntary Fees & Donations	314,750	320,000	322,859	320,000	320,000
45-Other Revenues	2,554	2,619	-	-	-
47-Investment Income	8,285	4,334	5,387	2,800	2,800
Total Revenues	325,589	326,952	328,246	322,800	322,800
Expenses					
50-Personnel Costs	87,893	205,766	129,299	179,900	219,000
51-Building Operations	1,333	1,275	-	1,275	1,300
52-Services	40	215,000	20,000	195,000	197,900
54-Supplies	952	944	-	945	959
55-Equipment	615	586	-	585	594
56-Other Expenses	18,089	27,900	472	15,300	15,532
59-Indirect Costs	58,000	131,294	131,294	110,224	127,470
Total Expenses	166,923	582,766	281,065	503,229	562,755
Interfund Transactions					
49-Transfers In	-	150,000	75,000	-	-
Total Interfund Transactions	-	150,000	75,000	-	-
Change in Net Position	158,666	(105,813)	122,181	(180,429)	(239,955)
Ending Working Capital	\$290,522		\$412,703	\$232,274	(\$7,681)

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Equal Access Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$2,762,219		\$8,479,090	\$7,177,597	\$26,055,434
Revenues					
44-Grants	40,834,311	31,263,500	24,406,520	53,386,210	53,386,210
47-Investment Income	52,697	18,800	(9,592)	18,000	18,000
Total Revenues	40,887,008	31,282,300	24,396,928	53,404,210	53,404,210
Expenses					
50-Personnel Costs	386,341	690,866	426,338	603,100	764,400
52-Services	212,910	215,053	240,113	220,000	223,300
53-Grants Expenses	34,567,326	31,336,721	24,706,193	33,447,727	33,447,727
56-Other Expenses	(13,239)	351,800	-	-	-
59-Indirect Costs	16,800	325,777	325,777	255,546	323,185
Total Expenses	35,170,137	32,920,218	25,698,421	34,526,373	34,758,612
Change in Net Position	5,716,871	(1,637,918)	(1,301,493)	18,877,837	18,645,598
Ending Working Capital	\$8,479,090		\$7,177,597	\$26,055,434	\$44,701,032

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Justice Gap Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$4,101,410		\$5,721,146	\$6,584,773	\$6,601,870
Revenues					
41-Voluntary Fees & Donations	1,537,668	856,700	1,820,008	1,500,000	1,500,000
47-Investment Income	89,068	66,500	47,845	30,600	30,600
Total Revenues	1,626,736	923,200	1,867,853	1,530,600	1,530,600
Expenses					
59-Indirect Costs	7,000	4,226	4,226	13,503	13,665
Total Expenses	7,000	4,226	4,226	13,503	13,665
Interfund Transactions					
69-Transfers Out	(2,750,000)	(1,000,000)	(1,000,000)	(1,500,000)	(1,500,000)
Total Interfund Transactions	(2,750,000)	(1,000,000)	(1,000,000)	(1,500,000)	(1,500,000)
Change in Net Position	(1,130,264)	(81,026)	863,627	17,097	16,935
Ending Working Capital	\$5,721,146		\$6,584,773	\$6,601,870	\$6,618,805

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Lawyer Assistance Program Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$3,570,078		\$3,668,853	\$1,766,401	\$1,285,400
Revenues					
40-Mandatory Licensee Fees	2,086,931	216,843	198,499	2,102,800	2,102,800
45-Other Revenues	-	-	500	-	-
47-Investment Income	103,527	76,163	55,513	35,500	35,500
Total Revenues	2,190,458	293,006	254,511	2,138,300	2,138,300
Expenses					
50-Personnel Costs	1,143,486	1,397,819	1,186,284	1,354,600	1,387,200
51-Building Operations	149,898	113,966	164,344	150,934	158,500
52-Services	192,687	266,600	244,370	430,700	437,100
54-Supplies	4,352	6,075	3,303	5,100	5,178
55-Equipment	3,653	4,865	652	5,300	5,381
56-Other Expenses	115,457	127,697	10,252	64,000	64,960
59-Indirect Costs	483,400	547,890	547,890	608,667	636,010
Total Expenses	2,092,933	2,464,913	2,157,095	2,619,301	2,694,329
Interfund Transactions					
49-Transfers In	1,250	(197)	131	-	-
Total Interfund Transactions	1,250	(197)	131	-	-
Change in Net Position	98,775	(2,172,104)	(1,902,453)	(481,001)	(556,029)
Ending Working Capital	\$3,668,853		\$1,766,401	\$1,285,400	\$729,371

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Legal Services Trust Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$19,982,606		\$46,882,093	\$22,257,419	\$22,484,923
Revenues					
41-Voluntary Fees & Donations	6,255,553	3,800,000	6,430,692	6,400,000	6,400,000
44-Grants	46,454,116	40,413,543	23,959,724	18,000,000	18,000,000
45-Other Revenues	177,141	157,253	914	-	-
47-Investment Income	572,672	720,000	648,766	196,400	196,400
Total Revenues	53,459,482	45,090,796	31,040,095	24,596,400	24,596,400
Expenses					
50-Personnel Costs	834,393	1,065,360	875,606	896,000	1,051,900
51-Building Operations	10,610	10,262	479	10,600	11,100
52-Services	108,396	107,200	58,932	161,850	164,300
53-Grants Expenses	27,463,024	55,581,034	55,301,819	24,064,764	24,064,764
54-Supplies	6,655	12,000	4,295	12,000	12,181
55-Equipment	5,303	3,050	839	2,940	2,985
56-Other Expenses	36,015	54,700	1,295	31,200	31,670
59-Indirect Costs	845,600	421,506	421,506	689,542	772,995
Total Expenses	29,309,995	57,255,111	56,664,769	25,868,896	26,111,895
Interfund Transactions					
49-Transfers In	2,750,000	1,000,000	1,000,000	1,500,000	1,500,000
69-Transfers Out	-	-	-	-	-
Total Interfund Transactions	2,750,000	1,000,000	1,000,000	1,500,000	1,500,000
Change in Net Position	26,899,487	(11,164,315)	(24,624,674)	227,504	(15,495)
Ending Working Capital	\$46,882,093		\$22,257,419	\$22,484,923	\$22,469,428

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Legal Specialization Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$3,410,616		\$4,365,887	\$5,405,705	\$4,377,046
Revenues					
42-Other Fees	2,223,705	2,039,854	2,183,440	2,228,152	2,147,649
45-Other Revenues	1,533	2,000	203	-	-
47-Investment Income	109,417	89,622	72,774	35,500	35,500
Total Revenues	2,334,655	2,131,476	2,256,417	2,263,652	2,183,149
Expenses					
50-Personnel Costs	414,513	753,506	522,274	835,700	877,300
51-Building Operations	5,278	4,870	2,038	5,358	5,600
52-Services	122,917	101,500	309,147	1,231,422	1,249,800
54-Supplies	5,273	28,634	948	6,570	6,668
55-Equipment	9,820	381,542	18,895	223,802	227,159
56-Other Expenses	47,549	156,800	23,812	56,237	57,081
57-Exam Related Expenses	130,733	242,200	-	343,294	348,445
59-Indirect Costs	743,300	439,485	439,485	689,929	729,028
Total Expenses	1,479,384	2,108,537	1,316,600	3,392,311	3,501,081
Interfund Transactions					
49-Transfers In	100,000	100,000	100,000	100,000	100,000
Total Interfund Transactions	100,000	100,000	100,000	100,000	100,000
Change in Net Position	955,271	122,940	1,039,817	(1,028,659)	(1,217,932)
Ending Working Capital	\$4,365,887		\$5,405,705	\$4,377,046	\$3,159,113

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Legislative Activities Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$387,051		\$484,767	\$365,576	\$426,146
Revenues					
41-Voluntary Fees & Donations	734,670	775,000	760,101	750,000	750,000
47-Investment Income	18,296	11,167	9,809	6,300	6,300
Total Revenues	752,966	786,167	769,911	756,300	756,300
Expenses					
50-Personnel Costs	351,611	571,117	564,370	352,600	541,200
51-Building Operations	415	425	113	-	-
52-Services	162,077	167,300	151,500	180,000	182,700
54-Supplies	-	8,400	84	-	-
55-Equipment	2,688	123	701	-	-
56-Other Expenses	2,576	700	1,033	-	-
59-Indirect Costs	135,500	171,302	171,302	163,130	232,549
Total Expenses	654,867	919,367	889,102	695,730	956,449
Interfund Transactions					
69-Transfers Out	(383)	-	-	-	-
Total Interfund Transactions	(383)	-	-	-	-
Change in Net Position	97,716	(133,200)	(119,191)	60,570	(200,149)
Ending Working Capital	\$484,767		\$365,576	\$426,146	\$225,997

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

Admissions Fund	2019	2020	2020	2021	2022
	Actual	Budget	YTD	Budget	Forecast
Beginning Working Capital ¹	\$8,160,339		\$8,427,864	\$11,111,038	\$7,368,201
Revenues					
42-Other Fees	7,353,466	6,698,100	7,490,411	6,580,700	6,580,700
43-Exam Fees	14,058,872	13,889,080	14,579,384	12,785,930	12,785,930
44-Grants	235	1,000	77,922	100	100
47-Investment Income	352,071	297,462	207,958	127,300	127,300
Total Revenues	21,764,644	20,885,642	22,355,675	19,494,030	19,494,030
Expenses					
50-Personnel Costs	7,339,965	7,989,367	7,432,637	8,143,900	8,547,800
51-Building Operations	93,620	104,252	20,892	72,143	76,000
52-Services	1,930,537	1,691,650	1,153,278	1,527,902	1,550,500
54-Supplies	116,771	156,824	46,524	96,009	97,453
55-Equipment	60,521	61,276	5,142	259,409	263,304
56-Other Expenses	386,660	447,700	177,206	378,169	383,843
57-Exam Related Expenses	6,046,995	6,762,970	4,773,637	6,534,929	6,632,955
59-Indirect Costs	5,420,600	5,236,690	5,236,694	6,124,407	6,441,260
Total Expenses	21,395,668	22,450,729	18,846,010	23,136,867	23,993,115
Interfund Transactions					
69-Transfers Out	(101,451)	(825,000)	(826,491)	(100,000)	(100,000)
Total Interfund Transactions	(101,451)	(825,000)	(826,491)	(100,000)	(100,000)
Change in Net Position	267,525	(2,390,086)	2,683,174	(3,742,837)	(4,599,085)
Ending Working Capital	\$8,427,864		\$11,111,038	\$7,368,201	\$2,769,116

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

SF Tenant Improvement Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Beginning Working Capital ¹	\$741,550		\$420,736	\$139,164	(\$106,266)
Revenues					
47-Investment Income	18,761	-	15,270	6,400	6,400
Total Revenues	18,761	-	15,270	6,400	6,400
Expenses					
61-Depreciation	3,258	-	-	-	-
62-Debt Related	336,317	340,000	296,842	251,830	204,700
Total Expenses	339,575	340,000	296,842	251,830	204,700
Change in Net Position	(320,814)	(340,000)	(281,572)	(245,430)	(198,300)
Ending Working Capital	\$420,736		\$139,164	(\$106,266)	(\$304,566)

¹Beginning Working Capital represents Reserves available to support operations and is defined as Current Assets minus Current Liabilities as defined in the State Bar's Reserve Policy.

**Projected Reserve Balance by Fund
Budget-by Cost Center**

State Bar of California
Projected Reserve Balance by Fund
December 31, 2021

	Projected Reserve Bal 12/31/20	2021 Budgeted Revenues	2021 Budgeted Expenses	2021 Indirect Costs	2021 Expenses & Indirect Costs	2021 Interfund Transfers	2021 Budgeted Surplus/ (Deficit)	Projected Reserve Bal 12/31/21	Reserve Level (%) *
General Fund	20,534,679	91,669,469	(101,256,565)	9,440,200	(91,816,365)	-	(146,896)	20,387,783	22.2%
Other Funds									
Admissions Fund (320)	11,111,038	19,494,000	(17,012,500)	(6,124,400)	(23,136,900)	(100,000)	(3,742,900)	7,368,138	31.8%
Bank Settlement Fund (237)	9,558,429	170,500	(2,409,400)	(62,100)	(2,471,500)	-	(2,301,000)	7,257,429	NA
Client Security Fund (227)	2,554,465	8,046,200	(7,648,100)	(723,300)	(8,371,400)	-	(325,200)	2,229,265	151.5%
Elimination of Bias Fund (217)	412,703	322,800	(393,000)	(110,200)	(503,200)	-	(180,400)	232,303	46.2%
Equal Access Fund (229)	7,177,597	53,404,200	(34,270,800)	(255,500)	(34,526,300)	-	18,877,900	26,055,497	NA
Grants Fund (312)	239,168	-	-	-	-	-	-	239,168	NA
Justice Gap Fund (232)	6,584,773	1,530,600	-	(13,500)	(13,500)	(1,500,000)	17,100	6,601,873	NA
Lawyer Assistance Program Fund (221)	1,766,401	2,138,300	(2,010,600)	(608,700)	(2,619,300)	-	(481,000)	1,285,401	49.1%
Legal Services Trust Fund (228)	22,257,419	24,596,400	(25,179,400)	(689,500)	(25,868,900)	1,500,000	227,500	22,484,919	NA
Legal Specialization Fund (224)	5,405,705	2,263,700	(2,702,400)	(689,900)	(3,392,300)	100,000	(1,028,600)	4,377,105	129.0%
Legislative Activities Fund (216)	365,576	756,300	(532,600)	(163,100)	(695,700)	-	60,600	426,176	61.3%
Tenant Improvement Fund (338)	(1,343,936)	6,400	(251,830)	-	(251,830)	-	(245,430)	(1,589,366)	

* Board Reserve Policy specifies that all grant-related Funds are excluded from the Minimum Target Reserve requirement of 17%.
The excluded funds are the Grant, Legal Service Trust, Equal Access, Justice Gap, and Bank Settlement Funds.

The State Bar of California
Budget-by Cost Center
Executive Director

<u>Executive Director</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$198,140	\$148,700	\$106,172	\$100,000	\$100,000
45-Other Revenues	\$2,429,106	(\$178,935)	\$1,316,743	(\$0)	(\$0)
47-Investment Income	\$228,704	\$178,935	\$143,610	\$78,400	\$78,400
Revenue Total	\$2,855,950	\$148,700	\$1,566,525	\$178,400	\$178,400
50-Personnel Costs	\$1,009,467	\$964,326	\$946,139	\$823,700	\$880,800
51-Building Operations	\$29,329	\$28,138	\$1,915	\$6,000	\$6,400
52-Services	\$1,209,442	\$315,900	\$369,935	\$349,500	\$354,700
54-Supplies	\$32,909	\$31,917	\$23,441	\$37,100	\$37,659
55-Equipment	\$5,937	\$21,259	\$4,369	\$6,600	\$6,700
56-Other Expenses	\$23,041	\$48,400	\$12,125	\$15,500	\$15,734
59-Indirect Costs	\$244,700	\$208,610	\$208,610	\$251,807	\$264,600
69-Transfers Out	\$1,023,917	-	\$497	-	-
Expenses Total	\$3,578,742	\$1,618,551	\$1,567,032	\$1,490,207	\$1,566,593
Executive Director Surplus/(Deficit)	(\$722,793)	(\$1,469,851)	(\$507)	(\$1,311,807)	(\$1,388,193)

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1110 - Executive Director</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$562,352	\$432,808	\$452,606	\$330,600	\$354,300
51-Building Operations	\$12,902	\$11,302	\$1,597	\$5,000	\$5,300
52-Services	\$81,556	\$98,500	\$102,754	\$146,500	\$148,600
54-Supplies	\$13,760	\$6,517	\$10,953	\$9,300	\$9,441
55-Equipment	\$5,044	\$6,153	\$3,922	\$6,500	\$6,598
56-Other Expenses	\$17,645	\$46,900	\$10,881	\$13,500	\$13,704
69-Transfers Out	\$383	-	\$497	-	-
Expenses Total	\$693,643	\$602,181	\$583,210	\$511,400	\$537,943
1110 - Executive Director Surplus/(Deficit)	(\$693,643)	(\$602,181)	(\$583,210)	(\$511,400)	(\$537,943)

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1120 - Group Insurance Programs</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$530,335	\$354,519	(\$797,746)	(\$0)	(\$0)
Revenue Total	\$530,335	\$354,519	(\$797,746)	(\$0)	(\$0)
52-Services	(\$99,034)	-	\$0	-	-
69-Transfers Out	\$283,439	-	-	-	-
Expenses Total	\$184,405	-	\$0	\$0	\$0
1120 - Group Insurance Programs Surplus/(Deficit)	\$345,931	\$354,519	(\$797,746)	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1130 - Professional Liab Insurance</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$1,750,000	\$351,599	\$2,110,946	(\$0)	(\$0)
Revenue Total	\$1,750,000	\$351,599	\$2,110,946	(\$0)	(\$0)
52-Services	\$1,015,142	-	\$0	-	-
69-Transfers Out	\$740,096	-	-	-	-
Expenses Total	\$1,755,238	-	\$0	\$0	\$0
1130 - Professional Liab Insurance Surplus/(Deficit)	(\$5,238)	\$351,599	\$2,110,946	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1140 - Affinity Programs</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$32,693	(\$885,053)	\$222	-	-
Revenue Total	\$32,693	(\$885,053)	\$222	-	-
52-Services	\$31,807	-	-	-	-
Expenses Total	\$31,807	-	-	\$0	\$0
1140 - Affinity Programs Surplus/(Deficit)	\$886	(\$885,053)	\$222	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1150 - Affinity & Insurance Fund</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$228,529	\$178,935	\$142,560	\$78,400	\$78,400
Revenue Total	\$228,529	\$178,935	\$142,560	\$78,400	\$78,400
Expenses Total	-	-	-	\$0	\$0
1150 - Affinity & Insurance Fund Surplus/(Deficit)	\$228,529	\$178,935	\$142,560	\$78,400	\$78,400

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1160 - CLA Support</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$116,078	-	\$3,320	-	-
47-Investment Income	\$175	-	\$1,050	-	-
Revenue Total	\$116,253	-	\$4,370	-	-
50-Personnel Costs	\$4,210	-	-	-	-
51-Building Operations	\$13,138	\$13,466	-	-	-
56-Other Expenses	\$323	-	-	-	-
Expenses Total	\$17,671	\$13,466	-	-	-
1160 - CLA Support Surplus/(Deficit)	\$98,582	(\$13,466)	\$4,370	-	-

The State Bar of California
Budget-by Cost Center
Executive Director

<u>1210 - Strategic Communications</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$198,140	\$148,700	\$106,172	\$100,000	\$100,000
Revenue Total	\$198,140	\$148,700	\$106,172	\$100,000	\$100,000
50-Personnel Costs	\$442,905	\$531,518	\$493,533	\$493,100	\$526,500
51-Building Operations	\$3,289	\$3,369	\$318	\$1,000	\$1,100
52-Services	\$179,972	\$217,400	\$267,181	\$203,000	\$206,100
54-Supplies	\$19,149	\$25,400	\$12,488	\$27,800	\$28,218
55-Equipment	\$892	\$15,106	\$447	\$100	\$102
56-Other Expenses	\$5,073	\$1,500	\$1,244	\$2,000	\$2,030
59-Indirect Costs	\$244,700	\$208,610	\$208,610	\$251,807	\$264,600
Expenses Total	\$895,980	\$1,002,903	\$983,822	\$978,807	\$1,028,650
1210 - Strategic Communications Surplus/(Deficit)	(\$697,840)	(\$854,203)	(\$877,650)	(\$878,807)	(\$928,650)

The State Bar of California
Budget-by Cost Center
Chief Trial Counsel

<u>Chief Trial Counsel</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$47,750	\$42,346	\$55,627	\$40,000	\$40,000
45-Other Revenues	\$8,025	\$200,000	\$11,232	\$5,000	\$5,000
Revenue Total	\$55,775	\$242,346	\$66,859	\$45,000	\$45,000
50-Personnel Costs	\$36,591,121	\$43,221,997	\$38,979,726	\$40,750,600	\$42,861,800
51-Building Operations	\$114,197	\$114,214	\$4,854	\$115,927	\$121,700
52-Services	\$557,180	\$605,800	\$560,050	\$532,953	\$541,100
54-Supplies	\$134,612	\$207,050	\$88,072	\$168,735	\$171,266
55-Equipment	\$674,662	\$175,755	\$10,234	\$178,391	\$181,067
56-Other Expenses	\$173,374	\$185,700	\$33,336	\$127,940	\$129,857
58-Payouts and Reimbursements	(\$1,261,533)	(\$1,200,000)	(\$1,074,376)	(\$1,200,000)	(\$1,200,000)
59-Indirect Costs	\$16,235,600	\$19,999,105	\$19,999,107	\$19,708,993	\$20,660,675
69-Transfers Out	\$40,091	-	\$45,700	-	-
Expenses Total	\$53,259,304	\$63,309,621	\$58,646,702	\$60,383,539	\$63,467,465
Chief Trial Counsel Surplus/(Deficit)	(\$53,203,529)	(\$63,067,275)	(\$58,579,843)	(\$60,338,539)	(\$63,422,465)

The State Bar of California
Budget-by Cost Center
Chief Trial Counsel

6110 - Chief Trial Counsel	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$47,750	\$42,346	\$55,627	\$40,000	\$40,000
45-Other Revenues	\$8,025	\$200,000	\$11,232	\$5,000	\$5,000
Revenue Total	\$55,775	\$242,346	\$66,859	\$45,000	\$45,000
50-Personnel Costs	\$36,532,325	\$43,221,597	\$38,969,980	\$40,750,600	\$42,861,800
51-Building Operations	\$114,197	\$114,214	\$4,854	\$115,927	\$121,700
52-Services	\$398,195	\$480,500	\$319,265	\$532,953	\$541,100
54-Supplies	\$134,612	\$206,850	\$88,072	\$168,735	\$171,266
55-Equipment	\$674,662	\$175,755	\$10,234	\$178,391	\$181,067
56-Other Expenses	\$167,737	\$182,700	\$32,160	\$127,940	\$129,857
58-Payouts and Reimbursements	(\$1,261,533)	(\$1,200,000)	(\$1,074,376)	(\$1,200,000)	(\$1,200,000)
59-Indirect Costs	\$16,202,900	\$19,974,785	\$19,974,787	\$19,708,993	\$20,660,675
69-Transfers Out	\$40,091	-	\$45,700	-	-
Expenses Total	\$53,003,185	\$63,156,401	\$58,370,676	\$60,383,539	\$63,467,465
6110 - Chief Trial Counsel Surplus/(Deficit)	(\$52,947,410)	(\$62,914,055)	(\$58,303,817)	(\$60,338,539)	(\$63,422,465)

The State Bar of California
Budget-by Cost Center
 Chief Trial Counsel

<u>6120 - Rule 2201 Conflict Cases</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$58,796	\$400	\$9,746	-	-
52-Services	\$158,985	\$125,300	\$240,784	-	-
54-Supplies	-	\$200	-	-	-
56-Other Expenses	\$5,637	\$3,000	\$1,175	-	-
59-Indirect Costs	\$32,700	\$24,320	\$24,320	\$0	\$0
Expenses Total	\$256,119	\$153,220	\$276,026	\$0	\$0
6120 - Rule 2201 Conflict Cases Surplus/(Deficit)	(\$256,119)	(\$153,220)	(\$276,026)	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
State Bar Court

State Bar Court	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	(\$2,004)	(\$0)	-
45-Other Revenues	\$15,515	\$20,542	\$1,765	\$4,000	\$4,000
49-Transfer In	\$9,646	(\$543)	-	-	-
Revenue Total	\$25,161	\$19,999	(\$238)	\$4,000	\$4,000
50-Personnel Costs	\$7,732,748	\$7,946,892	\$7,761,460	\$7,864,486	\$8,137,100
51-Building Operations	\$80,966	\$80,511	\$5,964	\$83,275	\$87,500
52-Services	\$36,797	\$50,125	\$35,953	\$299,570	\$304,100
54-Supplies	\$64,106	\$81,500	\$45,071	\$51,655	\$52,431
55-Equipment	\$21,531	\$35,713	\$7,112	\$51,350	\$52,122
56-Other Expenses	\$101,593	\$169,900	\$36,073	\$118,514	\$120,294
59-Indirect Costs	\$5,253,100	\$5,325,369	\$5,325,369	\$5,391,512	\$5,662,507
69-Transfers Out	\$8,129	-	\$5,425	-	-
Expenses Total	\$13,298,970	\$13,690,010	\$13,222,428	\$13,860,362	\$14,416,054
State Bar Court Surplus/(Deficit)	(\$13,273,808)	(\$13,670,011)	(\$13,222,667)	(\$13,856,362)	(\$14,412,054)

The State Bar of California
Budget-by Cost Center
State Bar Court

7110 - Clerk of the Court	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$10,275	\$9,825	-	-	-
49-Transfer In	\$5,325	-	-	-	-
Revenue Total	\$15,600	\$9,825	-	-	-
50-Personnel Costs	\$567,234	\$564,424	\$470,954	\$483,100	\$528,700
51-Building Operations	\$3,696	\$3,510	\$725	\$3,696	\$3,900
52-Services	\$12,123	\$17,625	\$6,590	\$38,705	\$39,300
54-Supplies	\$29,879	\$38,700	\$23,001	\$9,100	\$9,237
55-Equipment	\$2,755	\$2,726	\$1,092	\$3,350	\$3,401
56-Other Expenses	\$7,963	\$16,200	\$3,306	\$13,652	\$13,857
59-Indirect Costs	\$301,600	\$421,863	\$421,863	\$340,899	\$361,248
69-Transfers Out	\$1,433	-	\$497	-	-
Expenses Total	\$926,682	\$1,065,049	\$928,029	\$892,502	\$959,643
7110 - Clerk of the Court Surplus/(Deficit)	(\$911,082)	(\$1,055,224)	(\$928,029)	(\$892,502)	(\$959,643)

The State Bar of California
Budget-by Cost Center
State Bar Court

7120 - Hearing Administration SF	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$84	\$1,008	-	(\$0)	-
49-Transfer In	\$1,256	(\$121)	-	-	-
Revenue Total	\$1,340	\$887	-	(\$0)	-
50-Personnel Costs	\$1,050,320	\$1,135,365	\$964,823	\$1,187,800	\$1,118,800
51-Building Operations	\$23,217	\$23,855	\$3,598	\$24,361	\$25,600
52-Services	\$3,706	\$1,100	\$3,181	\$216,065	\$219,200
54-Supplies	\$11,301	\$10,500	\$8,444	\$12,270	\$12,454
55-Equipment	\$9,277	\$9,977	\$5,740	\$16,000	\$16,240
56-Other Expenses	\$7,007	\$16,400	\$6,447	\$7,450	\$7,562
59-Indirect Costs	\$1,325,100	\$846,375	\$846,375	\$1,230,159	\$1,289,038
69-Transfers Out	\$3,750	-	-	-	-
Expenses Total	\$2,433,678	\$2,043,572	\$1,838,607	\$2,694,105	\$2,688,894
7120 - Hearing Administration SF Surplus/(Deficit)	(\$2,432,338)	(\$2,042,684)	(\$1,838,607)	(\$2,694,105)	(\$2,688,894)

The State Bar of California
Budget-by Cost Center
State Bar Court

<u>7130 - Hearing Counsel LA/SF</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,659,048	\$1,578,359	\$1,504,041	\$1,618,200	\$1,710,500
51-Building Operations	\$4,284	\$4,134	\$684	\$3,302	\$3,500
52-Services	\$319	-	\$525	\$0	-
54-Supplies	-	-	\$515	\$0	-
55-Equipment	\$1,370	\$1,876	-	\$2,700	\$2,741
56-Other Expenses	\$8,608	\$10,700	\$5,156	\$13,600	\$13,804
59-Indirect Costs	\$711,100	\$954,248	\$954,248	\$788,361	\$829,732
69-Transfers Out	\$1,915	-	\$2,485	-	-
Expenses Total	\$2,386,644	\$2,549,317	\$2,467,653	\$2,426,163	\$2,560,277
7130 - Hearing Counsel LA/SF Surplus/(Deficit)	(\$2,386,644)	(\$2,549,317)	(\$2,467,653)	(\$2,426,163)	(\$2,560,277)

The State Bar of California
Budget-by Cost Center
State Bar Court

<u>7140 - Hearing Judges</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,132,170	\$1,448,778	\$1,457,101	\$1,248,100	\$1,312,500
51-Building Operations	\$14,770	\$13,883	-	\$15,000	\$15,800
52-Services	\$11,435	\$25,000	\$14,623	\$30,000	\$30,600
54-Supplies	\$3,561	\$5,100	\$3,741	\$6,500	\$6,598
55-Equipment	\$200	\$13,909	\$21	\$13,200	\$13,398
56-Other Expenses	\$32,285	\$52,400	\$8,622	\$38,300	\$38,875
59-Indirect Costs	\$725,600	\$875,414	\$875,414	\$685,871	\$723,142
69-Transfers Out	\$324	-	\$680	-	-
Expenses Total	\$1,920,344	\$2,434,483	\$2,360,201	\$2,036,971	\$2,140,913
7140 - Hearing Judges Surplus/(Deficit)	(\$1,920,344)	(\$2,434,483)	(\$2,360,201)	(\$2,036,971)	(\$2,140,913)

The State Bar of California
Budget-by Cost Center
State Bar Court

<u>7150 - Hearing/Effec/Admin LA</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	(\$2,004)	(\$0)	-
45-Other Revenues	\$5,157	\$9,709	\$1,765	\$4,000	\$4,000
49-Transfer In	\$3,065	(\$422)	-	-	-
Revenue Total	\$8,222	\$9,287	(\$238)	\$4,000	\$4,000
50-Personnel Costs	\$1,348,018	\$1,226,744	\$1,280,613	\$1,301,900	\$1,346,700
51-Building Operations	\$18,740	\$19,853	\$969	\$20,665	\$21,700
52-Services	\$8,407	\$4,600	\$5,995	\$12,900	\$13,100
54-Supplies	\$17,465	\$23,400	\$7,606	\$19,435	\$19,727
55-Equipment	\$5,185	\$4,567	\$248	\$11,000	\$11,165
56-Other Expenses	\$3,554	\$9,100	\$2,583	\$2,140	\$2,172
59-Indirect Costs	\$1,054,200	\$941,838	\$941,838	\$1,048,009	\$1,094,356
Expenses Total	\$2,455,569	\$2,230,101	\$2,239,853	\$2,416,049	\$2,508,920
7150 - Hearing/Effec/Admin LA Surplus/(Deficit)	(\$2,447,347)	(\$2,220,815)	(\$2,240,091)	(\$2,412,049)	(\$2,504,920)

The State Bar of California
Budget-by Cost Center
State Bar Court

7160 - Presiding/Review Judges	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$914,178	\$950,274	\$928,941	\$815,100	\$859,300
51-Building Operations	\$6,507	\$6,114	(\$12)	\$6,500	\$6,800
52-Services	\$662	\$300	\$4,621	\$500	\$500
54-Supplies	\$1,897	\$3,200	\$1,659	\$3,750	\$3,806
55-Equipment	\$911	\$818	-	\$1,000	\$1,015
56-Other Expenses	\$34,217	\$51,700	\$9,469	\$39,200	\$39,789
59-Indirect Costs	\$422,400	\$557,329	\$557,329	\$403,182	\$425,283
69-Transfers Out	\$324	-	\$272	-	-
Expenses Total	\$1,381,096	\$1,569,735	\$1,502,279	\$1,269,232	\$1,336,493
7160 - Presiding/Review Judges Surplus/(Deficit)	(\$1,381,096)	(\$1,569,735)	(\$1,502,279)	(\$1,269,232)	(\$1,336,493)

The State Bar of California
Budget-by Cost Center
State Bar Court

<u>7170 - Review Counsel/Clerk</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,061,780	\$1,042,948	\$1,154,988	\$1,210,286	\$1,260,600
51-Building Operations	\$9,751	\$9,162	-	\$9,751	\$10,200
52-Services	\$145	\$1,500	\$419	\$1,400	\$1,400
54-Supplies	\$3	\$600	\$106	\$600	\$609
55-Equipment	\$1,833	\$1,840	\$11	\$4,100	\$4,162
56-Other Expenses	\$7,960	\$13,400	\$489	\$4,172	\$4,235
59-Indirect Costs	\$713,100	\$728,303	\$728,303	\$895,031	\$939,708
69-Transfers Out	\$383	-	\$1,491	-	-
Expenses Total	\$1,794,956	\$1,797,753	\$1,885,806	\$2,125,340	\$2,220,914
7170 - Review Counsel/Clerk Surplus/(Deficit)	(\$1,794,956)	(\$1,797,753)	(\$1,885,806)	(\$2,125,340)	(\$2,220,914)

The State Bar of California
Budget-by Cost Center
Programs

<u>Programs</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$114,389	\$213,767	\$86,397	\$0	\$281,900
51-Building Operations	\$275	\$176	\$3,194	-	-
52-Services	\$77	\$100	\$40	-	-
54-Supplies	\$948	\$1,527	\$12	-	-
55-Equipment	\$155	\$55	-	-	-
56-Other Expenses	\$24,012	\$30,000	\$4,801	-	-
59-Indirect Costs	-	\$103,063	\$103,063	\$0	\$0
69-Transfers Out	\$383	-	-	-	-
Expenses Total	\$140,237	\$348,689	\$197,508	\$0	\$281,900
Programs Surplus/(Deficit)	(\$140,237)	(\$348,689)	(\$197,508)	(\$0)	(\$281,900)

The State Bar of California
Budget-by Cost Center
Programs

8110 - Programs	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$114,389	\$213,767	\$86,397	\$0	\$281,900
51-Building Operations	\$275	\$176	\$3,194	-	-
52-Services	\$77	\$100	\$40	-	-
54-Supplies	\$948	\$1,527	\$12	-	-
55-Equipment	\$155	\$55	-	-	-
56-Other Expenses	\$24,012	\$30,000	\$4,801	-	-
59-Indirect Costs	-	\$103,063	\$103,063	\$0	\$0
69-Transfers Out	\$383	-	-	-	-
Expenses Total	\$140,237	\$348,689	\$197,508	\$0	\$281,900
8110 - Programs Surplus/(Deficit)	(\$140,237)	(\$348,689)	(\$197,508)	(\$0)	(\$281,900)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>Access & Inclusion</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$8,107,971	\$4,976,700	\$8,573,559	\$8,220,000	\$8,220,000
42-Other Fees	\$180	-	-	(\$0)	-
44-Grants	\$87,289,028	\$71,677,329	\$48,409,032	\$71,386,210	\$71,386,210
45-Other Revenues	\$286,477	\$228,658	\$93,866	(\$0)	-
47-Investment Income	\$1,219,820	\$878,734	\$998,823	\$418,300	\$418,300
49-Transfer In	\$2,750,000	\$1,150,000	\$1,075,000	\$1,500,000	\$1,500,000
Revenue Total	\$99,653,476	\$78,911,421	\$59,150,280	\$81,524,510	\$81,524,510
50-Personnel Costs	\$2,397,609	\$2,874,717	\$2,094,012	\$2,410,300	\$2,953,200
51-Building Operations	\$21,572	\$20,296	\$530	\$18,705	\$19,600
52-Services	\$762,640	\$541,153	\$454,222	\$779,586	\$791,300
53-Grants Expenses	\$71,483,139	\$98,463,237	\$91,119,641	\$59,785,249	\$59,785,249
54-Supplies	\$9,344	\$19,244	\$5,380	\$19,127	\$19,415
55-Equipment	\$11,288	\$16,280	\$1,332	\$10,669	\$10,831
56-Other Expenses	\$76,884	\$459,600	\$8,834	\$60,200	\$61,110
59-Indirect Costs	\$1,500,900	\$1,178,381	\$1,178,380	\$1,530,724	\$1,784,037
69-Transfers Out	\$2,750,383	\$1,000,000	\$1,000,497	\$1,500,000	\$1,500,000
Expenses Total	\$79,013,759	\$104,572,909	\$95,862,829	\$66,114,560	\$66,924,742
Access & Inclusion Surplus/(Deficit)	\$20,639,717	(\$25,661,488)	(\$36,712,549)	\$15,409,950	\$14,599,768

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8210 - Commission on Access to Justice</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
51-Building Operations	\$1,861	\$1,815	-	\$0	-
55-Equipment	\$288	-	-	\$0	-
56-Other Expenses	\$3,692	-	\$142	\$0	-
59-Indirect Costs	\$1,300	-	-	\$0	\$0
Expenses Total	\$7,141	\$1,815	\$142	\$0	\$0
8210 - Commission on Access to Justice Surplus/(Deficit)	(\$7,141)	(\$1,815)	(\$142)	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8211 - Access & Inclusion	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$68,403	\$68,787	\$92,953	(\$0)	-
Revenue Total	\$68,403	\$68,787	\$92,953	(\$0)	-
50-Personnel Costs	\$777,204	\$767,512	\$573,401	\$602,400	\$758,100
51-Building Operations	\$7,655	\$6,829	\$51	\$6,830	\$7,200
52-Services	\$441,295	\$3,900	\$128,360	\$202,736	\$205,800
54-Supplies	\$1,737	\$5,000	\$1,085	\$5,432	\$5,513
55-Equipment	\$4,332	\$2,644	\$494	\$2,644	\$2,684
56-Other Expenses	\$11,784	\$20,700	\$5,097	\$11,200	\$11,369
59-Indirect Costs	\$537,800	\$237,053	\$237,052	\$399,841	\$471,584
69-Transfers Out	\$383	-	\$497	-	-
Expenses Total	\$1,782,190	\$1,043,638	\$946,038	\$1,231,083	\$1,462,250
8211 - Access & Inclusion Surplus/(Deficit)	(\$1,713,787)	(\$974,851)	(\$853,086)	(\$1,231,083)	(\$1,462,250)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8212 - Pgrm. Dev.-Project	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$180	-	-	(\$0)	-
45-Other Revenues	\$38,379	-	-	(\$0)	-
Revenue Total	\$38,559	-	-	(\$0)	-
51-Building Operations	\$113	\$115	-	\$0	-
52-Services	-	-	\$6,766	\$0	-
55-Equipment	\$750	-	-	\$0	-
56-Other Expenses	\$20,544	-	\$460	\$0	-
59-Indirect Costs	\$2,600	-	-	\$0	\$0
Expenses Total	\$24,006	\$115	\$7,225	\$0	\$0
8212 - Pgrm. Dev.-Project Surplus/(Deficit)	\$14,553	(\$115)	(\$7,225)	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8213 - 10th Anniversary Programs</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	\$646	-	-
Expenses Total	-	-	\$646	-	-
8213 - 10th Anniversary Programs Surplus/(Deficit)	-	-	(\$646)	-	-

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8218 - LSTF Grants	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$46,454,116	\$40,413,543	\$23,959,724	\$18,000,000	\$18,000,000
47-Investment Income	\$572,672	\$720,000	\$648,766	\$196,400	\$196,400
Revenue Total	\$47,026,788	\$41,133,543	\$24,608,490	\$18,196,400	\$18,196,400
52-Services	\$31	-	-	\$0	-
53-Grants Expenses	\$27,463,024	\$55,581,034	\$27,654,747	\$24,064,764	\$24,064,764
55-Equipment	\$1	-	-	\$0	-
Expenses Total	\$27,463,056	\$55,581,034	\$27,654,747	\$24,064,764	\$24,064,764
8218 - LSTF Grants Surplus/(Deficit)	\$19,563,732	(\$14,447,491)	(\$3,046,257)	(\$5,868,364)	(\$5,868,364)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8219 - LSTF Administration	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$834,393	\$1,065,360	\$867,385	\$896,000	\$1,051,900
51-Building Operations	\$10,610	\$10,262	\$479	\$10,600	\$11,100
52-Services	\$108,364	\$107,200	\$58,983	\$161,850	\$164,300
53-Grants Expenses	-	-	\$27,647,072	\$0	-
54-Supplies	\$6,655	\$12,000	\$4,295	\$12,000	\$12,181
55-Equipment	\$5,303	\$3,037	\$839	\$2,940	\$2,985
56-Other Expenses	\$36,015	\$54,700	\$2,377	\$31,200	\$31,670
59-Indirect Costs	\$816,100	\$402,759	\$402,759	\$631,931	\$714,691
Expenses Total	\$1,817,439	\$1,655,317	\$28,984,188	\$1,746,521	\$1,988,827
8219 - LSTF Administration Surplus/(Deficit)	(\$1,817,439)	(\$1,655,317)	(\$28,984,188)	(\$1,746,521)	(\$1,988,827)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8220 - LSTF Grants-BoA Settlement</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
55-Equipment	\$0	\$13	-	\$0	-
Expenses Total	\$0	\$13	-	\$0	\$0
8220 - LSTF Grants-BoA Settlement Surplus/(Deficit)	(\$0)	(\$13)	-	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8223 - LSTF Asset BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$6,255,553	\$3,800,000	\$6,430,692	\$6,400,000	\$6,400,000
45-Other Revenues	\$177,141	\$157,253	\$914	(\$0)	-
49-Transfer In	\$2,750,000	\$1,000,000	\$1,000,000	\$1,500,000	\$1,500,000
Revenue Total	\$9,182,694	\$4,957,253	\$7,431,605	\$7,900,000	\$7,900,000
50-Personnel Costs	-	-	\$8,221	-	-
59-Indirect Costs	\$29,500	\$18,747	\$18,747	\$57,611	\$58,304
Expenses Total	\$29,500	\$18,747	\$26,968	\$57,611	\$58,304
8223 - LSTF Asset BU Surplus/(Deficit)	\$9,153,194	\$4,938,506	\$7,404,637	\$7,842,389	\$7,841,696

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8224 - Equal Access -Admin	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	\$145,413	(\$0)	-
Revenue Total	-	-	\$145,413	(\$0)	-
50-Personnel Costs	\$386,341	\$690,866	\$421,949	\$603,100	\$764,400
52-Services	\$212,910	\$215,053	\$238,486	\$220,000	\$223,300
56-Other Expenses	(\$13,239)	\$351,800	-	\$0	-
59-Indirect Costs	\$16,800	\$325,777	\$325,777	\$255,546	\$323,185
Expenses Total	\$602,812	\$1,583,497	\$986,212	\$1,078,646	\$1,310,885
8224 - Equal Access -Admin Surplus/(Deficit)	(\$602,812)	(\$1,583,497)	(\$840,799)	(\$1,078,646)	(\$1,310,885)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8225 - Equal Access -Grants	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$40,834,311	\$31,263,500	\$24,261,107	\$53,386,210	\$53,386,210
47-Investment Income	\$52,474	\$18,500	(\$9,592)	\$18,000	\$18,000
Revenue Total	\$40,886,785	\$31,282,000	\$24,251,514	\$53,404,210	\$53,404,210
52-Services	-	-	\$1,627	-	-
53-Grants Expenses	\$34,567,326	\$31,336,721	\$24,706,193	\$33,447,727	\$33,447,727
Expenses Total	\$34,567,326	\$31,336,721	\$24,707,820	\$33,447,727	\$33,447,727
8225 - Equal Access -Grants Surplus/(Deficit)	\$6,319,460	(\$54,721)	(\$456,306)	\$19,956,483	\$19,956,483

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8226 - Equal Access -Asset BU</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$223	\$300	-	-	-
Revenue Total	\$223	\$300	-	-	-
50-Personnel Costs	-	-	\$4,389	-	-
Expenses Total	-	-	\$4,389	\$0	\$0
8226 - Equal Access -Asset BU Surplus/(Deficit)	\$223	\$300	(\$4,389)	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8227 - Justice Gap Fund - BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$1,537,668	\$856,700	\$1,820,008	\$1,500,000	\$1,500,000
47-Investment Income	\$89,068	\$66,500	\$47,845	\$30,600	\$30,600
Revenue Total	\$1,626,736	\$923,200	\$1,867,853	\$1,530,600	\$1,530,600
59-Indirect Costs	\$7,000	\$4,226	\$4,226	\$13,503	\$13,665
69-Transfers Out	\$2,750,000	\$1,000,000	\$1,000,000	\$1,500,000	\$1,500,000
Expenses Total	\$2,757,000	\$1,004,226	\$1,004,226	\$1,513,503	\$1,513,665
8227 - Justice Gap Fund - BU Surplus/(Deficit)	(\$1,130,264)	(\$81,026)	\$863,627	\$17,097	\$16,935

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8228 - BofA-Second Settlement</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$601	\$285	\$42,788	(\$0)	-
Revenue Total	\$601	\$285	\$42,788	(\$0)	-
50-Personnel Costs	\$311,778	\$145,212	\$87,826	\$128,900	\$159,800
53-Grants Expenses	\$9,452,789	\$11,545,482	\$11,111,629	\$2,272,758	\$2,272,758
54-Supplies	-	\$1,300	-	\$750	\$762
55-Equipment	-	\$10,000	-	\$4,500	\$4,568
56-Other Expenses	-	\$4,500	-	\$2,500	\$2,539
59-Indirect Costs	\$31,800	\$58,525	\$58,525	\$62,068	\$75,138
Expenses Total	\$9,796,367	\$11,765,019	\$11,257,979	\$2,471,476	\$2,515,565
8228 - BofA-Second Settlement Surplus/(Deficit)	(\$9,795,766)	(\$11,764,733)	(\$11,215,191)	(\$2,471,476)	(\$2,515,565)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8229 - Bank Settlement Fund	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$497,098	\$69,100	\$306,418	\$170,500	\$170,500
Revenue Total	\$497,098	\$69,100	\$306,418	\$170,500	\$170,500
50-Personnel Costs	-	-	\$897	-	-
Expenses Total	-	-	\$897	\$0	\$0
8229 - Bank Settlement Fund Surplus/(Deficit)	\$497,098	\$69,100	\$305,521	\$170,500	\$170,500

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8231 - Stakeholder Outreach</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
56-Other Expenses	-	\$4,100	-	\$4,100	\$4,162
59-Indirect Costs	\$300	\$367	\$367	\$263	\$284
Expenses Total	\$300	\$4,467	\$367	\$4,363	\$4,446
8231 - Stakeholder Outreach Surplus/(Deficit)	(\$300)	(\$4,467)	(\$367)	(\$4,363)	(\$4,446)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8233 - Center for Access & Fairness	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$2,554	\$2,619	-	(\$0)	-
Revenue Total	\$2,554	\$2,619	-	(\$0)	-
50-Personnel Costs	\$87,893	\$205,766	\$127,985	\$179,900	\$219,000
51-Building Operations	\$1,333	\$1,275	-	\$1,275	\$1,300
52-Services	\$40	\$215,000	\$20,000	\$195,000	\$197,900
54-Supplies	\$947	\$944	-	\$945	\$959
55-Equipment	\$615	\$586	-	\$585	\$594
56-Other Expenses	\$12,494	\$9,000	-	\$4,500	\$4,568
59-Indirect Costs	\$55,000	\$128,027	\$128,027	\$106,650	\$123,806
Expenses Total	\$158,323	\$560,598	\$276,012	\$488,855	\$548,127
8233 - Center for Access & Fairness Surplus/(Deficit)	(\$155,769)	(\$557,980)	(\$276,012)	(\$488,855)	(\$548,127)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

<u>8234 - Council on Access and Fairness</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
54-Supplies	\$5	-	-	-	-
56-Other Expenses	\$5,595	\$14,800	\$757	\$6,700	\$6,802
59-Indirect Costs	\$1,200	\$1,321	\$1,321	\$430	\$465
Expenses Total	\$6,801	\$16,121	\$2,079	\$7,130	\$7,267
8234 - Council on Access and Fairness Surplus/(Deficit)	(\$6,801)	(\$16,121)	(\$2,079)	(\$7,130)	(\$7,267)

The State Bar of California
Budget-by Cost Center
Access & Inclusion

8235 - EOB & Bar Relations	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$314,750	\$320,000	\$322,859	\$320,000	\$320,000
47-Investment Income	\$8,285	\$4,334	\$5,387	\$2,800	\$2,800
49-Transfer In	-	\$150,000	\$75,000	-	-
Revenue Total	\$323,035	\$474,334	\$403,246	\$322,800	\$322,800
50-Personnel Costs	-	-	\$1,314	-	-
59-Indirect Costs	\$1,500	\$1,579	\$1,579	\$2,881	\$2,915
Expenses Total	\$1,500	\$1,579	\$2,893	\$2,881	\$2,915
8235 - EOB & Bar Relations Surplus/(Deficit)	\$321,535	\$472,755	\$400,353	\$319,919	\$319,885

The State Bar of California
Budget-by Cost Center
Admissions

<u>Admissions</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$9,577,171	\$8,737,954	\$9,673,876	\$8,808,852	\$8,728,349
43-Exam Fees	\$14,058,872	\$13,889,080	\$14,579,384	\$12,785,930	\$12,785,930
44-Grants	\$235	\$1,000	\$78,012	\$100	\$100
45-Other Revenues	\$1,533	\$2,000	\$203	-	-
47-Investment Income	\$461,488	\$387,084	\$280,732	\$162,800	\$162,800
49-Transfer In	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Revenue Total	\$24,199,300	\$23,117,119	\$24,712,207	\$21,857,682	\$21,777,179
50-Personnel Costs	\$7,754,478	\$8,742,873	\$7,955,461	\$8,979,600	\$9,425,100
51-Building Operations	\$98,899	\$109,123	\$23,994	\$77,500	\$81,600
52-Services	\$2,053,454	\$1,793,150	\$1,493,772	\$2,759,324	\$2,800,300
54-Supplies	\$122,043	\$185,457	\$47,472	\$102,578	\$104,121
55-Equipment	\$70,341	\$442,818	\$24,038	\$483,211	\$490,463
56-Other Expenses	\$434,209	\$604,500	\$214,331	\$434,406	\$440,924
57-Exam Related Expenses	\$6,177,728	\$7,005,170	\$4,773,637	\$6,878,223	\$6,981,400
59-Indirect Costs	\$6,163,900	\$5,676,175	\$5,676,179	\$6,814,336	\$7,170,288
69-Transfers Out	\$101,451	\$825,000	\$826,491	\$100,000	\$100,000
Expenses Total	\$22,976,503	\$25,384,265	\$21,035,374	\$26,629,178	\$27,594,196
Admissions Surplus/(Deficit)	\$1,222,797	(\$2,267,147)	\$3,676,833	(\$4,771,496)	(\$5,817,017)

The State Bar of California
Budget-by Cost Center
Admissions

8310 - Admissions Assets BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	(\$19,013)	\$67,362	-	-	-
Revenue Total	(\$19,013)	\$67,362	-	-	-
50-Personnel Costs	-	-	\$66,402	-	-
52-Services	-	-	\$123	-	-
56-Other Expenses	-	-	\$1,127	-	-
59-Indirect Costs	\$100	\$82	\$82	\$0	\$0
69-Transfers Out	\$100,000	\$825,000	\$825,000	\$100,000	\$100,000
Expenses Total	\$100,100	\$825,082	\$892,733	\$100,000	\$100,000
8310 - Admissions Assets BU Surplus/(Deficit)	(\$119,113)	(\$757,720)	(\$892,733)	(\$100,000)	(\$100,000)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8311 - Admissions Overhead</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$716,776	\$670,010	\$650,668	\$691,800	\$755,000
51-Building Operations	\$3,957	\$8,402	\$6,038	\$6,300	\$6,700
52-Services	\$189,362	\$133,900	\$398,243	\$165,100	\$167,500
54-Supplies	\$552	\$4,000	\$699	\$3,200	\$3,249
55-Equipment	\$1,411	\$5,579	\$9	\$222,500	\$225,838
56-Other Expenses	\$103,803	\$156,800	\$22,127	\$106,650	\$108,251
57-Exam Related Expenses	-	\$500	-	\$600	\$609
59-Indirect Costs	\$383,300	\$295,143	\$295,143	\$431,554	\$457,165
69-Transfers Out	\$638	-	-	-	-
Expenses Total	\$1,399,799	\$1,274,335	\$1,372,926	\$1,627,704	\$1,724,312
8311 - Admissions Overhead Surplus/(Deficit)	(\$1,399,799)	(\$1,274,335)	(\$1,372,926)	(\$1,627,704)	(\$1,724,312)

The State Bar of California
Budget-by Cost Center
Admissions

8312 - Admissions Operations	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,820,607	\$2,075,889	\$1,850,947	\$2,349,100	\$2,436,200
51-Building Operations	\$51,998	\$49,955	\$11,943	\$24,500	\$25,700
52-Services	\$1,413,016	\$748,100	\$412,113	\$661,500	\$671,300
54-Supplies	\$105,380	\$85,000	\$41,496	\$70,000	\$71,050
55-Equipment	\$36,713	\$32,786	\$2,432	\$16,350	\$16,596
56-Other Expenses	\$162,533	\$146,900	\$104,794	\$151,489	\$153,762
57-Exam Related Expenses	\$4,472,763	\$5,012,769	\$3,726,324	\$4,690,079	\$4,760,432
59-Indirect Costs	\$1,923,900	\$1,971,918	\$1,971,918	\$1,851,201	\$1,945,262
Expenses Total	\$10,986,910	\$10,123,318	\$8,121,968	\$9,814,219	\$10,080,302
8312 - Admissions Operations Surplus/(Deficit)	(\$10,986,910)	(\$10,123,318)	(\$8,121,968)	(\$9,814,219)	(\$10,080,302)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8313 - Admissions Administration</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	\$165	-	-
Revenue Total	-	-	\$165	-	-
50-Personnel Costs	\$586,685	\$730,643	\$568,144	\$855,300	\$884,000
51-Building Operations	\$8,654	\$7,732	\$1,069	\$3,500	\$3,700
52-Services	\$214,197	\$299,250	\$281,720	\$415,500	\$421,700
54-Supplies	\$4,174	\$45,100	\$1,242	\$10,000	\$10,150
55-Equipment	\$880	\$1,828	-	\$1,500	\$1,523
56-Other Expenses	\$1,024	\$700	\$4,700	\$1,000	\$1,015
57-Exam Related Expenses	-	-	\$725	-	-
59-Indirect Costs	\$609,000	\$425,040	\$425,040	\$674,203	\$707,923
Expenses Total	\$1,424,614	\$1,510,293	\$1,282,641	\$1,961,003	\$2,030,011
8313 - Admissions Administration Surplus/(Deficit)	(\$1,424,614)	(\$1,510,293)	(\$1,282,476)	(\$1,961,003)	(\$2,030,011)

The State Bar of California
Budget-by Cost Center
Admissions

8315 - Law School Regulation	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	\$127,811	-	-
Revenue Total	-	-	\$127,811	-	-
50-Personnel Costs	\$378,136	\$412,257	\$336,950	\$339,800	\$352,200
51-Building Operations	\$2,947	\$2,771	\$648	\$2,811	\$3,000
52-Services	\$14,810	\$60,200	\$5,774	\$88,202	\$89,500
54-Supplies	\$263	\$1,000	\$9	\$1,135	\$1,152
55-Equipment	\$187	\$84	-	\$90	\$91
56-Other Expenses	\$10,771	\$30,000	\$20,034	\$28,580	\$29,008
59-Indirect Costs	\$216,200	\$164,782	\$164,782	\$203,420	\$214,098
69-Transfers Out	\$430	-	\$497	-	-
Expenses Total	\$623,744	\$671,093	\$528,693	\$664,038	\$689,049
8315 - Law School Regulation Surplus/(Deficit)	(\$623,744)	(\$671,093)	(\$400,882)	(\$664,038)	(\$689,049)

The State Bar of California
Budget-by Cost Center
Admissions

8316 - Admissions Revenue	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$7,353,466	\$6,698,100	\$7,362,625	\$6,580,700	\$6,580,700
43-Exam Fees	\$14,058,872	\$13,889,080	\$14,579,384	\$12,785,930	\$12,785,930
44-Grants	\$235	\$1,000	\$77,847	\$100	\$100
47-Investment Income	\$371,085	\$230,100	\$207,958	\$127,300	\$127,300
Revenue Total	\$21,783,658	\$20,818,280	\$22,227,814	\$19,494,030	\$19,494,030
52-Services	(\$57,362)	-	(\$3,681)	(\$90,000)	(\$91,400)
55-Equipment	\$158	\$146	-	-	-
56-Other Expenses	\$301	-	(\$46)	-	-
59-Indirect Costs	\$2,700	-	\$4	\$160	-
Expenses Total	(\$54,203)	\$146	(\$3,722)	(\$89,840)	(\$91,400)
8316 - Admissions Revenue Surplus/(Deficit)	\$21,837,861	\$20,818,134	\$22,231,536	\$19,583,870	\$19,585,430

The State Bar of California
Budget-by Cost Center
Admissions

<u>8317 - Examination Development</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$385,713	\$354,433	\$357,443	\$326,100	\$328,000
51-Building Operations	\$2,763	\$3,845	\$672	\$3,500	\$3,700
52-Services	\$123,321	\$294,000	\$85,069	\$232,100	\$235,600
54-Supplies	\$252	\$1,100	\$369	\$1,500	\$1,524
55-Equipment	\$1,170	\$924	\$314	\$1,500	\$1,523
56-Other Expenses	\$13,954	\$16,500	\$7,952	\$9,500	\$9,643
57-Exam Related Expenses	\$269,095	\$269,200	\$289,966	\$372,000	\$377,580
59-Indirect Costs	\$253,800	\$237,001	\$237,001	\$227,413	\$239,408
69-Transfers Out	\$383	-	\$497	-	-
Expenses Total	\$1,050,451	\$1,177,002	\$979,284	\$1,173,613	\$1,196,978
8317 - Examination Development Surplus/(Deficit)	(\$1,050,451)	(\$1,177,002)	(\$979,284)	(\$1,173,613)	(\$1,196,978)

The State Bar of California
Budget-by Cost Center
Admissions

8318 - Examination Grading	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$705,514	\$725,308	\$580,227	\$581,100	\$603,400
51-Building Operations	\$11,864	\$19,493	\$692	\$19,500	\$20,500
52-Services	\$12,395	\$91,600	\$2,669	\$11,600	\$11,800
54-Supplies	\$2,915	\$15,000	\$748	\$4,400	\$4,467
55-Equipment	\$12,497	\$12,375	\$1,802	\$10,000	\$10,151
56-Other Expenses	\$62,174	\$86,400	\$5,915	\$70,500	\$71,558
57-Exam Related Expenses	\$1,305,137	\$1,480,500	\$756,622	\$1,472,250	\$1,494,334
59-Indirect Costs	\$620,700	\$638,170	\$638,170	\$624,174	\$658,455
Expenses Total	\$2,733,195	\$3,068,846	\$1,986,845	\$2,793,524	\$2,874,665
8318 - Examination Grading Surplus/(Deficit)	(\$2,733,195)	(\$3,068,846)	(\$1,986,845)	(\$2,793,524)	(\$2,874,665)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8319 - Moral Character Determinations</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,528,578	\$2,702,830	\$2,736,524	\$2,701,400	\$2,878,600
51-Building Operations	\$9,818	\$10,532	\$893	\$10,532	\$11,100
52-Services	\$20,798	\$64,400	\$2,180	\$43,700	\$44,300
54-Supplies	\$3,234	\$5,524	\$1,958	\$5,674	\$5,759
55-Equipment	\$7,094	\$7,169	\$477	\$7,169	\$7,277
56-Other Expenses	\$32,099	\$10,400	\$20,268	\$10,100	\$10,251
59-Indirect Costs	\$1,184,700	\$1,327,585	\$1,327,585	\$1,848,677	\$1,942,917
69-Transfers Out	-	-	\$497	-	-
Expenses Total	\$2,786,322	\$4,128,439	\$4,090,382	\$4,627,251	\$4,900,204
8319 - Moral Character Determinations Surplus/(Deficit)	(\$2,786,322)	(\$4,128,439)	(\$4,090,382)	(\$4,627,251)	(\$4,900,204)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8320 - MCLE Provider Certification</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
54-Supplies	-	-	\$2	-	-
Expenses Total	-	-	\$2	-	-
8320 - MCLE Provider Certification Surplus/(Deficit)	-	-	(\$2)	-	-

The State Bar of California
Budget-by Cost Center
Admissions

8321 - Special Admissions	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$217,955	\$317,998	\$289,501	\$299,300	\$310,400
51-Building Operations	\$1,620	\$1,522	-	\$1,500	\$1,600
52-Services	-	\$200	-	\$200	\$200
54-Supplies	-	\$100	\$1	\$100	\$102
55-Equipment	\$412	\$385	\$108	\$300	\$305
56-Other Expenses	-	-	\$1,126	\$350	\$355
59-Indirect Costs	\$226,200	\$176,969	\$176,970	\$263,605	\$276,032
Expenses Total	\$446,187	\$497,174	\$467,705	\$565,355	\$588,994
8321 - Special Admissions Surplus/(Deficit)	(\$446,187)	(\$497,174)	(\$467,705)	(\$565,355)	(\$588,994)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8398 - Legal Specialization -Asset BU</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$6,029	\$41,365	-	-	-
49-Transfer In	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Revenue Total	\$106,029	\$141,365	\$100,000	\$100,000	\$100,000
50-Personnel Costs	-	-	\$4,788	-	-
52-Services	-	-	\$68	-	-
56-Other Expenses	-	-	\$205	-	-
Expenses Total	-	-	\$5,061	\$0	\$0
8398 - Legal Specialization -Asset BU Surplus/(Deficit)	\$106,029	\$141,365	\$94,940	\$100,000	\$100,000

The State Bar of California
Budget-by Cost Center
Admissions

8399 - Legal Specialization	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$2,223,705	\$2,039,854	\$2,183,440	\$2,228,152	\$2,147,649
45-Other Revenues	\$1,533	\$2,000	\$203	-	-
47-Investment Income	\$103,388	\$48,257	\$72,774	\$35,500	\$35,500
Revenue Total	\$2,328,626	\$2,090,111	\$2,256,417	\$2,263,652	\$2,183,149
50-Personnel Costs	\$414,513	\$753,506	\$513,867	\$835,700	\$877,300
51-Building Operations	\$5,278	\$4,870	\$2,038	\$5,358	\$5,600
52-Services	\$122,917	\$101,500	\$309,495	\$1,231,422	\$1,249,800
54-Supplies	\$5,273	\$28,634	\$948	\$6,570	\$6,668
55-Equipment	\$9,820	\$381,542	\$18,895	\$223,802	\$227,159
56-Other Expenses	\$47,549	\$156,800	\$26,130	\$56,237	\$57,081
57-Exam Related Expenses	\$130,733	\$242,200	-	\$343,294	\$348,445
59-Indirect Costs	\$743,300	\$439,485	\$439,485	\$689,929	\$729,028
Expenses Total	\$1,479,384	\$2,108,537	\$1,310,858	\$3,392,311	\$3,501,081
8399 - Legal Specialization Surplus/(Deficit)	\$849,242	(\$18,426)	\$945,559	(\$1,128,659)	(\$1,317,932)

The State Bar of California
Budget-by Cost Center
Attorney Regulation & Consumer
Resources

<u>Attorney Regulation & Consumer Resources</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$1,131,539	\$1,022,661	\$2,253,817	\$803,000	\$803,000
45-Other Revenues	\$10,671	\$10,168	\$7,260	-	-
Revenue Total	\$1,142,210	\$1,032,829	\$2,261,077	\$803,000	\$803,000
50-Personnel Costs	\$3,318,245	\$3,703,206	\$3,426,865	\$3,626,900	\$3,706,400
51-Building Operations	\$17,555	\$12,817	\$6,483	\$12,000	\$12,600
52-Services	\$133,696	\$113,400	\$160,703	\$113,000	\$114,700
54-Supplies	\$66,498	\$122,737	\$42,234	\$107,850	\$109,469
55-Equipment	\$7,932	\$7,880	\$2,653	\$9,100	\$9,237
56-Other Expenses	\$5,261	\$4,000	\$5,319	\$1,400	\$1,421
59-Indirect Costs	\$2,257,400	\$1,572,831	\$1,572,831	\$2,252,303	\$2,356,446
69-Transfers Out	\$383	-	-	-	-
Expenses Total	\$5,806,970	\$5,536,871	\$5,217,088	\$6,122,553	\$6,310,273
Attorney Regulation & Consumer Resources Surplus/(Deficit)	(\$4,664,760)	(\$4,504,042)	(\$2,956,011)	(\$5,319,553)	(\$5,507,273)

The State Bar of California
Budget-by Cost Center
Attorney Regulation & Consumer
Resources

8410 - Attorney Regulation & Consumer Resources	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$426,107	\$245,137	\$1,612,227	\$275,000	\$275,000
45-Other Revenues	\$10,671	\$10,168	\$7,260	-	-
Revenue Total	\$436,778	\$255,305	\$1,619,487	\$275,000	\$275,000
50-Personnel Costs	\$3,251,599	\$3,628,753	\$3,353,375	\$3,549,800	\$3,631,600
51-Building Operations	\$17,555	\$12,817	\$6,483	\$12,000	\$12,600
52-Services	\$119,002	\$110,100	\$152,303	\$109,700	\$111,400
54-Supplies	\$63,044	\$101,137	\$41,733	\$101,650	\$103,176
55-Equipment	\$5,954	\$6,245	\$2,653	\$7,700	\$7,816
56-Other Expenses	\$5,261	\$3,000	\$5,319	\$400	\$406
59-Indirect Costs	\$2,216,500	\$1,544,016	\$1,544,016	\$2,210,812	\$2,313,335
69-Transfers Out	\$383	-	-	-	-
Expenses Total	\$5,679,297	\$5,406,068	\$5,105,882	\$5,992,062	\$6,180,333
8410 - Attorney Regulation & Consumer Resources Surplus/(Deficit)	(\$5,242,520)	(\$5,150,763)	(\$3,486,395)	(\$5,717,062)	(\$5,905,333)

The State Bar of California
Budget-by Cost Center
Attorney Regulation & Consumer
Resources

8420 - MCLE Regulation	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$705,432	\$777,524	\$641,590	\$528,000	\$528,000
Revenue Total	\$705,432	\$777,524	\$641,590	\$528,000	\$528,000
50-Personnel Costs	-	\$2,500	-	-	-
52-Services	\$53	\$600	-	\$600	\$600
54-Supplies	\$2,801	\$20,400	\$345	\$5,000	\$5,075
55-Equipment	\$1,775	\$1,439	-	\$1,200	\$1,218
56-Other Expenses	-	\$1,000	-	\$1,000	\$1,015
59-Indirect Costs	\$4,400	\$1,915	\$1,915	\$2,589	\$2,655
Expenses Total	\$9,029	\$27,855	\$2,260	\$10,389	\$10,563
8420 - MCLE Regulation Surplus/(Deficit)	\$696,403	\$749,670	\$639,330	\$517,611	\$517,437

The State Bar of California
Budget-by Cost Center
Attorney Regulation & Consumer
Resources

8430 - Child & Family Support	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$66,646	\$71,953	\$73,490	\$77,100	\$74,800
52-Services	\$41	\$2,700	-	\$2,700	\$2,700
54-Supplies	\$653	\$1,200	\$157	\$1,200	\$1,218
55-Equipment	\$202	\$196	-	\$200	\$203
59-Indirect Costs	\$36,500	\$26,900	\$26,900	\$38,902	\$40,456
Expenses Total	\$104,043	\$102,949	\$100,546	\$120,102	\$119,377
8430 - Child & Family Support Surplus/(Deficit)	(\$104,043)	(\$102,949)	(\$100,546)	(\$120,102)	(\$119,377)

The State Bar of California
Budget-by Cost Center
Attorney Regulation & Consumer
Resources

<u>8440 - Transition Assistance Services</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$14,600	-	\$8,400	-	-
Expenses Total	\$14,600	-	\$8,400	\$0	\$0
8440 - Transition Assistance Services Surplus/(Deficit)	(\$14,600)	-	(\$8,400)	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Professional Support & Client Protection

Professional Support & Client Protection	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$10,039,139	\$16,070,895	\$16,200,063	\$10,112,100	\$10,112,100
45-Other Revenues	\$10,150	(\$10,000)	\$8,078	\$750	\$750
47-Investment Income	\$208,661	\$152,519	\$103,498	\$71,600	\$71,600
49-Transfer In	\$6,120	(\$964)	\$5,441	-	-
Revenue Total	\$10,264,071	\$16,212,450	\$16,317,080	\$10,184,450	\$10,184,450
50-Personnel Costs	\$3,754,653	\$4,577,742	\$3,811,635	\$4,046,400	\$4,160,700
51-Building Operations	\$164,454	\$127,482	\$166,833	\$165,341	\$173,600
52-Services	\$239,190	\$305,500	\$250,463	\$530,819	\$538,700
54-Supplies	\$13,631	\$26,475	\$11,169	\$25,854	\$26,244
55-Equipment	\$10,871	\$12,383	\$1,800	\$17,618	\$17,885
56-Other Expenses	\$124,713	\$142,297	\$13,037	\$71,938	\$73,017
58-Payouts and Reimbursements	\$6,464,065	\$13,115,000	\$11,124,079	\$6,063,300	\$6,063,300
59-Indirect Costs	\$1,573,600	\$2,198,348	\$2,198,348	\$1,944,850	\$2,030,009
69-Transfers Out	\$2,125	-	\$2,982	-	-
Expenses Total	\$12,347,303	\$20,505,227	\$17,580,346	\$12,866,120	\$13,083,455
Professional Support & Client Protection Surplus/(Deficit)	(\$2,083,232)	(\$4,292,777)	(\$1,263,266)	(\$2,681,670)	(\$2,899,005)

The State Bar of California
Budget-by Cost Center
Professional Support & Client Protection

<u>Lawyer Assistance Program</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$2,086,931	\$216,843	\$198,499	\$2,102,800	\$2,102,800
45-Other Revenues	-	-	\$500	(\$0)	-
47-Investment Income	\$103,527	\$76,163	\$55,513	\$35,500	\$35,500
49-Transfer In	\$1,250	(\$197)	\$131	-	-
Revenue Total	\$2,191,708	\$292,809	\$254,642	\$2,138,300	\$2,138,300
50-Personnel Costs	\$1,143,486	\$1,397,819	\$1,186,284	\$1,354,600	\$1,387,200
51-Building Operations	\$149,898	\$113,966	\$164,344	\$150,934	\$158,500
52-Services	\$192,687	\$266,600	\$233,830	\$430,700	\$437,100
54-Supplies	\$4,352	\$6,075	\$3,303	\$5,100	\$5,178
55-Equipment	\$3,653	\$4,865	\$652	\$5,300	\$5,381
56-Other Expenses	\$115,457	\$127,697	\$10,888	\$64,000	\$64,960
59-Indirect Costs	\$483,400	\$547,890	\$547,890	\$608,667	\$636,010
Expenses Total	\$2,092,933	\$2,464,913	\$2,147,192	\$2,619,301	\$2,694,329
Lawyer Assistance Program Surplus/(Deficit)	\$98,775	(\$2,172,104)	(\$1,892,549)	(\$481,001)	(\$556,029)

The State Bar of California
Budget-by Cost Center
Professional Support & Client Protection

<u>Probation</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,152,739	\$1,298,167	\$1,119,383	\$1,199,700	\$1,204,900
51-Building Operations	\$7,229	\$6,856	\$763	\$7,647	\$8,000
52-Services	\$39,984	\$28,000	\$12,636	\$40,508	\$41,100
54-Supplies	\$1,978	\$7,400	\$1,658	\$7,545	\$7,658
55-Equipment	\$1,689	\$2,892	\$1,115	\$4,568	\$4,637
56-Other Expenses	\$1,909	\$2,500	\$331	\$2,538	\$2,576
59-Indirect Costs	\$508,400	\$764,283	\$764,283	\$612,901	\$637,721
69-Transfers Out	\$533	-	\$497	-	-
Expenses Total	\$1,714,461	\$2,110,098	\$1,900,666	\$1,875,407	\$1,906,592
Probation Surplus/(Deficit)	(\$1,714,461)	(\$2,110,098)	(\$1,900,666)	(\$1,875,407)	(\$1,906,592)

The State Bar of California
Budget-by Cost Center
Professional Support & Client Protection

<u>Client Security Fund</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$7,952,208	\$15,854,052	\$16,001,564	\$8,009,300	\$8,009,300
45-Other Revenues	\$10,150	(\$10,000)	\$7,578	\$750	\$750
47-Investment Income	\$105,134	\$76,357	\$47,986	\$36,100	\$36,100
49-Transfer In	\$4,870	(\$767)	\$5,310	-	-
Revenue Total	\$8,072,362	\$15,919,642	\$16,062,438	\$8,046,150	\$8,046,150
50-Personnel Costs	\$1,458,429	\$1,881,755	\$1,505,968	\$1,492,100	\$1,568,600
51-Building Operations	\$7,327	\$6,660	\$1,727	\$6,760	\$7,100
52-Services	\$6,519	\$10,900	\$3,997	\$59,611	\$60,500
54-Supplies	\$7,301	\$13,000	\$6,208	\$13,209	\$13,408
55-Equipment	\$5,529	\$4,626	\$32	\$7,750	\$7,867
56-Other Expenses	\$7,348	\$12,100	\$1,817	\$5,400	\$5,481
58-Payouts and Reimbursements	\$6,464,065	\$13,115,000	\$11,124,079	\$6,063,300	\$6,063,300
59-Indirect Costs	\$581,800	\$886,175	\$886,175	\$723,282	\$756,278
69-Transfers Out	\$1,592	-	\$2,485	-	-
Expenses Total	\$8,539,909	\$15,930,216	\$13,532,488	\$8,371,412	\$8,482,534
Client Security Fund Surplus/(Deficit)	(\$467,547)	(\$10,574)	\$2,529,949	(\$325,262)	(\$436,384)

The State Bar of California
Budget-by Cost Center
Professional Competence

<u>Professional Competence</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$38,444	\$32,000	\$16,867	\$32,000	\$32,000
45-Other Revenues	\$13,217	\$6,660	\$3,200	\$76,200	\$76,200
49-Transfer In	\$3,104	(\$221)	-	-	-
Revenue Total	\$54,764	\$38,440	\$20,067	\$108,200	\$108,200
50-Personnel Costs	\$1,829,767	\$2,195,236	\$1,787,868	\$2,238,400	\$2,340,500
51-Building Operations	\$16,474	\$15,914	\$1,407	\$16,660	\$17,500
52-Services	\$144,921	\$278,300	\$6,248	\$452,000	\$458,600
54-Supplies	\$6,255	\$14,459	\$3,052	\$11,800	\$11,978
55-Equipment	\$8,923	\$12,697	\$141	\$15,150	\$15,378
56-Other Expenses	\$102,240	\$53,700	\$36,854	\$62,830	\$63,774
59-Indirect Costs	\$1,046,700	\$750,589	\$750,589	\$1,143,162	\$1,202,994
69-Transfers Out	(\$284)	-	\$1,491	-	-
Expenses Total	\$3,154,995	\$3,320,896	\$2,587,651	\$3,940,002	\$4,110,724
Professional Competence Surplus/(Deficit)	(\$3,100,231)	(\$3,282,456)	(\$2,567,584)	(\$3,831,802)	(\$4,002,524)

The State Bar of California
Budget-by Cost Center
Professional Competence

8810 - Professional Competence	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	\$9,581	(\$0)	-
45-Other Revenues	\$193	\$72	-	\$60,000	\$60,000
49-Transfer In	\$129	(\$10)	-	-	-
Revenue Total	\$322	\$61	\$9,581	\$60,000	\$60,000
50-Personnel Costs	\$1,829,767	\$2,195,236	\$1,787,868	\$2,238,400	\$2,340,500
51-Building Operations	\$12,566	\$11,986	\$1,407	\$12,800	\$13,400
52-Services	\$76,701	\$203,100	\$826	\$377,500	\$383,100
54-Supplies	\$2,244	\$7,500	\$1,258	\$5,500	\$5,583
55-Equipment	\$5,586	\$9,805	\$104	\$7,500	\$7,613
56-Other Expenses	\$66,231	\$10,000	\$29,163	\$40,530	\$41,138
59-Indirect Costs	\$1,032,200	\$740,752	\$740,752	\$1,135,517	\$1,194,755
69-Transfers Out	\$766	-	\$1,491	-	-
Expenses Total	\$3,026,062	\$3,178,379	\$2,562,869	\$3,817,747	\$3,986,089
8810 - Professional Competence Surplus/(Deficit)	(\$3,025,740)	(\$3,178,318)	(\$2,553,289)	(\$3,757,747)	(\$3,926,089)

The State Bar of California
Budget-by Cost Center
Professional Competence

8820 - OPC Publications	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$3,985	\$9,589	\$1,675	\$8,200	\$8,200
49-Transfer In	\$2,975	(\$210)	-	-	-
Revenue Total	\$6,960	\$9,378	\$1,675	\$8,200	\$8,200
52-Services	\$11,011	\$14,800	\$518	\$13,800	\$13,900
54-Supplies	\$1,149	\$2,200	\$57	\$2,000	\$2,030
55-Equipment	\$494	\$506	\$38	\$5,000	\$5,075
59-Indirect Costs	\$2,000	\$1,328	\$1,328	\$1,336	\$1,435
69-Transfers Out	(\$1,050)	-	-	-	-
Expenses Total	\$13,604	\$18,834	\$1,941	\$22,136	\$22,440
8820 - OPC Publications Surplus/(Deficit)	(\$6,644)	(\$9,456)	(\$266)	(\$13,936)	(\$14,240)

The State Bar of California
Budget-by Cost Center
Professional Competence

<u>8830 - Rules Revision Commission</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
51-Building Operations	\$488	\$501	-	\$0	-
55-Equipment	\$102	\$104	-	\$0	-
56-Other Expenses	\$1,972	-	-	\$0	-
Expenses Total	\$2,563	\$605	-	\$0	\$0
8830 - Rules Revision Commission Surplus/(Deficit)	(\$2,563)	(\$605)	-	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Professional Competence

8840 - COPRAC	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	\$898	-	-
45-Other Revenues	\$6,480	(\$6,000)	-	\$5,000	\$5,000
Revenue Total	\$6,480	(\$6,000)	\$898	\$5,000	\$5,000
51-Building Operations	\$161	\$365	-	\$360	\$400
52-Services	\$1,581	\$3,000	\$5	\$3,300	\$3,300
54-Supplies	\$301	\$459	-	\$0	-
55-Equipment	\$146	\$140	-	\$150	\$152
56-Other Expenses	\$25,441	\$36,000	\$7,594	\$18,000	\$18,271
59-Indirect Costs	\$4,200	\$3,100	\$3,100	\$1,697	\$1,812
Expenses Total	\$31,829	\$43,064	\$10,699	\$23,507	\$23,935
8840 - COPRAC Surplus/(Deficit)	(\$25,349)	(\$49,064)	(\$9,801)	(\$18,507)	(\$18,935)

The State Bar of California
Budget-by Cost Center
Professional Competence

<u>8850 - Mandatory Fee Arb Committee</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$1,774	-	-	-	-
54-Supplies	\$16	-	\$138	-	-
55-Equipment	\$1	-	-	-	-
56-Other Expenses	\$7,452	-	-	-	-
59-Indirect Costs	\$1,700	-	-	\$0	\$0
Expenses Total	\$10,943	-	\$138	\$0	\$0
8850 - Mandatory Fee Arb Committee Surplus/(Deficit)	(\$10,943)	-	(\$138)	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Professional Competence

8860 - Mandatory Fee Arbitration	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$38,444	\$32,000	\$6,389	\$32,000	\$32,000
45-Other Revenues	\$2,559	\$3,000	\$1,525	\$3,000	\$3,000
Revenue Total	\$41,003	\$35,000	\$7,914	\$35,000	\$35,000
51-Building Operations	\$3,259	\$3,063	-	\$3,500	\$3,700
52-Services	\$53,854	\$57,400	\$4,891	\$57,400	\$58,300
54-Supplies	\$2,544	\$4,300	\$1,599	\$4,300	\$4,365
55-Equipment	\$2,594	\$2,141	-	\$2,500	\$2,538
56-Other Expenses	\$1,144	\$7,700	\$97	\$4,300	\$4,365
59-Indirect Costs	\$6,600	\$5,410	\$5,409	\$4,612	\$4,992
Expenses Total	\$69,995	\$80,014	\$11,996	\$76,612	\$78,260
8860 - Mandatory Fee Arbitration Surplus/(Deficit)	(\$28,993)	(\$45,014)	(\$4,082)	(\$41,612)	(\$43,260)

The State Bar of California
Budget-by Cost Center
Professional Competence

<u>8870 - Multijurisdictional</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	-	-	\$8	-	-
Expenses Total	-	-	\$8	-	-
8870 - Multijurisdictional Surplus/(Deficit)	-	-	(\$8)	-	-

The State Bar of California
Budget-by Cost Center
Administration

<u>Administration</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$54,219	-	(\$33,167)	-	-
51-Building Operations	\$3,315	\$2,917	\$2,800	-	-
52-Services	\$71	-	\$153	-	-
54-Supplies	\$974	\$1,391	\$1,305	-	-
55-Equipment	\$499	\$505	\$183	-	-
56-Other Expenses	\$27,391	\$14,000	\$19,996	-	-
69-Transfers Out	\$90	-	-	-	-
Expenses Total	\$86,559	\$18,813	(\$8,731)	-	-
Administration Surplus/(Deficit)	(\$86,559)	(\$18,813)	\$8,731	-	-

The State Bar of California
Budget-by Cost Center
Administration

<u>5110 - Administration</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$54,219	-	(\$33,167)	-	-
51-Building Operations	\$3,315	\$2,917	\$2,800	-	-
52-Services	\$71	-	\$153	-	-
54-Supplies	\$974	\$1,391	\$1,305	-	-
55-Equipment	\$499	\$505	\$183	-	-
56-Other Expenses	\$27,391	\$14,000	\$19,996	-	-
69-Transfers Out	\$90	-	-	-	-
Expenses Total	\$86,559	\$18,813	(\$8,731)	-	-
5110 - Administration Surplus/(Deficit)	(\$86,559)	(\$18,813)	\$8,731	-	-

The State Bar of California
Budget-by Cost Center
General Services

<u>General Services</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$3,990	\$810,494	\$799,748	\$801,900	\$801,900
45-Other Revenues	-	\$6,117	\$1,384	-	-
47-Investment Income	\$302,891	\$156,620	\$216,448	\$103,900	\$103,900
48-Lease Revenue	\$3,391,708	\$4,198,019	\$4,233,643	\$3,179,369	\$3,179,369
Revenue Total	\$3,698,589	\$5,171,250	\$5,251,222	\$4,085,169	\$4,085,169
50-Personnel Costs	\$2,383,147	\$2,613,779	\$2,294,650	\$2,342,300	\$2,610,700
51-Building Operations	\$4,652,219	\$4,916,336	\$4,867,819	\$5,660,693	\$5,944,300
52-Services	\$626,546	\$758,900	\$607,251	\$676,169	\$686,400
54-Supplies	\$416,698	\$419,125	\$130,617	\$513,200	\$520,899
55-Equipment	\$203,662	\$1,185,601	\$1,178,925	\$22,099	\$22,431
56-Other Expenses	\$56,545	\$80,500	\$85,607	\$33,000	\$33,495
57-Exam Related Expenses	\$1,034,834	\$925,800	\$990,211	\$1,136,000	\$1,153,040
59-Indirect Costs	(\$3,439,100)	(\$1,202,600)	(\$1,202,600)	(\$315,900)	(\$297,500)
61-Depreciation	\$2,321,642	-	-	-	-
62-Debt Related	\$1,025,825	\$1,035,100	\$887,756	\$917,730	\$827,200
Expenses Total	\$9,282,018	\$10,732,541	\$9,840,235	\$10,985,291	\$11,500,965
General Services Surplus/(Deficit)	(\$5,583,430)	(\$5,561,291)	(\$4,589,012)	(\$6,900,122)	(\$7,415,796)

The State Bar of California
Budget-by Cost Center
General Services

5510 - General Services SF	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	\$4,500	-	-	-
Revenue Total	-	\$4,500	-	-	-
50-Personnel Costs	\$1,245,178	\$1,419,340	\$1,249,838	\$1,364,900	\$1,527,100
51-Building Operations	\$2,171,572	\$2,417,908	\$2,420,894	\$2,812,900	\$2,953,800
52-Services	\$397,772	\$492,600	\$280,828	\$439,169	\$445,800
54-Supplies	\$5,876	\$9,400	(\$300,932)	\$40,100	\$40,702
55-Equipment	\$72,532	\$118,792	\$5,412	(\$30,808)	(\$31,270)
56-Other Expenses	\$58,290	\$75,200	\$47,969	\$33,000	\$33,495
57-Exam Related Expenses	\$576,258	\$495,800	\$547,198	\$585,000	\$593,775
61-Depreciation	\$625	-	-	-	-
Expenses Total	\$4,528,104	\$5,029,040	\$4,251,206	\$5,244,261	\$5,563,402
5510 - General Services SF Surplus/(Deficit)	(\$4,528,104)	(\$5,024,540)	(\$4,251,206)	(\$5,244,261)	(\$5,563,402)

The State Bar of California
Budget-by Cost Center
General Services

5520 - General Services LA	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	\$1,617	\$1,384	-	-
Revenue Total	-	\$1,617	\$1,384	-	-
50-Personnel Costs	\$1,137,969	\$1,194,439	\$1,044,812	\$977,400	\$1,083,600
51-Building Operations	\$1,483,504	\$1,499,427	\$1,876,698	\$1,701,700	\$1,787,100
52-Services	\$228,773	\$266,300	\$203,138	\$237,000	\$240,600
54-Supplies	\$410,821	\$409,725	\$431,549	\$473,100	\$480,197
55-Equipment	\$131,131	\$341,810	\$236,978	\$52,907	\$53,701
56-Other Expenses	(\$1,745)	\$5,300	\$37,638	\$0	-
57-Exam Related Expenses	\$458,576	\$430,000	\$443,013	\$551,000	\$559,265
Expenses Total	\$3,849,028	\$4,147,001	\$4,273,827	\$3,993,107	\$4,204,463
5520 - General Services LA Surplus/(Deficit)	(\$3,849,028)	(\$4,145,384)	(\$4,272,443)	(\$3,993,107)	(\$4,204,463)

The State Bar of California
Budget-by Cost Center
 General Services

<u>5530 - Risk Management/Insurance</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
51-Building Operations	\$863,410	\$849,000	\$570,226	\$1,100,000	\$1,155,000
Expenses Total	\$863,410	\$849,000	\$570,226	\$1,100,000	\$1,155,000
5530 - Risk Management/Insurance Surplus/(Deficit)	(\$863,410)	(\$849,000)	(\$570,226)	(\$1,100,000)	(\$1,155,000)

The State Bar of California
Budget-by Cost Center
General Services

5610 - Building -Asset BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$3,990	\$810,494	\$799,748	\$801,900	\$801,900
47-Investment Income	\$179,450	\$131,067	\$123,808	\$61,600	\$61,600
Revenue Total	\$183,440	\$941,561	\$923,556	\$863,500	\$863,500
51-Building Operations	\$133,733	\$150,000	-	\$46,093	\$48,400
55-Equipment	\$0	\$725,000	\$935,476	-	-
59-Indirect Costs	(\$2,744,000)	(\$507,500)	(\$507,500)	\$0	\$0
61-Depreciation	\$585,615	-	-	-	-
62-Debt Related	-	-	-	\$350,000	\$325,000
Expenses Total	(\$2,024,652)	\$367,500	\$427,976	\$396,093	\$373,400
5610 - Building -Asset BU Surplus/(Deficit)	\$2,208,091	\$574,061	\$495,580	\$467,407	\$490,100

The State Bar of California
Budget-by Cost Center
General Services

5620 - SF Facilities Management	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
48-Lease Revenue	\$2,992,974	\$3,798,511	\$3,834,909	\$2,779,369	\$2,779,369
Revenue Total	\$2,992,974	\$3,798,511	\$3,834,909	\$2,779,369	\$2,779,369
55-Equipment	-	-	\$1,058	-	-
Expenses Total	-	-	\$1,058	-	-
5620 - SF Facilities Management Surplus/(Deficit)	\$2,992,974	\$3,798,511	\$3,833,851	\$2,779,369	\$2,779,369

The State Bar of California
Budget-by Cost Center
General Services

<u>5630 - SF Tenant Improvement Fund</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$18,761	-	\$15,270	\$6,400	\$6,400
Revenue Total	\$18,761	-	\$15,270	\$6,400	\$6,400
61-Depreciation	\$3,258	-	-	-	-
62-Debt Related	\$336,317	\$340,000	\$296,842	\$251,830	\$204,700
Expenses Total	\$339,575	\$340,000	\$296,842	\$251,830	\$204,700
5630 - SF Tenant Improvement Fund Surplus/(Deficit)	(\$320,814)	(\$340,000)	(\$281,572)	(\$245,430)	(\$198,300)

The State Bar of California
Budget-by Cost Center
General Services

5640 - LA Facility Fund	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$104,680	\$25,552	\$77,369	\$35,900	\$35,900
48-Lease Revenue	\$398,734	\$399,508	\$398,734	\$400,000	\$400,000
Revenue Total	\$503,415	\$425,060	\$476,103	\$435,900	\$435,900
52-Services	-	-	\$123,285	-	-
59-Indirect Costs	(\$695,100)	(\$695,100)	(\$695,100)	(\$315,900)	(\$297,500)
61-Depreciation	\$1,732,144	-	-	-	-
62-Debt Related	\$689,508	\$695,100	\$590,914	\$315,900	\$297,500
Expenses Total	\$1,726,552	\$0	\$19,099	\$0	\$0
5640 - LA Facility Fund Surplus/(Deficit)	(\$1,223,138)	\$425,060	\$457,004	\$435,900	\$435,900

The State Bar of California
Budget-by Cost Center
Human Resources

<u>Human Resources</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	(\$609)	-	-
45-Other Revenues	-	-	(\$418,203)	-	-
Revenue Total	-	-	(\$418,812)	-	-
50-Personnel Costs	\$1,674,150	\$1,454,757	\$1,286,027	\$1,645,400	\$1,797,800
51-Building Operations	\$10,808	\$10,564	\$7,848	\$10,000	\$10,500
52-Services	\$114,511	\$88,000	\$39,946	\$31,000	\$31,500
54-Supplies	\$28,686	\$14,500	\$31,884	\$19,000	\$19,285
55-Equipment	\$11,246	\$10,281	\$3,571	\$500	\$508
56-Other Expenses	\$278,872	\$53,500	\$38,433	\$20,500	\$20,808
Expenses Total	\$2,118,273	\$1,631,601	\$1,407,709	\$1,726,400	\$1,880,401
Human Resources Surplus/(Deficit)	(\$2,118,273)	(\$1,631,601)	(\$1,826,521)	(\$1,726,400)	(\$1,880,401)

The State Bar of California
Budget-by Cost Center
Human Resources

5210 - Human Resources	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	(\$609)	-	-
45-Other Revenues	-	-	(\$418,203)	-	-
Revenue Total	-	-	(\$418,812)	-	-
50-Personnel Costs	\$1,674,150	\$1,454,757	\$1,286,027	\$1,645,400	\$1,797,800
51-Building Operations	\$10,781	\$10,540	\$5,048	\$10,000	\$10,500
52-Services	\$114,511	\$88,000	\$39,946	\$31,000	\$31,500
54-Supplies	\$28,686	\$14,500	\$20,565	\$19,000	\$19,285
55-Equipment	\$11,246	\$10,281	\$3,571	\$500	\$508
56-Other Expenses	\$278,163	\$53,500	\$38,433	\$20,500	\$20,808
Expenses Total	\$2,117,537	\$1,631,578	\$1,393,590	\$1,726,400	\$1,880,401
5210 - Human Resources Surplus/(Deficit)	(\$2,117,537)	(\$1,631,578)	(\$1,812,402)	(\$1,726,400)	(\$1,880,401)

The State Bar of California
Budget-by Cost Center
Human Resources

<u>5220 - Talent Engagement & Develop</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
51-Building Operations	\$27	\$23	\$2,800	-	-
54-Supplies	-	-	\$11,319	-	-
56-Other Expenses	\$709	-	-	-	-
Expenses Total	\$736	\$23	\$14,119	-	-
5220 - Talent Engagement & Develop	Surplus/(Deficit)	(\$736)	(\$23)	(\$14,119)	-

The State Bar of California
Budget-by Cost Center
Information Technology

<u>Information Technology</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$6,355,276	\$7,203,805	\$6,331,571	\$7,014,700	\$7,177,200
51-Building Operations	\$340,251	\$596,323	\$134,465	\$674,125	\$707,900
52-Services	\$817,243	\$1,267,600	\$1,122,354	\$1,147,413	\$1,164,500
54-Supplies	\$64,763	\$15,956	\$410,547	\$171,948	\$174,528
55-Equipment	\$2,400,653	\$4,172,000	\$3,562,257	\$2,642,385	\$2,682,021
56-Other Expenses	\$79,734	\$86,375	\$103,736	\$76,500	\$77,649
Expenses Total	\$10,057,919	\$13,342,060	\$11,664,930	\$11,727,071	\$11,983,798
Information Technology Surplus/(Deficit)	(\$10,057,919)	(\$13,342,060)	(\$11,664,930)	(\$11,727,071)	(\$11,983,798)

The State Bar of California
Budget-by Cost Center
Information Technology

<u>5310 - Information Technology</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$6,355,276	\$7,203,805	\$6,331,571	\$7,014,700	\$7,177,200
51-Building Operations	\$340,251	\$596,323	\$134,465	\$674,125	\$707,900
52-Services	\$817,243	\$1,267,600	\$1,122,354	\$1,147,413	\$1,164,500
54-Supplies	\$64,763	\$15,956	\$410,547	\$171,948	\$174,528
55-Equipment	\$2,400,653	\$4,172,000	\$3,562,257	\$2,642,385	\$2,682,021
56-Other Expenses	\$79,734	\$86,375	\$103,736	\$76,500	\$77,649
Expenses Total	\$10,057,919	\$13,342,060	\$11,664,930	\$11,727,071	\$11,983,798
5310 - Information Technology Surplus/(Deficit)	(\$10,057,919)	(\$13,342,060)	(\$11,664,930)	(\$11,727,071)	(\$11,983,798)

The State Bar of California
Budget-by Cost Center
Recruitment & Retention

<u>Recruitment & Retention</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	-	\$891,480	\$748,059	\$846,200	\$865,000
52-Services	-	-	\$175,339	\$162,000	\$164,400
54-Supplies	-	\$9,400	\$708	\$9,000	\$9,137
55-Equipment	-	-	\$219	\$500	\$508
56-Other Expenses	-	\$226,400	\$60,116	\$210,000	\$213,150
Expenses Total	-	\$1,127,280	\$984,440	\$1,227,700	\$1,252,195
Recruitment & Retention Surplus/(Deficit)	-	(\$1,127,280)	(\$984,440)	(\$1,227,700)	(\$1,252,195)

The State Bar of California
Budget-by Cost Center
Recruitment & Retention

<u>5250 - Recruitment & Retention</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	-	\$891,480	\$748,059	\$846,200	\$865,000
52-Services	-	-	\$175,339	\$162,000	\$164,400
54-Supplies	-	\$9,400	\$708	\$9,000	\$9,137
55-Equipment	-	-	\$219	\$500	\$508
56-Other Expenses	-	\$226,400	\$60,116	\$210,000	\$213,150
Expenses Total	-	\$1,127,280	\$984,440	\$1,227,700	\$1,252,195
5250 - Recruitment & Retention Surplus/(Deficit)	-	(\$1,127,280)	(\$984,440)	(\$1,227,700)	(\$1,252,195)

The State Bar of California
Budget-by Cost Center
Finance

<u>Finance</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,356,344	\$2,706,004	\$2,512,045	\$2,666,000	\$2,763,600
51-Building Operations	\$15,334	\$12,225	\$2,068	\$13,000	\$13,700
52-Services	\$1,028,741	\$540,100	\$363,480	\$1,013,700	\$1,029,000
54-Supplies	(\$730)	\$33,445	(\$36,529)	\$53,400	\$54,203
55-Equipment	\$3,697	\$3,375	\$2,579	\$4,700	\$4,772
56-Other Expenses	\$82,982	\$62,925	\$5,939	\$13,700	\$13,907
69-Transfers Out	\$90	-	-	-	-
Expenses Total	\$3,486,458	\$3,358,073	\$2,849,583	\$3,764,500	\$3,879,182
Finance Surplus/(Deficit)	(\$3,486,458)	(\$3,358,073)	(\$2,849,583)	(\$3,764,500)	(\$3,879,182)

The State Bar of California
Budget-by Cost Center
Finance

3110 - Finance	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,905,118	\$2,259,142	\$2,036,638	\$2,094,500	\$2,186,500
51-Building Operations	\$10,794	\$8,277	\$1,918	\$9,000	\$9,500
52-Services	\$868,144	\$529,100	\$274,355	\$696,200	\$706,700
54-Supplies	(\$12,250)	\$18,945	(\$48,465)	\$21,100	\$21,418
55-Equipment	\$1,718	\$1,074	\$467	\$2,400	\$2,437
56-Other Expenses	\$82,212	\$59,425	\$5,125	\$4,700	\$4,771
69-Transfers Out	\$90	-	-	-	-
Expenses Total	\$2,855,827	\$2,875,963	\$2,270,037	\$2,827,900	\$2,931,326
3110 - Finance Surplus/(Deficit)	(\$2,855,827)	(\$2,875,963)	(\$2,270,037)	(\$2,827,900)	(\$2,931,326)

The State Bar of California
Budget-by Cost Center
Finance

3120 - Licensee Billing	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$451,225	\$446,862	\$475,407	\$571,500	\$577,100
51-Building Operations	\$4,540	\$3,948	\$150	\$4,000	\$4,200
52-Services	\$160,597	\$11,000	\$89,126	\$317,500	\$322,300
54-Supplies	\$11,521	\$14,500	\$11,936	\$32,300	\$32,785
55-Equipment	\$1,979	\$2,301	\$2,113	\$2,300	\$2,335
56-Other Expenses	\$770	\$3,500	\$814	\$9,000	\$9,136
Expenses Total	\$630,631	\$482,111	\$579,546	\$936,600	\$947,856
3120 - Licensee Billing Surplus/(Deficit)	(\$630,631)	(\$482,111)	(\$579,546)	(\$936,600)	(\$947,856)

The State Bar of California
Budget-by Cost Center
General Counsel

<u>General Counsel</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$3,796,338	\$4,626,909	\$3,999,543	\$4,285,900	\$4,807,100
51-Building Operations	\$17,368	\$15,750	\$3,959	\$15,740	\$16,500
52-Services	\$119,235	\$189,500	\$27,229	\$189,500	\$192,300
54-Supplies	\$10,696	\$15,777	\$9,244	\$15,777	\$16,015
55-Equipment	\$11,683	\$14,058	\$339	\$14,000	\$14,210
56-Other Expenses	\$37,842	\$67,400	\$7,127	\$67,400	\$68,411
69-Transfers Out	\$6,322	-	\$7,455	-	-
Expenses Total	\$3,999,486	\$4,929,394	\$4,054,895	\$4,588,317	\$5,114,536
General Counsel Surplus/(Deficit)	(\$3,999,486)	(\$4,929,394)	(\$4,054,895)	(\$4,588,317)	(\$5,114,536)

The State Bar of California
Budget-by Cost Center
General Counsel

<u>4110 - General Counsel</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$3,796,338	\$4,626,909	\$3,999,543	\$4,285,900	\$4,807,100
51-Building Operations	\$17,368	\$15,750	\$3,959	\$15,740	\$16,500
52-Services	\$119,235	\$189,500	\$27,229	\$189,500	\$192,300
54-Supplies	\$10,696	\$15,777	\$9,244	\$15,777	\$16,015
55-Equipment	\$11,683	\$14,058	\$339	\$14,000	\$14,210
56-Other Expenses	\$37,842	\$67,400	\$7,127	\$67,400	\$68,411
69-Transfers Out	\$6,322	-	\$7,455	-	-
Expenses Total	\$3,999,486	\$4,929,394	\$4,054,895	\$4,588,317	\$5,114,536
4110 - General Counsel Surplus/(Deficit)	(\$3,999,486)	(\$4,929,394)	(\$4,054,895)	(\$4,588,317)	(\$5,114,536)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

Mission Advancement & Accountability	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$734,670	\$775,000	\$760,101	\$750,000	\$750,000
44-Grants	\$265,000	-	\$131,693	-	-
45-Other Revenues	-	\$15,000	-	-	-
47-Investment Income	\$18,296	\$11,167	\$9,809	\$6,300	\$6,300
Revenue Total	\$1,017,966	\$801,167	\$901,604	\$756,300	\$756,300
50-Personnel Costs	\$3,084,307	\$2,879,260	\$2,395,230	\$2,558,200	\$2,992,800
51-Building Operations	\$15,385	\$12,827	\$7,599	\$6,480	\$6,900
52-Services	\$528,947	\$580,900	\$927,002	\$362,450	\$367,800
54-Supplies	\$9,554	\$76,655	\$2,284	\$50,302	\$51,057
55-Equipment	\$25,515	\$22,892	\$3,525	\$13,350	\$13,551
56-Other Expenses	\$282,224	\$426,600	\$63,067	\$136,400	\$138,448
57-Exam Related Expenses	-	\$100	-	-	-
59-Indirect Costs	\$215,500	\$974,501	\$974,501	\$275,974	\$350,837
69-Transfers Out	\$766	-	\$497	-	-
Expenses Total	\$4,162,198	\$4,973,736	\$4,373,706	\$3,403,156	\$3,921,393
Mission Advancement & Accountability Surplus/(Deficit)	(\$3,144,231)	(\$4,172,569)	(\$3,472,103)	(\$2,646,856)	(\$3,165,093)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2110 - Mission Advancement & Accountability</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$826,748	\$577,543	\$579,706	\$748,700	\$774,600
51-Building Operations	\$2,999	\$2,966	\$3,169	\$1,200	\$1,300
52-Services	\$26,638	\$103,700	\$434,321	\$2,000	\$2,000
54-Supplies	\$4,873	\$4,452	\$1,290	\$600	\$609
55-Equipment	\$12,675	\$11,564	\$1,827	-	-
56-Other Expenses	\$14,433	\$6,500	\$6,316	\$1,250	\$1,269
59-Indirect Costs	-	\$159,781	\$159,780	\$0	\$0
69-Transfers Out	\$383	-	\$497	-	-
Expenses Total	\$888,749	\$866,507	\$1,186,906	\$753,750	\$779,778
2110 - Mission Advancement & Accountability Surplus/(Deficit)	(\$888,749)	(\$866,507)	(\$1,186,906)	(\$753,750)	(\$779,778)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2120 - Appointments Administration</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$6,143	-	-	-	-
51-Building Operations	\$30	\$29	-	-	-
52-Services	-	-	\$47	-	-
55-Equipment	\$1,245	\$1,277	-	\$1,800	\$1,827
Expenses Total	\$7,419	\$1,306	\$47	\$1,800	\$1,827
2120 - Appointments Administration Surplus/(Deficit)	(\$7,419)	(\$1,306)	(\$47)	(\$1,800)	(\$1,827)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2130 - Board of Trustees</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
51-Building Operations	\$582	\$596	-	-	-
52-Services	\$259	\$21,000	\$125	\$600	\$600
54-Supplies	\$55	\$1,700	\$30	\$600	\$609
55-Equipment	\$17	\$17	-	-	-
56-Other Expenses	\$70,612	\$180,200	\$19,286	\$65,000	\$65,975
Expenses Total	\$71,524	\$203,513	\$19,441	\$66,200	\$67,184
2130 - Board of Trustees Surplus/(Deficit)	(\$71,524)	(\$203,513)	(\$19,441)	(\$66,200)	(\$67,184)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2210 - Leg. Activities -Assets BU</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$734,670	\$775,000	\$760,101	\$750,000	\$750,000
47-Investment Income	\$18,296	\$11,167	\$9,809	\$6,300	\$6,300
Revenue Total	\$752,966	\$786,167	\$769,911	\$756,300	\$756,300
50-Personnel Costs	-	-	\$5,315	-	-
59-Indirect Costs	\$59,700	\$3,823	\$3,823	\$6,751	\$6,832
Expenses Total	\$59,700	\$3,823	\$9,138	\$6,751	\$6,832
2210 - Leg. Activities -Assets BU Surplus/(Deficit)	\$693,266	\$782,344	\$760,773	\$749,549	\$749,468

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2220 - Legislative Affairs</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$351,611	\$571,117	\$559,055	\$352,600	\$541,200
51-Building Operations	\$47	\$49	-	-	-
52-Services	-	\$5,000	\$30,000	\$180,000	\$182,700
54-Supplies	-	\$3,700	\$84	-	-
55-Equipment	\$2,688	\$123	\$701	-	-
56-Other Expenses	\$1,357	\$400	\$1,033	-	-
59-Indirect Costs	\$61,900	\$154,401	\$154,401	\$156,379	\$225,717
69-Transfers Out	\$383	-	-	-	-
Expenses Total	\$417,986	\$734,789	\$745,274	\$688,979	\$949,617
2220 - Legislative Affairs Surplus/(Deficit)	(\$417,986)	(\$734,789)	(\$745,274)	(\$688,979)	(\$949,617)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2230 - Leg. Affairs & Activities</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
51-Building Operations	\$368	\$377	\$113	-	-
52-Services	\$162,077	\$162,300	\$121,500	-	-
54-Supplies	-	\$4,700	-	\$0	-
56-Other Expenses	\$1,219	\$300	-	-	-
59-Indirect Costs	\$13,900	\$13,078	\$13,078	\$0	\$0
Expenses Total	\$177,564	\$180,754	\$134,690	\$0	\$0
2230 - Leg. Affairs & Activities Surplus/(Deficit)	(\$177,564)	(\$180,754)	(\$134,690)	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2310 - Research & Institutional Acct.</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	\$15,000	-	-	-
Revenue Total	-	\$15,000	-	-	-
50-Personnel Costs	\$1,131,560	\$1,370,736	\$1,014,535	\$1,245,400	\$1,449,500
51-Building Operations	\$3,285	\$3,250	\$204	\$3,300	\$3,500
52-Services	\$162,552	\$228,800	\$234,376	\$178,650	\$181,300
54-Supplies	\$2,014	\$48,503	\$42	\$48,502	\$49,230
55-Equipment	\$4,504	\$5,426	\$821	\$7,950	\$8,070
56-Other Expenses	\$41,181	\$30,600	\$3,349	\$18,900	\$19,185
59-Indirect Costs	-	\$477,515	\$477,515	\$0	\$0
Expenses Total	\$1,345,097	\$2,164,831	\$1,730,841	\$1,502,702	\$1,710,785
2310 - Research & Institutional Acct. Surplus/(Deficit)	(\$1,345,097)	(\$2,149,831)	(\$1,730,841)	(\$1,502,702)	(\$1,710,785)

The State Bar of California
Budget-by Cost Center
Mission Advancement & Accountability

<u>2320 - ORIA Collections</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$157,153	\$98,467	\$10,070	-	-
52-Services	\$13,312	-	\$78,923	-	-
54-Supplies	\$439	\$200	\$176	-	-
55-Equipment	\$17	\$17	\$160	-	-
59-Indirect Costs	\$40,000	\$39,168	\$39,168	-	-
Expenses Total	\$210,921	\$137,852	\$128,497	-	-
2320 - ORIA Collections Surplus/(Deficit)	(\$210,921)	(\$137,852)	(\$128,497)	-	-

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Mission Advancement & Accountability

<u>2330 - Malpractice Ins Wkg Group</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	-	\$50,000	-	-	-
56-Other Expenses	\$3,428	-	-	-	-
59-Indirect Costs	\$500	\$3,909	\$3,909	\$0	\$0
Expenses Total	\$3,928	\$53,909	\$3,909	\$0	\$0
2330 - Malpractice Ins Wkg Group Surplus/(Deficit)	(\$3,928)	(\$53,909)	(\$3,909)	(\$0)	(\$0)

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Mission Advancement & Accountability

<u>2340 - Access/Lex</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$265,000	-	\$131,693	-	-
Revenue Total	\$265,000	-	\$131,693	-	-
50-Personnel Costs	\$369,415	-	\$20,771	-	-
51-Building Operations	\$4,070	-	-	-	-
52-Services	\$163,154	-	\$26,421	-	-
54-Supplies	\$35	-	-	-	-
55-Equipment	\$30	\$30	-	-	-
56-Other Expenses	\$42,588	-	\$514	-	-
Expenses Total	\$579,292	\$30	\$47,706	-	-
2340 - Access/Lex Surplus/(Deficit)	(\$314,292)	(\$30)	\$83,987	-	-

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Mission Advancement & Accountability

<u>2410 - Judicial Evaluation</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$241,677	\$261,397	\$205,780	\$211,500	\$227,500
51-Building Operations	\$4,003	\$5,559	\$4,114	\$1,980	\$2,100
52-Services	\$955	\$10,100	\$1,290	\$1,200	\$1,200
54-Supplies	\$2,138	\$13,400	\$662	\$600	\$609
55-Equipment	\$4,340	\$4,438	\$17	\$3,600	\$3,654
56-Other Expenses	\$107,406	\$208,600	\$32,570	\$51,250	\$52,019
57-Exam Related Expenses	-	\$100	-	-	-
59-Indirect Costs	\$39,500	\$122,826	\$122,826	\$112,844	\$118,288
Expenses Total	\$400,019	\$626,420	\$367,258	\$382,974	\$405,370
2410 - Judicial Evaluation Surplus/(Deficit)	(\$400,019)	(\$626,420)	(\$367,258)	(\$382,974)	(\$405,370)

The State Bar of California
Budget-by Cost Center
Special Projects

Special Projects	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$2,605	\$1,016,222	\$1,004,154	\$1,004,300	\$1,004,300
47-Investment Income	\$109,921	\$61,150	\$88,888	\$37,700	\$37,700
Revenue Total	\$112,525	\$1,077,372	\$1,093,041	\$1,042,000	\$1,042,000
50-Personnel Costs	\$277,150	\$1,500	\$7,387	-	-
51-Building Operations	\$800	-	-	-	-
52-Services	\$175,722	\$2,845,000	\$2,926,266	\$1,742,000	\$1,768,100
54-Supplies	-	-	\$4,701	-	-
55-Equipment	\$111,611	\$611,063	\$59,474	\$28,000	\$28,420
56-Other Expenses	\$6,382	-	-	\$6,000	\$6,090
59-Indirect Costs	\$76,800	\$193,852	\$193,852	\$114,078	\$123,172
Expenses Total	\$648,465	\$3,651,415	\$3,191,680	\$1,890,078	\$1,925,782
Special Projects Surplus/(Deficit)	(\$535,940)	(\$2,574,043)	(\$2,098,639)	(\$848,078)	(\$883,782)

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Budget-by Cost Center
Special Projects

5410 - Technology Improvemt- Asset BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$2,605	\$1,016,222	\$1,004,154	\$1,004,300	\$1,004,300
47-Investment Income	\$109,921	\$61,150	\$88,888	\$37,700	\$37,700
Revenue Total	\$112,525	\$1,077,372	\$1,093,041	\$1,042,000	\$1,042,000
52-Services	(\$2,479,934)	-	-	-	-
Expenses Total	(\$2,479,934)	-	-	\$0	\$0
5410 - Technology Improvemt- Asset BU Surplus/(Deficit)	\$2,592,459	\$1,077,372	\$1,093,041	\$1,042,000	\$1,042,000

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Budget-by Cost Center
Special Projects

5420 - ERP Upgrade	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$5,200	\$1,500	-	-	-
52-Services	\$943,116	\$400,000	\$2,068,208	-	-
54-Supplies	-	-	\$4,701	-	-
55-Equipment	\$58,500	\$600,000	\$59,474	-	-
56-Other Expenses	\$5,275	-	-	-	-
59-Indirect Costs	-	\$104,992	\$104,992	-	-
Expenses Total	\$1,012,092	\$1,106,492	\$2,237,375	-	-
5420 - ERP Upgrade Surplus/(Deficit)	(\$1,012,092)	(\$1,106,492)	(\$2,237,375)	-	-

The State Bar of California
Budget-by Cost Center
Special Projects

<u>5430 - Admission System</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$856,596	\$725,000	\$742,058	-	-
55-Equipment	\$20,609	-	-	\$25,000	\$25,375
56-Other Expenses	\$100	-	-	-	-
59-Indirect Costs	-	\$88,860	\$88,860	\$1,606	\$1,733
Expenses Total	\$877,305	\$813,860	\$830,918	\$26,606	\$27,108
5430 - Admission System Surplus/(Deficit)	(\$877,305)	(\$813,860)	(\$830,918)	(\$26,606)	(\$27,108)

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Budget-by Cost Center
Special Projects

<u>5440 - Case Management System</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$253,078	-	\$7,387	-	-
51-Building Operations	\$800	-	-	-	-
52-Services	\$855,944	\$1,720,000	\$116,000	\$1,742,000	\$1,768,100
55-Equipment	\$32,501	\$11,063	-	\$3,000	\$3,045
56-Other Expenses	\$1,007	-	-	\$6,000	\$6,090
59-Indirect Costs	\$76,800	-	-	\$112,472	\$121,439
Expenses Total	\$1,220,129	\$1,731,063	\$123,387	\$1,863,472	\$1,898,674
5440 - Case Management System Surplus/(Deficit)	(\$1,220,129)	(\$1,731,063)	(\$123,387)	(\$1,863,472)	(\$1,898,674)

The State Bar of California
Budget-by Cost Center
Special Projects

<u>5450 - Case Management System-SBC</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$18,873	\$0	-	-	-
Expenses Total	\$18,873	\$0	-	\$0	\$0
5450 - Case Management System-SBC Surplus/(Deficit)	(\$18,873)	(\$0)	-	(\$0)	(\$0)

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>Non-Departmental</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$66,746,812	\$83,247,010	\$82,307,379	\$82,266,100	\$82,266,100
42-Other Fees	\$2,035,492	\$1,490,448	\$1,842,059	\$2,340,500	\$2,340,500
45-Other Revenues	\$143,564	\$150,000	\$101,054	\$100,000	\$100,000
47-Investment Income	\$1,975,378	\$1,461,569	\$508,797	\$705,600	\$705,600
49-Transfer In	\$1,064,976	\$725,000	\$785,594	-	-
Revenue Total	\$71,966,221	\$87,074,027	\$85,544,883	\$85,412,200	\$85,412,200
50-Personnel Costs	\$7,751,060	-	\$860,310	\$3,660,000	\$3,843,000
51-Building Operations	(\$139,477)	(\$444,463)	-	-	-
52-Services	\$2,000	-	\$7,709	-	-
54-Supplies	(\$3,206)	-	\$2,626	-	-
55-Equipment	(\$1,182,294)	-	\$4,414	-	-
56-Other Expenses	\$4,114	\$2,407	(\$170,231)	-	-
59-Indirect Costs	(\$31,129,100)	(\$36,978,242)	(\$36,978,230)	(\$39,111,839)	(\$41,308,065)
61-Depreciation	\$1,535,847	-	\$280,224	-	-
69-Transfers Out	-	\$150,000	\$75,000	-	-
Expenses Total	(\$23,161,056)	(\$37,270,298)	(\$35,918,179)	(\$35,451,839)	(\$37,465,065)
Non-Departmental Surplus/(Deficit)	\$95,127,277	\$124,344,325	\$121,463,062	\$120,864,039	\$122,877,265

The State Bar of California
Budget-by Cost Center
Nondepartmental

0001 - Admin & Discipline Fund	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$66,746,812	\$83,247,010	\$82,307,379	\$82,266,100	\$82,266,100
42-Other Fees	\$2,035,492	\$1,490,448	\$1,842,059	\$2,340,500	\$2,340,500
45-Other Revenues	\$143,564	\$150,000	\$101,054	\$100,000	\$100,000
47-Investment Income	\$1,703,675	\$1,382,967	\$298,503	\$612,400	\$612,400
49-Transfer In	\$1,064,976	\$725,000	\$785,594	-	-
Revenue Total	\$71,694,519	\$86,995,424	\$85,334,589	\$85,319,000	\$85,319,000
50-Personnel Costs	\$8,956,392	-	\$709,797	\$3,660,000	\$3,843,000
51-Building Operations	(\$139,477)	(\$444,463)	-	-	-
52-Services	\$2,000	-	\$7,709	-	-
54-Supplies	(\$3,206)	-	\$2,626	-	-
55-Equipment	(\$325,994)	-	\$4,414	-	-
56-Other Expenses	\$4,114	\$2,407	(\$170,231)	-	-
59-Indirect Costs	(\$2,493,400)	(\$4,017,879)	(\$4,017,879)	(\$2,080,583)	(\$2,615,088)
69-Transfers Out	-	\$150,000	\$75,000	-	-
Expenses Total	\$6,000,429	(\$4,309,935)	(\$3,388,564)	\$1,579,417	\$1,227,912
0001 - Admin & Discipline Fund Surplus/(Deficit)	\$65,694,090	\$91,305,359	\$88,723,154	\$83,739,583	\$84,091,088

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0002 - Fixed Assets OH BU</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
61-Depreciation	\$456,663	-	\$280,224	-	-
Expenses Total	\$456,663	-	\$280,224	-	-
0002 - Fixed Assets OH BU Surplus/(Deficit)	(\$456,663)	-	(\$280,224)	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

0003 - Support & Admin.- Asset BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$43,526	\$17,441	\$9,201	\$14,900	\$14,900
Revenue Total	\$43,526	\$17,441	\$9,201	\$14,900	\$14,900
50-Personnel Costs	-	-	\$150,513	-	-
55-Equipment	(\$856,300)	-	-	-	-
59-Indirect Costs	(\$28,635,700)	(\$32,960,363)	(\$32,960,351)	(\$37,031,256)	(\$38,692,977)
Expenses Total	(\$29,492,000)	(\$32,960,363)	(\$32,809,838)	(\$37,031,256)	(\$38,692,977)
0003 - Support & Admin.- Asset BU Surplus/(Deficit)	\$29,535,526	\$32,977,804	\$32,819,039	\$37,046,156	\$38,707,877

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0004 - Public Protection -Asset BU</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$42,750	-	\$29,738	\$14,700	\$14,700
Revenue Total	\$42,750	-	\$29,738	\$14,700	\$14,700
 0004 - Public Protection -Asset BU Surplus/(Deficit)	 \$42,750	 -	 \$29,738	 \$14,700	 \$14,700

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0005 - Info Tech Special Fund - BU</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$6,225	-	\$2,991	\$2,100	\$2,100
Revenue Total	\$6,225	-	\$2,991	\$2,100	\$2,100
 0005 - Info Tech Special Fund - BU Surplus/(Deficit)	 \$6,225	 -	 \$2,991	 \$2,100	 \$2,100

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0006 - Benefit Reverse Fund</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$179,203	\$61,162	\$168,363	\$61,500	\$61,500
Revenue Total	\$179,203	\$61,162	\$168,363	\$61,500	\$61,500
50-Personnel Costs	(\$1,205,331)	-	-	-	-
Expenses Total	(\$1,205,331)	-	-	-	-
0006 - Benefit Reverse Fund Surplus/(Deficit)	\$1,384,534	\$61,162	\$168,363	\$61,500	\$61,500

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9901 - Admin & Discipline Fund Fixed Assets</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
61-Depreciation	\$348,399	-	-	-	-
Expenses Total	\$348,399	-	-	-	-
9901 - Admin & Discipline Fund Fixed Assets Surplus/(Deficit)	(\$348,399)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9905 - Tech. Fund Fixed Assets</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
61-Depreciation	\$504,878	-	-	-	-
Expenses Total	\$504,878	-	-	-	-
9905 - Tech. Fund Fixed Assets Surplus/(Deficit)	(\$504,878)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9909 - Support Activities Fixed Assets</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
61-Depreciation	\$52,214	-	-	-	-
Expenses Total	\$52,214	-	-	-	-
9909 - Support Activities Fixed Assets Surplus/(Deficit)	(\$52,214)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9911 - Building Fund Fixed Assets</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
61-Depreciation	\$173,693	-	-	-	-
Expenses Total	\$173,693	-	-	-	-
9911 - Building Fund Fixed Assets Surplus/(Deficit)	(\$173,693)	-	-	-	-

The State Bar of California
Budget-by Cost Center
No Department

0000 - No Department	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	-	\$1,600	-	-
Revenue Total	-	-	\$1,600	-	-
52-Services	-	\$0	\$3,336	-	-
55-Equipment	-	\$0	\$8,400	-	-
56-Other Expenses	-	\$0	\$256	-	-
61-Depreciation	-	-	\$577,265	-	-
Expenses Total	-	\$0	\$589,257	\$0	\$0
0000 - No Department Surplus/(Deficit)	-	(\$0)	(\$587,657)	(\$0)	(\$0)