



The State Bar of California

OPEN SESSION AGENDA ITEM 702 FEBRUARY 2022 FINANCE COMMITTEE III.B

DATE: February 18, 2022

TO: Members, Finance Committee
Members, Board of Trustees

FROM: Aracely Montoya-Chico, Chief Financial Officer

SUBJECT: Approval of State Bar Final 2022 Final Budget Pursuant to Business and Professions Code Section 6140.1

EXECUTIVE SUMMARY

This agenda item requests that the Finance Committee recommend that the Board of Trustees approve the 2022 Final Budget. The State Bar will file the budget with the Legislature to meet the February 28 statutorily required submission deadline after adoption by the Board.

The 2022 Final Budget reflects revenues of \$244.3 million and expenses of \$256.8 million. The majority of the \$12.5 million deficit is attributed to new planned grant expenditures as compared to the 2021 budget.

General Fund expenses are estimated to exceed revenues by approximately \$3.9 million, bringing operating reserves to \$14.1 million or 14.9 percent, which is slightly below the Board's Reserve Policy target range of 17 to 30 percent. The policy allows for certain circumstances under which reserves may be reduced below the minimum target level. One such condition is one-time needs for investment in technology, human resource or other improvements that would strengthen the State Bar revenues or reduce future costs. The 2022 General Fund deficit will support necessary investments in those categories.

The 2022 Admissions budget reflects a significant deficit, a portion of which is structural. For the current budget year, this deficit can readily be absorbed by the Admissions Fund's healthy balance. On a long-term basis, however, the structural deficit is not sustainable. An in-depth fee

analysis is needed to determine whether any fee modifications, or other measures, are needed to address the deficit in future years.

BACKGROUND

The State Bar's annual budget is typically adopted by the Board of Trustees in January. For the 2022 budget year, the Board of Trustees will approve the budget in February, subsequent to the Board's initial strategic planning session. State Bar staff needed authorization to spend for the period of January 1, 2022, through Board adoption of the final budget; on December 16, 2021, the Finance Committee approved and provided staff with the necessary authorization.

The Finance Committee is now asked to recommend that the Board adopt the 2022 Final Budget. The Final Budget is required to be filed with the Legislature by February 28, 2022. In addition to satisfying the statutory requirement, adoption of the Final Budget will finalize the State Bar's 2022 spending authority.

DISCUSSION

2022 LICENSING FEE

On October 8, 2021, the governor signed Senate Bill 211 which authorized the State Bar's 2022 licensing fee. In addition to licensing fees, which constitute the vast majority of the State Bar's annual revenue, other revenue sources include grant funding, exam fees, collections, and tenant rent. The proposed budget allocates these resources to achieve the State Bar's mission.

Key Strategic Initiatives Supported by the 2022 Final Budget

The Board has not yet finalized the State Bar's new five-year Strategic Plan. The initial draft reflects the results of a broadly inclusive process, robust debate among an engaged Board, and unwavering commitment to the State Bar's responsibility to protect the public, increase access to legal services, and increase diversity and inclusion in the legal profession. In addition to this commitment to our core mission, the State Bar is increasingly focused on the values with which it conducts its work—most especially transparency and accountability. The 2022 budget reflects investments that advance these values, as well as modernization, consumer focus, and effective regulation and enforcement as follows:

- Investments to support continued migration from legacy systems. Replacement platforms will provide greater accessibility to State Bar operations and data, which in turn will support increased internal and external accountability.
- Investment in automation of manual processes to provide greater responsiveness to consumers and licensees and free up staff to focus on analytics and policy.
- Continued investment in the Odyssey Case Management system, which is the technological engine for the attorney discipline system.

- E-filing for the State Bar Court, which will increase access and reduce costs for State Bar Court litigants.
- Robust data collection and reporting on the diversity of State Bar staff.
- Technology enhancements to enable “blind” recruiting, supporting one of the Bar’s internal diversity, equity, and inclusion goals.
- Seed funding for the Client Trust Account (CTA) Protection Program, which will require attorneys to report annually whether they are responsible for CTAs and provide some information.

State Bar-Wide Budget Revenues

The proposed 2022 Final Budget includes budgeted revenues of \$244.3 million and expenses of \$256.8 million. Budgeted revenues of \$244.3 million represent an increase of \$56.3 million or approximately 30 percent compared to \$188 million budgeted revenues in 2021. The primary driver for this revenue increase is the new Homeless Prevention III grant in addition to larger Equal Access and Partnership grants. Other revenue highlights include:

- Bar examination fees are projected to be approximately \$2 million lower than 2021 due to a continued projected decline in the number of test takers, as well as refunds issued to test takers in connection to technology challenges experienced during the July 2021 exam. An additional refund was granted to applicants who had health concerns over the return to an in-person exam format in 2022.
- Interest rate revenue is budgeted at \$15.8 million, a 13 percent reduction from the 2021 budget. Interest rates impact many funds, with a particular impact on the General Fund and on earnings on Interest on Lawyers’ Trust Accounts (IOLTAs) . That interest is deposited in the State Bar’s Legal Services Trust Fund.
- Collections revenue, which includes collection on discipline costs in the General Fund and Client Security Fund reimbursements, is budgeted at \$2.3 million, a 13 percent increase over the 2021 budgeted amount; the increased amount reflects actual, versus budgeted, 2021 collections revenue.

**Table 1. State Bar-Wide Budgeted Revenues
Comparison of 2022 and 2021 (in 000s)**

	2022 Budget	2021 Budget	Budget Change	Percentage Change
Mandatory Fees	\$ 94,224	\$ 94,184	\$ 40	0%
Donations & Opt-Out	9,390	8,970	420	5%
Other Fees	11,747	11,642	105	1%
Exam Fees	9,882	12,786	(2,904)	-23%
Grants	114,789	55,498	59,291	107%
Other Revenues	77	185	(108)	-58%
Investment Income	543	1,583	(1,040)	-66%
Lease Revenue	3,652	3,179	473	15%
Total Revenues	\$ 244,304	\$ 188,027	\$ 56,277	30%

State Bar-Wide Budget Expenses

Budgeted expenses of \$256.8 million represent a net increase of \$55.4 million or 28 percent compared to \$201.3 million budgeted in 2021. Major changes over prior year include:

- Personnel expenses have been reduced by \$1.3 million from the 2021 budget due to an increase in the assumed vacancy rate from 7 to 15 percent, reflecting 2021 actuals. Given the tight labor market, high vacancy rates are projected to continue throughout 2022. Salary-saving personnel expense reductions are offset by merit and cost-of-living adjustments.
- The legal services grant distribution budget has been increased by \$50.3 million, due to new grants to be distributed in 2022 compared to 2021; this \$50.3 million increase comprises 91 percent of the 28 percent overall expense increase budgeted in 2022.
- Debt-related expenses have increased by \$2.6 million from the 2021 budget. This increase is because both principal and interest payments associated with State Bar loans are budgeted in 2022; whereas in 2021, only the interest portion of debt service was budgeted. This change was made to fully illustrate the use of working capital.

**Table 2. State Bar-Wide Budgeted Expenses
Comparison of 2022 and 2021 (in 000s)**

	2022 Budget	2021 Budget	Budget Change	Percentage Change
Personnel Expenses	\$95,277	\$96,591	(\$1,314)	-1%
Building Operations	7,811	8,011	(200)	-2%
Services	15,972	11,468	4,504	39%
Grants Expenses	116,636	66,290	50,346	76%
Supplies	1,124	1,357	(233)	-17%
Equipment	4,602	3,498	1,104	32%
Other Expenses	1,242	1,456	(214)	-15%
Exam Related Expenses	4,398	6,878	(2,480)	-36%
Payouts and Reimbursements	6,198	4,863	1,335	27%
Debt Related	3,508	918	2,590	282%
Total Expenses	\$ 256,768	\$ 201,330	\$ 55,438	28%

General Fund Highlights

The 2022 General Fund budget has projected revenues of \$91.1 million with total expenses of \$95 million, which results in a \$3.9 million planned use of reserves. General Fund reserves are projected to be \$14.1 million, or 14.9 percent, at the end of 2022. The projected year-end reserve level is below the target minimum reserve of 17 percent. The reserve policy allows, in certain conditions, for reserves below the minimum target. One condition is a one-time need for investment in technology or other improvements that would strengthen the State Bar revenues or reduce future costs. The 2022 General Fund deficit is driven primarily by a revision in debt-related expenses to include both principal and interest to better align accounting and budget reporting, and one-time investments in IT services and equipment. The one-time IT investments will facilitate the transition from manual to automated processes, thereby reducing costs on a long-term basis. Thus, this aspect of the deficit aligns with the conditions outlined in the reserve policy. The change to debt-related budgeting is also a key causal factor of the projected 2022 General Fund deficit. Given the planned sale of our San Francisco building this year and corresponding elimination of much of the State Bar's outstanding debt, this aspect of the deficit is also limited-term in nature.

**Table 3. General Fund Budget
Comparison of 2022 and 2021 (in 000s)**

	2022 Budget	2021 Budget	\$ Change	% Change
General Fund Revenues				
Mandatory fees	\$ 84,109	\$ 84,072	\$ 37	0%
Other fees	2,900	2,833	67	2%
Other Revenues	72	185	(113)	-157%
Investment income	342	917	(575)	-168%
Lease revenue	3,652	3,179	473	13%
Total Revenues	\$ 91,075	\$ 91,186	\$ (111)	0%
Expenses				
Personnel	\$ 81,473	\$ 82,018	\$ (545)	-1%
Building Operations	7,600	7,764	(164)	-2%
Services	8,854	7,385	1,469	17%
Supplies	1,014	1,223	(209)	-21%
Equipment	3,880	2,993	887	23%
Other Expenses	934	903	31	3%
Debt related	3,508	666	2,842	81%
Payouts and reimbursements	(1,500)	(1,200)	(300)	20%
Indirect costs	(10,789)	(9,501)	(1,288)	12%
Total Expenses	\$ 94,974	\$ 92,251	\$ 2,723	3%
Net Transfers In	-	-	-	
Net Change (deficit)	\$ (3,899)	\$ (1,065)	\$ (2,834)	
Projected Beginning Reserves	18,041			
Projected Ending Reserves	\$ 14,142		Ending %	14.9%

As table 3 reflects, General Fund revenues are budgeted to slightly decrease by 0.1 percent or \$0.1 million. Approximately \$0.6 million in reduced interest earnings is offset by \$0.5 million in higher tenant lease revenue.

Expenses for 2022 total \$95 million, an increase of \$2.7 million or 3 percent as compared to the 2021 budget. The increase results from a combination of higher budgeted expenses for services (primarily driven by increased IT expenditures) and debt-related (a result of the change to fully illustrate working capital) line items as offset by most other expense categories.

2022 Proposed Budget for Other Funds (Non-General Fund)

For all funds other than the General Fund (Other Funds), budgeted revenues for 2022 total \$156.7 million with expenses of \$165.1 million.

The following table shows comparison information of budgeted revenues and expenses for 2022 and 2021:

Table 4. Other Funds Comparison 2022 and 2021 (in 000s)

	Revenues				Expenses		
	2022	2021	Change		2022	2021	Change
	Budget	Budget			Budget	Budget	
Admissions	\$ 18,764	\$ 21,758	\$ (2,994)		\$ 27,552	\$ 26,818	\$ 734
Equal Access	72,461	26,676	45,785		65,399	31,335	34,064
Grants	26,605	10,840	15,765		16,789	10,165	6,624
Other Funds (combined)	38,845	41,425	(2,580)		55,313	45,426	9,887
Total non-General funds	\$156,675	\$ 100,699	\$ 55,976		\$165,053	\$113,744	\$ 51,309

Admission revenues decreased \$3 million compared to 2021 budgeted revenues due to (1) a projected decline in the number of test takers; and (2) refunds of approximately \$1.3 million to test takers in connection to technical issues experienced during the July 2021 bar exam. Budgeted expenses increased by \$0.7 million due primarily to outsources of bar exam site procurement and proctor hiring and training.

Overall, the Admissions budget has a significant \$8.8 million deficit in 2022; this deficit can readily be absorbed by the Admissions Fund's healthy balance in the budget year. The Admissions budget has reflected deficits in recent years (2020 and 2021), however surpluses, not deficits, were realized in both years based on actuals. With this history in mind, it is not unreasonable to assume that the actual 2022 deficit will be less than the \$8.8 million budgeted.

While the Admissions Fund balance can support a sizable deficit in the short term, on a long-term basis the deficit is not sustainable. An analysis of the causes of the deficit as well as possible mitigation measures is currently underway. At this point, it is clear that a portion of the deficit (\$1.3 million) is a one-time occurrence related to July 2021 exam technical issues. Systemic causal factors include a decrease in the number of applicants, an increase in testing-accommodation applicants, the return to in-person exam administration, and outsourcing of most on-site exam functions.

Table 5. Admissions Budget vs. Actual Comparison 2021 and 2020 (in 000s)

	2020 Actual	2020 Budget	2021 Actual	2021 Budget
Revenues	\$ 24,513	\$ 23,117	\$ 22,697	\$ 21,758
Expenses	21,088	25,384	20,296	26,818
Net change	\$ 3,425	\$ (2,267)	\$ 2,401	\$ (5,060)

Equal Access Fund budgeted revenues increased \$45.8 million compared to 2021 due to larger funding of the Equal Access and Partnership grants (\$39 million and \$4.4 million increases, respectively). Budgeted expenses increased \$34 million due to anticipated expenditures related to the same grants.

The Grants Fund budgeted revenues increased \$15.8 million due to the anticipated receipt of the multiyear Homelessness Prevention III grant. Similarly, budgeted expenses increased \$6.5 million because of anticipated expenditures related to the same grant.

2020 Special Assessment Projects Continue

As recognized in the 2020 fee bill, the State Bar's San Francisco building has significant capital improvement needs, resulting from normal aging, wear and tear, technical obsolescence, and code compliance mandates. The fee bill provides the State Bar with \$4 per attorney (approximately \$0.8 million per year) over a 10-year period to fund the following building improvements:

Table 6. Funding for Building Improvements (in 000s)

	Fee Bill Funded *	Amount Needed	Planned 2022
HVAC	\$ 2,895	\$ 4,430	\$ 350
Fire/Life Safety	1,225	900	560
Energy Management	350	-	-
Generator	1,350	4,780	4,715
Elevators	2,450	3,150	1,050
Floor 4 Restroom ADA	300	300	0
Ground Fl. Infrastructure	200	-	-
	\$ 8,770	\$ 13,560	\$ 6,675
*10 year total, funded by \$4 per attorney for 10 years			

Table 6 outlines the amount funded and needed for each project and the amount the State Bar expects to spend in 2022. As part of its long-term real estate strategy, the State Bar expects to sell its San Francisco headquarters building in 2022 and is assessing the amount and type of office space it will need in a post-pandemic environment that will include both office-centered and remote work. In the near to medium term, however, the State Bar must continue to maintain its buildings in both San Francisco and Los Angeles, to ensure that they function safely and efficiently and preserve the assets for long-term use and sale.

The 2020 fee bill also provided the State Bar with a \$5 per attorney (approximately \$1 million per year) over a five-year period to fund the following IT projects:

Table 7. Funding for IT Projects (in 000s)

	Fee Bill Funded*	Amount Needed	Planned 2022
Oracle Fusion	\$ 1,385	\$ 1,385	\$ 450
Licensee Info System	3,500	3,500	1,600
Disaster Recovery	350	350	130
Total	\$ 5,235	\$ 5,235	\$ 2,180
* 5 year total, funded per attorney for 5 years			

Table 7 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 2022.

Overall Impact on Reserves

The 2022 Final Budget projects a net decrease in the amount of the State Bar's reserves. The financial viability of each fund is assessed by comparing the reserves of each fund, projected through December 31, 2022, 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. 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 2022.

**Table 8. Projected Reserves for All Funds
at December 31, 2022 as a Percentage of 2022 Budgeted Expenses (in 000s)**

	Projected Reserves Bal 1/1/22	2022 Budgeted Revenues	2022 Budgeted Expenses	2022 Budgeted Surplus/ (Deficit)	Projected Reserves 12/31/22	Reserve Level (%)
General Fund	\$18,041	\$91,075	(\$94,974)	\$ (3,899)	\$14,142	14.9%
Restricted Funds						
Admissions	12,540	16,582	(25,555)	(8,973)	3,567	14.0%
Bank Settlement	7,021	38	(177)	(139)	6,882	N/A
Client Security	4,099	8,193	(9,899)	(1,706)	2,393	171.1%
Elimination of Bias	320	321	(679)	(358)	(38)	5.6%
Equal Access	(11,162)	72,461	(65,399)	7,062	(4,100)	N/A
Grants	21,029	26,605	(16,789)	9,816	30,845	N/A
Justice Gap	3,513	1,446	(1,011)	435	3,948	N/A
Lawyer Assistance Program	1,640	2,102	(2,602)	(500)	1,140	43.8%
Legal Services Trust	29,305	22,732	(37,050)	(14,318)	14,987	N/A
Legal Specialization	6,429	2,182	(1,998)	184	6,613	315.2%
Legislative Activities	348	731	(797)	(66)	282	44.4%
Restricted Fund Total	75,082	153,393	-161,956	-8,563	66,519	

Based on the 2022 Final Budget, all funds are expected to have reserves below the 17 percent target or above the 30 percent target at the end of 2022. The Admissions Fund and General Fund reserves are projected to be below the 17 percent on December 31, 2022. The CSF's reserves are 171.1 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 during the year and bring the reserve within the reserve guidelines. Should this not occur, a spend-down plan will be necessary. The Lawyer Assistance Program (LAP), Legal Specialization, and Legislative Activities Funds are projected to have reserve balances in excess of 30 percent. Staff will bring spend-down plans related to these funds to the Board of Trustees at a future meeting.

FISCAL/PERSONNEL IMPACT

The fiscal impact of the 2022 Final Budget for revenues is a net increase of \$56.3 million and expenditures a net increase of \$55.4 million compared to the 2021 budget. The 2022 year-end projected fund balance (all funds) is a net decrease of \$12.5 million compared to estimated 2021 actuals.

AMENDMENTS TO RULES

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 Finance Committee concur in the proposed action, passage of the following resolution is recommended:

RESOLVED, that the Finance Committee approves the 2022 Final Budget.

FUTHER RESOLVED, that the Finance Committee hereby authorize staff to make technical adjustments and corrections to the 2022 Final Budget prior to submitting to the Legislature by February 28, 2022.

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

RESOLVED, that the Board of Trustees, upon recommendation of the Finance Committee, adopts the 2022 Final Budget.

FUTHER RESOLVED, that the Board of Trustees, upon recommendation of the Finance Committee hereby authorize staff to make technical adjustments and corrections to the 2022 Final Budget prior to submitting to the Legislature by February 28, 2022.

ATTACHMENT LIST

A. 2022 Final Budget



The State Bar of California

ATTACHMENT A

2022 Adopted Budget

Prepared by the Office of Finance

February 28, 2022

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EXECUTIVE DIRECTOR'S BUDGET MESSAGE

Despite fervent hopes that the pandemic would subside in 2021 and life would return to normal, the emergence of the Delta and then Omicron variants forced us all to continue adapting to the unprecedented COVID-19 public health crisis. Preliminary plans to return to the office physically in the summer were shelved, then revisited in the fall, and then shelved again. In the interim, however, the conversation about what a return to normal would look like became more thoughtful. Rather than defaulting to the pre-pandemic status quo, the State Bar's post-pandemic planning now includes discussions about how to build on the operational reforms born of necessity during the pandemic. The State Bar is positioning itself to emerge from the pandemic stronger than ever through targeted investment in its people and innovation in the execution of its core mission.

These goals are evident in the State Bar's preliminary 2022–2027 Strategic Plan and, in turn, in our 2022 budget. While the State Bar Board of Trustees has not yet finalized the State Bar's new five-year Strategic Plan, the initial draft reflects the results of a broadly inclusive process, robust debate among an engaged Board, and unwavering commitment to the State Bar's responsibility to protect the public, increase access to legal services, and increase diversity and inclusion in the legal profession. In addition to this commitment to our core mission, the State Bar is increasingly focused on the core values with which it conducts its work—most especially transparency and accountability.

The 2022 budget anticipates revenues of \$244.3 million and expenses of \$256.8 million. The vast majority of State Bar revenue is derived from grants and the annual attorney licensing fee.

Budgeted 2022 revenues overall reflect an increase of \$56.3 million, or 30 percent, compared to budgeted revenues in 2021. The primary driver for this revenue increase is the new Homeless Prevention (HP) III grant in addition to larger Equal Access and Partnership grants. Other revenue highlights include:

- Bar examination fees are projected to be approximately \$2 million lower than 2021 due to a continued projected decline in the number of test takers, as well as refunds issued to test takers in connection to technology challenges experienced during the July 2021 exam. An additional refund was granted to applicants who had health concerns over the return to an in-person exam for February 2022.
- Interest-rate revenue is budgeted at \$15.8 million, a 13-percent reduction from the 2021 budgeted levels. Interest rates impact both General and Special Funds, with a particular impact on earnings on Interest on Lawyers' Trust Accounts (IOLTA) accounts. Interest earned on these accounts is deposited in the State Bar's Legal Services Trust Fund.
- Collections revenue, which includes collection on discipline costs in the General Fund and Client Security Fund (CSF) reimbursements, is budgeted at \$2.3 million, a 13-percent increase over the 2021 budgeted amount. The increase reflects 2021 actuals, which

came in higher than budget. Revenue continues to be generated by the State Bar's participation in the Franchise Tax Board's debt collection program for moneys owed to the State Bar from reimbursements paid out by the CSF to clients harmed by their attorneys, debt on discipline costs, and judgments ordered by the State Bar Court.

Overall budgeted expenses of \$256.8 million represent a net increase of 28 percent compared to the 2021 budget. Key changes include:

- Personnel expenses have been reduced by \$1.3 million from the 2021 budget due to an increase in the assumed vacancy rate from 7 to 15 percent, reflecting 2021 actuals and in light of the tight labor market, as offset by merit and cost-of-living adjustments.
- The legal services grant distribution budget has been increased by nearly \$50 million, due to new grants to be distributed in 2022 compared to 2021; this \$50 million increase comprises 91 percent of the 28 percent overall expense increase budgeted in 2022.
- Principal and interest for the San Francisco and Los Angeles building loans are budgeted at approximately \$3.5 million for 2022, whereas in 2021, only the interest portion of debt service was budgeted, approximately \$0.8 million. This change was made in order to fully illustrate the use of working capital.

BUDGET SUPPORTS STRATEGIC OBJECTIVES AND REFLECTS IMPLEMENTATION OF 2020 FEE INCREASE WITH FIDELITY

The State Bar's 2022 budget reflects investments that advance the goals of transparency and modernization, consumer focus, and effective regulation and enforcement:

Transparency and Modernization

- Investments to support continued migration from legacy systems. Replacement platforms will provide greater accessibility to State Bar operations and data, which in turn will support increased internal and external accountability.
- Investment in automation of manual processes to provide greater responsiveness to consumers and licensees and free up staff to focus on analytics and policy.
- Continued investment in the Odyssey Case Management system, which is the technological engine for the attorney discipline system;
- E-filing for the State Bar Court, which will increase access and reduce costs for State Bar Court litigants;
- Robust data collection and reporting on the diversity of State Bar staff; and
- Technology enhancements to enable "blind" recruiting, supporting one of the State Bar's internal diversity, equity, and inclusion (DEI) goals.

Consumer Focus

Funding for a new State Bar Office of the Ombuds, prioritizing the consumer voice through a new dedicated office tasked with acting as an independent, impartial, and confidential resource to ensure complaints about State Bar staff or actions receive full and impartial review. The office will initially focus on admissions and discipline-related complaints, and will assist

complainants with resolving disputes. If the office cannot handle the issues independently, or if the issue is not appropriate for the office to address, the complainant will be referred to the appropriate resource within the State Bar and tracked for resolution. If appropriate, the office will refer the complainant to another state agency or organization.

Effective Regulation and Enforcement

The 2022 budget includes seed funding for the Client Trust Account Protection Program authorized by the Board of Trustees in 2021. Key elements of the program include:

- Requiring licensed attorneys to report annually to the State Bar whether they are responsible for client trust accounts (CTAs) and to provide basic account information.
- Requiring attorneys responsible for CTAs to certify annually to the State Bar that they know and comply with the rules of professional conduct related to safeguarding client funds. They would also be required to complete an annual self-assessment to validate their practices.
- Requiring a subset of CTAs to undergo a compliance review by an independent third-party Certified Public Accountant (CPA), based on policies and procedures developed by the State Bar in collaboration with the CPA community.
- Using data including complaints, identified risk factors, and results from these compliance reviews, the State Bar would follow up on any identified issues, using a response proportional and appropriate to their findings.

Once implemented, this program will provide consumers with significantly increased protections in relation to any funds on deposit with a California attorney.

In addition, the budget provides for 10 new positions in the Office of Chief Trial Counsel (OCTC). These positions will increase the State Bar's capacity to conduct complex investigations, including those of high-dollar CTAs, and will support more timely processing of cases arising from criminal convictions.

Budgeted 2022 expenditures also reflect the State Bar's continued commitment to adhere to the explicit spending parameters for the licensing-fee increase outlined in the 2020 fee bill. The 2022 budget specifically advances the capital and information technology (IT) needs slated to be addressed by that fee increase.

The 2020 fee bill authorized approximately \$8.7 million for capital projects funded over a 10-year period (\$4 per active licensee, \$1 per inactive licensee) and roughly \$5.2 million for IT projects funded over a five-year period (\$5 per active licensee, \$1 per inactive licensee).

An overview of 2022 capital and IT expenditures supported by the 2020 licensing fee assessment is provided below.

PROTECTING CAPITAL ASSETS

As recognized in the 2020 fee bill, the State Bar's San Francisco building has significant capital improvement needs, resulting from normal aging, wear, and tear, technical obsolescence, and code compliance mandates. The 2020 fee bill provided for the assessment of approximately \$8.7 million over a 10-year period to fund the following building improvements.

Table 1¹

	2020 Fee Bill Projects	Amount Needed	2022 Budget
HVAC	2,895	4,430	350
Fire/Life Safety	1,225	900	560
Energy Management	350		
Generator	1,350	4,780	4,715
Elevators	2,450	3,150	1,050
Floor 4 Restroom/ADA	300	300	
Ground Floor Infrastructure	200		
Totals	\$8,770	\$13,560	\$6,675

As part of its long-term real estate strategy, the State Bar expects to sell its San Francisco headquarters building in 2022 and is assessing the amount and type of office space it will need in a post-pandemic environment that will include both office-centered and remote work. In the near to medium term, however, the State Bar must continue to maintain its buildings in both San Francisco and Los Angeles, to ensure that they function safely and efficiently, and to preserve the assets for long-term use or sale. Table 1 outlines the amount funded and needed for each project and the corresponding funding level included in the 2022 budget with this perspective in mind.

INVESTMENTS IN TECHNOLOGY TO INCREASE EFFICIENCY AND IMPACT

The 2020 fee bill also provided the State Bar with an assessment of \$5 per attorney (approximately \$1 million annually) for a five-year period to fund the following IT projects:

Table 2²

	Fee Bill	Amount Needed	2022 Budget
Oracle Fusion	1,385	1,385	450
Licensee Information System	3,500	3,500	1,600,000
Disaster Recovery	350	350	130
Totals	\$5,235	\$5,235	\$2,180

¹ All figures are thousands of dollars. Note that the costs for the Energy Management and Ground Floor Infrastructure Projects have been spread across other projects in the table.

² All figures are thousands of dollars.

Table 2 outlines the amount funded and needed for each project and the corresponding funding level included in the 2022 budget.

2022 BUDGET BUILDS ON PRIOR YEAR PROGRESS

As reflected in the following section outlining progress toward the goals outline in the 2017–2022 Strategic Plan, the State Bar realized some notable achievements in 2021. These included:

Admitting New Attorneys to the Profession

Results released from the first-ever entirely remote, online California Bar Exams – In January the results of the first-ever bar exam to be administered remotely were released. In addition to testing a near-record 9,301 examinees—the largest cohort since 2013—the exam was the first one graded using the new cut score of 1390, reduced from 1440 by the California Supreme Court in 2020. It was also the first exam graded under a streamlined, two-phase grading system, approved by the Committee of Bar Examiners (CBE) in August 2020 to increase efficiency and shorten the grading timeline.

Expansion of the State Bar’s Provisional Licensure Program – In February, the State Bar announced the expansion of the Provisional Licensure Program, which allows individuals who scored 1390 or higher on any California Bar Exam administered between July 2015 and February 2020 to become licensed.

Launched in November 2020, the Provisional Licensure Program was designed to serve the dual purpose of granting graduates employment opportunities and experience and expanding access to justice by allowing them to begin practicing law immediately. Provisionally Licensed Lawyers (PLLs) can provide a broad array of legal services for clients, provided a qualified attorney supervises the work. The current program allows graduates to practice before they pass a bar exam. Approximately 880 individuals are currently provisionally licensed. Members of the public can confirm a provisional license using a special search form on the State Bar website.

The Blue Ribbon Commission on the Future of the Bar Exam – In July, the joint Supreme Court and State Bar Blue Ribbon Commission on the Future of the Bar Exam held its first meeting with the charge of developing comprehensive recommendations concerning the California Bar Exam’s future, including whether and what changes to make to the exam and whether to adopt alternative or additional testing or tools to ensure minimum competence to practice law. The final report will be published in the fall of 2022.

Promoting Diversity, Equity, and Inclusion in the Legal Profession

The Second Biennial Report to the Legislature on diversity in the legal profession – In March, the State Bar published its second biennial report to the Legislature on its efforts to further DEI in California’s legal profession. The report documented the significant progress the State Bar has

made in the last two years in fulfillment of this aspect of its statutory mission. Key accomplishments reported to the Legislature include:

- Publishing the first Annual Report Card on the Diversity of California's Legal Profession, which included both key data points and calls to action for legal employers and attorneys;
- Completing a groundbreaking study on racial disparities in the attorney discipline system and implementing robust measures to address its findings;
- Launching the California Bar Exam Strategies and Stories Program, a positive mindset intervention that has since proven to increase California Bar Exam scores for test-takers of color; and
- Convening sector-specific diversity summits to respond to report card results and identify action steps in response to the State Bar's calls to action.

The report outlines the agency's plans to further DEI going forward. The State Bar will continue and expand its strategic efforts to address DEI in its admissions and discipline processes and will work with partners to further DEI in the profession. The report also outlined the agency's plan over the next two years to launch a DEI Leadership Seal initiative intended to encourage legal employers to set and publicly commit to measurable DEI goals.

Adoption of New Accreditation Rules – In May, the State Bar Board of Trustees adopted new accreditation rules for California-accredited law schools. California already offers more pathways to the law than any other state and is one of only a handful of states that permit accreditation other than by the American Bar Association. The nearly two dozen law schools currently accredited by California offer accessible, affordable, and flexible options for law students.

The new rules are designed to refocus California accreditation on its essential purposes: consumer protection and transparency; student success; diversity, equity, and inclusion; and preparation for licensure and professionalism. Refocusing the accreditation rules on these four purposes creates a clear, understandable public protection framework for accreditation in keeping with the State Bar's mission. Each provision in the revamped rules describes a specific, measurable action designed to fulfill one or more of these purposes.

Promoting Access to Justice

Allocating funding to prevent homelessness – On July 16, Governor Newsom signed Assembly Bill 164 which amended that part of the state budget that provides \$40 million in Coronavirus State Fiscal Recovery Funds for homelessness prevention grants to qualified legal services projects and support centers. This \$40 million is the first installment of an expected \$80 million in funding over three years. By December, the Legal Services Trust Fund Commission (LSTFC) approved the allocation of almost \$20 million of the funding to 23 different legal aid providers across the state. As specified in the State Budget Act, the funding will provide for eviction defense in landlord-tenant disputes, services to prevent foreclosure for homeowners, and legal services to improve habitability, increasing affordable housing, ensuring receipt of eligible

income or benefits to improve housing stability, as well as legal help for persons displaced because of domestic violence.

Issuing recommendations for a new class of State Bar licensee – In September, the Board of Trustees approved the circulation for public comment of proposals to license paraprofessionals to perform a specified range of legal functions across a broad array of case types in the legal system. The proposals represent the culmination of the work of the California Paraprofessional Program Working Group and its 17 subcommittees that met over 140 times between April 2020 and September 2021. Balancing the dual goals of ensuring public protection while expanding access to justice, the comprehensive recommendations specify the scope of services that paraprofessionals could provide across specific case types, educational requirements, licensing requirements, and disciplinary and regulatory oversight of the new class of professionals.

Allocating funding to legal aid providers to hire provisionally licensed lawyers – In May, the State Bar selected 20 legal services organizations to receive grants to hire PLLs in 2021–2022. Funded by legislation that added an optional \$5 donation to California attorney licensing fees this year, the grants will enable legal aid organizations to augment staff who provide services addressing urgent civil legal issues facing low-income Californians and provide a dual benefit: expanding the reach of these legal aid organizations and offering meaningful public interest jobs to new PLLs.

The grantees were selected by the LSTFC after a competitive selection process approved by the Board of Trustees. Contributions are projected to total about \$1.4 million in 2021–2022, enabling the committee to approve awards that will result in additional services being provided to 43 California counties, at least 30 of which are rural or have relatively few legal aid resources.

Protecting the Public from Attorney Misconduct and Nonattorney Unauthorized Practice of Law

Hired a new, permanent chief trial counsel – In August the State Bar announced the selection of George Cardon to lead the OCTC, which investigates and prosecutes disciplinary matters. Mr. Cardona, a longtime prosecutor at both the federal and municipal level has devoted his career to public service and brings significant prosecutorial and management experience, legal talent, and a reputation for absolute integrity to this role.

Mr. Cardona has been a prosecutor for three decades, primarily in the U.S. Attorney's Office of the Central District of California, where he served from 1991 to 2015 in both Los Angeles and San Francisco. As First Assistant U.S. Attorney, he managed approximately 250 attorneys in three litigating divisions (civil, criminal, and tax), and oversaw and participated in investigation and litigation of significant civil and criminal cases, oversaw budget, administration, and policy issues, and coordinated with other agencies.

Shut down unauthorized practice of law operations – Unauthorized Practice of Law (UPL) cases involve nonattorneys who prey on victims by promising to provide legal services that they are

neither capable, nor qualified, to provide. UPL cases often involve the exploitation of the most vulnerable segments of society—immigrants seeking to legalize their status, or people at risk of losing their housing, or confronting domestic violence.

- In May, the State Bar seized an unauthorized law practice that operated in Woodland Hills and Canoga Park that deliberately misled clients, preyed on vulnerable tenants at risk of losing their housing during the pandemic, and collected thousands of dollars for work that they were neither qualified nor licensed to perform.
- In October, the State Bar seized another unauthorized law practice based in the city of Orange that was operating as SoCal Latino Legal Services and Ortega Legal Services. The business deliberately misled hundreds of people, predominantly Spanish speakers seeking help with family law cases, criminal cases, evictions, civil rights, medical negligence, and auto accidents. On September 20, 2021, the Superior Court of Orange County assumed jurisdiction over the unauthorized law practice after granting the State Bar's request for an interim order and injunction allowing the State Bar to immediately seize approximately 200 client files, several client checks, and Ms. Ortega's computer. On October 22, 2021, the court found cause to grant a permanent order and injunction prohibiting Ms. Ortega from providing unauthorized legal services.
- In November, the State Bar seized an unauthorized law practice that operated as National Family Solutions, operating in Goleta, Los Angeles, and Santa Barbara. National Family Solutions claimed to provide "low-cost" legal services to self-represented litigants through a "provider network of attorneys and other legal professionals" and solicited clients through their national website, charging clients flat fees of approximately \$1,000 or more depending on the case type, plus monthly service charges for access to case managers and "legal staff."
- The Santa Barbara County Superior Court accepted a stipulation for entry of an order for the State Bar to assume jurisdiction over National Family Solutions and granted the State Bar's request for a permanent order and injunction. During the course of this action, the State Bar seized client files, froze business-related bank accounts, and began the process of disabling business-related telephone numbers and websites, redirecting telephone calls and mail to the State Bar. The State Bar located more than 4,000 client files in the National Family Solutions online database dating back to 2008.

Developed recommendations to tighten oversight of client trust accounts – in November, the Board of Trustees received the final report and recommendations by the Committee on Special Discipline Case Audit, recommending the development of a Client Trust Account Protection Program. Key program elements include:

- Requiring licensed attorneys to report annually to the State Bar whether they are responsible for CTAs and to provide basic account information.

- Requiring attorneys responsible for CTAs to certify annually to the State Bar that they know and comply with the rules of professional conduct related to safeguarding client funds. They would also be required to complete an annual self-assessment to validate their practices.
- Requiring a subset of CTAs to undergo a compliance review by an independent third-party Certified Public Accountant (CPA), based on policies and procedures developed by the State Bar in collaboration with the CPA community.
- Using data including complaints, identified risk factors, and results from these compliance reviews, the State Bar would follow up on any identified issues, using a response proportional and appropriate to their findings.

Launched the Development of New Discipline System Case Processing Standards – The 2021 fee bill, Senate Bill 211 (SB 211), directs the State Bar to “propose case processing standards for competently, accurately, and timely resolving cases within the Office of Chief Trial Counsel” presenting a unique opportunity to align the statutory reporting requirements on the discipline system with the State Bar’s broad mandate to protect the public. SB 211 specifies that new case processing standards shall take into account:

- Mechanics of the discipline system;
- Risk to public protection;
- Reasonable expectations of the public for resolution of the complaint; and
- Complexity of cases.

Once new case processing standards have been finalized, the State Bar will develop new metrics to support the compliance with these standards at the operational level.

Real Estate Strategy Development

Staff and the Board began discussing a long-term real estate strategy for the State Bar’s headquarters at 180 Howard Street in San Francisco in the fall of 2019, as part of the 2020 budget planning process and after the capital improvement funding level in SB 176 was known. Preliminary work was completed on both a workplace strategy (i.e., occupying less space in the building) and analysis of a potential sale and relocation options. This work was put on hold at the start of the pandemic but was reinitiated in July 2021 with a Board directive to the Finance Committee to assess the feasibility of continued ownership of 180 Howard Street in light of significant funding challenges and other occupancy scenarios. Under the Finance Committee's direction, staff and outside real estate experts conducted a financial analysis of multiple scenarios, including continuing to own the building; selling the building becoming a tenant; or selling the building and purchasing a smaller building. This analysis showed that the best economic outcome for the State Bar, over a 20-year period, would be to sell 180 Howard Street. At its meeting in November 2021, the Board adopted a resolution to list 180 Howard Street for sale in 2022, and directed staff to return to the Board with an updated analysis and

recommendations for the timing of the sale and the consideration of new occupancy scenarios, including leasing or purchasing a smaller building, and the timing of a lease or purchase.

STATE BAR BACKGROUND

The State Bar of California is a public protection organization committed to transparency, accountability, and excellence. The State Bar's mission is to protect the public through lawyer regulation, education, and discipline, increasing the diversity of the legal profession, and increasing access to the legal 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. The State Bar 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 constitutional 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 2018, the California Legislature amended the State Bar Act to clarify that the State Bar's highest priority—protection of the public—includes "support for greater access to, and inclusion in, the legal system." This modification of Business & Professions Code 6001.1, brought the statutory mandate into alignment with the mission statement adopted by the Board of Trustees in 2017 which states:

"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

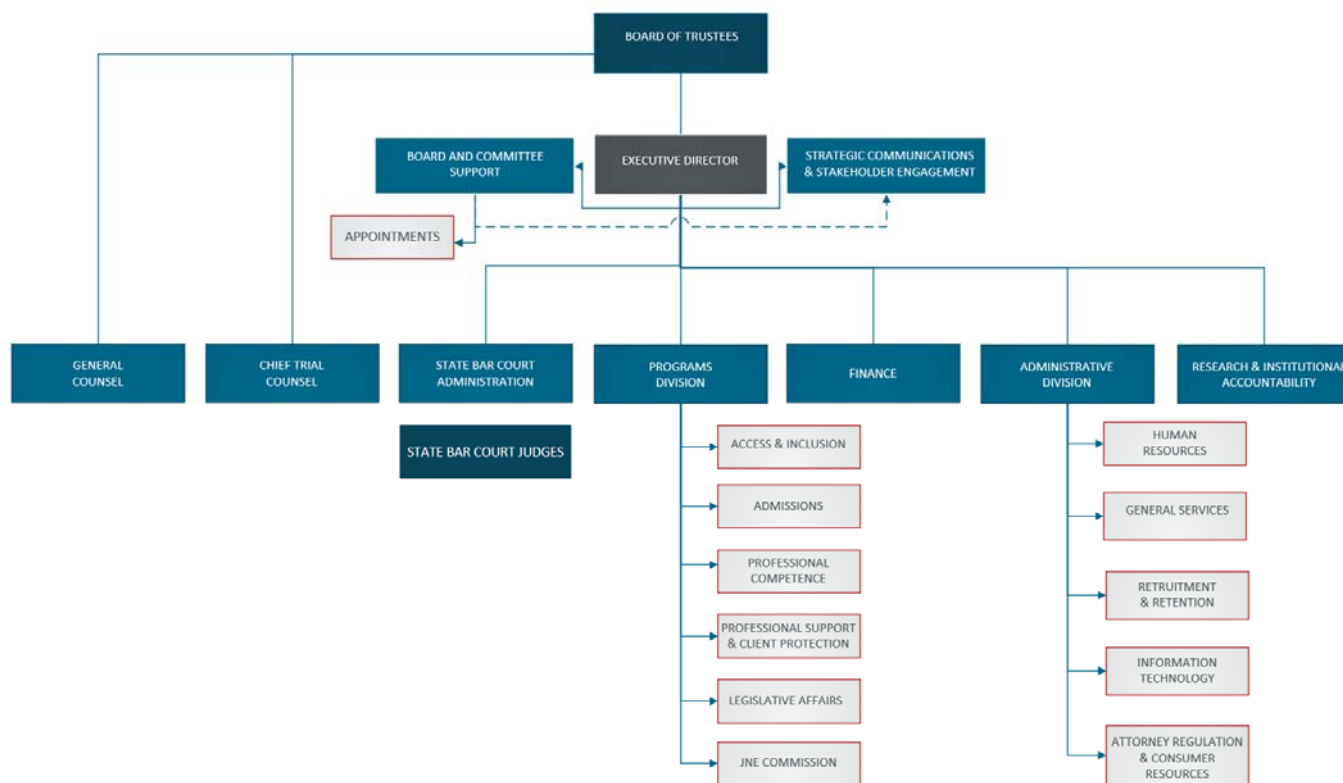
The State Bar's governing body, the Board of Trustees consists of 13 trustees, including:

- Five attorneys appointed by the California Supreme Court;
- 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 Team,¹ 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 requirements, and pay annual licensing fees to the State Bar.

¹ In addition to the Executive Director, the Leadership Team consists of the General Counsel, Chief Trial Counsel, Chief of Programs, Chief Financial Officer, and Chief Administrative Officer.

FISCAL 2022 BUDGET OVERVIEW

SOURCES OF FUNDS

The State Bar's 2022 Adopted Budget reflects \$244.3 million in total revenue and \$256.8 million in total expenses. The graphs and tables below report the major revenues and expenses budgeted in 2022. Variances in budgeted amounts compared to the prior year are discussed below. The majority of the \$12.5 million deficit is attributed to new planned grant expenditures compared to 2021.

Figure 1 shows the composition of sources of funding for 2022. Mandatory fees and grant revenues are the largest sources of revenue for the State Bar totaling approximately \$209 million or 85.6 percent.

Figure 1. Breakdown of 2022 Projected Revenues

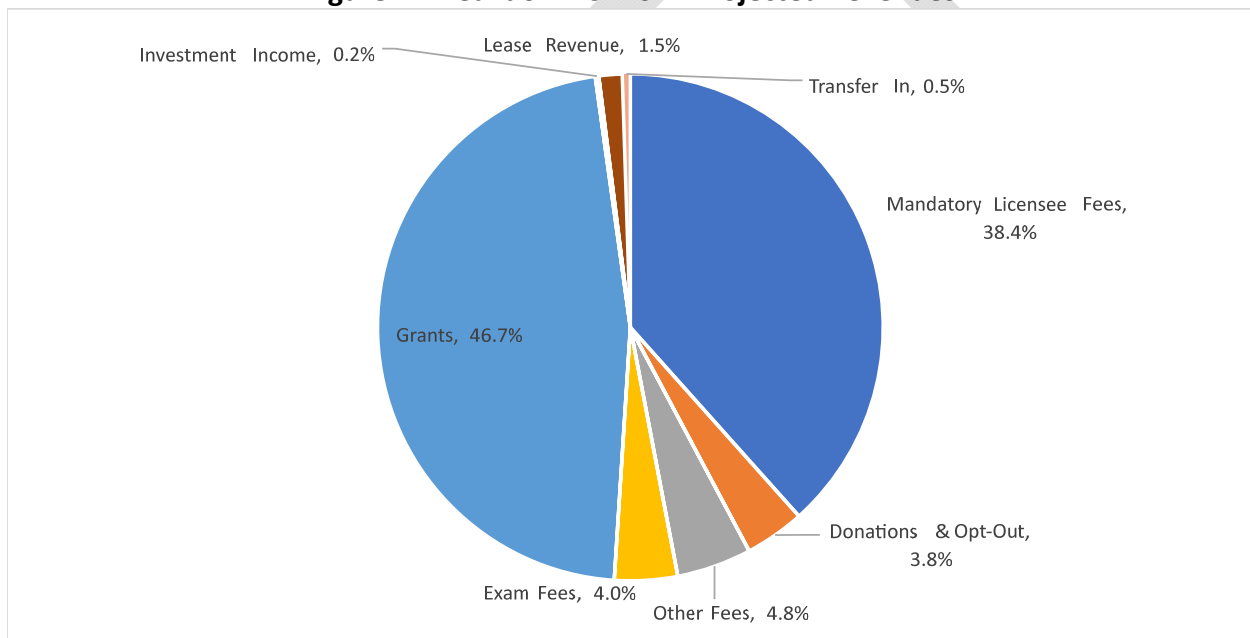


Table 1 provides a detailed breakdown of 2021, 2022, and 2023 projected revenues by funding source.

Table 1. Comparison of Revenue Budget

	2021 Budget	2022 Budget	2023 Forecast
Mandatory Licensee Fees	\$94,184,400	\$94,223,793	\$97,757,100
Donations & Opt-Out	8,970,000	9,390,000	9,742,100
Other Fees	11,642,151	11,747,430	12,188,200
Exam Fees	12,785,930	9,881,800	10,252,300
Grants	55,497,648	114,789,305	119,094,000
Other Revenues	185,950	77,000	79,900
Investment Income	1,582,500	543,400	563,800
Lease Revenue	3,179,369	3,652,249	3,789,200
Transfer In	1,600,000	1,262,000	1,309,400
Total Fund Sources	\$189,627,948	\$245,566,977	\$254,776,000

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. Legal Services Assistance opt-in of \$45 per attorney will remain at historical level of approximately 65 percent of paying attorneys or \$6.9 million. Legislative Activities opt-in fee of \$5 per attorney and Elimination of Bias opt-in fee of \$2 per attorney are budgeted in the amount of \$0.7 million and \$0.3 million, respectively.

Grants

Grants include revenue received by the State Bar from a variety of agencies and other sources. The Office of Access & Inclusion is responsible for the administration and distribution of grants generated through various mechanisms including Interest on Lawyers' Trust Account (IOLTA) funding, the Equal Access Fund, the Justice Gap Fund, bank settlements, and federal awards. 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 distributed through a competitive grant process.

The 2022 budget reflects a \$60 million increase in grant revenue compared to the prior year budget due to an increase in grant funding for the new HP III grant and larger Equal Access and Partnership grants for 2022.

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 a 22.7 percent decrease from 2021 exam fee revenue, resulting from an expected decrease in the number of applicants and crediting and refunding of approximately \$1.3 million of 2021 exam fees due to technical glitches experienced by many July 2021 test takers.

Donations and Opt-Out

The State Bar generates revenue through voluntary fees from licensees, and donations. Voluntary fees and donations fund specific program areas including legal services, the elimination of bias in the legal profession, and legislative relations. The 2022 adopted budget reflects a static funding level of \$9 million for voluntary fees and donations.

Other Revenues

In addition to the funding sources outlined above, the State Bar generates revenue from a variety of fee-for-service activities including student registration fees, law school accreditation, penalty and late fee assessments, discipline cost assessments, certificates of good standing, insurance commissions, lease revenue, and interest on investment accounts.

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;
- Office of Research & Institutional Accountability;
- Programs Division, which includes the Office of Admissions; the Office of Professional Support & Client Protection, which includes the Lawyer Assistance Program, Probation, the Client Security Fund (CSF), the Office of Access & Inclusion, and the Office of Professional Competence; and
- Administrative Division, which includes the Office of General Services, the Office of Human Resources, the Office of Recruitment & Retention, the Office of Information Technology, and the Office of Attorney Regulation & Consumer Resources.

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 2021, 2022 and 2023.

Table 2. State Bar Expenses by Cost Type

	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$96,591,086	\$95,276,874	\$98,244,700
Building Operations	8,011,445	7,810,889	8,103,900
Services	11,467,710	15,971,831	16,467,200
Grants Expenses	66,290,004	116,635,737	121,009,600
Supplies	1,357,326	1,123,615	1,165,800
Equipment	3,497,625	4,601,816	4,774,400
Other Expenses	1,456,228	1,242,084	1,288,400
Exam Related Expenses	6,878,222	4,397,852	4,563,000
Payouts and Reimbursements	4,863,300	6,198,000	6,430,400
Debt Related	917,730	3,508,194	3,639,900
Transfers Out	1,600,000	1,262,000	1,309,400
Total Expenses	\$202,930,676	\$258,028,892	\$266,996,700

PERSONNEL COSTS

Personnel costs include salary and benefits, supplemental staffing, employee health care, and retirement. These expenses total \$95.3 million of the State Bar's 2022 budget. The adopted budget represents a \$1.3 million decrease from the prior year resulting from an increase in the assumed vacancy rate (15 percent in 2022 compared to 7 percent in 2021) partially offset by cost-of-living and merit increases. The budgeted vacancy rate reflects the actual rate for 2021; a relatively high vacancy rate is projected to continue given the tight labor market that the State Bar and other employers are facing.

SERVICES

Services expenses include professional services and other miscellaneous outside services. Services account for \$16.0 million of the State Bar's 2022 Budget. The adopted budget represents a \$4.5 million or 39 percent increase from the prior year services expense budget. This increase is primarily the result of a \$3.2 million increase in the Office of Admissions, relating to a service agreement to outsource in-person bar exam site procurement and proctoring. This services budget increase is partially offset by reductions in other line items of the Office of Admissions' budget.

GRANTS EXPENSES

Grants expenses reflect the distribution of grants generated through all relevant funding sources to legal services entities. Grants account for \$116.6 million of the State Bar's 2022 Budget. This budget level represents a 75.9 percent increase compared to the prior year, due to increases in funding for various grant revenue sources including the Equal Access Fund, the Grants Fund (Homeless Prevention), and the Legal Services Trust Fund.

SUPPLIES AND EQUIPMENT

Supplies and equipment expenses include exam and software licensing, supplies and postage, computers and software, building improvements, equipment, and telecommunications. This category accounts for \$5.7 million of the State Bar's 2022 budget. The adopted budget represents a 17.9 percent increase from the prior year's supplies and equipment budget. This is primarily due to the timing of when routine software maintenance contracts are paid.

In the 2020 fee bill, the State Bar was afforded a special assessment of \$4 per attorney (approximately \$800,000) over a 10-year period to fund building improvements and a \$5 per attorney (approximately \$1 million per year) over a five-year period to fund IT projects. Given that the 2020 fee bill funded these capital improvements over a multiyear period, sufficient funds were not available to finance the projects in the short-term. Accordingly, in August 2021, the State Bar obtained a bank loan to finance building improvements and IT projects and simultaneously refinanced an existing tenant improvement loan. The annual amounts collected from licensee fees for building improvements and IT projects are used to repay the loan in order to maintain fidelity with the funding approved by the Legislature.

OTHER EXPENSES AND PAYOUTS AND REIMBURSEMENTS

Other expenses primarily consist of CSF payments to claimants to reimburse them for monetary losses attributable to attorney theft. These expenses account for \$7.4 million of the State Bar's 2022 budget. The adopted amount represents a 17.7 percent increase from the prior year, due to the anticipated increase in CSF case processing as compared to 2021.

DEBT RELATED

With respect to its Los Angeles location, the State Bar has an outstanding loan of \$13.2 million.

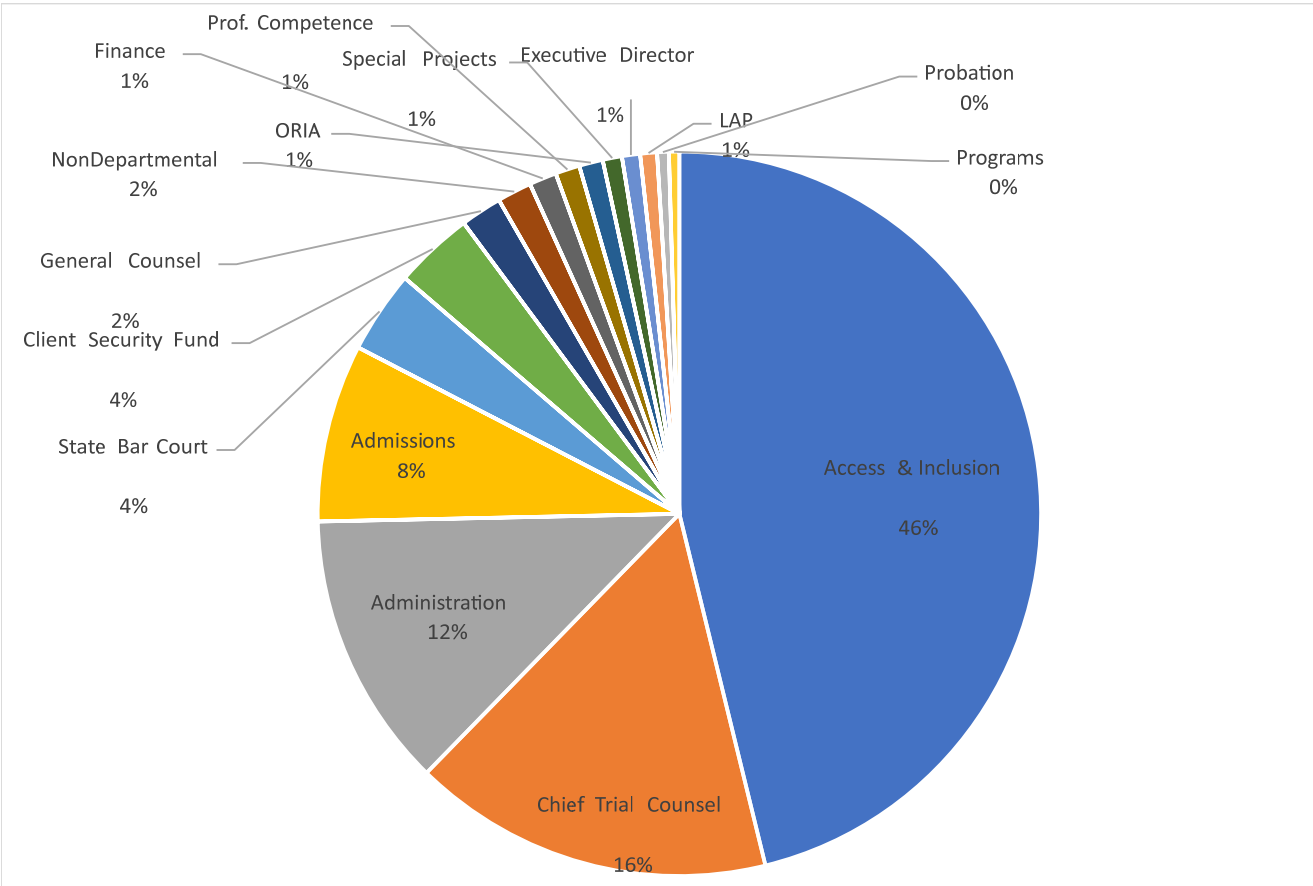
Related to its 180 Howard Street building in San Francisco, the State Bar has an outstanding loan balance of \$20.4 million. As described in the Supplies and Equipment section above, this loan includes financing for certain building improvements and IT projects approved by the Legislature.

Principal and interest for these loans of approximately \$3.5 million is budgeted for 2022. In prior years, only interest expense, not principal repayments, was budgeted. Budgeting for principal repayments was revised to better ensure that all uses of financial resources are subject to budgetary controls.

TOTAL OPERATING BUDGET

Figure 2 illustrates the composition of operating expenses, by office. The Office of Access & Inclusion comprises 46 percent of total expenses. This office's operating budget includes all grant distributions made by the State Bar. The Office of Chief Trial Counsel (OCTC) represents 16 percent of operating budget expenses. Together, these two offices comprise 62 percent of the State Bar's operating budget.

Figure 2. Operations Budgets



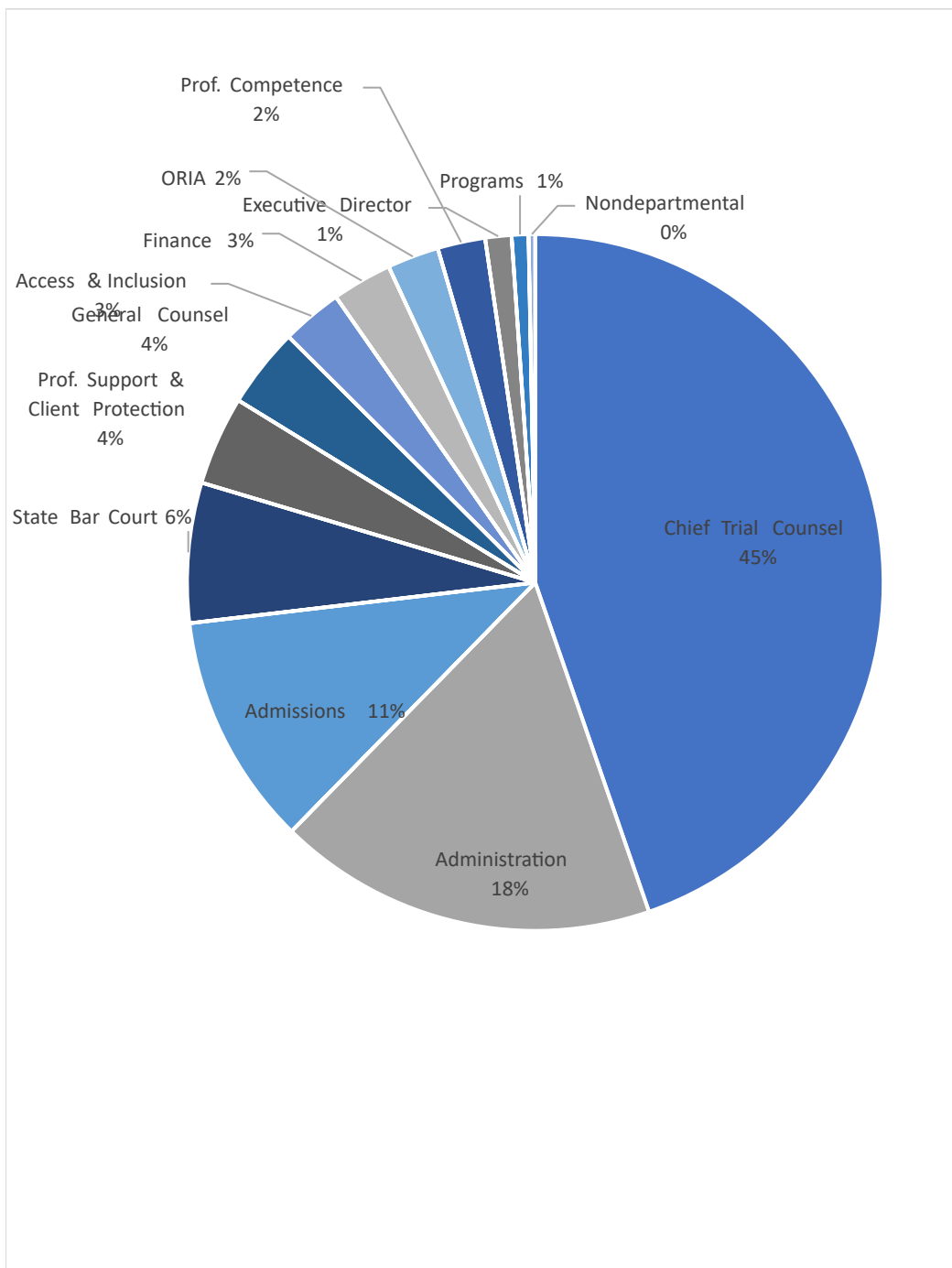
TOTAL STAFFING FOR 2022

The 2022 adopted budget funds 646.5 full-time equivalent (FTE) positions, compared to 610.9 budgeted for 2021. One-third of the 35.6 new FTE included in the 2022 budget are related to staffing increases in the OCTC. Other areas experiencing personnel growth include Office of Information Technology, Office of Research & Institutional Accountability, Office of Attorney Regulation & Consumer Resources, Office of Admissions, Office of Finance, Office of Human Resources, and Office of Professional Competence.

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

DRAFT

Figure 3. Distribution of Full-Time Employees



STAFFING HISTORY

Table 3 shows a three-year history of staffing. The 2022 budget has an increase of 35.6 total FTEs compared to the prior year.

Table 3. Three-Year Staffing History

Division/Office	2021	2022	2023
Access & Inclusion	17.2	18.3	18.3
Admissions	69.2	69.8	69.8
Attorney Regulation & Consumer Resources	29.2	33.0	33.0
Chief Trial Counsel	278.9	289.0	289.0
Executive Director	4.7	7.9	7.9
Finance	17.0	18.0	18.0
General Counsel	22.0	24.0	24.0
General Services	20.7	19.7	19.7
Human Resources	9.7	10.7	10.7
Information Technology	40.7	45.7	45.7
Nondepartmental	-	2.0	2.0
Professional Competence	13.2	14.3	14.3
Professional Support & Client Protection	26.4	26.7	26.7
Programs	3.9	5.0	5.0
Recruitment & Retention	5.0	5.0	5.0
Research & Institutional Accountability	11.5	15.5	15.5
State Bar Court	42.0	42.0	42.0
Total FTE	610.9	646.5	646.5

BUDGET ASSUMPTIONS

The 2022 budget reflects the following significant assumptions:

Mandatory Licensee Fees & Voluntary Donations

The fee bill authorized \$463 of mandatory fees per active attorney in 2022. Budgeted licensee fees and voluntary donations, including late penalties, total \$103.6 million, as compared to \$103.2 million in the 2021 adopted budget, reflecting a \$0.4 million increase. The 2022 budget assumes no increase in the number of attorneys paying fees.

Personnel Expense

Personnel expense is the largest single component of the State Bar's costs. The 2022 personnel expense budget decreased by \$1.3 million, or 1 percent, from \$96.6 million in 2021 to \$95.3 million. The decrease is due to an increase in the assumed vacancy rate from 7 percent in 2021 to 15 percent in 2022, partially offset by cost-of-living and merit increases. The budgeted vacancy rate reflects the actual rate for 2021; a relatively high vacancy rate is projected to continue given the tight labor market that the State Bar and other employers are facing.

Affinity and Insurance Program Revenues

Pursuant to Business and Professions Code section 6141.3(c), the first \$150,000 of all revenue from noninsurance affinity programs and insurance programs received will go to the California Access to Justice Commission. Any additional revenue, after administrative costs are deducted, will be distributed as follows: one third to the California Lawyers Association and two thirds to California ChangeLawyers, which will distribute its portion of the revenue as specified in section 6141.3(c)(2). The 2022 budget includes \$2.5 million of estimated affinity and insurance program revenues.

Legal Specialization Fund

In 2018, the Legal Specialization Fund loaned \$1 million to the Admissions Fund to finance a portion of the Admissions Information Management System. The loan is expected to be repaid to the Legal Specialization Fund in equal installments of \$100,000 over 10 years. The fourth installment is included in the 2022 budget.

Collections

The 2022 budget reflects \$2.3 million in projected collections revenue, compared to \$2.0 million in 2021. Collections revenue comprises discipline costs received as well as CSF reimbursements. Revenue continues to be generated by the State Bar's participation in the Franchise Tax Board's debt collection program for moneys owed to the State Bar from reimbursements paid out by the CSF to clients harmed by their attorneys, debt on discipline costs, and judgments ordered by the State Bar Court.

State Bar Buildings

The Board is in discussion regarding possible sale of the 180 Howard Street building. The 2022 budget assumes the building will be owned and operated by the State Bar throughout 2022.

Inflation

Inflation is assumed to increase costs by 3.75 percent in 2022, based on the Consumer Price Index – Urban – San Francisco-Oakland-Hayward, CA for the period August 2020 to August 2021.

Strategic Plan Initiatives

The Board is in the process of developing its strategic plan for 2022–2027. The costs of implementing new initiatives from that plan are not contemplated in the budget.

Office of Admissions

Bar exam fees in 2022 are reduced by \$1.3 million, the expected amount to be credited or rebated for Bar Exam applicants who encountered a technical issue during the July 2021 Bar Exam. The California Bar Exam was administered remotely in 2021 and the 2022 budget anticipates it will return to in-person administration in 2022.

2023 Forecast

Except for line items with known variances, the 2023 Forecast assumes a 3.75 percent inflationary increase.

INDIRECT COST ALLOCATION

Fund	2021 Budget	2022 Budget	2021 vs 2022
Admissions	\$6,130,032	\$6,948,492	818,460
Bank Settlement	65,903	68,687	2,784
Client Security	723,309	764,524	41,215
Elimination of Bias	115,097	248,068	132,971
Equal Access	271,225	406,059	134,834
General Fund	30,751,349	34,219,883	3,468,534
Grants Fund	17,915	140,808	122,893
Justice Gap	13,719	11,012	(2,707)
Lawyer Assistance Program	607,314	639,651	32,337
Legal Specialization	689,867	680,167	(9,700)
Legal Services Trust	703,816	720,253	16,437
Legislative Activities	162,862	161,779	(1,083)
	\$40,252,408	\$45,009,383	\$4,756,975

Direct costs are those that can be specifically identified with a particular operational area. For the State Bar, these operational areas include the Office of the Executive Director, the Office of Chief Trial Counsel, State Bar Court, the Office of Admissions, the Office of Attorney Regulation & Consumer Resources, the Office of Access & Inclusion, the Office of Professional Competence, Lawyer Assistance Program, Probation, and CSF. Indirect costs are not readily identifiable with a specific operating program. Instead, they are incurred for a joint purpose that benefits more than one program. Common examples of indirect costs include finance, human resources, recruitment and retention, IT, insurance, and building maintenance. All indirect costs are housed in the General Fund. The total amount of the 2022 indirect cost pool, to be allocated to programs, is \$45.0 million compared to \$40.2 million in the 2021 budget. This increase is primarily due to the budgeting of principal and interest of the loan payments for both Los Angeles and San Francisco, whereas in prior years only interest was budgeted, as well as additional IT services and equipment. Indirect costs of \$10.8 million are allocated from the General Fund to other funds pursuant to a cost allocation methodology that allocates indirect costs to offices and divisions based on their proportional share of headcount, total expenses, or square footage occupied. The tables below provide detail on both the indirect cost pool components and amounts charged to individual funds.

Indirect Cost Pool	2021 Budget	2022 Budget	2021 vs 2022
General Services - LA	\$4,316,507	\$5,309,944	\$993,437
General Services - SF	6,349,261	6,172,170	-\$177,091
Licensee Billing	951,600	799,800	-\$151,800
Building/Capital Improvements	-	1,736,600	\$1,736,600
General Counsel	4,588,817	4,864,838	\$276,021
Ex. Dir./BOT	2,849,152	3,912,960	\$1,063,808
Information Technology	11,740,071	12,933,058	\$1,192,987
Human Resources	1,732,400	1,882,800	\$150,400
Recruitment & Retention	1,227,700	1,326,400	\$98,700
Finance	2,836,900	2,421,813	-\$415,087
OPEB	3,660,000	3,649,000	-\$11,000
	\$40,252,408	\$45,009,383	\$4,756,975

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 budget is presented to the Board of Trustees for adoption prior to being submitted to the Legislature by the February 28 statutorily mandated due date.

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 revenues and expenses of the State Bar. The State Bar's Strategic Plan provides the framework for the annual budget formulation and process.

Revenues 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 reflect additional information as it becomes available.

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 State Bar 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. The Office of Finance leads organizational financial planning to effectuate Board and management decision-making, develop innovative solutions to challenging problems, and ensures that the State Bar's budget is aligned with the State Bar's strategic plan.

The State Bar's basic financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP) 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, as well as 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, via legislation for example, and other times internally. The State Bar has 10 funds in this group:
 - Admissions Fund
 - Bank Settlement Fund
 - Client Security Fund
 - Elimination of Bias Fund
 - Equal Access Fund
 - Grants 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 Fund and Lawyer Assistance Program), 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.

MODIFIED ACCRUAL BASIS ACCOUNTING

Basis of budgeting refers to the method used for recognizing revenues and expenses in the budget. For budgetary purposes, the State Bar utilizes the modified accrual basis of accounting for all funds, except for grant funds, with budgetary control set at the cost center and expense category levels within each office budget. Revenues and expenses are recognized when working capital is used or generated. This working capital focus is consistent with the Board of Trustee's Reserve Policy, as described below, which defines fund balance as equal to working capital. For the grant funds, the accrual basis of accounting is used to more closely align grant revenues with grant expenses.

Revenues are recognized as soon as they are measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. Licensee fee revenues and other fees are recognized in the period earned rather than when collected.

Expenses are recorded when paid or when a current liability is incurred. Debt service repayments (principal and interest) and capital outlay, although not normally "expenses," are recorded when paid. Depreciation expense is not included as a budgeted expense since it does not use spendable resources. Interfund charges are not eliminated.

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 the 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, State Bar funds are generally required to maintain a net reserve balance minimum equating to two months—or 17 percent—of operating expenses, and a maximum reserve balance of 30 percent.

Whenever reserve levels surpass 30 percent, a reserve spend-down plan is developed in accordance with the principles stated in the Reserve Policy.

PROCUREMENT

Purchases 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 that will provide the maximum security with the best investment return, while meeting the daily cash flow demands of the State Bar and conforming to all 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. 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 for 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.

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 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 the handling of currency and coins.

DRAFT

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
- 2021 accomplishments
- 2022 projects and objectives
- Adopted budget revenue and expenditure by cost type³
- Personnel

As some divisions and offices do not generate revenues or interfund transactions (for example, the Office of Finance, the Office of Human Resources, etc.), these cost centers do not report any revenue or interfund budget activities.

³ Revenue is shown only if a particular office or division directly realizes revenue attributable to its activities.

OPERATING AREA PROFILES

Table 1 below provides a summary comparison of the 2021 budget to the 2022 budget by operating area. Additional information on each operating area is provided in the operating detail that follows.

Table 1. State Bar Expenses by Operating Area

Expenses	2021 Budget	2022 Budget
Access & Inclusion	\$73,114,735	\$122,846,225
Admissions	26,917,841	27,652,495
Attorney Regulation & Consumer Resources	6,119,238	6,780,633
Chief Trial Counsel	60,721,384	61,498,806
Client Security Fund	8,371,439	9,898,771
Executive Director	1,557,900	2,498,399
Finance	3,788,500	3,221,613
General Counsel	4,588,817	4,864,838
General Services	10,997,791	10,373,620
Human Resources	1,732,400	1,882,800
Information Technology	11,740,071	12,933,058
Lawyer Assistance Pgrm	2,617,948	2,601,650
Nondepartmental	(35,507,326)	(37,488,722)
Probation	1,901,032	1,870,712
Professional Competence	3,938,486	4,164,590
Programs	1,089,011	1,639,197
Recruitment & Retention	1,227,700	1,326,400
Research & Institutional Accountability	2,266,452	2,786,860
Special Projects	1,889,093	2,409,733
State Bar Court	13,858,164	14,267,214
Total Expenses	\$202,930,676	\$258,028,892

OFFICE OF THE EXECUTIVE DIRECTOR

OVERVIEW

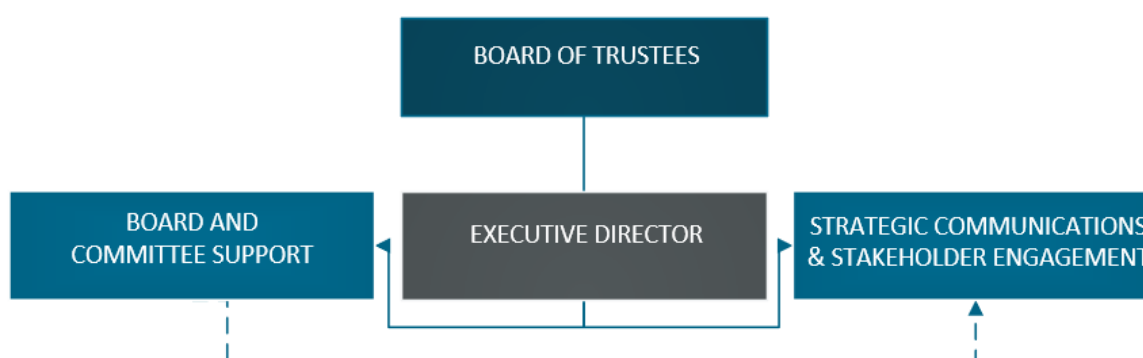
The Office of the Executive Director (OED) is responsible for ensuring the State Bar achieves the goals and objectives outlined in the State Bar’s Strategic Plan. The OED supports the Board of Trustees in setting the strategic vision and policy for the State Bar. The OED also sets the direction for State 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 through the recruitment and retention of productive and engaged staff.

ORGANIZATIONAL CHART



FISCAL YEAR 2021 ACCOMPLISHMENTS

- Launched the Ad Hoc Commission on the Discipline System, with the goal of ensuring a fair, effective, transparent, accountable, and appropriately resourced discipline system.
- Issued for public comment recommendations to establish a new class of State Bar licensee designed to increase access to legal services for moderate-income Californians.

- Established, under the direction of the Supreme Court of California, the Blue Ribbon Commission on the Future of the Bar Exam, which is charged with developing recommendations concerning whether and what changes to make to the California Bar Exam, and whether to adopt alternative or additional testing or tools to ensure minimum competence to practice law.
- Established a forward-looking plan for return to office, reflecting the State Bar's commitment to emerging from the COVID-19 pandemic as a modern employer of choice.
- Implemented a mandatory COVID-19 vaccination policy for State Bar employees, prioritizing employee safety and enabling a return to the office in 2022.
- Supported the Board of Trustees in the selection of an executive director and chief trial counsel.
- Supported the Board of Trustees in making a decision to sell the State Bar's building at 180 Howard Street in San Francisco, ensuring financial stability for the organization in future years.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Support the Board of Trustees in its work to develop a new five-year Strategic Plan covering the period 2022–2027.
- Sell the State Bar's building at 180 Howard Street and secure a "right-size" footprint reflecting the fact that employees will be permanently working in a hybrid remote/in-office fashion.
- Establish a new Client Trust Account Protection Program which will include a requirement for attorneys to register all client trust accounts (CTAs), attorneys with CTA oversight responsibility to complete annual self-assessments, and reviews and audits of selected accounts on a periodic basis.
- Launch an Office of the Ombuds which will be dedicated to addressing consumer complaints and developing and implementing a comprehensive consumer education campaign.
- Improve the professionalism and standardization of Board of Trustee and State Bar subentity administration.
- Fully integrate the formerly separate Office of Strategic Communications & Stakeholder Engagement in the OED as well as selected functions previously performed by the Mission Advancement & Accountability Division.

2022 BUDGETED REVENUE

Total budgeted revenue for the OED is \$93,000. This revenue is generated by the Minimum Continuing Legal Education self-study test.

Table 1. Source of Revenue by Fund

	2021	2022	2023
Fund	Budget	Budget	Forecast
General Fund			
Other Fees	\$100,000	\$75,000	\$77,800
Other Revenues	-	-	(100)
Investment Income	78,400	18,000	18,700
General Fund Total	178,400	93,000	96,400
Total Fund Sources	\$178,400	\$93,000	\$96,400

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OED for 2022 are \$2.5 million. **Table 2** provides detailed and comparative information regarding budgeted 2022 expenses for the OED.

Table 2. Expenses

	2021	2022	2023
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$825,700	\$1,170,600	\$1,206,200
Building Operations	6,000	600	600
Services	350,100	854,550	886,600
Supplies	37,700	19,550	20,300
Equipment	6,600	1,000	1,000
Other Expenses	80,500	37,500	39,000
Indirect Costs	251,300	414,599	430,146
Total Expenses	\$1,557,900	\$2,498,399	\$2,583,846

PERSONNEL

The OED employs 7.9 full-time employees. **Table 3** provides prior and current year staffing information for the OED. Personnel growth over the prior year reflects the fact that the Office of Strategic Communications & Stakeholder Engagement is merging with the OED in 2022.

Table 3. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Administrative Assistant II	0.00	1.00	1.00	\$70,072	\$70,072
Administrative Supervisor	0.25	0.00	0.00	-	-
Executive Director	0.90	0.90	0.90	235,876	241,990
Principal Program Analyst	1.00	2.00	2.00	236,888	242,377
Program Coordinator	2.00	3.00	3.00	215,313	226,078
Public Information Officer	0.00	1.00	1.00	83,564	87,743
Senior Program Analyst	0.50	0.00	0.00	-	-
Total FTE	4.65	7.90	7.90	\$841,713	\$868,260

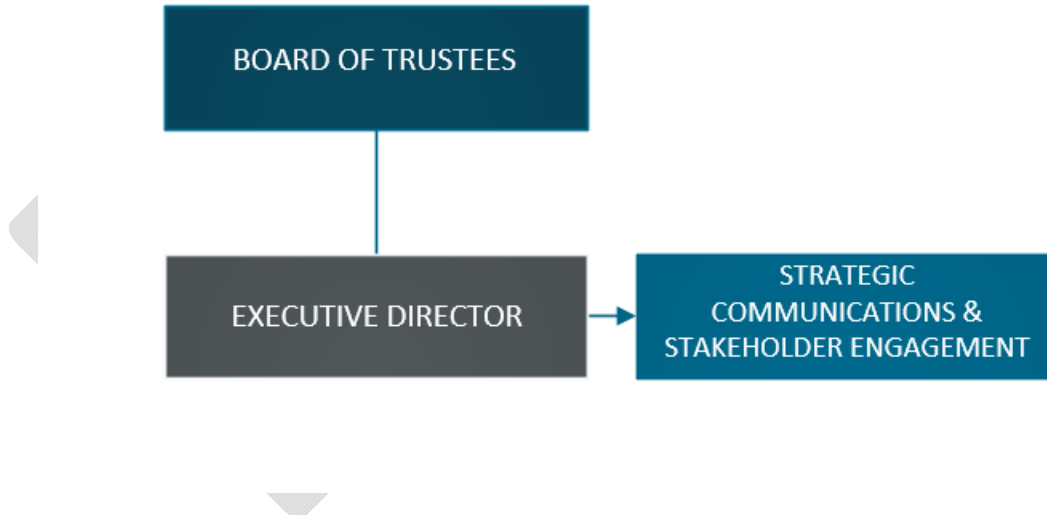
OFFICE OF STRATEGIC COMMUNICATIONS & STAKEHOLDER ENGAGEMENT

OVERVIEW

The Office of Strategic Communications & Stakeholder Engagement is responsible for ensuring that the general public's 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. The office provides consumer legal information and supports all key functions of the agency through online content, social media channels, publications, and media and public outreach. The office responds to media and public inquiries and produces consumer pamphlets, website content, news releases, fact sheets, and several e-newsletters, as well as video and digital publications.

ORGANIZATIONAL CHART



FISCAL YEAR 2021 ACCOMPLISHMENTS

- Provided strategic communications support to key 2021 initiatives, including media and public outreach regarding ongoing discipline system improvements, consumer alerts to potential victims of the unauthorized practice of law, and the formal public comment process for the recommendations of the California Paraprofessional Program Working Group.
- Used paid social media placements to expand outreach to Spanish speakers. The aim was to help them avoid legal services fraud, access legal aid and lawyer referral services, and secure housing-related services related to the sunset of COVID-19 housing and rental assistance protections.
- Expanded and improved communications to applicants during the two 2021 remote administrations of the California Bar Exam and with applicants in the new Provisional Licensure program.
- Increased media responsiveness and transparency amid year-over-year growth of 40 percent in media inquiries.
- Revamped the online attorney profile consistent with policy changes adopted by the Board regarding what official information about attorneys should be part of the public display.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Support key 2022 strategic initiatives, including discipline system improvements, access and diversity initiatives, work of the Blue Ribbon Commission on the Future of the Bar Exam, and launch of a new State Bar five-year Strategic Plan.
- Perform outreach and public education to help address the knowledge gap and increase awareness of whether an issue is legal in nature and thus in need of a legal solution, as well as informing California consumers on the universe of legal services providers and the scope of their respective licensures.
- Expand outreach to Spanish speakers via radio PSAs and video social media outreach, educating them on how to access legitimate sources of legal help, avoid legal services fraud, and file complaints with the State Bar.
- With the launch of the new five-year Strategic Plan, enhance efforts to measure the quality and effectiveness of the office's communication and stakeholder-engagement efforts and use those metrics to inform improvements.

OFFICE OF GENERAL COUNSEL

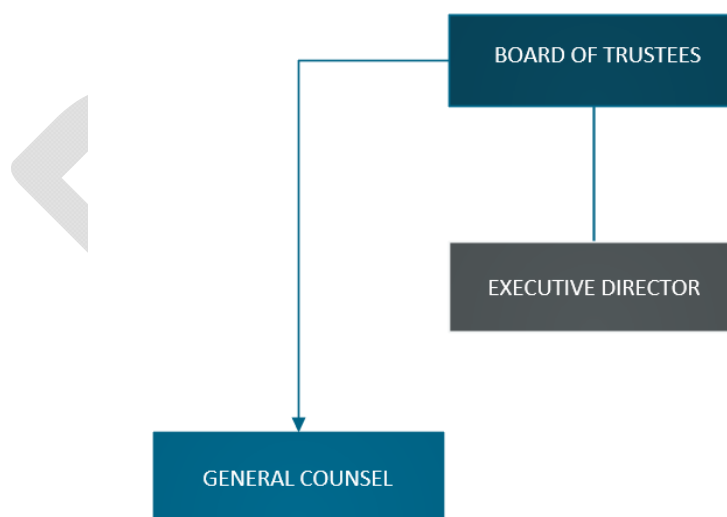
OVERVIEW

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, the Board of Trustees, executive staff, and all State Bar subentities and programmatic clients.

OFFICE OBJECTIVES

To provide legal advice to the State Bar's Board of Trustees, executive staff, and subentities and programmatic clients, and to 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 administers the Rule 2201 program, which handles conflicts identified by the Office of Chief Trial Counsel (OCTC), and the Complaint Review Unit (CRU), which handles requests for a second look from complainants who have had their matters closed by the OCTC without filing disciplinary charges.

ORGANIZATIONAL CHART



FISCAL YEAR 2021 ACCOMPLISHMENTS

- The CRU maintained a monthly average of 57 resolutions of second-look requests for review of OCTC closed cases. Additionally, CRU's turnaround time for completion of second-look reviews was an average of 114 days.
- Continued to develop niche expertise within OGC in various substantive legal areas, such as antitrust, the Americans with Disabilities Act, bankruptcy, ethics, and privacy.

- Further developed the Rule 2201 program, including: amendments to the rule designed to further refine the function and integrity of the program; modifications to the processes for invoice approval and expense tracking; and coordination with the special deputy trial counsel administrator on procedural matters. Continued to expand on 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 on implementing the Franchise Tax Board's court-ordered debt program and interagency intercept collection program, as well as responding to debtors regarding debt owed and ways to reduce the debt, and to address legal challenges to debt collection.
- OGC drafted new statutory amendments to allow the State Bar to collect debt owed to the Client Security Fund (CSF) that was not part of a disciplinary order (i.e., noncourt-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. This will allow the State Bar the ability for the first time to collect on over \$175 million in overdue debt and will allow victims of attorney misconduct the right to enforce CSF restitution orders.
- OGC has handled a wide range of complex matters relating to attorney Thomas Girardi. OGC retained and oversaw a special audit of past Girardi matters. OGC also represented OCTC in probate court in objecting to Mr. Girardi's conservatorship on grounds that it could be used to obstruct disciplinary proceedings.
- OGC provided support and advice related to the State Bar's access and inclusion activities, including to the Legal Services Trust Fund Commission, the California Paraprofessional Program Working Group, the Closing the Justice Gap Working Group, and the Council on Access and Fairness. This work included assisting with statutory changes to the Interest on Lawyers' Trust Accounts program and advising the California Paraprofessional Program Working Group on the statutory and rule changes necessary to establish a licensed paraprofessional program.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Complete and resolve an average of 60 CRU cases per month.
- Attain a 90 percent overall satisfaction rating from clients for services provided by OGC staff.
- Fully staff vacant attorney positions.

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OGC for 2022 are \$4.9 million. **Table 1** provides detailed and comparative information regarding budgeted 2022 expenses for the OGC.

Table 1. Expenses

Expense Category	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$4,286,400	\$4,310,100	\$4,407,800
Building Operations	15,740	1,600	1,700
Services	189,500	454,400	471,400
Supplies	15,777	16,713	17,200
Equipment	14,000	14,625	15,200
Other Expenses	67,400	67,400	70,000
Total Expenses	\$4,588,817	\$4,864,838	\$4,983,300

PERSONNEL

The OGC employs 24.0 full-time employees. **Table 2** provides prior and current year staffing information for the OGC.

Table 2. Staffing

	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Administrative Assistant II	2.00	3.00	3.00	\$192,697	\$198,829
Administrative Supervisor	1.00	1.00	1.00	95,493	95,493
Attorney II	1.00	0.00	0.00	-	-
Attorney III	9.00	11.00	11.00	1,534,948	1,579,538
Attorney IV	3.00	3.00	3.00	508,949	509,740
Deputy General Counsel	1.00	1.00	1.00	202,995	213,144
General Counsel	1.00	1.00	1.00	243,200	243,879
Legal Secretary I	1.00	1.00	1.00	58,526	61,452
Legal Secretary III	1.00	1.00	1.00	76,489	76,489
Senior Administrative Assistant	1.00	1.00	1.00	72,870	73,574
Senior Paralegal	1.00	1.00	1.00	77,279	81,144
Total FTE	22.00	24.00	24.00	\$3,063,447	\$3,133,283

OFFICE OF CHIEF TRIAL COUNSEL

OVERVIEW

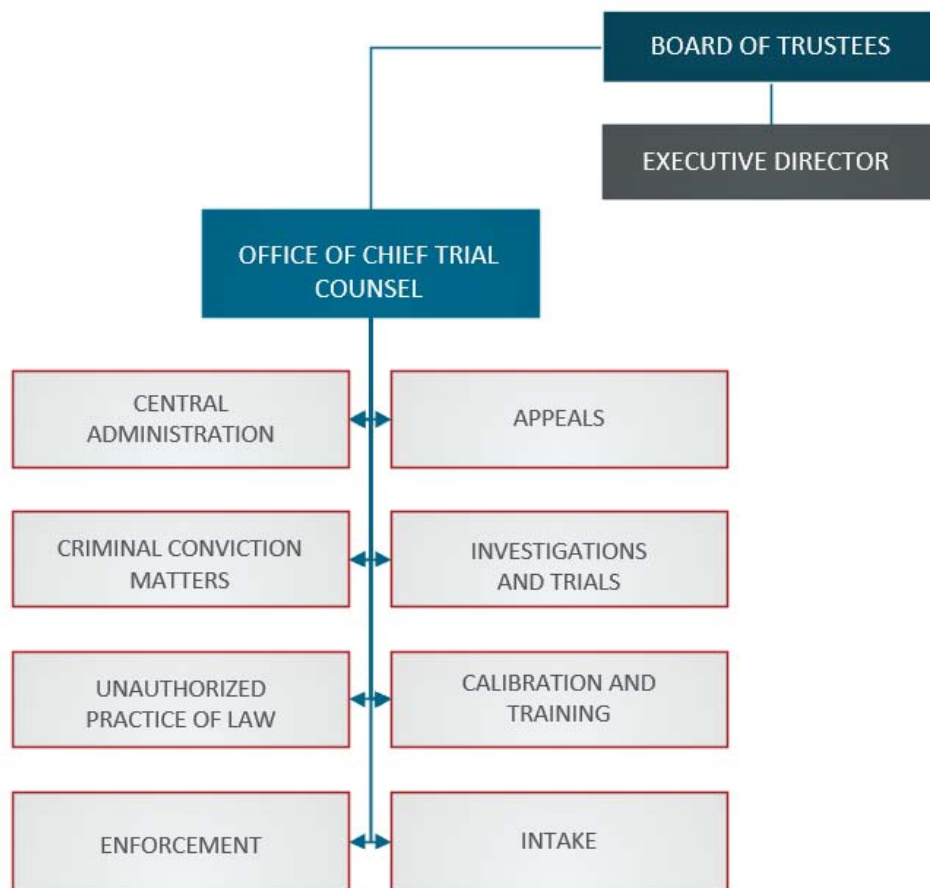
The Office of Chief Trial Counsel (OCTC) is the prosecutorial arm of the State Bar, responsible for investigating and prosecuting attorneys for violations of the Rules of Professional Conduct and the State Bar Act. OCTC is also responsible for regulatory proceedings before the State Bar Court, such as representing the Committee of Bar Examiners in moral character appeals and representing the Board of Legal Specialization in specialization certification appeals. OCTC also investigates and pursues 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 attorneys, investigators, paralegals, and other nonattorney positions. Together, OCTC's staff comprise 45 percent of the State Bar's workforce.

OFFICE OBJECTIVES

- Protect the public by:
 - Fairly, efficiently, and effectively investigating and prosecuting misconduct and ethics violations committed by California-licensed attorneys, prioritizing complaints that put clients or the general public at the most significant risk;
 - Working proactively to prevent attorney misconduct through education, training, and other mechanisms;
 - Fairly, efficiently, and effectively addressing unauthorized practice of law by nonattorneys, coordinating with law enforcement partners to do so; and focusing on protecting those most vulnerable to harm;
- Ensuring that decisions to seek and implement discipline do not result in disparities in the discipline system;
- Further transparency and public confidence by:
 - Ensuring that decisions to seek and implement discipline are free from conflicts or improper influence;
 - Providing those submitting complaints alleging attorney misconduct and ethics violations with timely information regarding OCTC's actions on and the status of their complaints;
 - Providing the Board of Trustees, state Legislature, and Supreme Court with information and reports needed for appropriate management and oversight;
- Retain and develop a staff dedicated to the mission of public protection, with the skills and tools necessary to accomplish this mission; and
- Maintain OCTC operations within annual budget.

ORGANIZATIONAL CHART



FISCAL YEAR 2021 ACCOMPLISHMENTS

- Continued to prioritize the investigation and prosecution of cases based on the risk of harm to clients and the public;
- Worked with the Office of Research & Institutional Accountability (ORIA) to evaluate and further refine and expand as appropriate measures implemented to address racial disparities in the discipline system;
- Worked with ORIA to identify factors contributing to case complexity that result in longer investigation timelines;
- Developed and implemented additional training for OCTC staff on investigation and prosecution of complaints alleging mismanagement of and misappropriation from client trust accounts;
- Continued to customize the new Odyssey Case Management System and adapt internal processes to leverage the capabilities of a modern case management system;
- Worked to develop additional reports focused on monitoring OCTC's case inventory and furthering our mission of public protection;
- Leveraged lessons learned from biannual audits, appeals, and other sources to reduce

errors and increase efficiency and effectiveness of OCTC investigations and prosecutions;

- Fully trained newly onboarded staff and integrated them as fully functional employees, doing so remotely due to COVID-19 restrictions; and
- Appointed two new assistant chief trial counsel and six new supervisory attorneys, and rearranged team assignments to continue to unify Los Angeles and San Francisco staff.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Refine prioritization of investigation and prosecution of cases to increase dedication of resources to cases posing the greatest risk of harm to clients and the public;
- Work with ORIA to complete analysis and definition of complexity factors, develop case processing standards and goals tied to case complexity and prioritization, and identify staffing requirements for OCTC to achieve the case processing goals;
- Continue to address racial disparities in the discipline system;
- Review and refine procedures for ensuring that decisions to seek and impose discipline are free from conflicts and undue influence;
- Improve the Odyssey Case Management System to reduce delays in processing of case documents and increase efficiency by enabling document generation;
- Review and revise internal office approval and reporting requirements to streamline decision-making and improve efficiency in investigations and prosecutions;
- Continue to leverage lessons learned from biannual audits, appeals, and other sources to reduce errors and increase efficiency and effectiveness of OCTC investigations and prosecutions;
- Evaluate whether to establish a new investigations and trial team dedicated to investigations and prosecutions relating to immigration cases;
- Establish and fill one forensic auditor position to handle and support complex financial investigations involving high-dollar client trust accounts and other complex tracings of funds; and
- Fully train newly onboarded staff and integrate them as fully functional employees.

2022 BUDGETED REVENUE

Total budgeted revenue for the OCTC for 2022 is \$60,000. **Table 1** provides detailed and comparative information regarding budgeted 2022 revenue of the OCTC. The primary sources of revenue are Ethics School and Client Trust Accounting School fees.

Table 1. Source of Revenue by Fund

Fund	2021 Budget	2022 Budget	2023 Forecast
General Fund			
Other Fees	\$40,000	\$60,000	\$62,300
Other Revenues	\$5,000	\$0	\$0
Total Fund Sources	\$45,000	\$60,000	\$62,300

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OCTC for 2022 are \$61.5 million, an increase of \$0.77 million from prior year. **Table 2** provides detailed and comparative information regarding budgeted 2022 expenses for the OCTC.

Table 2. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$40,850,600	\$39,164,900	\$40,367,800
Building Operations	115,927	117,199	121,600
Services	782,953	1,534,384	1,592,000
Supplies	168,735	203,092	210,700
Equipment	178,392	113,238	117,600
Other Expenses	127,940	132,737	137,700
Payouts and Reimbursements	(1,200,000)	(1,500,000)	(1,556,300)
Indirect Costs	19,696,837	21,733,256	22,548,253
Total Expenses	\$60,721,384	\$61,498,806	\$63,539,353

PERSONNEL

The OCTC employs 289.0 full-time employees. **Table 3** provides prior and current year staffing information for the OCTC. Current year staffing incorporates the addition of one forensic auditor, one attorney, three investigator III, three paralegals, and two administrative assistant II positions.

Table 3. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Administrative Assistant I	1.00	1.00	1.00	\$59,398	\$62,218
Administrative Assistant II	24.00	25.00	25.00	1,670,656	1,709,716
Administrative Supervisor	4.00	4.00	4.00	365,184	371,654
Assistant Chief Trial Counsel	5.00	5.00	5.00	955,839	995,506
Attorney	49.90	56.00	56.00	5,960,250	6,256,659
Chief Trial Counsel	1.00	1.00	1.00	243,830	243,879
Deputy Chief Trial Counsel	1.00	1.00	1.00	221,715	221,715
Forensic Auditor	0.00	1.00	1.00	79,109	94,139
Investigator I	14.00	15.00	15.00	1,135,559	1,175,474
Investigator II	64.00	63.00	63.00	5,381,153	5,524,201
Investigator III	4.00	7.00	7.00	639,915	685,423
Legal Secretary II	16.00	15.00	15.00	1,033,006	1,054,527
Legal Secretary III	0.00	1.00	1.00	76,489	76,489
Office Assistant II	4.00	4.00	4.00	200,578	207,749
Paralegal	19.00	22.00	22.00	1,583,475	1,640,034
Program Assistant II	19.00	19.00	19.00	1,122,476	1,141,808
Senior Administrative Assistant	4.00	5.00	5.00	367,545	372,096
Senior Attorney	31.00	24.00	24.00	3,198,299	3,283,491
Special Assistant Chief Trial Counsel	1.00	1.00	1.00	221,715	221,715
Supervising Attorney	15.00	17.00	17.00	2,734,335	2,774,205
Translator - Interpreter	2.00	2.00	2.00	156,286	159,901
Total FTE	278.90	289.00	289.00	\$27,406,811	\$28,272,602

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, the State Bar Court may issue public or private reprimands. 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

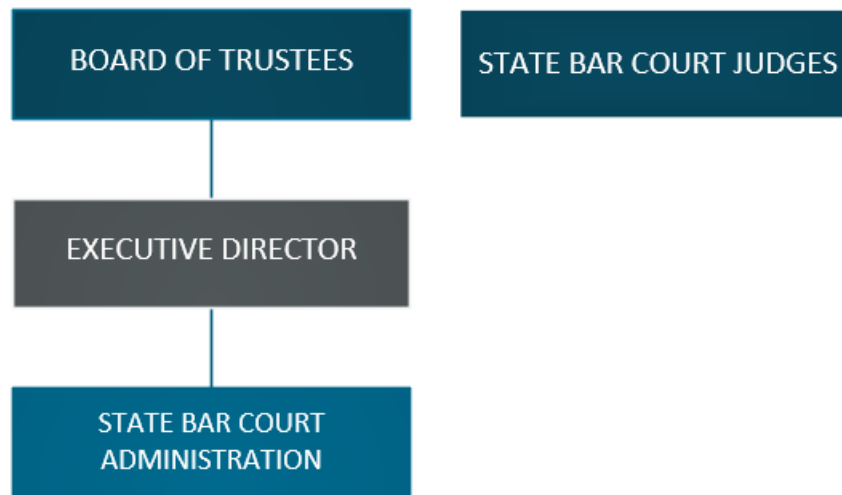
The Effectuations Unit of the State Bar Court transmits cases to the California Supreme Court and processes all other cases not requiring Supreme Court action, including, for example, resignations without charges pending.

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 2021 ACCOMPLISHMENTS

- Continued remote (Zoom) court events, conducting over 1,000 events remotely.
- Built and developed new statistical reports to manage the caseload of the State Bar Court.
- Revised Decision Drafting Tools and Templates for consistency of processes and compliance with new Rules of Professional Conduct and Rules of Procedure.
- Launched a pilot Court Performance Standards User Survey for 2020 closed cases for Quarters 3 and 4 that was focused in five performance areas: Access to Justice; Equality, Fairness and Integrity; Expedition and Timeliness; Independence and Accountability; Effectiveness and Quality.
- Participated in the selection of the e-filing vendor for the State Bar.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Build on the new Case Management System by launching forms and tokens that allow for data extracts from the system to auto populate 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 State Bar Court's carbon footprint while embracing a completely electronic (paperless) court.

- Collaborate with the Office of Information Technology to update courtroom equipment to accommodate remote and hybrid court events.
- Launch State Bar Court Reporter (SBCR) online version to expand access to the content of the SBCR to licensees, law schools, law firms, and other entities.
- Launch Biannual 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; and Effectiveness and Quality.

2022 BUDGETED REVENUE

Total budgeted revenue for State Bar Court for 2022 is \$4,000. **Table 1** provides detailed and comparative information regarding budgeted revenue for State Bar Court. The revenue consists 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	2021 Budget	2022 Budget	2023 Forecast
General Fund			
Other Revenues	\$4,000	\$4,000	\$4,200
General Fund Total	4,000	4,000	4,200
Total Fund Sources	\$4,000	\$4,000	\$4,200

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for State Bar Court for 2022 are \$14.3 million. **Table 2** provides detailed and comparative information regarding budgeted 2022 expenses for State Bar Court.

Table 2. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$7,865,886	\$7,378,620	\$7,527,000
Building Operations	83,275	85,061	88,200
Services	299,570	334,300	346,900
Supplies	51,655	62,625	64,900
Equipment	51,350	46,900	48,700
Other Expenses	118,514	206,600	214,200
Indirect Costs	5,387,914	6,153,108	6,383,849
Transfers Out		-	-
Total Expenses	\$13,858,164	\$14,267,214	\$14,673,749

PERSONNEL

State Bar Court employs 42.0 full-time employees. **Table 3** provides prior and current year staffing information for State Bar Court.

Table 3. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Attorney	1.00	1.00	1.00	\$105,291	\$110,555
Clerk of the Court	0.00	1.00	1.00	198,313	199,082
Court Counsel	1.00	1.00	1.00	189,098	198,552
Court Specialist	12.00	12.00	12.00	985,856	1,001,602
Hearing Judge	5.00	5.00	5.00	877,413	877,413
Legal Secretary II	2.00	2.00	2.00	138,095	141,321
Paralegal	0.00	1.00	1.00	67,199	70,559
Presiding Judge	1.00	1.00	1.00	192,157	192,157
Program Analyst	2.00	2.00	2.00	175,780	183,708
Program Director III	1.00	0.00	0.00	-	-
Program Manager II	1.00	1.00	1.00	136,377	136,655
Program Specialist	1.00	0.00	0.00	-	-
Program Supervisor	3.00	3.00	3.00	319,670	335,653
Review Judge	2.00	2.00	2.00	384,314	384,314
Senior Administrative Assistant	2.00	2.00	2.00	140,165	143,494
Senior Attorney	6.00	6.00	6.00	813,406	844,319
Supervising Attorney	2.00	2.00	2.00	339,827	339,827
Total FTE	42.00	42.00	42.00	\$5,062,959	\$5,159,211

OFFICE OF RESEARCH & INSTITUTIONAL ACCOUNTABILITY

OVERVIEW

The Office of Research & Institutional Accountability (ORIA) conducts research, evaluation, and data management to support the State Bar's mission. ORIA reports to the executive director, leads multidivisional initiatives and serves as an internal research consultant for the Bar for technically complex data and analytic projects, generating reports for external and internal customers. For example, ORIA produces the Annual Discipline Report, the bimonthly Discipline System Statistical Reports, weekly management reports produced for the Office of Chief Trial Counsel (OCTC), and a range of other metrics that the State Bar uses to hold itself accountable. ORIA staff also provide direct support for ad hoc working groups and other special projects as needed.

ORGANIZATIONAL CHART



FISCAL YEAR 2021 OFFICE ACCOMPLISHMENTS

- Continued research and operational evaluation of organizational changes made to address disparities in the discipline system.
- Provided extensive research in support of the Ad Hoc Commission on the Discipline System.
- Initiated the organization's acquisition of Microsoft Power BI to display and analyze research results. Produced internal reports using this tool.
- Developed, administered, and analyzed a survey of all California law schools regarding their student recruitment and retention policies and practices. Analyzed law school enrollment and attrition data as well.
- Developed, administered, and analyzed a survey of all California licensees regarding the impact of the year 2020 on their employment and working conditions.

- Continued compliance with California Rules of Court 9.9.5 to process fingerprinting and records of arrest and prosecution.
- Produced ongoing management reports for the OCTC.
- Issued post-exam surveys to First-Year Law Students' Exam and California Bar Exam participants regarding their experience taking these exams remotely.

FISCAL YEAR 2022 OFFICE PROJECTS AND OBJECTIVES

- Complete the development of a proposal for new discipline case processing standards pursuant to SB 211.
- Develop discipline system metrics corresponding with those standards as finalized.
- Complete an analysis of the impact of workforce planning redesign in the OCTC.
- Proactively develop a research agenda that addresses organizational priorities.
- Work with the Office of Information Technology to make the State Bar a data-driven organization.
- Launch a section of the State Bar website called "Data, Statistics, and Reports." This new section of the website will display admissions and discipline system reporting for public consumption. All data will be made available in Microsoft Power BI interactive visuals.
- Conduct a study that examines the impact of remote exam format on California Bar Exam pass rates.
- Continue developing and executing research projects that examine the impact of changes in State Bar policies and procedures meant to reduce disparities in the discipline system.

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for ORIA for 2021 are \$2.8 million. **Table 2** provides detailed and comparative information regarding budgeted 2022 expenses for ORIA.

Table 2. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$1,252,400	\$2,648,300	\$2,837,600
Building Operations	3,300	1,300	1,300
Services	178,650	99,800	103,500
Supplies	48,502	1,960	2,000
Equipment	7,950	9,900	10,200
Other Expenses	18,900	25,600	26,500
Total Expenses	\$1,509,702	\$2,786,860	\$2,981,100

PERSONNEL

ORIA employs 15.5 full-time employees. **Table 3** provides prior and current year staffing information for ORIA.

Table 3. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Administrative Assistant II	1.00	0.00	0.00	-	-
Administrative Supervisor	0.25	0.00	0.00	-	-
Attorney IV	1.00	0.00	0.00	-	-
Chief Mission Officer	0.75	1.00	1.00	\$219,452	\$230,425
Deputy Chief	0.00	1.00	1.00	163,075	194,059
Principal Program Analyst	1.50	4.50	4.50	518,931	556,226
Program Analyst	4.00	4.00	4.00	347,605	362,342
Program Coordinator	1.00	1.00	1.00	64,843	77,163
Program Director I	0.00	1.00	1.00	127,027	151,161
Program Director II	1.00	1.00	1.00	164,216	172,427
Senior Program Analyst	1.00	2.00	2.00	196,989	201,586
Total FTE	11.50	15.50	15.50	\$1,802,137	\$1,945,390

PROGRAMS DIVISION

OVERVIEW

The Programs Division comprises the Office of Admissions, Office of Access & Inclusion, Office of Professional Competence, and Office of Professional Support & Client Protection (which includes the Client Security Fund, Lawyer Assistance, and Probation programs and functions), as well as the Commission on Judicial Nominees Evaluation (JNE) and the State Bar's legislative program.

Most of the offices within the Programs Division are budgeted distinctly at the office level. JNE and the legislative program however are budgeted at the Programs Division level itself.

2022 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the JNE and Legislative Activities Fund for 2022 is \$0.7 million.

Table 1 provides detailed and comparative information regarding budgeted 2021 revenues for the JNE and Legislative Activities Fund.

Table 1. Revenues

	2021	2022	2023
Fund	Budget	Budget	Forecast
Legislative Activities			
Voluntary Fees & Donations	\$750,000	\$730,000	\$757,400
Investment Income	6,300	1,300	1,300
Legislative Activities Total	756,300	731,300	758,700
Total Fund Sources	756,300	\$731,300	\$758,700

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the JNE and Legislative Activities Fund for 2022 are \$1.5 million.

Table 2 provides detailed and comparative information regarding budgeted 2021 expenses for the JNE and Legislative Activities Fund.

Table 2. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$572,600	\$745,000	\$769,900
Building Operations	1,980	4,364	4,500
Services	181,200	180,955	187,800
Supplies	600	2,139	2,200
Equipment	5,400	5,590	5,800
Other Expenses	51,250	117,407	121,700
Indirect Costs	275,981	421,742	437,558
Total Expenses	\$1,089,011	\$1,477,197	\$1,529,458

2022 INTERFUND TRANSACTIONS

Table 3 below provides comparative information regarding the transfer amounts to or from other operation areas.

Table 3. Interfund Transactions

	2021 Budget	2022 Budget	2023 Forecast
Interfund Transfers Out	\$0	\$162,000	\$168,100
Total Interfund Transactions	\$0	\$162,000	\$168,100

PERSONNEL REQUIREMENTS

The JNE and Legislative Activities Fund have 5.0 budgeted positions for 2022. Expenses for the Chief of Programs are generally allocated to each office within the Programs Division. **Table 4** provides prior and current year staffing information for the JNE and Legislative Activities Fund.

Table 4. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Administrative Supervisor	0.50	1.00	1.00	\$92,834	\$95,493
Chief Mission Officer	0.25	0.00	0.00	-	-
Chief Programs Officer	0.00	0.25	0.25	60,102	60,918
Deputy Chief of Programs	0.00	0.15	0.15	30,145	31,653
Executive Director	0.10	0.10	0.10	26,208	26,887
Principal Program Analyst	0.50	0.50	0.50	63,559	63,559
Program Coordinator	2.00	2.00	2.00	151,339	158,907
Public Information Officer	0.00	0.00	0.00	-	-
Senior Program Analyst	0.50	1.00	1.00	91,928	96,524
Total FTE	3.85	5.00	5.00	\$516,114	\$533,941

DRAFT

OFFICE OF ADMISSIONS

OVERVIEW

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 (CBX) and the First-Year Law Students' Exam (FYLX), 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.

There is a significant budget deficit in the Office of Admissions in 2022; this deficit can readily be absorbed by the Admissions Fund's healthy balance. On a long-term basis, however, the deficit is not sustainable. A portion of the deficit is one-time in nature and is related to refunds and credits deriving from the ExamSoft issues that occurred during the July 2021 CBX. Other more systemic factors include a decrease in the number of applicants, the return to in-person exam administration, and outsourcing of most onsite exam functions. An analysis of all fees charged by the Office of Admissions is currently underway to determine whether any modifications, or other measures, are needed to address the deficit.

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 (CBE).

OPERATIONS AND MANAGEMENT

The Operations and Management (O&M) unit is responsible for the administration of the FYLX and the CBX, including contracting for facilities for in-person examinations, 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 pertaining to the determination of eligibility to take an exam, as well as oversight of the special admissions program for pro hac vice and out-of-state attorney arbitration counsel; for foreign legal consultants, registered in-house counsels, registered legal aid attorneys, registered military spouse attorneys, and the new provisional licensure program. Staff also process applications from law students who wish to enhance their legal training by participating in the Practical Training of Law Students program. In 2022, beginning with the July CBX the office will retain PSI Services, LLC to manage functions related to hiring and training proctors and contracting testing sites. As a result, there will be decreases in the State Bar's direct proctor costs and room rental and utility expenses.

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 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 materials for applicants electing to petition the CBE for review of staff determinations.

LAW SCHOOL REGULATION

Staff in this area are responsible for the registration of unaccredited law schools and the accreditation of selected California law schools. 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

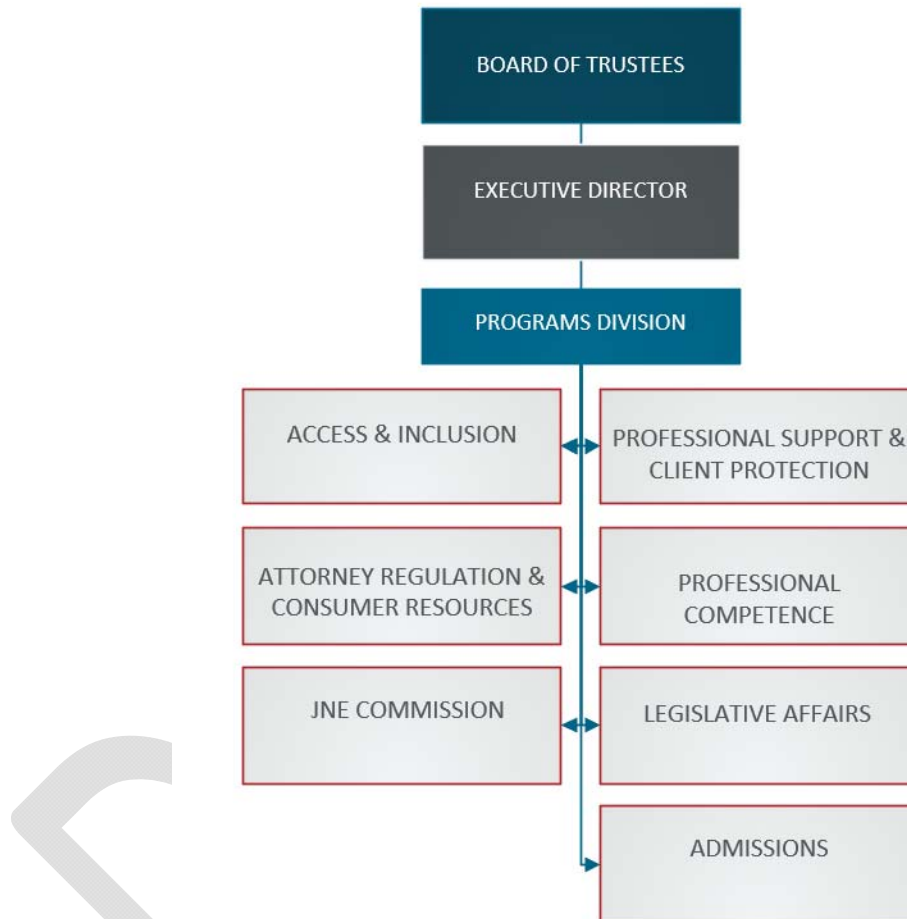
Staff in this area process applications for certification and recertification of attorneys as specialists, including processing legal specialist Continuing Legal Education (CLE) compliance. Staff also process applications from outside entities seeking permission to certify specialists in California and applications from educational providers seeking to offer legal specialist CLE 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 CBX, two administrations of the FYLSX, and one biennial administration of the Legal Specialist Exam (LSX) in accordance with best practices in the development and administration of licensing exams.
- Determine that the 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 2021 ACCOMPLISHMENTS

- Reviewed and made determinations on more than 8,000 moral character cases.
- Provided training to the CBE on the phased grading system for the CBX, Lawyer Assistance Program, implicit bias, and the dynamics of post-traumatic stress disorder.
- Adapted traditional in-person exam development (question editing, question selection, and performance test pretesting) and grading calibration meetings to secure virtual meeting formats.
- Expanded diversity in the grader pool and instituted implicit bias training for all examination graders.
- Adopted new Accredited Law School Rules to take effect in 2022.

- Continued expansion of demographic data collection and collaborated with the Office of Access & Inclusion to determine strategies to improve retention of diverse law students.
- Used law school engagement forums to improve compliance with applicant portal and oath card procedures and implemented e-blasts for students and deans.
- Developed first LSX that utilized the newly adopted model of using a paid exam developer.
- Conducted first remote administration of the LSX.
- Procured new LSX online item bank and development system.
- Administered the February 2021 and July 2021 CBX and the June 2021 and October 2021 FYLSX remotely in response to the conditions created by COVID-19.
- Implemented psychometrically sound methods to streamline grading processes for the CBX, reducing the timeline for the delivery of results.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Provide lead staff support to the Blue Ribbon Commission on the Future of the Bar Exam.
- Pilot test examination components, such as the use of open book and variations of allocated exam times.
- Complete the Differential Item Functioning Working Group charge to review exam items flagged for disparate performance, and to develop guiding principles to institutionalize diversity, equity, and inclusion principles in examination question development and mitigate prospectively against disparate impacts on performance by certain groups.
- Implement recommendations that improve and create efficiencies in the processing of requests for testing accommodations in exams administered by State Bar.
- Reduce time for grading bar exams.
- Implement the Accredited Law School Rules, creating resources for the public and for law schools.
- Complete phased expansion of demographic data collection from law schools.
- Review bar exam eligibility requirements for students earning a first degree in law in a foreign jurisdiction.
- Research additional legal specialization areas.
- Build and effectively deploy a question item banking and development system for the LSX in each of the 13 specializations areas.
- Explore and implement an alternative approach to exam development (for CBX and FYLSX) to include identifying a new information technology platform provider.

2022 BUDGETED REVENUE

Total budgeted revenue for the Office of Admissions for 2022 is \$18.8 million. **Table 1** provides detailed and comparative information regarding budgeted 2022 revenue for the Office of Admissions. Revenue derives primarily from examination fees followed by other revenue.

Table 1. Source of Revenue by Fund

Fund	2021 Budget	2022 Budget	2023 Forecast
Admissions			
Other Fees	\$6,580,700	\$6,674,500	\$6,925,000
Exam Fees	12,785,930	9,881,800	10,252,300
Grants	100	100	100
Other Revenues	-	-	-
Investment Income	127,300	25,500	26,500
Admissions Total	19,494,030	16,581,900	17,203,900
Legal Specialization Fund			
Other Fees	2,228,151	2,172,930	2,254,300
Exam Fees	-	-	-
Grants	-	-	-
Other Revenues	-	300	300
Investment Income	35,500	8,800	9,100
Legal Specialization Fund Total	2,263,651	2,182,030	2,263,700
Total Fund Sources	\$21,757,681	\$18,763,930	\$19,467,600

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Admissions for 2022 are \$27.6 million. **Table 2** provides detailed and comparative information regarding budgeted 2022 expenses for the Office of Admissions.

Table 2. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$9,262,700	\$8,501,454	\$8,764,500
Building Operations	77,499	39,285	\$40,800
Services	2,759,325	6,007,073	\$6,231,900
Supplies	102,578	80,758	\$83,800
Equipment	483,212	698,880	\$725,100
Other Expenses	434,406	198,534	\$206,200
Exam Related Expenses	6,878,222	4,397,852	\$4,563,000
Indirect Costs	6,819,899	7,628,659	\$7,914,733
Total Expenses	\$26,817,841	\$27,552,495	\$28,530,033

2022 INTERFUND TRANSACTIONS

Table 3 below provides comparative information regarding the transfer amounts to or from other operation areas.

Table 3. Interfund Transactions

	2021 Budget	2022 Budget	2023 Forecast
Interfund Transfers Out	\$100,000	\$100,000	\$103,800
Interfund Transfers In	100,000	100,000	103,800
Total Interfund Transactions	\$200,000	\$200,000	\$207,600

PERSONNEL

The Office of Admissions employs 69.8 full-time employees. **Table 4** provides prior and current year staffing information for the Office of Admissions.

Table 4. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Administrative Assistant I	2.00	2.00	2.00	\$106,887	\$112,231
Administrative Assistant II	2.00	1.00	1.00	65,629	68,910
Administrative Supervisor	2.00	2.00	2.00	171,269	179,090
Attorney	1.00	0.00	0.00	-	-
Chief Programs Officer	0.15	0.25	0.25	60,100	60,917
Deputy Chief of Programs	0.00	0.05	0.05	10,049	10,551
Fiscal Services Specialist	1.00	1.00	1.00	75,557	75,586
Investigator I	3.00	4.00	4.00	289,649	304,131
Investigator II	5.00	5.00	5.00	432,500	444,966
Investigator III	1.00	0.00	0.00	-	-
Office Assistant II	4.00	4.00	4.00	207,567	215,546
Office Assistant III	1.00	0.00	0.00	-	-
Principal Program Analyst	1.00	1.50	1.50	208,468	208,468
Program Analyst	6.00	4.00	4.00	309,764	325,253
Program Assistant II	6.00	6.00	6.00	346,633	354,498
Program Assistant III	3.00	3.00	3.00	189,196	191,854
Program Coordinator	2.00	2.00	2.00	165,220	167,965
Program Director I	1.00	1.00	1.00	163,470	164,495
Program Director III	1.00	1.00	1.00	198,535	199,083
Program Manager I	3.00	1.00	1.00	127,016	127,117
Program Manager II	0.00	3.00	3.00	343,698	357,396
Program Manager III	1.00	0.00	0.00	-	-
Program Specialist	12.00	15.00	15.00	1,053,051	1,095,771
Program Supervisor	7.00	7.00	7.00	750,757	773,001
Senior Administrative Assistant	3.00	3.00	3.00	210,028	216,494
Senior Attorney	0.00	1.00	1.00	109,996	115,495
Senior Program Analyst	1.00	2.00	2.00	177,232	186,094
Total FTE	69.15	69.80	69.80	5,772,270	5,954,911

OFFICE OF ACCESS & INCLUSION

OVERVIEW

The Office of Access & Inclusion (OA&I) operates several programs intended to ensure that low- and moderate-income Californians have appropriate access to the legal system and that the State Bar's diversity, equity, and inclusion (DEI) goals are advanced.

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 this effort. This work includes the development of policy initiatives and other programs in collaboration with institutions working to expand access to legal services for all 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.

LEGAL SERVICES FUNDING

Staff are responsible for the administration and distribution of grants generated through Interest on Lawyers' Trust Accounts (IOLTA), the Equal Access Fund, the Justice Gap Fund, and other revenue sources, including federal funding 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 distributed through a competitive grant process.

In order to maximize available IOLTA funding, OA&I focuses on attorney and bank compliance with IOLTA requirements, including ensuring that 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.

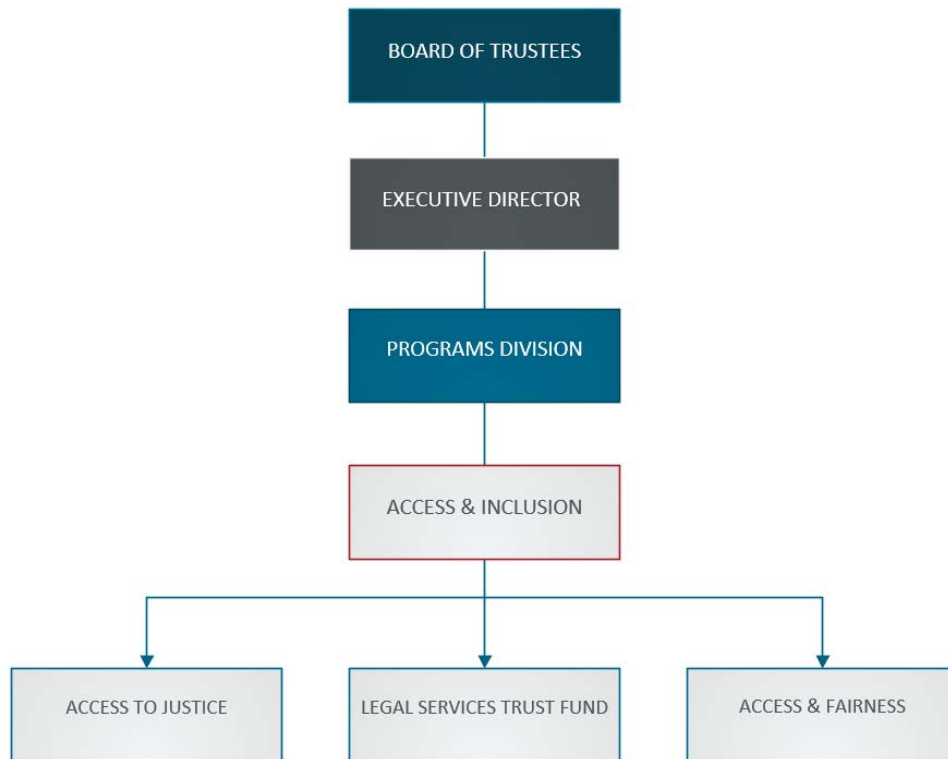
DIVERSITY AND INCLUSION

OA&I works on programs and initiatives designed to promote diversity and inclusion in the legal profession, including efforts to support the pipeline into the profession beginning in law school, retention and advancement within the profession, and elimination of bias in the practice of law. OA&I also partners with other State Bar offices on diversity and inclusion initiatives and is the primary staff to the Council on Access and Fairness. 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 2021 ACCOMPLISHMENTS

Access to Justice

- Worked closely with financial institutions holding the largest IOLTAs to negotiate the best possible interest rates and ensure they were providing rates on these accounts comparable to similar products, resulting in a less steep IOLTA revenue decrease for 2021 than anticipated, even in a challenging rate environment.
- Sustained a Leadership Bank Program to encourage banks to pay higher interest rates on IOLTAs and recognize those that do.
- Hosted a Homelessness Prevention Competitive Grant Gathering to promote the distribution plan and goals for 2022–2024 homelessness prevention (HP III) grants. HP III grants will provide up to \$80 million statewide to fund legal services to prevent homelessness, including services that promote housing preservation, rental stability, increased affordability, and safety. The gathering encouraged partnerships between legal services organizations, community-based organizations, and government agencies

to serve low-income Californians experiencing or at risk of homelessness. More than 100 people reflecting numerous community-based organizations and government agencies attended.

- Developed grant applications for the distribution of HP III funding.
- Developed grant applications for the distribution of Partnership grants.
- Completed monitoring visits for 41 grantees.
- Contributed to the passage of several pieces of legislation, including increasing the client eligibility income threshold for IOLTA grants from 125 percent of the federal poverty threshold to 200 percent and expanding the definition of civil legal services for IOLTA grants to include expungements and infractions work.

Diversity & Inclusion

- Convened public sector diversity summits to share the State Bar's diversity report card as related to that specific sector, and to discuss issues and solutions specific to the sector.
- Developed and implemented an all-attorney survey to gather information on the impact of the COVID-19 pandemic and increased national discourse on racial justice issues on the State Bar licensee population. OA&I worked with the Office of Research & Institutional Accountability (ORIA) to analyze the data and will publish the data in an online, interactive format.
- Continued the law school retention study by analyzing law school survey data to identify programs to improve retention of diverse students and researched best practices at law schools along with enrollment and attrition data from the ABA and California-accredited and registered 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 DEI lens, which includes requiring implicit bias training for all staff and graders.
- Developed a one-hour implicit bias online training module that will be available for free on the State Bar's e-learning platform.
- Coordinated a working group with members from the Council on Access and Fairness, Legal Services Trust Fund Commission, and the California Access to Justice Commission to study loan repayment assistance programs and loan forgiveness as a strategy to address diversity in the profession as well as retention in the legal aid community.
- Partnered with the Office of Recruitment & Retention to develop internal DEI trainings and resources.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Make significant progress in codifying 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 IOLTAs at rates above those required by statute, in a difficult rate environment.
- Implement and execute the diversity and inclusion objectives adopted by the Board of Trustees.
- 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 or other convenings to engage stakeholders to advance DEI in the profession.
- Partner with ORIA to publish the Diversity Report Card, using a new format and including sector-specific calls to action.
- Develop a Diversity Leadership Seal program to engage legal employers in advancing DEI in their workplaces.
- Finalize a report and corresponding resources to support law school efforts to retain diverse students.
- Explore strategies to increase recruitment and retention of legal aid attorneys.

2022 BUDGETED REVENUE

Total budgeted revenue for the OA&I for 2022 is \$123.6 million. **Table 1** provides detailed and comparative information regarding budgeted 2022 revenue for the OA&I. The \$40.6 million increase compared to 2021 is due to additional grant revenue through the Equal Access Fund and Homelessness Prevention grants funds.

Table 1. Source of Revenue by Fund

Fund	2021 Budget	2022 Budget	2023 Forecast
EOB & Bar Relations			
Voluntary Fees & Donations	\$320,000	\$320,000	\$332,000
Investment Income	2,800	500	500
EOB & Bar Relations Total	322,800	320,500	332,500
Equal Access			
Grants	26,657,881	72,434,095	75,150,400
Investment Income	18,000	26,500	27,500
Equal Access Total	26,675,881	72,460,595	75,177,900
Justice Gap			
Voluntary Fees & Donations	1,500,000	1,440,000	1,494,000
Investment Income	30,600	5,800	6,000
Justice Gap Total	1,530,600	1,445,800	1,500,000
Legal Services Trust			
Voluntary Fees & Donations	6,400,000	6,900,000	7,158,700
Grants	18,000,000	15,750,000	16,340,600
Investment Income	196,400	81,800	84,900
Legal Services Trust Total	24,596,400	22,731,800	23,584,200
Bank Settlement Fund			
Investment Income	170,500	37,500	38,900
Bank Settlement Fund Total	170,500	37,500	38,900
Grants			
Grants	10,839,667	26,605,110	27,602,900
Grants Total	10,839,667	26,605,110	27,602,900
Total Fund Sources	\$ 64,135,848	\$ 123,601,305	\$ 128,236,400

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OA&I for 2022 are \$ 121.8 million. **Table 2** provides detailed and comparative information regarding budgeted expenses for 2022 for the OA&I.

Table 2. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$2,755,800	\$2,591,300	\$2,677,500
Building Operations	18,705	12,425	12,900
Services	856,311	701,704	728,000
Grants Expenses	66,290,004	116,635,737	121,009,600
Supplies	19,127	18,725	19,500
Equipment	10,669	10,643	10,900
Other Expenses	60,200	80,683	83,500
Indirect Costs	1,603,919	1,795,008	1,862,321
Total Expenses	\$71,614,735	\$121,846,225	\$126,404,221

2022 INTERFUND TRANSACTIONS

Table 3 below provides comparative information regarding the transfer amounts to or from other operation areas. The transfers below are funds moving from the Justice Gap Fund to the Legal Services Trust Fund.

Table 3. Interfund Transactions

	2021 Budget	2022 Budget	2023 Forecast
Interfund Transfers Out	\$1,500,000	\$1,000,000	\$1,037,500
Interfund Transfers In	1,500,000	1,000,000	1,037,500
Total Interfund Transactions	\$3,000,000	\$2,000,000	\$2,075,000

PERSONNEL

The OA&I employs 18.3 full-time employees. **Table 4** provides prior and current year staffing information for the OA&I.

Table 4. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Chief Programs Officer	0.15	0.25	0.25	\$60,102	\$60,918
Deputy Chief of Programs	0.00	0.05	0.05	10,048	10,550
Program Analyst	2.00	4.00	4.00	332,143	348,751
Program Coordinator	1.00	1.00	1.00	73,488	77,163
Program Director II	1.00	0.00	0.00	-	-
Program Manager II	0.00	2.00	2.00	265,872	272,778
Program Specialist	1.00	1.00	1.00	75,587	75,587
Program Supervisor	3.00	1.00	1.00	114,977	115,556
Senior Financial Analyst	2.00	2.00	2.00	196,601	201,584
Senior Program Analyst	7.00	7.00	7.00	661,437	688,852
Total FTE	17.15	18.30	18.30	\$1,790,256	\$1,851,739

DRAFT

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. In addition, OPC administers the Lawyer Referral Service Provider Certification program.

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 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.

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, training for arbitrators who handle mandatory fee arbitration disputes, self-assessment modules, and other trainings to be developed in 2022 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 associations' 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.

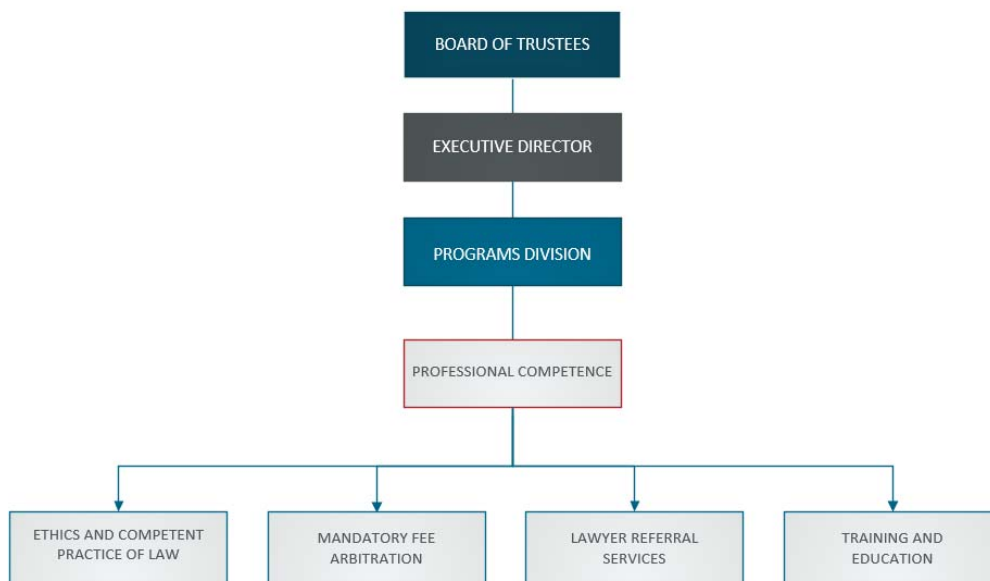
LAWYER REFERRAL SERVICE PROVIDER CERTIFICATION

OPC administers the Lawyer Referral Service Provider Certification program. The State Bar has enforcement authority over lawyer referral activity in California pursuant to California Business and Professions Code sections 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 through an LRS 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. OPC 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 Americans with Disabilities Act 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 Provider Certification processes.

ORGANIZATIONAL CHART



FISCAL YEAR 2021 ACCOMPLISHMENTS

- Launched the CTJG.
- Managed the State Bar's production of e-learning courses on elimination of bias, competency, and fee arbitrator training for the Mandatory Fee Arbitration Program.
- Developed a five-year plan approved by the Board for preventive education for attorneys, including self-assessment modules, with the first module on client trust accounting.
- Transitioned 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.
- Assisted the California Paraprofessional Program Working Group in drafting a new set of Paraprofessional Rules of Professional Conduct.
- Assisted the Board in considering client trust accounting reforms, including revisions to the Handbook on Client Trust Accounting for California Attorneys.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Manage the State Bar's production of e-learning and self-assessment courses on subjects such as, limited scope representation, lawyer fees and fee agreements, and the duty of competence. The self-assessment on client trust account management will be prioritized for completion in early 2022.
- Launch an e-learning course for training fee arbitrators to serve in the Mandatory Fee Arbitration Program.
- Implement an upgrade to the e-learning portal to provide an online storefront and accept electronic payment for courses.
- Revise and update the State Bar rules governing the Certified Lawyer Referral Service Directory program.

2022 BUDGETED REVENUE

Total budgeted revenue for the OPC for 2022 is \$91,700. **Table 1** provides detailed and comparative information regarding budgeted 2022 revenue for the OPC. Revenues are from lawyer referral service recertification fees, fee arbitration filing fees, Ethics Symposium registration fees, and publication sales.

Table 1. Source of Revenue by Fund

Fund	2021 Budget	2022 Budget	2023 Forecast
General Fund			
Other Fees	\$32,000	\$30,000	\$31,100
Other Revenues	76,200	61,700	64,100
General Fund Total	108,200	91,700	95,200
Total Fund Sources	\$108,200	\$91,700	\$95,200

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OPC for 2022 are \$4.2 million. **Table 2** provides detailed and comparative information regarding budgeted 2022 expenses for the OPC.

Table 2. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$2,238,900	\$2,240,200	\$2,329,600
Building Operations	16,660	2,000	2,100
Services	452,000	571,500	593,100
Supplies	11,800	8,200	8,500
Equipment	15,150	10,150	10,600
Other Expenses	62,830	11,750	12,200
Indirect Costs	1,141,146	1,320,790	1,370,320
Total Expenses	\$3,938,486	\$4,164,590	\$4,326,420

PERSONNEL

The OPC employs 14.3 full-time employees. **Table 3** provides prior and current year staffing information for the OPC.

Table 3. Staffing

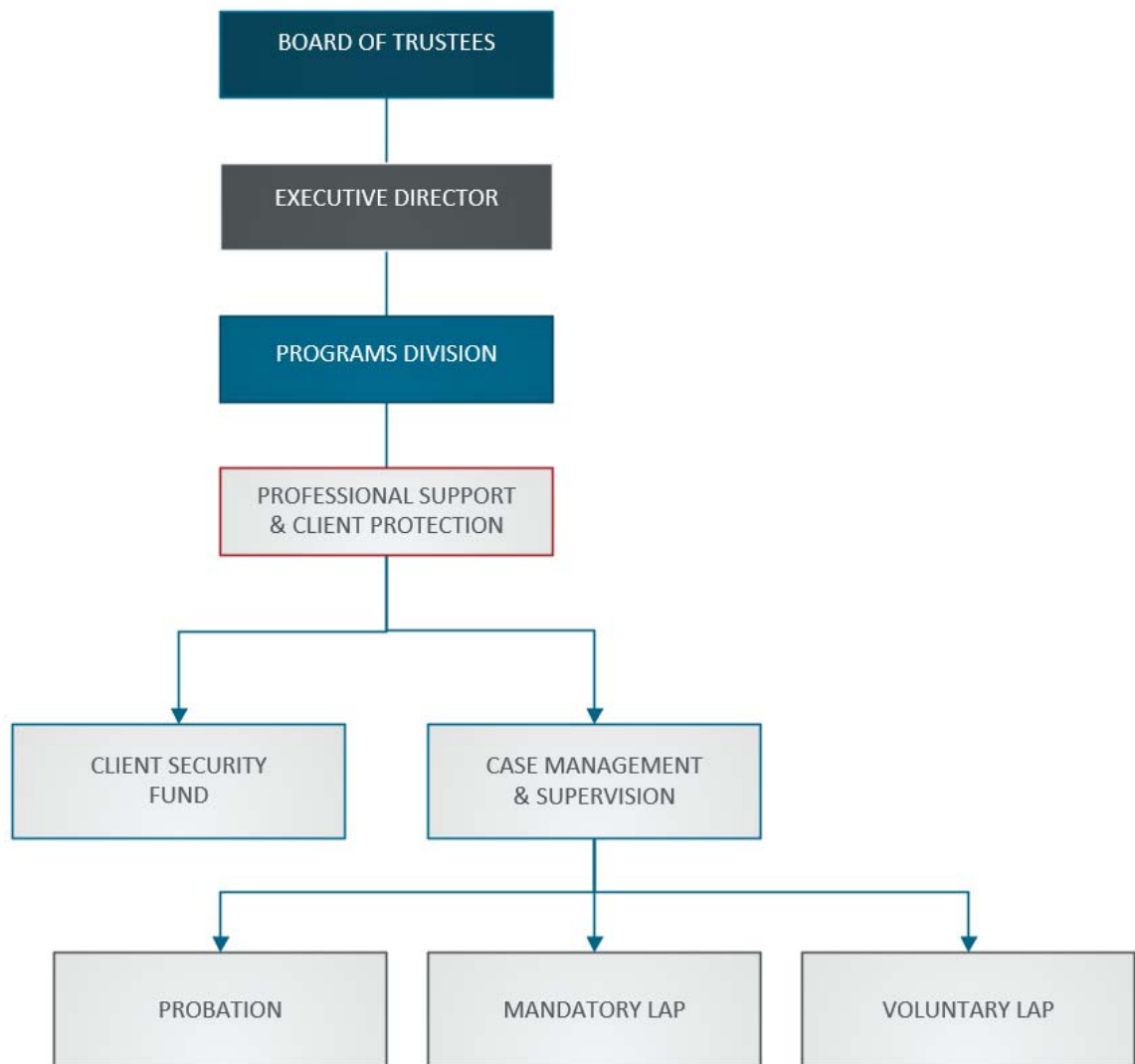
	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Attorney	1.00	1.00	1.00	\$111,835	\$117,427
Chief Programs Officer	0.15	0.10	0.10	24,041	24,367
Deputy Chief of Programs	0.00	0.20	0.20	40,193	42,203
Program Assistant II	0.00	1.00	1.00	49,887	52,382
Program Coordinator	1.00	1.00	1.00	82,874	83,983
Program Director II	1.00	1.00	1.00	180,398	180,985
Program Supervisor	1.00	1.00	1.00	115,556	115,556
Public Service Representative II	1.00	0.00	0.00	-	-
Senior Attorney	0.00	1.00	1.00	113,616	135,203
Senior Program Analyst	7.00	7.00	7.00	696,666	721,183
Supervising Attorney	1.00	1.00	1.00	141,595	148,674
Total FTE	13.15	14.30	14.30	\$1,556,661	\$1,621,961

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 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 attorney. 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 program to ensure its viability.

FISCAL YEAR 2021 ACCOMPLISHMENTS

- Processed reimbursement of more than \$6 million on approximately 300 applicants.
- Decreased inventory from 2,369 as of January of 2020 to approximately 1,350 at year-end 2021.
- Resolved nearly 900 applications.
- Decreased the time to reimbursement for eligible applications.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Continue to decrease the time to reimbursement for eligible applications.
- Identify, analyze, and plan to implement a new case management system.

LAWYER ASSISTANCE PROGRAM

OVERVIEW

The 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 composed of participants who self-refer. Participants in both Mandatory and Voluntary LAP have access to professional monitoring as well as 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 an 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 (OCTC), the 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 attorneys 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 law students, State Bar applicants, or attorneys. 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, State Bar applicants, and 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 2021 ACCOMPLISHMENTS

- Implemented virtual outreach and education programs for all attorneys with focused outreach to solo practitioners and practitioners in rural areas, in accordance with the LAP Strategic Plan.
- Enrolled approximately 120 new participants in the program.
- Provided access to approximately 200 individuals for transition assistance services.
- Delivered 79 educational presentations to law schools, law firms, bar associations, and other organizations, including participating in the first State Bar Day with the Office of Admissions and OCTC.
- Worked with the Office of Probation (OP) on the Attorney Supervision & Assistance Redesign (ASAR) project as it applies to attorneys with substance-use and mental health problems.
- Drafted a new strategic plan which was adopted by the LAP Oversight Committee.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Help shape the 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 to evolve 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

OVERVIEW

CMS consists of the OP and Mandatory LAP. Together, these two areas of the State Bar are responsible for providing case management, monitoring, and supervision services to licensed and prospective attorneys.

PROBATION

The OP monitors disciplined attorneys who have been ordered to comply with probation or reprobation conditions pursuant to orders filed by the California Supreme Court 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 OP monitors compliance with California Rules of Court, rule 9.20 in conviction proceedings, resignations with charges pending, disbarments, and some Alternative Discipline 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 the OCTC or State Bar Court of noncompliance by disciplined attorneys with ordered conditions.

FISCAL YEAR 2021 ACCOMPLISHMENTS

- Continued development of the ASAR project, which includes identifying risks of unsuccessful completion of disciplinary conditions and recidivism, and identifying stabilizing factors that may 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 restitution.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Continue to implement updates and improvements to the case management system with the support of IT, while working toward a paperless office.
- Continue to implement the ASAR project.
- Further implement an evidence-based practice approach through procedural and structural changes.
- Continue to effectively train staff on the new ASAR model.

MANDATORY LAWYER ASSISTANCE PROGRAM

OVERVIEW

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 State Bar applicants, inactive attorneys, 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 2021 ACCOMPLISHMENTS

- Enrolled 65 new participants into the program.
- Worked with the OP on the ASAR project as it applies to attorneys with substance-use and mental health problems.

FISCAL YEAR 2022 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 ASAR project as it applies to attorneys with substance-use and mental health disorders and assist with the development of a collaborative court model.

2022 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the Office of Professional Support & Client Protection for 2022 is \$10.1 million. **Table 1** provides detailed and comparative information regarding budgeted 2022 revenue for professional support and client protection. The revenue is comprised primarily of mandatory licensing fees, which support LAP and the CSF.

Table 1. Source of Revenue by Fund

Fund	2021 Budget	2022 Budget	2023 Forecast
Client Security			
Mandatory Licensee Fees	\$8,009,300	\$8,020,090	\$8,320,800
Other Revenues	750	5,000	5,200
Investment Income	76,357	6,300	6,500
Client Security Total	8,086,407	8,031,390	8,332,500
Lawyer Assistance Program			
Mandatory Licensee Fees	2,102,800	2,095,180	2,173,800
Investment Income	35,500	7,000	7,300
Lawyer Assistance Program Total	2,138,300	2,102,180	2,181,100
Total Fund Sources	\$10,224,707	\$10,133,570	\$10,513,600

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Professional Support & Client Protection for 2022 are \$14.3 million, for probation, the CSF, and LAP. 2022 **Table 2** provides aggregate and comparative information regarding budgeted 2022 expenses for the Office of Professional Support & Client Protection.

Table 2. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$4,071,400	\$3,846,800	\$3,910,300
Building Operations	165,341	167,006	173,400
Services	530,819	518,110	537,500
Supplies	25,854	22,758	23,600
Equipment	17,618	18,439	19,200
Other Expenses	71,938	33,433	34,400
CSF - Payments	6,900,000	8,500,000	8,818,800
Reimbursements	(836,700)	(802,000)	(832,100)
Indirect Costs	1,944,149	2,066,588	2,144,085
Total Expenses	\$12,890,419	\$14,371,133	\$14,829,185

PERSONNEL

The Office of Professional Support & Client Protection employs 26.7 full-time employees across the three units. **Table 3** provides prior and current year staffing information for CMS.

Table 3. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Administrative Assistant II	3.00	4.00	4.00	\$277,687	\$280,753
Attorney	2.00	2.00	2.00	228,005	239,405
Chief Programs Officer	0.40	0.15	0.15	36,062	36,552
Clinical Rehabilitation Coordinator	4.00	4.00	4.00	331,905	335,921
Deputy Chief of Programs	0.00	0.55	0.55	110,530	116,056
Investigator II	1.00	1.00	1.00	92,227	92,227
Probation Case Specialist	6.00	6.00	6.00	444,072	447,380
Program Coordinator	1.00	0.00	0.00	-	-
Program Director II	1.00	1.00	1.00	180,573	180,985
Program Supervisor	2.00	2.00	2.00	231,112	231,112
Senior Administrative Assistant	1.00	1.00	1.00	73,574	73,574
Senior Attorney	1.00	1.00	1.00	128,765	135,203
Senior Program Analyst	2.00	2.00	2.00	194,802	201,586
Supervising Attorney	2.00	2.00	2.00	339,827	339,827
Total FTE	26.40	26.70	26.70	\$2,669,140	\$2,710,579

ADMINISTRATIVE DIVISION

OVERVIEW

The Administrative Division comprises the core support Offices of General Services, Office of Human Resources, Office of Recruitment & Retention, Office of Information Technology (IT), and Office of Attorney Regulation & Consumer Resources (ARCR). 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 and 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 staff online training in a variety of topics; oversees the State Bar's internal diversity, equity, and inclusion (DEI) initiatives, 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.

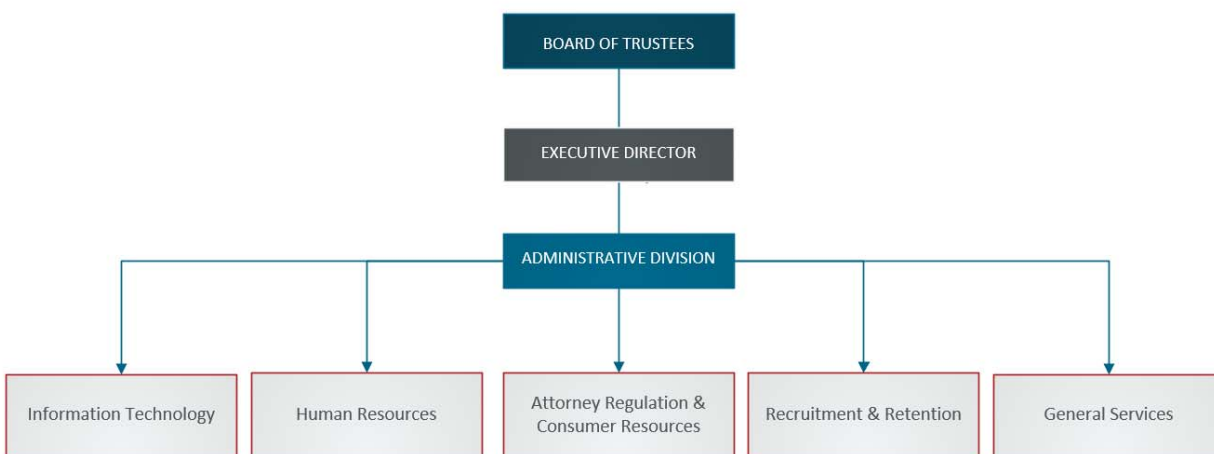
OFFICE OF ATTORNEY REGULATION & CONSUMER RESOURCES

The Office of Attorney Regulation & Consumer Resources 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 a wide variety of calls including those from those wishing to make a complaint against an attorney, attorneys with questions about their fees or Minimum Continuing Legal Education (MCLE) requirements, and applicants inquiring about registering for the bar examination.

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 IT 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 2021 ACCOMPLISHMENTS

- Completed State Bar-wide business continuity plans.
- Implemented 180 Howard Street Capital Improvement through major upgrade of the HVAC system.
- Conducted updated analysis of San Francisco real estate scenarios, including feasibility of continued ownership of 180 Howard Street.
- Created a new incompatible activities policy and updated other significant HR policies.
- Continued comprehensive response to the ongoing pandemic, including revisions to protocols in response to public health department and Cal/OSHA guidelines, and implementation of a mandatory COVID-19 vaccination policy.

- Implemented multimodal DEI training and learning opportunities, including classes, speaker series, and online resources.
- Launched a new employee recognition platform.
- Migrated staff to the latest suite of Microsoft software (M365).
- Conducted comprehensive review and upgrade of IT operations, infrastructure, and systems to ensure network and application security.
- Initiated scoping and planning for a new attorney regulation information system.
- Continued adoption of IT product management and agile development practices.

FISCAL YEAR 2022 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, and implement a permanent remote/in-office hybrid approach to the physical location of staff work.
- 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 DEI 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).
- Complete scoping and planning for a new Attorney Regulation Information System.
- Establish a new IT Product Management team.

OFFICE OF GENERAL SERVICES

2022 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the Office of General Services for 2022 is \$4.5 million. **Table 1** provides detailed and comparative information regarding budgeted 2022 revenue for Office of General Services.

Table 1. Source of Revenue by Fund

Fund	2021 Budget	2022 Budget	2023 Forecast
General Fund			
Mandatory Licensee Fees	\$801,900	\$800,349	\$830,300
Investment Income	97,500	25,000	26,000
Lease Revenue	3,179,369	3,652,249	3,789,200
General Fund Total	4,078,769	4,477,598	4,645,500
Tenant Improvement			
Investment Income	6,400	-	-
Tenant Improvement Total	6,400	-	-
Total Fund Sources	\$4,085,169	\$4,477,598	\$4,645,500

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of General Services for 2022 are \$10.4 million. **Table 2** provides detailed and comparative information regarding budgeted 2022 expenses for the Office of General Services.

Table 2. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$2,354,800	\$2,241,700	\$2,310,700
Building Operations	6,796,693	6,800,720	7,055,800
Services	676,169	680,000	705,700
Supplies	513,200	482,200	500,400
Equipment	22,099	145,000	150,500
Other Expenses	33,000	24,000	25,000
Indirect Costs	(315,900)	(2,845,094)	(2,951,786)
Debt Related	917,730	2,845,094	2,951,900
Total Expenses	\$10,997,791	\$10,373,620	\$10,748,214

PERSONNEL

The Office of General Services employs 19.7 full-time employees. **Table 3** provides prior and current year staffing information for the Office of General Services.

Table 3. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Administrative Supervisor	2.00	2.00	2.00	\$183,630	\$188,036
Chief Administrative Officer	0.34	0.34	0.34	78,345	82,262
Director, General Services	1.00	1.00	1.00	172,427	180,328
General Services Specialist II	11.00	10.00	10.00	628,079	646,660
General Services Specialist III	3.00	3.00	3.00	199,348	209,108
Principal Program Analyst	1.34	1.34	1.34	165,005	170,337
Program Analyst	1.00	1.00	1.00	94,521	95,467
Program Coordinator	1.00	1.00	1.00	83,249	83,983
Senior Program Analyst	0.00	0.00	0.00	-	-
Total FTE	20.68	19.68	19.68	\$1,604,604	\$1,656,181

OFFICE OF HUMAN RESOURCES

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Human Resources for 2022 are \$1.9 million. **Table 1** provides detailed and comparative information regarding budgeted 2022 expenses for the Office of Human Resources.

Table 1. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$1,651,400	\$1,764,800	\$1,812,200
Building Operations	10,000	7,500	7,800
Services	31,000	70,000	72,600
Supplies	19,000	17,000	17,700
Equipment	500	-	-
Other Expenses	20,500	23,500	24,400
Total Expenses	\$1,732,400	\$1,882,800	\$1,934,700

PERSONNEL

The Office of Human Resources employs 10.7 full-time employees. **Table 2** provides prior and current year staffing information for the Office of Human Resources.

Table 2. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Chief Administrative Officer	0.33	0.33	0.33	\$76,041	\$79,843
Director, Human Resources	1.00	1.00	1.00	162,152	170,259
Human Resources Analyst	1.00	2.00	2.00	188,940	191,000
Human Resources Coordinator	1.00	0.00	0.00	-	-
Principal Human Resources Analyst	2.00	2.00	2.00	251,369	254,233
Principal Program Analyst	0.33	0.33	0.33	41,766	41,948
Senior Human Resources Analyst	4.00	5.00	5.00	500,433	516,769
Total FTE	9.66	10.66	10.66	\$1,220,701	\$1,254,053

OFFICE OF RECRUITMENT & RETENTION

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Recruitment & Retention for 2022 are \$1.3 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Recruitment & Retention.

Table 1. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$846,200	\$1,039,900	\$1,064,600
Building Operations	-	\$1,000	\$1,000
Services	162,000	65,500	67,900
Supplies	9,000	9,000	9,400
Equipment	500	1,000	1,000
Other Expenses	210,000	210,000	217,900
Total Expenses	\$1,227,700	\$1,326,400	\$1,361,800

PERSONNEL

The Office of Recruitment & Retention employs 5.0 full-time employees. **Table 2** provides prior and current year staffing information for the Office of Recruitment & Retention.

Table 2. Staffing

	Positions			Salaries	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Human Resources Analyst	2.00	2.00	2.00	\$177,416	\$181,512
Human Resources Coordinator	1.00	1.00	1.00	71,544	75,121
Principal Human Resources Analyst	1.00	1.00	1.00	127,117	127,117
Senior Human Resources Analyst	1.00	1.00	1.00	105,061	105,061
Total FTE	5.00	5.00	5.00	\$481,137	\$488,811

OFFICE OF INFORMATION TECHNOLOGY

2022 BUDGET BY REVENUE CATEGORY

Total budgeted expenses for the Office of Information Technology for 2022 are \$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 the 2020 fee bill.

Table 1. Source of Revenue by Fund

	2021	2022	2023
Fund	Budget	Budget	Forecast
General Fund			
Mandatory Fees	\$1,004,300	\$1,004,929	\$1,042,600
Other Revenue	37,700	11,100	11,500
General Fund Total	1,042,000	1,016,029	1,054,100
Total Fund Sources	\$1,042,000	\$1,016,029	\$1,054,100

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Information Technology for 2022 is \$12.9 million. **Table 2** provides detailed and comparative information regarding budgeted 2022 expenses for the Office of Information Technology.

Table 2. Expenses

	2021	2022	2023
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$7,027,700	\$6,988,600	\$7,173,600
Building Operations	674,125	555,315	576,100
Services	1,147,413	1,762,643	1,725,000
Supplies	171,948	66,250	68,800
Equipment	2,642,385	3,506,750	3,638,200
Other Expenses	76,500	53,500	55,500
Total Expenses	\$11,740,071	\$12,933,058	\$13,237,200

PERSONNEL

The Office of Information Technology employs 45.7 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Information Technology.

Table 3. Staffing

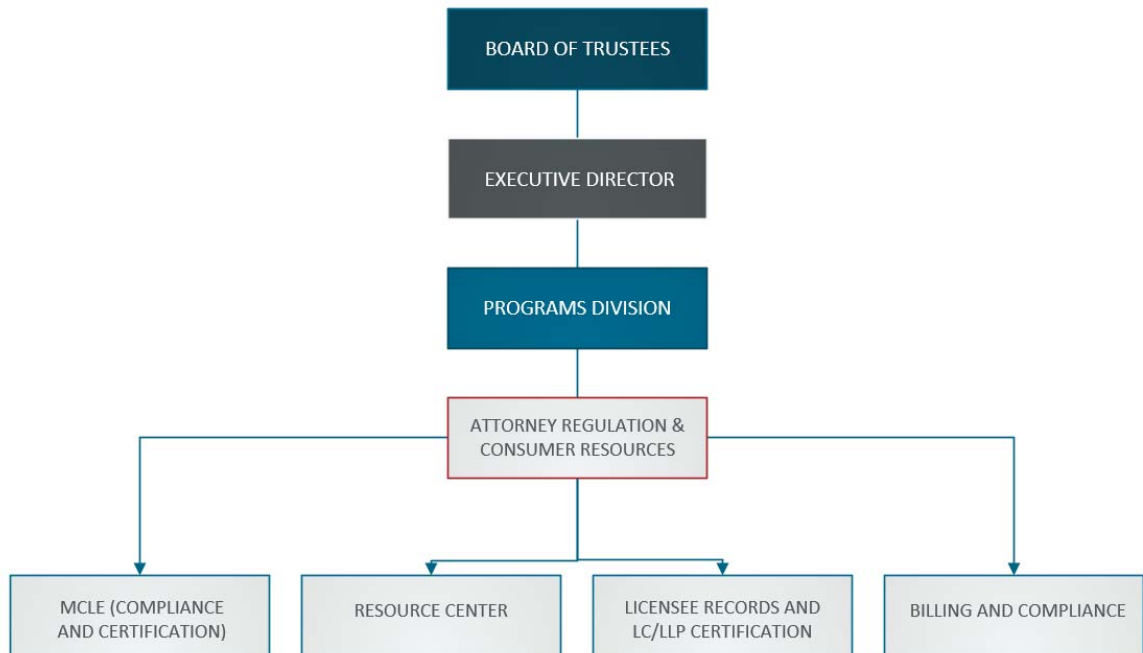
	Positions			Salaries	
	2021	2022	2023	2022	2023
	Budget	Budget	Forecast	Budget	Forecast
Chief Administrative Officer	0.33	0.33	0.33	\$76,041	\$79,843
IT Analyst I	4.00	3.00	3.00	269,879	269,879
IT Analyst II	13.00	14.00	14.00	1,358,673	1,386,092
IT Business Systems Analyst I	0.00	1.00	1.00	90,416	94,937
IT Business Systems Analyst II	3.00	3.00	3.00	294,766	295,214
IT Director I	1.00	2.00	2.00	290,769	305,308
IT Director	1.00	1.00	1.00	171,700	171,700
IT Manager I	0.00	2.00	2.00	217,288	237,335
IT Manager II	2.00	1.00	1.00	136,655	136,655
IT Manager III	2.00	2.00	2.00	293,236	293,799
IT Support Technician I	1.00	0.00	0.00	-	-
IT Support Technician II	0.00	1.00	1.00	72,260	75,107
Principal Program Analyst	0.33	0.33	0.33	41,766	41,948
Senior IT Analyst	8.00	11.00	11.00	1,087,264	1,133,930
Senior IT Business Systems Analyst	2.00	1.00	1.00	103,331	103,331
Senior Program Analyst	3.00	3.00	3.00	299,201	306,236
Total FTE	40.66	45.66	45.66	\$4,803,245	\$4,931,314

OFFICE OF ATTORNEY REGULATION & CONSUMER RESOURCES

OFFICE OBJECTIVES

To maintain the official roll of attorneys with diligence and accuracy; to provide excellent service while operating the Resource Center 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, MCLE regulation, and law corporation and limited liability partnership certification.

ORGANIZATIONAL CHART



FISCAL YEAR 2021 ACCOMPLISHMENTS

- Developed and implemented the technological improvements needed to collect and display mandatory and discretionary licensee record data, as outlined in the newly revised State Bar rule 2.2 pertaining to the licensee record.
- Continued measured rollout of the new MCLE Provider Management Program. This online system for MCLE providers to report MCLE attendance records will make annual MCLE compliance determination easier, significantly improve audit capabilities, and help to ensure that attorneys complete MCLE as required, enhancing public protection.
- Developed robust specifications to use in selecting new call-center software.
- Launched new electronic registration and oath card process for new attorneys in collaboration with admissions and IT.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Launch a more aggressive outreach campaign and staff up for the customer service needed to maximize MCLE provider participation in the 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.
- Select, configure, and implement new call-center software to improve efficiencies and reporting capabilities to improve tracing and transparency of customer service performance.
- Complete specifications and Request for Proposals for the new Attorney Regulation Information System, which will replace the legacy AS400 database system.

2022 BUDGETED REVENUE

Total budgeted revenue for the Office of Attorney Regulation & Consumer Resources for 2022 is \$0.8 million. Revenue is composed primarily of late compliance fees, MCLE fees, and fees for certificates of standing. **Table 1** provides detailed and comparative information regarding budgeted 2022 revenue for the Office of Attorney Regulation & Consumer Resources.

Table 1. Source of Revenue by Fund

	2021	2022	2023
Fund	Budget	Budget	Forecast
General Fund			
Other Fees	\$803,000	\$829,500	\$860,700
Other Revenue	-	6,000	6,200
General Fund Total	803,000	835,500	866,900
Total Fund Sources	\$803,000	\$835,500	\$866,900

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Attorney Regulation & Consumer Resources for 2022 are \$6.8 million. **Table 2** provides detailed and comparative information regarding budgeted 2022 expenses for the Office of Attorney Regulation & Consumer Resources.

Table 2. Expenses

Expense Categories	2021 Budget	2022 Budget	2023 Forecast
Personnel Costs	\$3,626,900	\$3,892,400	\$4,049,500
Building Operations	12,000	12,000	12,500
Services	113,000	108,200	112,400
Supplies	107,850	87,000	90,200
Equipment	9,100	5,200	5,400
Other Expenses	1,400	4,000	4,200
Indirect Costs	2,248,988	2,671,833	2,772,027
Total Expenses	\$6,119,238	\$6,780,633	\$7,046,227

PERSONNEL

The Office of Attorney Regulation & Consumer Resources employs 33.0 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	
	2021 Budget	2022 Budget	2023 Forecast	2022 Budget	2023 Forecast
Chief Programs Officer	0.15	0.00	0.00	-	-
Program Analyst	1.00	1.00	1.00	\$83,286	\$87,451
Program Assistant II	3.00	5.00	5.00	282,837	300,534
Program Assistant III	4.00	4.00	4.00	245,533	258,360
Program Coordinator	4.00	4.00	4.00	328,101	332,834
Program Director II	1.00	1.00	1.00	172,427	180,328
Program Manager II	1.00	1.00	1.00	130,627	136,196
Program Specialist	2.00	2.00	2.00	151,173	151,173
Program Supervisor	4.00	5.00	5.00	526,950	559,110
Public Service Representative II	5.00	4.00	4.00	219,773	227,405
Public Service Representative III	3.00	4.00	4.00	228,160	236,433
Senior Program Analyst	1.00	2.00	2.00	189,145	198,603
Total FTE	29.15	33.00	33.00	\$2,558,010	\$2,668,424

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

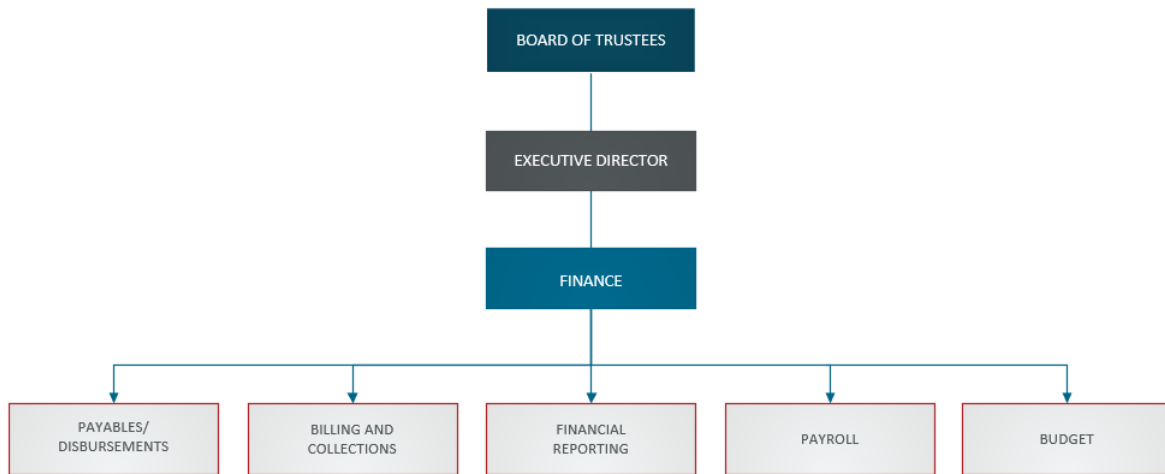
- Maintaining accurate financial records for the State Bar's financial activities, including related written policies and procedures.
- Coordinating external audits to verify accuracy, prevent fraud, and identify opportunities for improvement.
- Paying employees and vendors accurately and timely.
- Developing 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 published by the State Bar.
- 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.

State Bar of California

State Bar-wide Budget

	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
Revenues					
40-Mandatory Licensee Fees	\$100,164,296	\$94,184,400	\$94,813,191	\$94,223,793	\$97,757,100
41-Voluntary Fees & Donations	9,318,253	8,970,000	9,214,967	9,390,000	9,742,100
42-Other Fees	12,787,452	11,642,151	12,710,277	11,747,430	12,188,200
43-Exam Fees	14,592,604	12,785,930	12,841,018	9,881,800	10,252,300
44-Grants	46,280,221	55,497,648	79,722,632	114,789,305	119,094,000
45-Other Revenues	842,736	185,950	101,886	77,000	79,900
47-Investment Income	2,591,296	1,582,500	352,745	543,400	563,800
48-Lease Revenue	4,220,797	3,179,369	3,104,809	3,652,249	3,789,200
Total Revenues	190,797,655	188,027,948	212,861,525	244,304,977	253,466,600
Expenses					
50-Personnel Costs	114,811,049	96,591,086	90,360,318	95,276,874	98,244,700
51-Building Operations	5,258,224	8,011,445	6,166,825	7,810,889	8,103,900
52-Services	5,587,836	11,467,710	8,462,184	15,971,831	16,467,200
53-Grants Expenses	91,412,469	66,290,004	76,370,275	116,635,737	121,009,600
54-Supplies	1,104,960	1,357,326	707,648	1,123,615	1,165,800
55-Equipment	2,621,946	3,497,625	6,431,540	4,601,816	4,774,400
56-Other Expenses	501,844	1,456,228	293,945	1,242,084	1,288,400
57-Exam Related Expenses	5,848,657	6,878,222	3,798,775	4,397,852	4,563,000
581-CSF - Payments	10,158,413	6,900,000	2,873,470	8,500,000	8,818,800
582-Reimbursements	-	(2,036,700)	-	(2,302,000)	(2,388,400)
59-Indirect Costs	-	-	-	-	-
61-Depreciation	11,905,373	-	-	-	-
62-Debt Related	839,731	917,730	2,330,686	3,508,194	3,639,900
Total Expenses	250,050,503	201,330,676	197,795,666	256,766,892	265,687,300
Interfund Transactions					
49-Transfer In	1,891,035	1,600,000	1,664,011	1,262,000	1,309,400
69-Transfer Out	(1,891,035)	(1,600,000)	(1,664,011)	(1,262,000)	(1,309,400)
Total Interfund Transactions	-	-	-	-	-
Change in Net Position	(\$59,252,848)	(\$13,302,728)	\$15,065,859	(\$12,461,915)	(\$12,220,700)

ORGANIZATIONAL CHART



FISCAL YEAR 2021 ACCOMPLISHMENTS

- Implemented the Oracle Fusion ERP system.
- Refinanced the State Bar's San Francisco building loan to finance building improvements and IT projects, saving the State Bar \$649,000 in annual debt service payments.
- Completed the 2021–25 General Fund forecast.
- Hired a new chief financial officer.

FISCAL YEAR 2022 PROJECTS AND OBJECTIVES

- Facilitate completion of the 2022 audit by the State Auditor and implement recommendations as appropriate.
- Facilitate five-year internal control audit with outside auditors.
- Improve electronic processing related to collecting fees and paying vendors.
- Improve procedures related to financial projections and variance analysis.

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Finance for 2022 are \$3.2 million. **Table 1** provides detailed and comparative information regarding budgeted 2022 expenses for the Office of Finance.

Table 1. Expenses

Expense Categories	2021	2022	2023
	Budget	Budget	Forecast
Personnel Costs	\$2,690,000	\$2,719,800	\$2,801,000
Building Operations	13,000	3,515	3,600
Services	1,013,700	448,712	465,600
Supplies	53,400	25,645	26,600
Equipment	4,700	14,501	15,000
Other Expenses	13,700	9,440	9,800
Total Expenses	\$3,788,500	\$3,221,613	\$3,321,600

PERSONNEL

The Office of Finance employs 18.0 full-time employees. **Table 2** provides prior and current year staffing information for the Office of Finance.

Table 2. Staffing

	Positions			Salaries	
	2021	2022	2023	2022	2023
	Budget	Budget	Forecast	Budget	Forecast
Administrative Assistant II	1.00	0.00	0.00	-	-
Chief Financial Officer	1.00	1.00	1.00	\$224,462	\$235,685
Controller	1.00	1.00	1.00	164,268	164,529
Finance Manager	1.00	1.00	1.00	134,677	136,535
Financial Analyst	2.00	4.00	4.00	337,202	348,479
Fiscal Services Specialist	6.00	4.00	4.00	289,489	296,256
Principal Financial Analyst	3.00	3.00	3.00	372,647	378,563
Program Coordinator	0.00	1.00	1.00	70,072	70,072
Senior Financial Analyst	2.00	3.00	3.00	285,952	306,647
Total FTE	17.00	18.00	18.00	\$1,878,770	\$1,936,766

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State Bar of California
Projected Reserve Balance by Fund
December 31, 2022

	Projected Reserve Bal 12/31/21	2022 Budgeted Revenues	2022 Budgeted Expenses	2022 Indirect Costs	2022 Expenses & Indirect Costs	2022 Interfund Transfers	2022 Budgeted Surplus/ (Deficit)	Projected Reserve Bal 12/31/22	Reserve Level (%) *
General Fund	\$18,041,278	\$91,074,872	(\$105,763,583)	\$10,789,500	(\$94,974,083)	-	(\$3,899,211)	\$14,142,068	14.9%
Restricted Funds									
Admissions Fund (320)	12,540,721	16,581,900	(18,506,131)	(6,948,492)	(25,454,623)	(100,000)	(8,972,723)	3,567,998	14.0%
Bank Settlement Fund (237)	7,021,056	37,500	(108,344)	(68,687)	(177,031)	-	(139,531)	6,881,525	NA
Client Security Fund (227)	4,099,133	8,031,390	(9,134,247)	(764,524)	(9,898,771)	162,000	(1,705,381)	2,393,752	171.1%
Elimination of Bias Fund (217)	320,464	320,500	(430,876)	(248,068)	(678,944)	-	(358,444)	(37,980)	-5.6%
Equal Access Fund (229)	(11,161,952)	72,460,595	(64,992,926)	(406,059)	(65,398,985)	-	7,061,610	(4,100,342)	NA
Grants Fund (312)	21,029,449	26,605,110	(16,647,971)	(140,808)	(16,788,779)	-	9,816,331	30,845,780	NA
Justice Gap Fund (232)	3,512,740	1,445,800	-	(11,012)	(11,012)	(1,000,000)	434,788	3,947,528	NA
Lawyer Assistance Program Fund (221)	1,639,898	2,102,180	(1,961,999)	(639,651)	(2,601,650)	-	(499,470)	1,140,428	43.8%
Legal Services Trust Fund (228)	29,304,691	22,731,800	(37,329,709)	(720,253)	(38,049,962)	1,000,000	(14,318,162)	14,986,529	NA
Legal Specialization Fund (214)	6,429,095	2,182,030	(1,417,705)	(680,167)	(2,097,872)	100,000	184,158	6,613,253	315.2%
Legislative Activities Fund (216)	347,618	731,300	(473,401)	(161,779)	(635,180)	(162,000)	(65,880)	281,738	44.4%
Tenant Improvement Fund (338)	1,283,238	-	-	-	-	-	-	1,283,238	NA
Restricted Funds Total	76,366,150	153,230,105	(151,003,309)	(10,789,500)	(161,792,809)	-	(8,562,704)	67,803,446	
Grand Total	\$94,407,429	\$244,304,977	(\$256,766,892)	-	(\$256,766,892)	-	(\$12,461,915)	\$81,945,514	

* 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
State Bar-wide Budget

DRAFT

Budget – by Fund

DRAFT

State Bar of California Budget-by Fund

General Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
Revenues					
40-Mandatory Licensee Fees	\$83,989,829	\$84,072,300	\$84,565,054	\$84,108,523	\$87,262,500
41-Voluntary Fees & Donations	-	-	-	-	-
42-Other Fees	3,340,497	2,833,300	2,888,552	2,900,000	3,008,900
44-Grants	-	-	-	-	-
45-Other Revenues	834,071	185,200	77,447	71,700	74,400
47-Investment Income	856,452	917,100	154,283	342,400	355,300
48-Lease Revenue	4,220,797	3,179,369	3,104,809	3,652,249	3,789,200
Total Revenues	93,241,646	91,187,269	90,790,145	91,074,872	94,490,300
Expenses					
50-Personnel Costs	101,479,110	82,018,186	78,216,778	81,472,720	84,040,200
51-Building Operations	5,068,781	7,764,377	5,998,828	7,600,257	7,885,200
52-Services	3,696,539	7,384,499	6,208,989	8,854,321	9,083,200
54-Supplies	1,042,964	1,222,744	646,531	1,014,055	1,052,000
55-Equipment	2,594,374	2,993,338	6,057,887	3,880,336	4,025,900
56-Other Expenses	321,729	903,422	176,430	933,700	968,700
57-Exam Related Expenses	1,024,938	-	14	-	-
582-Reimbursements	(1,174,825)	(1,200,000)	(1,559,668)	(1,500,000)	(1,556,300)
59-Indirect Costs	(8,222,874)	(9,501,059)	(9,501,059)	(10,789,500)	(11,194,107)
61-Depreciation	11,905,373	-	-	-	-
62-Debt Related	569,295	665,900	1,214,133	3,508,194	3,639,900
Total Expenses	118,305,404	92,251,407	87,458,862	94,974,083	97,944,693
Interfund Transactions					
49-Transfer In	785,594	-	57,091	-	-
69-Transfers Out	(62,059)	-	(60,307)	-	-
Total Interfund Transactions	723,535	-	(3,216)	-	-
Change in Net Position	(\$24,340,223)	(\$1,064,138)	3,328,067	(\$3,899,211)	(\$3,454,393)

Bank Settlement Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
<u>Revenues</u>					
44-Grants	\$42,788	\$0	\$0	\$0	\$0
47-Investment Income	321,855	170,500	36,789	37,500	38,900
Total Revenues	364,643	170,500	36,789	37,500	38,900
<u>Expenses</u>					
50-Personnel Costs	91,052	138,800	78,321	100,500	104,100
52-Services	-	-	3,625	-	-
53-Grants Expenses	11,111,629	2,272,758	2,439,424	-	-
54-Supplies	-	750	-	750	800
55-Equipment	-	4,500	-	4,500	4,700
56-Other Expenses	-	2,500	-	2,594	2,600
59-Indirect Costs	58,525	65,903	65,903	68,687	71,263
Total Expenses	11,261,206	2,485,211	2,587,273	177,031	183,463
Change in Net Position	(\$10,896,563)	(\$2,314,711)	(\$2,550,483)	(\$139,531)	(\$144,563)

Client Security Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
<u>Revenues</u>					
40-Mandatory Licensee Fees	\$15,976,423	\$8,009,300	\$8,126,798	\$8,020,090	\$8,320,800
45-Other Revenues	7,049	750	\$24,075	5,000	5,200
47-Investment Income	53,304	36,100	\$6,141	6,300	6,500
Total Revenues	16,036,776	8,046,150	8,157,014	8,031,390	8,332,500
<u>Expenses</u>					
50-Personnel Costs	1,595,394	1,492,100	1,247,589	1,391,800	1,424,600
51-Building Operations	1,746	6,760	1,306	7,014	7,300
52-Services	2,939	59,611	1,517	13,093	13,600
54-Supplies	7,011	13,209	7,404	10,241	10,600
55-Equipment	136	7,750	4,267	9,000	9,300
56-Other Expenses	1,263	5,400	300	5,100	5,200
581-CSF - Payments	11,746,722	6,900,000	5,626,406	8,500,000	8,818,800
582-Reimbursements	(413,484)	(836,700)	(1,193,268)	(802,000)	(832,100)
59-Indirect Costs	886,175	723,309	723,309	764,524	793,193
Total Expenses	13,827,903	8,371,439	6,418,829	9,898,771	10,250,493
<u>Interfund Transactions</u>					
49-Transfers In	5,310	-	5,520	162,000	168,100
69-Transfers Out	(2,485)	-	(2,315)	-	-
Total Interfund Transactions	2,825	-	3,205	162,000	168,100
Change in Net Position	\$2,211,698	(\$325,289)	\$1,741,390	(\$1,705,381)	(\$1,749,893)

Elimination of Bias Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
<u>Revenues</u>					
41-Voluntary Fees & Donations	\$321,917	\$320,000	\$317,628	\$320,000	\$332,000
45-Other Revenues	-	-	-	-	-
47-Investment Income	5,723	2,800	653	500	500
Total Revenues	327,640	322,800	318,281	320,500	332,500
<u>Expenses</u>					
50-Personnel Costs	132,749	192,700	194,854	391,400	404,300
51-Building Operations	-	1,275	-	1,275	1,300
52-Services	20,000	195,000	21,640	25,100	26,000
54-Supplies	-	945	-	980	1,000
55-Equipment	-	585	-	500	500
56-Other Expenses	345	15,300	-	11,621	12,000
59-Indirect Costs	131,294	115,097	115,097	248,068	257,371
Total Expenses	284,388	520,902	331,591	678,944	702,471
<u>Interfund Transactions</u>					
49-Transfers In	-	-	-	-	-
Total Interfund Transactions	-	-	-	-	-
Change in Net Position	\$43,252	(\$198,102)	(\$13,310)	(\$358,444)	(\$369,971)

Equal Access Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
Revenues					
44-Grants	\$19,751,189	\$26,657,881	\$26,693,291	\$72,434,095	\$75,150,400
47-Investment Income	226,708	18,000	\$25,936	26,500	27,500
Total Revenues	19,977,897	26,675,881	26,719,228	72,460,595	75,177,900
Expenses					
50-Personnel Costs	436,709	643,800	473,406	583,700	602,900
52-Services	220,485	220,000	146,661	274,000	284,300
53-Grants Expenses	25,006,696	30,199,878	39,466,481	64,135,226	66,540,300
56-Other Expenses	-	-	-	-	-
59-Indirect Costs	325,777	271,225	271,225	406,059	421,286
Total Expenses	25,989,667	31,334,903	40,357,773	65,398,985	67,848,786
Change in Net Position	(\$6,011,771)	(\$4,659,022)	(\$13,638,545)	\$7,061,610	\$7,329,114
Grants Fund					
	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
Revenues					
44-Grants	\$131,693	\$10,839,667	\$30,673,000	\$26,605,110	\$27,602,900
Total Revenues	\$131,693	\$10,839,667	\$30,673,000	\$26,605,110	\$27,602,900
Expenses					
50-Personnel Costs	\$17,572	\$204,600	-	\$221,800	\$228,700
51-Building Operations	-	-	-	-	-
52-Services	21,069	76,725	-	38,000	39,400
53-Grants Expenses	-	9,865,671	9,865,673	16,365,671	16,979,400
54-Supplies	-	-	-	-	-
55-Equipment	-	-	9	-	-
56-Other Expenses	395	-	12,500	22,500	23,200
59-Indirect Costs	-	17,915	17,915	140,808	146,088
Total Expenses	\$39,035	\$10,164,911	\$9,896,097	\$16,788,779	\$17,416,788
Interfund Transactions					
49-Transfers In	-	-	-	-	-
69-Transfers Out	-	-	-	-	-
Total Interfund Transactions	\$0	\$0	\$0	\$0	\$0
Change in Net Position	\$92,658	\$674,756	\$20,776,903	\$9,816,331	\$10,186,112

Justice Gap Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
<u>Revenues</u>					
41-Voluntary Fees & Donations	\$1,820,706	\$1,500,000	\$1,182,363	\$1,440,000	\$1,494,000
47-Investment Income	50,735	30,600	\$5,735	5,800	6,000
Total Revenues	1,871,441	1,530,600	1,188,098	1,445,800	1,500,000
<u>Expenses</u>					
59-Indirect Costs	4,226	13,719	13,719	11,012	11,425
Total Expenses	4,226	13,719	13,719	11,012	11,425
<u>Interfund Transactions</u>					
69-Transfers Out	(1,000,000)	(1,500,000)	(1,500,000)	(1,000,000)	(1,037,500)
Total Interfund Transactions	(1,000,000)	(1,500,000)	(1,500,000)	(1,000,000)	(1,037,500)
Change in Net Position	\$867,215	\$16,881	(\$325,621)	\$434,788	\$451,075

Lawyer Assistance Program Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
<u>Revenues</u>					
40-Mandatory Licensee Fees	\$198,044	\$2,102,800	\$2,121,339	\$2,095,180	\$2,173,800
42-Other Fees	-	-	112	-	-
45-Other Revenues	500	-	-	-	-
47-Investment Income	58,545	35,500	6,686	7,000	7,300
Total Revenues	257,088	2,138,300	2,128,137	2,102,180	2,181,100
<u>Expenses</u>					
50-Personnel Costs	1,232,495	1,354,600	1,204,691	1,309,000	1,329,800
51-Building Operations	164,494	150,934	136,672	152,059	157,900
52-Services	242,315	430,700	296,995	465,640	483,100
54-Supplies	3,307	5,100	3,510	4,900	5,200
55-Equipment	596	5,300	858	4,700	5,000
56-Other Expenses	8,300	64,000	2,115	25,700	26,500
59-Indirect Costs	547,890	607,314	607,314	639,651	663,639
Total Expenses	2,199,398	2,617,948	2,252,155	2,601,650	2,671,139
<u>Interfund Transactions</u>					
49-Transfers In	131	-	1,400	-	-
Total Interfund Transactions	131	-	1,400	-	-
Change in Net Position	(\$1,942,178)	(\$479,648)	(\$122,617)	(\$499,470)	(\$490,039)

Legal Services Trust Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
<u>Revenues</u>					
41-Voluntary Fees & Donations	\$6,417,677	\$6,400,000	\$6,982,473	\$6,900,000	\$7,158,700
44-Grants	26,276,804	18,000,000	22,356,266	15,750,000	16,340,600
45-Other Revenues	914	-	-	-	-
47-Investment Income	696,142	196,400	79,788	81,800	84,900
Total Revenues	33,391,536	24,596,400	29,418,526	22,731,800	23,584,200
<u>Expenses</u>					
50-Personnel Costs	908,358	931,000	784,412	1,022,100	1,056,800
51-Building Operations	500	10,600	35	11,000	11,400
52-Services	75,752	161,850	108,859	114,604	118,900
53-Grants Expenses	55,294,144	23,951,697	24,598,697	36,134,840	37,489,900
54-Supplies	4,292	12,000	5,150	11,930	12,400
55-Equipment	253	2,940	21	2,900	2,900
56-Other Expenses	(552)	31,200	544	32,335	33,600
59-Indirect Costs	421,506	703,816	703,816	720,253	747,263
Total Expenses	56,704,253	25,805,103	26,201,534	38,049,962	39,473,163
<u>Interfund Transactions</u>					
49-Transfers In	1,000,000	1,500,000	1,500,000	1,000,000	1,037,500
69-Transfers Out	-	-	-	-	-
Total Interfund Transactions	1,000,000	1,500,000	1,500,000	1,000,000	1,037,500
Change in Net Position	(\$22,312,716)	\$291,297	\$4,716,992	(\$14,318,162)	(\$14,851,463)

Legal Specialization Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
<u>Revenues</u>					
42-Other Fees	\$2,184,377	\$2,228,151	\$2,385,491	\$2,172,930	\$2,254,300
45-Other Revenues	203	-	364	300	300
47-Investment Income	76,784	35,500	8,783	8,800	9,100
Total Revenues	2,261,364	2,263,651	2,394,637	2,182,030	2,263,700
<u>Expenses</u>					
50-Personnel Costs	538,556	860,700	724,184	780,000	807,400
51-Building Operations	2,038	5,357	240	240	200
52-Services	69,743	1,231,423	119,103	152,863	158,600
54-Supplies	933	6,569	2,113	1,600	1,600
55-Equipment	19,349	223,803	114,039	238,000	246,900
56-Other Expenses	14,887	56,237	5,178	11,375	11,800
57-Exam Related Expenses	-	343,293	58,263	233,627	242,400
59-Indirect Costs	439,485	689,867	689,867	680,167	705,673
Total Expenses	1,084,990	3,417,249	1,712,986	2,097,872	2,174,573
<u>Interfund Transactions</u>					
49-Transfers In	100,000	100,000	100,000	100,000	103,800
Total Interfund Transactions	100,000	100,000	100,000	100,000	103,800
Change in Net Position	\$1,276,374	(\$1,053,598)	\$781,651	\$184,158	\$192,927

Legislative Activities Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
<u>Revenues</u>					
41-Voluntary Fees & Donations	\$757,954	\$750,000	\$732,503	\$730,000	\$757,400
47-Investment Income	10,475	6,300	1,195	1,300	1,300
Total Revenues	768,428	756,300	733,698	731,300	758,700
<u>Expenses</u>					
50-Personnel Costs	578,000	352,600	396,243	282,400	288,800
51-Building Operations	158	-	-	-	-
52-Services	151,500	180,000	180,000	180,000	186,800
54-Supplies	84	-	2,028	1	-
55-Equipment	701	-	2	1,000	1,000
56-Other Expenses	870	-	300	10,000	10,400
59-Indirect Costs	171,302	162,862	162,862	161,779	167,846
Total Expenses	902,614	695,462	741,435	635,180	654,846
<u>Interfund Transactions</u>					
69-Transfers Out	-	-	-	(162,000)	(168,100)
Total Interfund Transactions	-	-	-	(162,000)	(168,100)
Change in Net Position	(\$134,186)	\$60,838	(\$7,737)	(\$65,880)	(\$64,246)

Admissions Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
<u>Revenues</u>					
42-Other Fees	\$7,262,578	\$6,580,700	\$7,436,123	\$6,674,500	\$6,925,000
43-Exam Fees	\$14,592,604	12,785,930	12,841,018	9,881,800	10,252,300
44-Grants	\$77,747	100	75	100	100
47-Investment Income	\$218,355	127,300	24,899	25,500	26,500
Total Revenues	22,151,284	19,494,030	20,302,115	16,581,900	17,203,900
<u>Expenses</u>					
50-Personnel Costs	7,339,965	8,402,000	7,039,841	7,721,454	7,957,100
51-Building Operations	93,620	72,142	29,744	39,045	40,600
52-Services	1,930,537	1,527,902	1,231,483	5,854,210	6,073,300
54-Supplies	116,771	96,009	40,912	79,158	82,200
55-Equipment	60,521	259,409	254,458	460,880	478,200
56-Other Expenses	386,660	378,169	96,578	187,159	194,400
57-Exam Related Expenses	6,046,995	6,534,929	3,740,499	4,164,225	4,320,600
59-Indirect Costs	5,420,600	6,130,032	6,130,032	6,948,492	7,209,060
Total Expenses	21,395,668	23,400,592	18,563,548	25,454,623	26,355,460
<u>Interfund Transactions</u>					
69-Transfers Out	(101,451)	(100,000)	(101,389)	(100,000)	(103,800)
Total Interfund Transactions	(101,451)	(100,000)	(101,389)	(100,000)	(103,800)
Change in Net Position	\$654,165	(\$4,006,562)	\$1,637,178	(\$8,972,723)	(\$9,255,360)

SF Tenant Improvement Fund	2020 Actual	2021 Budget	2021 Projection	2022 Budget	2023 Forecast
<u>Revenues</u>					
47-Investment Income	\$16,218	\$6,400	\$1,856	\$-	\$-
Total Revenues	16,218	6,400	1,856	-	-
<u>Expenses</u>					
52-Services	-	-	143,312	-	-
62-Debt Related	270,437	251,830	1,116,553	-	-
Total Expenses	270,437	251,830	1,259,865	-	-
Change in Net Position	(\$254,218)	(\$245,430)	(\$1,258,009)	\$-	\$-

Budget – by Cost Center

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

<u>Executive Director</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$107,247	\$100,000	\$76,499	\$75,000	\$77,800
45-Other Revenues	\$611,018	-	(\$100,213)	-	(\$100)
47-Investment Income	\$152,532	\$78,400	\$17,336	\$18,000	\$18,700
Revenue Total	\$870,797	\$178,400	(\$6,379)	\$93,000	\$96,400
50-Personnel Costs	\$1,042,320	\$825,700	\$944,870	\$1,170,600	\$1,206,200
51-Building Operations	\$1,815	\$6,000	\$453	\$600	\$600
52-Services	\$431,115	\$350,100	\$323,552	\$854,550	\$886,600
54-Supplies	\$23,471	\$37,700	\$27,077	\$19,550	\$20,300
55-Equipment	\$3,925	\$6,600	\$431	\$1,000	\$1,000
56-Other Expenses	\$32,428	\$80,500	\$20,197	\$37,500	\$39,000
59-Indirect Costs	\$208,610	\$251,300	\$251,300	\$414,599	\$430,146
69-Transfers Out	\$497	-	\$463	-	-
Expenses Total	\$1,744,181	\$1,557,900	\$1,568,343	\$2,498,399	\$2,583,846
Executive Director Surplus/(Deficit)	(\$873,384)	(\$1,379,500)	(\$1,574,722)	(\$2,405,399)	(\$2,487,446)

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

<u>1110 - Executive Director</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$520,782	\$332,100	\$465,482	\$465,100	\$480,100
51-Building Operations	\$1,497	\$5,000	\$453	\$600	\$600
52-Services	\$177,744	\$146,500	\$129,503	\$550,900	\$571,500
54-Supplies	\$10,953	\$9,300	\$4,210	\$5,400	\$5,600
55-Equipment	\$3,477	\$6,500	\$424	\$500	\$500
56-Other Expenses	\$10,971	\$13,500	\$726	\$3,000	\$3,100
69-Transfers Out	\$497	-	\$463	-	-
Expenses Total	\$725,921	\$512,900	\$601,261	\$1,025,500	\$1,061,400
1110 - Executive Director Surplus/(Deficit)	(\$725,921)	(\$512,900)	(\$601,261)	(\$1,025,500)	(\$1,061,400)

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

<u>1120 - Group Insurance Programs</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	(\$545,125)	-	\$327,221	-	(\$100)
Revenue Total	(\$545,125)	-	\$327,221	-	(\$100)
52-Services	-	-	-	-	-
55-Equipment	-	-	\$1	-	-
Expenses Total	-	-	\$1	-	-
1120 - Group Insurance Programs Surplus/(Deficit)	(\$545,125)	-	\$327,220	-	(\$100)

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

<u>1130 - Professional Liab Insurance</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$1,152,579	-	(\$433,495)	-	-
Revenue Total	\$1,152,579	-	(\$433,495)	-	-
Expenses Total	-	-	-	-	-
1130 - Professional Liab Insurance Surplus/(Deficit)	\$1,152,579	-	(\$433,495)	-	-

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

<u>1140 - Affinity Programs</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$245	-	\$1,636	-	-
Revenue Total	\$245	-	\$1,636	-	-
Expenses Total	-	-	-	-	-
1140 - Affinity Programs Surplus/(Deficit)	\$245	-	\$1,636	-	-

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

<u>1150 - Affinity & Insurance Fund</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$151,482	\$78,400	\$17,336	\$18,000	\$18,700
Revenue Total	\$151,482	\$78,400	\$17,336	\$18,000	\$18,700
Expenses Total	-	-	-	-	-
1150 - Affinity & Insurance Fund Surplus/(Deficit)	\$151,482	\$78,400	\$17,336	\$18,000	\$18,700

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

<u>1160 - CLA Support</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$3,320	-	\$4,425	-	-
47-Investment Income	\$1,050	-	-	-	-
Revenue Total	\$4,370	-	\$4,425	-	-
55-Equipment	-	-	(\$405)	-	-
Expenses Total	-	-	(\$405)	-	-
1160 - CLA Support Surplus/(Deficit)	\$4,370	-	\$4,830	-	-

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

<u>1210 - Strategic Communications</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$107,247	\$100,000	\$76,499	\$75,000	\$77,800
Revenue Total	\$107,247	\$100,000	\$76,499	\$75,000	\$77,800
50-Personnel Costs	\$521,537	\$493,600	\$479,388	\$705,500	\$726,100
51-Building Operations	\$318	\$1,000	-	-	-
52-Services	\$253,247	\$203,000	\$193,459	\$302,900	\$314,300
54-Supplies	\$12,488	\$27,800	\$22,841	\$13,400	\$13,900
55-Equipment	\$447	\$100	\$370	\$500	\$500
56-Other Expenses	\$1,244	\$2,000	\$3	\$2,000	\$2,100
59-Indirect Costs	\$208,610	\$251,300	\$251,300	\$414,599	\$430,146
Expenses Total	\$997,892	\$978,800	\$947,361	\$1,438,899	\$1,487,046
1210 - Strategic Communications Surplus/(Deficit)	(\$890,645)	(\$878,800)	(\$870,862)	(\$1,363,899)	(\$1,409,246)

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

<u>1220 - Voluntary Bar Support</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
1220 - Voluntary Bar Support Surplus/(Deficit)	-	-	-	-	-

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

<u>1230 - Bar Leaders Conference</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
1230 - Bar Leaders Conference Surplus/(Deficit)	-	-	-	-	-

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

<u>2130 - Board of Trustees</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$125	\$600	\$589	\$750	\$800
54-Supplies	\$30	\$600	\$27	\$750	\$800
55-Equipment	-	-	\$42	-	-
56-Other Expenses	\$20,213	\$65,000	\$19,468	\$32,500	\$33,800
Expenses Total	\$20,368	\$66,200	\$20,126	\$34,000	\$35,400
2130 - Board of Trustees Surplus/(Deficit)	(\$20,368)	(\$66,200)	(\$20,126)	(\$34,000)	(\$35,400)

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

<u>Chief Trial Counsel</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$62,077	\$40,000	\$77,260	\$60,000	\$62,300
45-Other Revenues	\$11,232	\$5,000	(\$400)	-	-
Revenue Total	\$73,309	\$45,000	\$76,860	\$60,000	\$62,300
50-Personnel Costs	\$41,485,640	\$40,850,600	\$36,137,757	\$39,164,900	\$40,367,800
51-Building Operations	\$5,273	\$115,927	\$2,656	\$117,199	\$121,600
52-Services	\$582,915	\$782,953	\$1,045,569	\$1,534,384	\$1,592,000
54-Supplies	\$91,502	\$168,735	\$91,125	\$203,092	\$210,700
55-Equipment	\$10,077	\$178,392	\$44,589	\$113,238	\$117,600
56-Other Expenses	\$32,497	\$127,940	\$5,354	\$132,737	\$137,700
58-Payouts and Reimbursements	(\$1,174,825)	(\$1,200,000)	(\$1,559,668)	(\$1,500,000)	(\$1,556,300)
59-Indirect Costs	\$19,999,107	\$19,696,837	\$19,696,837	\$21,733,256	\$22,548,253
69-Transfers Out	\$45,700	-	\$46,300	-	-
Expenses Total	\$61,077,886	\$60,721,384	\$55,510,520	\$61,498,806	\$63,539,353
Chief Trial Counsel Surplus/(Deficit)	(\$61,004,577)	(\$60,676,384)	(\$55,433,660)	(\$61,438,806)	(\$63,477,053)

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

6110 - Chief Trial Counsel	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$62,077	\$40,000	\$77,260	\$60,000	\$62,300
45-Other Revenues	\$11,232	\$5,000	(\$400)	-	-
Revenue Total	\$73,309	\$45,000	\$76,860	\$60,000	\$62,300
50-Personnel Costs	\$41,477,474	\$40,850,600	\$36,137,757	\$39,164,900	\$40,367,800
51-Building Operations	\$5,273	\$115,927	\$2,656	\$117,199	\$121,600
52-Services	\$332,551	\$532,953	\$610,088	\$1,108,684	\$1,150,300
54-Supplies	\$91,502	\$168,735	\$91,125	\$203,092	\$210,700
55-Equipment	\$10,077	\$178,392	\$44,588	\$113,238	\$117,600
56-Other Expenses	\$32,033	\$127,940	\$5,354	\$132,737	\$137,700
58-Payouts and Reimbursements	(\$1,174,825)	(\$1,200,000)	(\$1,559,668)	(\$1,500,000)	(\$1,556,300)
59-Indirect Costs	\$19,974,787	\$19,680,918	\$19,680,918	\$21,702,852	\$22,516,709
69-Transfers Out	\$45,700	-	\$46,300	-	-
Expenses Total	\$60,794,573	\$60,455,465	\$55,059,119	\$61,042,702	\$63,066,109
6110 - Chief Trial Counsel Surplus/(Deficit)	(\$60,721,264)	(\$60,410,465)	(\$54,982,259)	(\$60,982,702)	(\$63,003,809)

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

<u>6120 - Rule 2201 Conflict Cases</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$8,166	-	-	-	-
52-Services	\$250,364	\$250,000	\$435,481	\$425,700	\$441,700
55-Equipment	-	-	\$1	-	-
56-Other Expenses	\$464	-	-	-	-
59-Indirect Costs	\$24,320	\$15,919	\$15,919	\$30,404	\$31,544
Expenses Total	\$283,313	\$265,919	\$451,401	\$456,104	\$473,244
6120 - Rule 2201 Conflict Cases Surplus/(Deficit)	(\$283,313)	(\$265,919)	(\$451,401)	(\$456,104)	(\$473,244)

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

State Bar Court	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$1,659	\$4,000	\$4,239	\$4,000	\$4,200
Revenue Total	\$1,659	\$4,000	\$4,239	\$4,000	\$4,200
50-Personnel Costs	\$8,223,207	\$7,865,886	\$7,320,921	\$7,378,620	\$7,527,000
51-Building Operations	\$5,708	\$83,275	\$73,270	\$85,061	\$88,200
52-Services	\$45,109	\$299,570	\$162,630	\$334,300	\$346,900
54-Supplies	\$44,084	\$51,655	\$34,460	\$62,625	\$64,900
55-Equipment	\$6,788	\$51,350	\$28,953	\$46,900	\$48,700
56-Other Expenses	\$33,717	\$118,514	\$32,598	\$206,600	\$214,200
59-Indirect Costs	\$5,325,369	\$5,387,914	\$5,387,914	\$6,153,108	\$6,383,849
69-Transfers Out	\$5,425	-	\$5,673	-	-
Expenses Total	\$13,689,407	\$13,858,164	\$13,046,419	\$14,267,214	\$14,673,749
State Bar Court Surplus/(Deficit)	(\$13,687,748)	(\$13,854,164)	(\$13,042,180)	(\$14,263,214)	(\$14,669,549)

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

<u>7110 - Clerk of the Court</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	-	\$12,450	-	-
Revenue Total	-	-	\$12,450	-	-
50-Personnel Costs	\$501,501	\$483,100	\$436,232	\$471,000	\$479,300
51-Building Operations	\$725	\$3,696	\$811	\$3,500	\$3,600
52-Services	\$6,590	\$38,705	\$27,094	\$29,500	\$30,600
54-Supplies	\$23,001	\$9,100	\$10,483	\$16,600	\$17,100
55-Equipment	\$982	\$3,350	\$2,671	\$4,000	\$4,100
56-Other Expenses	\$2,720	\$13,652	\$19	\$64,000	\$66,400
59-Indirect Costs	\$421,863	\$340,688	\$340,688	\$322,501	\$334,595
69-Transfers Out	\$497	-	\$463	-	-
Expenses Total	\$957,879	\$892,291	\$818,462	\$911,101	\$935,695
7110 - Clerk of the Court Surplus/(Deficit)	(\$957,879)	(\$892,291)	(\$806,012)	(\$911,101)	(\$935,695)

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

<u>7120 - Hearing Administration SF</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$980,754	\$1,187,800	\$1,038,264	\$1,145,100	\$1,178,300
51-Building Operations	\$3,408	\$24,361	\$24,361	\$25,361	\$26,300
52-Services	\$2,978	\$216,065	\$8,998	\$132,400	\$137,300
54-Supplies	\$8,394	\$12,270	\$6,311	\$12,770	\$13,300
55-Equipment	\$5,526	\$16,000	\$6,721	\$17,500	\$18,200
56-Other Expenses	\$6,447	\$7,450	\$200	\$12,000	\$12,500
59-Indirect Costs	\$846,375	\$1,229,479	\$1,229,479	\$1,469,776	\$1,524,893
Expenses Total	\$1,853,882	\$2,693,425	\$2,314,333	\$2,814,907	\$2,910,793
7120 - Hearing Administration SF Surplus/(Deficit)	(\$1,853,882)	(\$2,693,425)	(\$2,314,333)	(\$2,814,907)	(\$2,910,793)

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

<u>7130 - Hearing Counsel LA/SF</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,536,533	\$1,618,200	\$1,505,112	\$1,442,790	\$1,484,800
51-Building Operations	\$680	\$3,302	\$603	\$3,300	\$3,400
52-Services	\$481	-	\$80	\$500	\$500
54-Supplies	\$515	-	\$1,744	\$2,000	\$2,000
55-Equipment	-	\$2,700	\$1,832	\$2,700	\$2,800
56-Other Expenses	\$5,156	\$13,600	-	\$13,600	\$14,100
59-Indirect Costs	\$954,248	\$787,553	\$787,553	\$991,621	\$1,028,806
69-Transfers Out	\$2,485	-	\$3,241	-	-
Expenses Total	\$2,500,097	\$2,425,355	\$2,300,165	\$2,456,511	\$2,536,406
7130 - Hearing Counsel LA/SF Surplus/(Deficit)	(\$2,500,097)	(\$2,425,355)	(\$2,300,165)	(\$2,456,511)	(\$2,536,406)

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

<u>7140 - Hearing Judges</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,629,048	\$1,248,100	\$1,258,538	\$1,178,500	\$1,180,000
51-Building Operations	-	\$15,000	\$15,000	\$15,000	\$15,600
52-Services	\$26,576	\$30,000	\$107,878	\$137,700	\$142,900
54-Supplies	\$3,741	\$6,500	\$4,664	\$6,500	\$6,800
55-Equipment	\$21	\$13,200	\$9,659	\$5,200	\$5,400
56-Other Expenses	\$8,023	\$38,300	\$19,028	\$51,800	\$53,700
59-Indirect Costs	\$875,414	\$685,256	\$685,256	\$769,226	\$798,072
69-Transfers Out	\$680	-	\$652	-	-
Expenses Total	\$2,543,502	\$2,036,356	\$2,100,676	\$2,163,926	\$2,202,472
7140 - Hearing Judges Surplus/(Deficit)	(\$2,543,502)	(\$2,036,356)	(\$2,100,676)	(\$2,163,926)	(\$2,202,472)

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

<u>7150 - Hearing/Effec/Admin LA</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$1,659	\$4,000	(\$8,211)	\$4,000	\$4,200
Revenue Total	\$1,659	\$4,000	(\$8,211)	\$4,000	\$4,200
50-Personnel Costs	\$1,341,987	\$1,302,900	\$1,210,357	\$1,238,800	\$1,266,000
51-Building Operations	\$906	\$20,665	\$20,300	\$21,400	\$22,200
52-Services	\$7,232	\$12,900	\$16,998	\$31,500	\$32,800
54-Supplies	\$6,662	\$19,435	\$9,277	\$20,635	\$21,400
55-Equipment	\$248	\$11,000	\$5,812	\$11,500	\$12,000
56-Other Expenses	\$1,420	\$2,140	\$1,614	\$2,200	\$2,200
59-Indirect Costs	\$941,838	\$1,047,579	\$1,047,579	\$1,181,536	\$1,225,844
Expenses Total	\$2,300,292	\$2,416,619	\$2,311,937	\$2,507,571	\$2,582,444
7150 - Hearing/Effec/Admin LA Surplus/(Deficit)	(\$2,298,633)	(\$2,412,619)	(\$2,320,148)	(\$2,503,571)	(\$2,578,244)

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

7160 - Presiding/Review Judges	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,037,744	\$815,100	\$784,687	\$765,400	\$766,300
51-Building Operations	(\$11)	\$6,500	\$4,878	\$6,500	\$6,700
52-Services	\$835	\$500	\$411	\$1,100	\$1,100
54-Supplies	\$1,659	\$3,750	\$1,786	\$3,750	\$3,900
55-Equipment	-	\$1,000	\$21	\$1,000	\$1,000
56-Other Expenses	\$9,478	\$39,200	\$11,377	\$58,000	\$60,100
59-Indirect Costs	\$557,329	\$402,780	\$402,780	\$448,795	\$465,624
69-Transfers Out	\$272	-	\$391	-	-
Expenses Total	\$1,607,306	\$1,268,830	\$1,206,332	\$1,284,545	\$1,304,724
7160 - Presiding/Review Judges Surplus/(Deficit)	(\$1,607,306)	(\$1,268,830)	(\$1,206,332)	(\$1,284,545)	(\$1,304,724)

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

<u>7170 - Review Counsel/Clerk</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,195,639	\$1,210,686	\$1,087,730	\$1,137,030	\$1,172,300
51-Building Operations	-	\$9,751	\$7,317	\$10,000	\$10,400
52-Services	\$419	\$1,400	\$1,172	\$1,600	\$1,700
54-Supplies	\$112	\$600	\$193	\$370	\$400
55-Equipment	\$11	\$4,100	\$2,237	\$5,000	\$5,200
56-Other Expenses	\$474	\$4,172	\$360	\$5,000	\$5,200
59-Indirect Costs	\$728,303	\$894,579	\$894,579	\$969,653	\$1,006,015
69-Transfers Out	\$1,491	-	\$926	-	-
Expenses Total	\$1,926,449	\$2,125,288	\$1,994,514	\$2,128,653	\$2,201,215
7170 - Review Counsel/Clerk Surplus/(Deficit)	(\$1,926,449)	(\$2,125,288)	(\$1,994,514)	(\$2,128,653)	(\$2,201,215)

The State Bar of California
Budget-by Cost Center
Programs

<u>Programs</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$757,954	\$750,000	\$732,503	\$730,000	\$757,400
47-Investment Income	\$10,475	\$6,300	\$1,195	\$1,300	\$1,300
Revenue Total	\$768,428	\$756,300	\$733,698	\$731,300	\$758,700
50-Personnel Costs	\$894,233	\$572,600	\$640,278	\$745,000	\$769,900
51-Building Operations	\$4,664	\$1,980	\$977	\$4,364	\$4,500
52-Services	\$152,672	\$181,200	\$180,403	\$180,955	\$187,800
54-Supplies	\$761	\$600	\$2,447	\$2,139	\$2,200
55-Equipment	\$896	\$5,400	\$1,666	\$5,590	\$5,800
56-Other Expenses	\$50,237	\$51,250	\$5,921	\$117,407	\$121,700
59-Indirect Costs	\$397,191	\$275,981	\$275,981	\$421,742	\$437,558
69-Transfers Out	-	-	-	\$162,000	\$168,100
Expenses Total	\$1,500,654	\$1,089,011	\$1,107,673	\$1,639,197	\$1,697,558
Programs Surplus/(Deficit)	(\$732,226)	(\$332,711)	(\$373,975)	(\$907,897)	(\$938,858)

The State Bar of California
Budget-by Cost Center
Programs

8110 - Programs	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$96,924	-	\$108,608	\$66,100	\$69,400
51-Building Operations	\$393	-	\$767	-	-
52-Services	\$40	-	\$20	-	-
54-Supplies	\$12	-	-	-	-
55-Equipment	-	-	\$1	-	-
56-Other Expenses	\$3,206	-	\$4,914	-	-
59-Indirect Costs	\$103,063	-	-	-	-
Expenses Total	\$203,638	-	\$114,310	\$66,100	\$69,400
8110 - Programs Surplus/(Deficit)	(\$203,638)	-	(\$114,310)	(\$66,100)	(\$69,400)

The State Bar of California
Budget-by Cost Center
Programs

<u>2120 - Appointments Administration</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$47	-	-	-	-
55-Equipment	-	\$1,800	\$6	\$250	\$300
Expenses Total	\$47	\$1,800	\$6	\$250	\$300
2120 - Appointments Administration Surplus/(Deficit)	(\$47)	(\$1,800)	(\$6)	(\$250)	(\$300)

The State Bar of California
Budget-by Cost Center
Programs

<u>2140 - Elections</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
56-Other Expenses	-	-	\$258	-	-
Expenses Total	-	-	\$258	-	-
2140 - Elections Surplus/(Deficit)	-	-	(\$258)	-	-

The State Bar of California
Budget-by Cost Center
Programs

<u>2150 - Class & Comp WF Planning</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
2150 - Class & Comp WF Planning Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Programs

<u>2210 - Leg. Activities -Assets BU</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$757,954	\$750,000	\$732,503	\$730,000	\$757,400
47-Investment Income	\$10,475	\$6,300	\$1,195	\$1,300	\$1,300
Revenue Total	\$768,428	\$756,300	\$733,698	\$731,300	\$758,700
55-Equipment	-	-	\$2	\$500	\$500
59-Indirect Costs	\$3,823	\$6,859	\$6,859	\$17,187	\$17,832
69-Transfers Out	-	-	-	\$162,000	\$168,100
Expenses Total	\$3,823	\$6,859	\$6,861	\$179,687	\$186,432
2210 - Leg. Activities -Assets BU Surplus/(Deficit)	\$764,605	\$749,441	\$726,837	\$551,613	\$572,268

The State Bar of California
Budget-by Cost Center
Programs

<u>2220 - Legislative Affairs</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$578,000	\$352,600	\$396,243	\$282,400	\$288,800
52-Services	\$30,000	\$180,000	\$120,000	\$180,000	\$186,800
54-Supplies	\$84	-	\$2,028	\$1	-
55-Equipment	\$701	-	-	\$500	\$500
56-Other Expenses	\$870	-	\$300	\$10,000	\$10,400
59-Indirect Costs	\$154,401	\$156,003	\$156,003	\$144,592	\$150,014
Expenses Total	\$764,056	\$688,603	\$674,574	\$617,493	\$636,514
2220 - Legislative Affairs Surplus/(Deficit)	(\$764,056)	(\$688,603)	(\$674,574)	(\$617,493)	(\$636,514)

The State Bar of California
Budget-by Cost Center
Programs

<u>2230 - Leg. Affairs & Activities</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
51-Building Operations	\$158	-	-	-	-
52-Services	\$121,500	-	\$60,000	-	-
59-Indirect Costs	\$13,078	-	-	-	-
Expenses Total	\$134,735	-	\$60,000	-	-
2230 - Leg. Affairs & Activities Surplus/(Deficit)	(\$134,735)	-	(\$60,000)	-	-

The State Bar of California
Budget-by Cost Center
Programs

<u>2240 - Admin of Justice Comm.</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
2240 - Admin of Justice Comm. Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Programs

<u>2410 - Judicial Evaluation</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$219,309	\$220,000	\$135,427	\$396,500	\$411,700
51-Building Operations	\$4,114	\$1,980	\$210	\$4,364	\$4,500
52-Services	\$1,085	\$1,200	\$383	\$955	\$1,000
54-Supplies	\$664	\$600	\$419	\$2,138	\$2,200
55-Equipment	\$195	\$3,600	\$1,657	\$4,340	\$4,500
56-Other Expenses	\$46,162	\$51,250	\$449	\$107,407	\$111,300
59-Indirect Costs	\$122,826	\$113,119	\$113,119	\$259,963	\$269,712
Expenses Total	\$394,356	\$391,749	\$251,665	\$775,667	\$804,912
2410 - Judicial Evaluation Surplus/(Deficit)	(\$394,356)	(\$391,749)	(\$251,665)	(\$775,667)	(\$804,912)

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

<u>Access & Inclusion</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$8,560,299	\$8,220,000	\$8,482,464	\$8,660,000	\$8,984,700
44-Grants	\$46,070,781	\$55,497,548	\$79,722,557	\$114,789,205	\$119,093,900
45-Other Revenues	\$96,223	-	-	-	-
47-Investment Income	\$1,301,164	\$418,300	\$148,901	\$152,100	\$157,800
49-Transfer In	\$1,000,000	\$1,500,000	\$1,500,000	\$1,000,000	\$1,037,500
Revenue Total	\$57,028,467	\$65,635,848	\$89,853,922	\$124,601,305	\$129,273,900
50-Personnel Costs	\$2,159,359	\$2,755,800	\$1,921,720	\$2,591,300	\$2,677,500
51-Building Operations	\$603	\$18,705	\$131	\$12,425	\$12,900
52-Services	\$344,533	\$856,311	\$485,744	\$701,704	\$728,000
53-Grants Expenses	\$91,412,469	\$66,290,004	\$76,370,275	\$116,635,737	\$121,009,600
54-Supplies	\$4,958	\$19,127	\$5,652	\$18,725	\$19,500
55-Equipment	\$746	\$10,669	\$1,021	\$10,643	\$10,900
56-Other Expenses	\$4,261	\$60,200	\$14,045	\$80,683	\$83,500
59-Indirect Costs	\$1,178,380	\$1,603,919	\$1,603,919	\$1,795,008	\$1,862,321
69-Transfers Out	\$1,000,497	\$1,500,000	\$1,500,000	\$1,000,000	\$1,037,500
Expenses Total	\$96,105,807	\$73,114,735	\$81,902,508	\$122,846,225	\$127,441,721
Access & Inclusion Surplus/(Deficit)	(\$39,077,339)	(\$7,478,887)	\$7,951,414	\$1,755,080	\$1,832,179

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

<u>8210 - Commission on Access to Justice</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	-	-	\$126	-	-
56-Other Expenses	\$142	-	-	-	-
Expenses Total	\$142	-	\$126	-	-
8210 - Commission on Access to Justice Surplus/(Deficit)	(\$142)	-	(\$126)	-	-

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

<u>8211 - Access & Inclusion</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$95,310	-	-	-	-
Revenue Total	\$95,310	-	-	-	-
50-Personnel Costs	\$587,672	\$644,900	\$390,728	\$271,800	\$280,700
51-Building Operations	\$103	\$6,830	\$96	\$150	\$200
52-Services	\$21,479	\$202,736	\$165,162	\$250,000	\$259,400
54-Supplies	\$666	\$5,432	\$502	\$5,065	\$5,300
55-Equipment	\$494	\$2,644	\$394	\$2,743	\$2,800
56-Other Expenses	\$2,479	\$11,200	\$302	\$11,633	\$12,100
59-Indirect Costs	\$237,052	\$416,244	\$416,244	\$200,121	\$207,625
69-Transfers Out	\$497	-	-	-	-
Expenses Total	\$850,441	\$1,289,986	\$973,427	\$741,512	\$768,125
8211 - Access & Inclusion Surplus/(Deficit)	(\$755,132)	(\$1,289,986)	(\$973,427)	(\$741,512)	(\$768,125)

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

8212 - Pgrm. Dev.-Project	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	\$1,930,585	-	-
Revenue Total	-	-	\$1,930,585	-	-
52-Services	\$6,766	-	-	-	-
55-Equipment	-	-	\$597	-	-
56-Other Expenses	\$460	-	-	-	-
Expenses Total	\$7,225	-	\$597	-	-
8212 - Pgrm. Dev.-Project Surplus/(Deficit)	(\$7,225)	-	\$1,929,988	-	-

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

<u>8213 - 10th Anniversary Programs</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$646	-	-	-	-
55-Equipment	-	-	\$3	-	-
Expenses Total	\$646	-	\$3	-	-
8213 - 10th Anniversary Programs Surplus/(Deficit)	(\$646)	-	(\$3)	-	-

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

<u>8214 - Incubator/Modest Means Project</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
8214 - Incubator/Modest Means Project Surplus/(Deficit)	-	-	-	-	-

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

<u>8215 - Effective Lawyering Curriculum</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$6	-	-
Expenses Total	-	-	\$6	-	-
8215 - Effective Lawyering Curriculum Surplus/(Deficit)	-	-	(\$6)	-	-

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

<u>8216 - Science of Success Project</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
8216 - Science of Success Project Surplus/(Deficit)	-	-	-	-	-

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

<u>8217 - Grants Fund Asset BU</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,173	-	-	-	-
Expenses Total	\$2,173	-	-	-	-
8217 - Grants Fund Asset BU Surplus/(Deficit)	(\$2,173)	-	-	-	-

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

8218 - LSTF Grants	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	-	-	\$32,853	-	-
44-Grants	\$26,276,804	\$18,000,000	\$20,425,681	\$15,750,000	\$16,340,600
47-Investment Income	\$696,142	\$196,400	\$79,788	\$81,800	\$84,900
Revenue Total	\$26,972,946	\$18,196,400	\$20,538,322	\$15,831,800	\$16,425,500
53-Grants Expenses	\$27,647,072	\$23,951,697	\$23,951,697	\$35,487,840	\$36,818,600
54-Supplies	-	-	\$1	-	-
Expenses Total	\$27,647,072	\$23,951,697	\$23,951,698	\$35,487,840	\$36,818,600
8218 - LSTF Grants Surplus/(Deficit)	(\$674,126)	(\$5,755,297)	(\$3,413,376)	(\$19,656,040)	(\$20,393,100)

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

8219 - LSTF Administration	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$908,358	\$931,000	\$784,412	\$1,022,100	\$1,056,800
51-Building Operations	\$500	\$10,600	\$35	\$11,000	\$11,400
52-Services	\$75,803	\$161,850	\$138,531	\$114,604	\$118,900
53-Grants Expenses	\$27,647,072	-	-	-	-
54-Supplies	\$4,292	\$12,000	\$5,150	\$11,930	\$12,400
55-Equipment	\$253	\$2,940	\$21	\$2,900	\$2,900
56-Other Expenses	\$549	\$31,200	\$544	\$32,335	\$33,600
59-Indirect Costs	\$402,759	\$645,282	\$645,282	\$667,489	\$692,520
Expenses Total	\$29,039,586	\$1,794,872	\$1,573,975	\$1,862,358	\$1,928,520
8219 - LSTF Administration Surplus/(Deficit)	(\$29,039,586)	(\$1,794,872)	(\$1,573,975)	(\$1,862,358)	(\$1,928,520)

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

<u>8220 - LSTF Grants-BoA Settlement</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
8220 - LSTF Grants-BoA Settlement Surplus/(Deficit)	-	-	-	-	-

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

<u>8221 - LSTF Grants-Blue Shield</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
8221 - LSTF Grants-Blue Shield Surplus/(Deficit)	-	-	-	-	-

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

<u>8222 - LSTF Grants-Citi Settlement</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
8222 - LSTF Grants-Citi Settlement Surplus/(Deficit)	-	-	-	-	-

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

8223 - LSTF Asset BU	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$6,417,677	\$6,400,000	\$6,949,619	\$6,900,000	\$7,158,700
45-Other Revenues	\$914	-	-	-	-
49-Transfer In	\$1,000,000	\$1,500,000	\$1,500,000	\$1,000,000	\$1,037,500
Revenue Total	\$7,418,590	\$7,900,000	\$8,449,619	\$7,900,000	\$8,196,200
53-Grants Expenses	-	-	\$647,000	\$647,000	\$671,300
59-Indirect Costs	\$18,747	\$58,534	\$58,534	\$52,764	\$54,743
Expenses Total	\$18,747	\$58,534	\$705,534	\$699,764	\$726,043
8223 - LSTF Asset BU Surplus/(Deficit)	\$7,399,843	\$7,841,466	\$7,744,085	\$7,200,236	\$7,470,157

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

8224 - Equal Access -Admin	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$145,413	-	-	\$1,278,963	\$1,326,900
Revenue Total	\$145,413	-	-	\$1,278,963	\$1,326,900
50-Personnel Costs	\$436,709	\$643,800	\$473,406	\$583,700	\$602,900
52-Services	\$218,858	\$220,000	\$143,253	\$274,000	\$284,300
59-Indirect Costs	\$325,777	\$271,225	\$271,225	\$406,059	\$421,286
Expenses Total	\$981,344	\$1,135,025	\$887,884	\$1,263,759	\$1,308,486
8224 - Equal Access -Admin Surplus/(Deficit)	(\$835,930)	(\$1,135,025)	(\$887,884)	\$15,204	\$18,414

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

<u>8225 - Equal Access -Grants</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$19,605,775	\$26,657,881	\$26,693,291	\$71,155,132	\$73,823,500
47-Investment Income	\$226,708	\$18,000	\$25,936	\$26,500	\$27,500
Revenue Total	\$19,832,483	\$26,675,881	\$26,719,228	\$71,181,632	\$73,851,000
52-Services	\$1,627	-	\$3,408	-	-
53-Grants Expenses	\$25,006,696	\$30,199,878	\$39,466,481	\$64,135,226	\$66,540,300
Expenses Total	\$25,008,323	\$30,199,878	\$39,469,888	\$64,135,226	\$66,540,300
8225 - Equal Access -Grants Surplus/(Deficit)	(\$5,175,840)	(\$3,523,997)	(\$12,750,661)	\$7,046,406	\$7,310,700

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

<u>8226 - Equal Access -Asset BU</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
8226 - Equal Access -Asset BU Surplus/(Deficit)	-	-	-	-	-

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

8227 - Justice Gap Fund - BU	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$1,820,706	\$1,500,000	\$1,182,363	\$1,440,000	\$1,494,000
47-Investment Income	\$50,735	\$30,600	\$5,735	\$5,800	\$6,000
Revenue Total	\$1,871,441	\$1,530,600	\$1,188,098	\$1,445,800	\$1,500,000
59-Indirect Costs	\$4,226	\$13,719	\$13,719	\$11,012	\$11,425
69-Transfers Out	\$1,000,000	\$1,500,000	\$1,500,000	\$1,000,000	\$1,037,500
Expenses Total	\$1,004,226	\$1,513,719	\$1,513,719	\$1,011,012	\$1,048,925
8227 - Justice Gap Fund - BU Surplus/(Deficit)	\$867,215	\$16,881	(\$325,621)	\$434,788	\$451,075

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

<u>8228 - BofA-Second Settlement</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$42,788	-	-	-	-
Revenue Total	\$42,788	-	-	-	-
50-Personnel Costs	\$91,052	\$138,800	\$78,321	\$100,500	\$104,100
52-Services	-	-	\$3,625	-	-
53-Grants Expenses	\$11,111,629	\$2,272,758	\$2,439,424	-	-
54-Supplies	-	\$750	-	\$750	\$800
55-Equipment	-	\$4,500	-	\$4,500	\$4,700
56-Other Expenses	-	\$2,500	-	\$2,594	\$2,600
59-Indirect Costs	\$58,525	\$65,903	\$65,903	\$68,687	\$71,263
Expenses Total	\$11,261,206	\$2,485,211	\$2,587,273	\$177,031	\$183,463
8228 - BofA-Second Settlement Surplus/(Deficit)	(\$11,218,418)	(\$2,485,211)	(\$2,587,273)	(\$177,031)	(\$183,463)

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

8229 - Bank Settlement Fund	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$321,855	\$170,500	\$36,789	\$37,500	\$38,900
Revenue Total	\$321,855	\$170,500	\$36,789	\$37,500	\$38,900
Expenses Total	-	-	-	-	-
8229 - Bank Settlement Fund Surplus/(Deficit)	\$321,855	\$170,500	\$36,789	\$37,500	\$38,900

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

<u>8230 - Bar-Wide Charges</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
8230 - Bar-Wide Charges Surplus/(Deficit)	-	-	-	-	-

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

8231 - Stakeholder Outreach	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
56-Other Expenses	-	\$4,100	-	-	-
59-Indirect Costs	\$367	\$261	\$261	-	-
Expenses Total	\$367	\$4,361	\$261	-	-
8231 - Stakeholder Outreach Surplus/(Deficit)	(\$367)	(\$4,361)	(\$261)	-	-

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

<u>8232 - Comm. on Senior Lawyers</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
8232 - Comm. on Senior Lawyers Surplus/(Deficit)	-	-	-	-	-

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

<u>8233 - Center for Access & Fairness</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$132,749	\$192,700	\$194,854	\$391,400	\$404,300
51-Building Operations	-	\$1,275	-	\$1,275	\$1,300
52-Services	\$20,000	\$195,000	\$21,640	\$25,100	\$26,000
54-Supplies	-	\$945	-	\$980	\$1,000
55-Equipment	-	\$585	-	\$500	\$500
56-Other Expenses	-	\$4,500	-	\$4,669	\$4,800
59-Indirect Costs	\$128,027	\$111,482	\$111,482	\$245,124	\$254,316
Expenses Total	\$280,776	\$506,487	\$327,976	\$669,048	\$692,216
8233 - Center for Access & Fairness Surplus/(Deficit)	(\$280,776)	(\$506,487)	(\$327,976)	(\$669,048)	(\$692,216)

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

<u>8234 - Council on Access & Fairness</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
56-Other Expenses	\$631	\$6,700	-	\$6,952	\$7,200
59-Indirect Costs	\$1,321	\$427	\$427	\$497	\$516
Expenses Total	\$1,952	\$7,127	\$427	\$7,449	\$7,716
8234 - Council on Access & Fairness Surplus/(Deficit)	(\$1,952)	(\$7,127)	(\$427)	(\$7,449)	(\$7,716)

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

8235 - EOB & Bar Relations	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	\$321,917	\$320,000	\$317,628	\$320,000	\$332,000
47-Investment Income	\$5,723	\$2,800	\$653	\$500	\$500
Revenue Total	\$327,640	\$322,800	\$318,281	\$320,500	\$332,500
52-Services	-	-	\$10,000	-	-
56-Other Expenses	-	-	\$699	-	-
59-Indirect Costs	\$1,579	\$2,927	\$2,927	\$2,447	\$2,539
Expenses Total	\$1,579	\$2,927	\$13,626	\$2,447	\$2,539
8235 - EOB & Bar Relations Surplus/(Deficit)	\$326,061	\$319,873	\$304,655	\$318,053	\$329,961

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

<u>8236 - Homeless Prevention II</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	\$10,839,667	\$10,839,667	\$6,771,777	\$7,025,800
Revenue Total	-	\$10,839,667	\$10,839,667	\$6,771,777	\$7,025,800
50-Personnel Costs	-	\$204,600	-	-	-
52-Services	-	\$76,725	-	\$6,500	\$6,700
53-Grants Expenses	-	\$9,865,671	\$9,865,673	\$9,865,671	\$10,235,600
56-Other Expenses	-	-	\$12,500	\$6,500	\$6,700
59-Indirect Costs	-	\$17,915	\$17,915	\$929	\$964
Expenses Total	-	\$10,164,911	\$9,896,088	\$9,879,600	\$10,249,964
8236 - Homeless Prevention II Surplus/(Deficit)	-	\$674,756	\$943,579	(\$3,107,823)	(\$3,224,164)

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

<u>8237 - Homeless Prevention III</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	\$19,833,333	\$19,833,333	\$20,577,100
Revenue Total	-	-	\$19,833,333	\$19,833,333	\$20,577,100
50-Personnel Costs	-	-	-	\$221,800	\$228,700
52-Services	-	-	-	\$31,500	\$32,700
53-Grants Expenses	-	-	-	\$6,500,000	\$6,743,800
56-Other Expenses	-	-	-	\$16,000	\$16,500
59-Indirect Costs	-	-	-	\$139,879	\$145,124
Expenses Total	-	-	-	\$6,909,179	\$7,166,824
8237 - Homeless Prevention III Surplus/(Deficit)	-	-	\$19,833,333	\$12,924,154	\$13,410,276

The State Bar of California
Budget-by Cost Center
Admissions

<u>Admissions</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$9,446,980	\$8,808,851	\$9,821,613	\$8,847,430	\$9,179,300
43-Exam Fees	\$14,592,604	\$12,785,930	\$12,841,018	\$9,881,800	\$10,252,300
44-Grants	\$77,747	\$100	\$75	\$100	\$100
45-Other Revenues	\$203	-	\$364	\$300	\$300
47-Investment Income	\$295,139	\$162,800	\$33,682	\$34,300	\$35,600
49-Transfer In	\$100,000	\$100,000	\$100,000	\$100,000	\$103,800
Revenue Total	\$24,512,673	\$21,857,681	\$22,796,752	\$18,863,930	\$19,571,400
50-Personnel Costs	\$8,338,965	\$9,262,700	\$7,783,856	\$8,501,454	\$8,764,500
51-Building Operations	\$22,545	\$77,499	\$29,984	\$39,285	\$40,800
52-Services	\$1,157,238	\$2,759,325	\$1,350,586	\$6,007,073	\$6,231,900
54-Supplies	\$47,302	\$102,578	\$43,026	\$80,758	\$83,800
55-Equipment	\$25,885	\$483,212	\$368,497	\$698,880	\$725,100
56-Other Expenses	\$169,458	\$434,406	\$101,220	\$198,534	\$206,200
57-Exam Related Expenses	\$4,823,719	\$6,878,222	\$3,798,775	\$4,397,852	\$4,563,000
59-Indirect Costs	\$5,676,179	\$6,819,899	\$6,819,899	\$7,628,659	\$7,914,733
69-Transfers Out	\$826,491	\$100,000	\$101,389	\$100,000	\$103,800
Expenses Total	\$21,087,783	\$26,917,841	\$20,397,231	\$27,652,495	\$28,633,833
Admissions Surplus/(Deficit)	\$3,424,890	(\$5,060,160)	\$2,399,521	(\$8,788,565)	(\$9,062,433)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8310 - Admissions Assets BU</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$123	-	\$17	-	-
55-Equipment	-	-	\$139	-	-
56-Other Expenses	\$1,127	-	-	-	-
59-Indirect Costs	\$82	-	-	-	-
69-Transfers Out	\$825,000	\$100,000	\$100,000	\$100,000	\$103,800
Expenses Total	\$826,331	\$100,000	\$100,156	\$100,000	\$103,800
8310 - Admissions Assets BU Surplus/(Deficit)	(\$826,331)	(\$100,000)	(\$100,156)	(\$100,000)	(\$103,800)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8311 - Admissions Overhead</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$690,067	\$695,800	\$578,489	\$675,700	\$690,400
51-Building Operations	\$4,950	\$6,300	\$1,829	\$1,500	\$1,600
52-Services	\$276,424	\$165,100	\$204,666	\$569,000	\$590,200
54-Supplies	\$699	\$3,200	\$3,073	\$3,800	\$3,900
55-Equipment	\$2,489	\$222,500	\$231,834	\$430,500	\$446,700
56-Other Expenses	\$17,808	\$106,650	\$9,729	\$26,500	\$27,700
57-Exam Related Expenses	-	\$600	-	-	-
59-Indirect Costs	\$295,143	\$431,027	\$431,027	\$463,579	\$480,963
Expenses Total	\$1,287,580	\$1,631,177	\$1,460,646	\$2,170,579	\$2,241,463
8311 - Admissions Overhead Surplus/(Deficit)	(\$1,287,580)	(\$1,631,177)	(\$1,460,646)	(\$2,170,579)	(\$2,241,463)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8312 - Admissions Operations</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	(\$1,208)	-	-
43-Exam Fees	-	-	(\$3,882)	-	-
Revenue Total	-	-	(\$5,090)	-	-
50-Personnel Costs	\$1,968,923	\$2,572,400	\$1,947,957	\$2,284,000	\$2,334,100
51-Building Operations	\$11,635	\$24,500	\$22,288	\$14,000	\$14,600
52-Services	\$369,022	\$661,500	\$447,367	\$4,462,300	\$4,629,600
54-Supplies	\$41,541	\$70,000	\$35,085	\$62,000	\$64,400
55-Equipment	\$1,451	\$16,350	\$12,193	\$16,350	\$16,900
56-Other Expenses	\$91,433	\$151,489	\$68,769	\$124,825	\$129,500
57-Exam Related Expenses	\$3,826,563	\$4,690,079	\$2,223,283	\$2,460,625	\$2,553,000
59-Indirect Costs	\$1,971,918	\$1,908,145	\$1,908,145	\$2,193,167	\$2,275,410
Expenses Total	\$8,282,486	\$10,094,463	\$6,665,087	\$11,617,267	\$12,017,510
8312 - Admissions Operations Surplus/(Deficit)	(\$8,282,486)	(\$10,094,463)	(\$6,670,177)	(\$11,617,267)	(\$12,017,510)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8313 - Admissions Administration</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Revenue Total	-	-	-	-	-
50-Personnel Costs	\$587,357	\$875,300	\$608,880	\$792,200	\$824,600
51-Building Operations	\$1,069	\$3,500	-	-	-
52-Services	\$300,761	\$415,500	\$414,964	\$358,000	\$371,300
54-Supplies	\$1,210	\$10,000	\$524	\$1,500	\$1,500
55-Equipment	-	\$1,500	\$55	\$750	\$800
56-Other Expenses	\$3,187	\$1,000	\$6,792	\$2,500	\$2,600
57-Exam Related Expenses	\$725	-	-	-	-
59-Indirect Costs	\$425,040	\$674,582	\$674,582	\$769,274	\$798,122
Expenses Total	\$1,319,348	\$1,981,382	\$1,705,796	\$1,924,224	\$1,998,922
8313 - Admissions Administration Surplus/(Deficit)	(\$1,319,348)	(\$1,981,382)	(\$1,705,796)	(\$1,924,224)	(\$1,998,922)

The State Bar of California
Budget-by Cost Center
Admissions

8314 - Comm. Bar Examiners	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$6	-	-
59-Indirect Costs	-	-	-	\$40	\$42
Expenses Total	-	-	\$6	\$40	\$42
8314 - Comm. Bar Examiners Surplus/(Deficit)	-	-	(\$6)	(\$40)	(\$42)

The State Bar of California
Budget-by Cost Center
Admissions

8315 - Law School Regulation	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$137,611	-	\$31,010	\$104,500	\$108,400
Revenue Total	\$137,611	-	\$31,010	\$104,500	\$108,400
50-Personnel Costs	\$367,791	\$339,800	\$291,402	\$321,754	\$328,300
51-Building Operations	\$638	\$2,811	\$729	\$2,445	\$2,500
52-Services	\$56,177	\$88,202	\$61,958	\$135,500	\$140,600
54-Supplies	\$9	\$1,135	\$106	\$2,553	\$2,600
55-Equipment	-	\$90	\$157	\$200	\$200
56-Other Expenses	\$8,496	\$28,580	-	\$10,000	\$10,400
59-Indirect Costs	\$164,782	\$203,110	\$203,110	\$229,999	\$238,624
69-Transfers Out	\$497	-	\$463	-	-
Expenses Total	\$598,389	\$663,728	\$557,925	\$702,451	\$723,224
8315 - Law School Regulation Surplus/(Deficit)	(\$460,778)	(\$663,728)	(\$526,915)	(\$597,951)	(\$614,824)

The State Bar of California
Budget-by Cost Center
Admissions

8316 - Admissions Revenue	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$7,124,992	\$6,580,700	\$7,406,571	\$6,570,000	\$6,816,600
43-Exam Fees	\$14,592,604	\$12,785,930	\$12,844,900	\$9,881,800	\$10,252,300
44-Grants	\$77,747	\$100	\$75	\$100	\$100
47-Investment Income	\$218,355	\$127,300	\$24,899	\$25,500	\$26,500
Revenue Total	\$22,013,698	\$19,494,030	\$20,276,445	\$16,477,400	\$17,095,500
52-Services	(\$8,265)	(\$90,000)	\$3,056	-	-
55-Equipment	-	-	\$11	-	-
56-Other Expenses	(\$46)	-	(\$103)	-	-
57-Exam Related Expenses	(\$7,500)	-	-	-	-
59-Indirect Costs	\$4	\$305	\$305	\$5,295	\$5,494
Expenses Total	(\$15,807)	(\$89,695)	\$3,268	\$5,295	\$5,494
8316 - Admissions Revenue Surplus/(Deficit)	\$22,029,505	\$19,583,725	\$20,273,176	\$16,472,105	\$17,090,006

The State Bar of California
Budget-by Cost Center
Admissions

8317 - Examination Development	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$380,068	\$331,100	\$301,722	\$202,000	\$202,700
51-Building Operations	\$638	\$3,500	\$2,504	\$3,100	\$3,300
52-Services	\$88,405	\$232,100	\$81,583	\$306,500	\$318,000
54-Supplies	\$369	\$1,500	\$1,106	\$1,050	\$1,200
55-Equipment	\$299	\$1,500	\$8,874	\$8,100	\$8,400
56-Other Expenses	\$4,795	\$9,500	\$1,000	\$10,529	\$11,000
57-Exam Related Expenses	\$244,244	\$372,000	\$265,149	\$373,600	\$387,600
59-Indirect Costs	\$237,001	\$227,159	\$227,159	\$197,112	\$204,504
69-Transfers Out	\$497	-	\$463	-	-
Expenses Total	\$956,317	\$1,178,359	\$889,560	\$1,101,991	\$1,136,704
8317 - Examination Development Surplus/(Deficit)	(\$956,317)	(\$1,178,359)	(\$889,560)	(\$1,101,991)	(\$1,136,704)

The State Bar of California
Budget-by Cost Center
Admissions

8318 - Examination Grading	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$609,983	\$591,100	\$571,177	\$652,700	\$672,200
51-Building Operations	\$714	\$19,500	\$34	\$5,500	\$5,600
52-Services	\$2,669	\$11,600	\$658	\$6,500	\$6,700
54-Supplies	\$675	\$4,400	\$573	\$4,450	\$4,700
55-Equipment	\$1,721	\$10,000	\$951	\$2,000	\$2,100
56-Other Expenses	\$5,913	\$70,500	\$1,633	\$9,200	\$9,500
57-Exam Related Expenses	\$759,687	\$1,472,250	\$1,252,080	\$1,330,000	\$1,380,000
59-Indirect Costs	\$638,170	\$623,494	\$623,494	\$732,187	\$759,644
Expenses Total	\$2,019,531	\$2,802,844	\$2,450,600	\$2,742,537	\$2,840,444
8318 - Examination Grading Surplus/(Deficit)	(\$2,019,531)	(\$2,802,844)	(\$2,450,600)	(\$2,742,537)	(\$2,840,444)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8319 - Moral Character Determinations</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,914,704	\$2,776,400	\$2,603,090	\$2,526,900	\$2,615,800
51-Building Operations	\$862	\$10,531	\$2,360	\$11,000	\$11,400
52-Services	\$2,181	\$43,700	\$17,213	\$16,210	\$16,700
54-Supplies	\$1,864	\$5,674	\$360	\$3,705	\$3,800
55-Equipment	\$477	\$7,169	\$195	\$2,730	\$2,800
56-Other Expenses	\$20,733	\$10,100	\$7,220	\$2,605	\$2,700
59-Indirect Costs	\$1,327,585	\$1,851,377	\$1,851,377	\$2,088,524	\$2,166,843
69-Transfers Out	\$497	-	\$463	-	-
Expenses Total	\$4,268,903	\$4,704,951	\$4,482,278	\$4,651,674	\$4,820,043
8319 - Moral Character Determinations Surplus/(Deficit)	(\$4,268,903)	(\$4,704,951)	(\$4,482,278)	(\$4,651,674)	(\$4,820,043)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8320 - MCLE Provider Certification</u>	2020	2021	2021	2022	2023
	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	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	(\$250)	-	-
Revenue Total	-	-	(\$250)	-	-
50-Personnel Costs	\$285,189	\$220,100	\$156,956	\$266,200	\$289,000
51-Building Operations	-	\$1,500	-	\$1,500	\$1,600
52-Services	-	\$200	-	\$200	\$200
54-Supplies	\$1	\$100	\$86	\$100	\$100
55-Equipment	\$99	\$300	\$44	\$250	\$300
56-Other Expenses	\$1,126	\$350	\$721	\$1,000	\$1,000
59-Indirect Costs	\$176,970	\$210,833	\$210,833	\$269,315	\$279,414
Expenses Total	\$463,384	\$433,383	\$368,640	\$538,565	\$571,614
8321 - Special Admissions Surplus/(Deficit)	(\$463,384)	(\$433,383)	(\$368,890)	(\$538,565)	(\$571,614)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8398 - Legal Specialization -Asset BU</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
49-Transfer In	\$100,000	\$100,000	\$100,000	\$100,000	\$103,800
Revenue Total	\$100,000	\$100,000	\$100,000	\$100,000	\$103,800
52-Services	\$68	-	-	-	-
56-Other Expenses	\$205	-	\$164	-	-
Expenses Total	\$273	-	\$164	-	-
8398 - Legal Specialization -Asset BU Surplus/(Deficit)	\$99,728	\$100,000	\$99,836	\$100,000	\$103,800

The State Bar of California
Budget-by Cost Center
Admissions

8399 - Legal Specialization	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$2,184,377	\$2,228,151	\$2,385,491	\$2,172,930	\$2,254,300
45-Other Revenues	\$203	-	\$364	\$300	\$300
47-Investment Income	\$76,784	\$35,500	\$8,783	\$8,800	\$9,100
Revenue Total	\$2,261,364	\$2,263,651	\$2,394,637	\$2,182,030	\$2,263,700
50-Personnel Costs	\$534,883	\$860,700	\$724,184	\$780,000	\$807,400
51-Building Operations	\$2,038	\$5,357	\$240	\$240	\$200
52-Services	\$69,675	\$1,231,423	\$119,103	\$152,863	\$158,600
54-Supplies	\$933	\$6,569	\$2,113	\$1,600	\$1,600
55-Equipment	\$19,349	\$223,803	\$114,039	\$238,000	\$246,900
56-Other Expenses	\$14,682	\$56,237	\$5,296	\$11,375	\$11,800
57-Exam Related Expenses	-	\$343,293	\$58,263	\$233,627	\$242,400
59-Indirect Costs	\$439,485	\$689,867	\$689,867	\$680,167	\$705,673
Expenses Total	\$1,081,045	\$3,417,249	\$1,713,104	\$2,097,872	\$2,174,573
8399 - Legal Specialization Surplus/(Deficit)	\$1,180,319	(\$1,153,598)	\$681,533	\$84,158	\$89,127

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

<u>Attorney Regulation & Consumer Resources</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$1,305,069	\$803,000	\$880,189	\$829,500	\$860,700
45-Other Revenues	\$7,260	-	\$9,562	\$6,000	\$6,200
Revenue Total	\$1,312,329	\$803,000	\$889,751	\$835,500	\$866,900
50-Personnel Costs	\$3,668,055	\$3,626,900	\$3,259,136	\$3,892,400	\$4,049,500
51-Building Operations	\$6,997	\$12,000	\$7,798	\$12,000	\$12,500
52-Services	\$133,372	\$113,000	\$132,006	\$108,200	\$112,400
54-Supplies	\$41,719	\$107,850	\$19,668	\$87,000	\$90,200
55-Equipment	\$3,919	\$9,100	\$10,316	\$5,200	\$5,400
56-Other Expenses	\$5,319	\$1,400	\$1,164	\$4,000	\$4,200
59-Indirect Costs	\$1,572,831	\$2,248,988	\$2,248,988	\$2,671,833	\$2,772,027
Expenses Total	\$5,432,212	\$6,119,238	\$5,679,077	\$6,780,633	\$7,046,227
Attorney Regulation & Consumer Resources Surplus/(Deficit)	(\$4,119,883)	(\$5,316,238)	(\$4,789,326)	(\$5,945,133)	(\$6,179,327)

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

<u>5710 - Attorney Regulation & Consumer Resources</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	\$275,000	\$291,367	\$250,000	\$259,400
45-Other Revenues	-	-	\$9,562	\$6,000	\$6,200
Revenue Total	-	\$275,000	\$300,929	\$256,000	\$265,600
50-Personnel Costs	-	\$3,549,800	\$3,173,467	\$3,843,500	\$3,999,700
51-Building Operations	-	\$12,000	\$7,016	\$12,000	\$12,500
52-Services	-	\$109,700	\$102,017	\$105,500	\$109,600
54-Supplies	-	\$101,650	\$16,782	\$83,400	\$86,500
55-Equipment	-	\$7,700	\$9,035	\$5,000	\$5,200
56-Other Expenses	-	\$400	\$787	\$2,000	\$2,100
59-Indirect Costs	-	\$2,207,534	\$2,207,534	\$2,640,374	\$2,739,388
Expenses Total	-	\$5,988,784	\$5,516,638	\$6,691,774	\$6,954,988
5710 - Attorney Regulation & Consumer Resources Surplus/(Deficit)	-	(\$5,713,784)	(\$5,215,709)	(\$6,435,774)	(\$6,689,388)

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

<u>8410 - Attorney Regulation & Consumer Resources</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$684,228	-	\$300	-	-
45-Other Revenues	\$7,260	-	-	-	-
Revenue Total	\$691,488	-	\$300	-	-
50-Personnel Costs	\$3,590,970	-	\$25,524	-	-
51-Building Operations	\$6,997	-	\$783	-	-
52-Services	\$133,372	-	\$29,721	-	-
54-Supplies	\$41,218	-	\$740	-	-
55-Equipment	\$3,919	-	\$338	-	-
56-Other Expenses	\$5,319	-	-	-	-
59-Indirect Costs	\$1,544,016	-	-	-	-
Expenses Total	\$5,325,811	-	\$57,105	-	-
8410 - Attorney Regulation & Consumer Resources Surplus/(Deficit)	(\$4,634,323)	-	(\$56,805)	-	-

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

<u>5720 - MCLE Regulation</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	\$528,000	\$583,922	\$579,500	\$601,300
Revenue Total	-	\$528,000	\$583,922	\$579,500	\$601,300
52-Services	-	\$600	\$267	-	-
54-Supplies	-	\$5,000	\$1,633	\$3,000	\$3,100
55-Equipment	-	\$1,200	\$848	-	-
56-Other Expenses	-	\$1,000	\$377	\$2,000	\$2,100
59-Indirect Costs	-	\$2,619	\$2,619	\$2,537	\$2,632
Expenses Total	-	\$10,419	\$5,744	\$7,537	\$7,832
5720 - MCLE Regulation Surplus/(Deficit)	-	\$517,581	\$578,178	\$571,963	\$593,468

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

<u>8420 - MCLE Regulation</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$620,840	-	\$4,600	-	-
Revenue Total	\$620,840	-	\$4,600	-	-
54-Supplies	\$345	-	-	-	-
55-Equipment	-	-	\$28	-	-
59-Indirect Costs	\$1,915	-	-	-	-
Expenses Total	\$2,260	-	\$28	-	-
8420 - MCLE Regulation Surplus/(Deficit)	\$618,580	-	\$4,572	-	-

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

<u>5730 - Child & Family Support</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	-	\$77,100	\$59,791	\$48,900	\$49,800
52-Services	-	\$2,700	-	\$2,700	\$2,800
54-Supplies	-	\$1,200	\$441	\$600	\$600
55-Equipment	-	\$200	\$34	\$200	\$200
59-Indirect Costs	-	\$38,835	\$38,835	\$28,922	\$30,007
Expenses Total	-	\$120,035	\$99,101	\$81,322	\$83,407
5730 - Child & Family Support Surplus/(Deficit)	-	(\$120,035)	(\$99,101)	(\$81,322)	(\$83,407)

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

<u>8430 - Child & Family Support</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$77,085	-	\$354	-	-
54-Supplies	\$155	-	\$72	-	-
55-Equipment	-	-	\$34	-	-
59-Indirect Costs	\$26,900	-	-	-	-
Expenses Total	\$104,140	-	\$461	-	-
8430 - Child & Family Support Surplus/(Deficit)	(\$104,140)	-	(\$461)	-	-

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

<u>8450 - Member Rec. & Cert.</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
8450 - Member Rec. & Cert. Surplus/(Deficit)	-	-	-	-	-

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

<u>5750 - Member Rec. & Cert.</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
5750 - Member Rec. & Cert. Surplus/(Deficit)	-	-	-	-	-

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

Professional Support & Client Protection	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$16,174,467	\$10,112,100	\$10,248,137	\$10,115,270	\$10,494,600
42-Other Fees	-	-	\$112	-	-
45-Other Revenues	\$7,549	\$750	\$24,075	\$5,000	\$5,200
47-Investment Income	\$111,848	\$71,600	\$12,827	\$13,300	\$13,800
49-Transfer In	\$5,441	-	\$6,920	\$162,000	\$168,100
Revenue Total	\$16,299,305	\$10,184,450	\$10,292,071	\$10,295,570	\$10,681,700
50-Personnel Costs	\$4,003,631	\$4,071,400	\$3,458,856	\$3,846,800	\$3,910,300
51-Building Operations	\$166,984	\$165,341	\$139,632	\$167,006	\$173,400
52-Services	\$270,253	\$530,819	\$318,640	\$518,110	\$537,500
54-Supplies	\$12,054	\$25,854	\$14,030	\$22,758	\$23,600
55-Equipment	\$1,848	\$17,618	\$6,793	\$18,439	\$19,200
56-Other Expenses	\$9,894	\$71,938	\$3,243	\$33,433	\$34,400
58-Payouts and Reimbursements	\$11,333,238	\$6,063,300	\$4,433,138	\$7,698,000	\$7,986,700
59-Indirect Costs	\$2,198,348	\$1,944,149	\$1,944,149	\$2,066,588	\$2,144,085
69-Transfers Out	\$2,982	-	\$2,778	-	-
Expenses Total	\$17,999,231	\$12,890,419	\$10,321,258	\$14,371,133	\$14,829,185
Professional Support & Client Protection Surplus/(Deficit)	(\$1,699,926)	(\$2,705,969)	(\$29,187)	(\$4,075,563)	(\$4,147,485)

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

<u>Lawyer Assistance Pgrm</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$198,044	\$2,102,800	\$2,121,339	\$2,095,180	\$2,173,800
42-Other Fees	-	-	\$112	-	-
45-Other Revenues	\$500	-	-	-	-
47-Investment Income	\$58,545	\$35,500	\$6,686	\$7,000	\$7,300
49-Transfer In	\$131	-	\$1,400	-	-
Revenue Total	\$257,219	\$2,138,300	\$2,129,537	\$2,102,180	\$2,181,100
50-Personnel Costs	\$1,232,495	\$1,354,600	\$1,204,691	\$1,309,000	\$1,329,800
51-Building Operations	\$164,494	\$150,934	\$136,772	\$152,059	\$157,900
52-Services	\$242,315	\$430,700	\$296,745	\$465,640	\$483,100
54-Supplies	\$3,307	\$5,100	\$3,510	\$4,900	\$5,200
55-Equipment	\$596	\$5,300	\$858	\$4,700	\$5,000
56-Other Expenses	\$8,300	\$64,000	\$2,239	\$25,700	\$26,500
59-Indirect Costs	\$547,890	\$607,314	\$607,314	\$639,651	\$663,639
Expenses Total	\$2,199,397	\$2,617,948	\$2,252,129	\$2,601,650	\$2,671,139
Lawyer Assistance Pgrm Surplus/(Deficit)	(\$1,942,178)	(\$479,648)	(\$122,592)	(\$499,470)	(\$490,039)

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

8610 - Lawyer Assist Program-Asset BU	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$198,044	\$2,102,800	\$2,121,339	\$2,095,180	\$2,173,800
47-Investment Income	\$58,545	\$35,500	\$6,686	\$7,000	\$7,300
49-Transfer In	\$131	-	\$1,400	-	-
Revenue Total	\$256,719	\$2,138,300	\$2,129,425	\$2,102,180	\$2,181,100
59-Indirect Costs	\$1,035	\$19,232	\$19,232	\$16,022	\$16,623
Expenses Total	\$1,035	\$19,232	\$19,232	\$16,022	\$16,623
8610 - Lawyer Assist Program-Asset BU Surplus/(Deficit)	\$255,684	\$2,119,068	\$2,110,193	\$2,086,158	\$2,164,477

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

8611 - Lawyer Assistance Program - Voluntary	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	-	\$933,000	\$836,939	\$901,700	\$914,800
51-Building Operations	-	\$147,684	\$135,668	\$149,009	\$154,700
52-Services	-	\$391,250	\$183,179	\$282,690	\$293,300
54-Supplies	-	\$2,550	\$1,476	\$2,750	\$2,900
55-Equipment	-	\$2,650	\$237	\$2,700	\$2,900
56-Other Expenses	-	\$36,000	\$932	\$17,500	\$18,100
59-Indirect Costs	-	\$398,616	\$398,616	\$414,737	\$430,290
Expenses Total	-	\$1,911,750	\$1,557,048	\$1,771,086	\$1,816,990
8611 - Lawyer Assistance Program - Voluntary Surplus/(Deficit)	-	(\$1,911,750)	(\$1,557,048)	(\$1,771,086)	(\$1,816,990)

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

<u>8612 - Case Management & Supervision - Mandatory Lawyer Assistance Program</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	-	\$421,600	\$367,752	\$407,300	\$415,000
51-Building Operations	-	\$3,250	\$1,104	\$3,050	\$3,200
52-Services	-	\$39,450	\$112,850	\$150,950	\$156,600
54-Supplies	-	\$2,550	\$463	\$2,150	\$2,300
55-Equipment	-	\$2,650	\$237	\$2,000	\$2,100
56-Other Expenses	-	\$28,000	\$120	\$8,200	\$8,400
59-Indirect Costs	-	\$189,466	\$189,466	\$206,607	\$214,355
Expenses Total	-	\$686,966	\$671,991	\$780,257	\$801,955
8612 - Case Management & Supervision - Mandatory Lawyer Assistance Program Surplus/(Deficit)	-	(\$686,966)	(\$671,991)	(\$780,257)	(\$801,955)

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

<u>8440 - Transition Assistance Services</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$3,850	-	-	\$32,000	\$33,200
59-Indirect Costs	-	-	-	\$2,285	\$2,371
Expenses Total	\$3,850	-	-	\$34,285	\$35,571
8440 - Transition Assistance Services Surplus/(Deficit)	(\$3,850)	-	-	(\$34,285)	(\$35,571)

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

<u>8620 - Lawyer Assistance Program</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	\$112	-	-
45-Other Revenues	\$500	-	-	-	-
Revenue Total	\$500	-	\$112	-	-
50-Personnel Costs	\$1,232,495	-	-	-	-
51-Building Operations	\$164,494	-	-	-	-
52-Services	\$238,465	-	\$716	-	-
54-Supplies	\$3,307	-	\$1,571	-	-
55-Equipment	\$596	-	\$379	-	-
56-Other Expenses	\$8,300	-	\$1,187	-	-
59-Indirect Costs	\$546,855	-	-	-	-
Expenses Total	\$2,194,512	-	\$3,853	-	-
8620 - Lawyer Assistance Program Surplus/(Deficit)	(\$2,194,012)	-	(\$3,741)	-	-

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

<u>8630 - Financial Assistance-LAP</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$6	-	-
Expenses Total	-	-	\$6	-	-
8630 - Financial Assistance-LAP Surplus/(Deficit)	-	-	(\$6)	-	-

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

<u>Probation</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,175,741	\$1,224,700	\$1,006,939	\$1,146,000	\$1,155,900
51-Building Operations	\$743	\$7,647	\$1,653	\$7,933	\$8,200
52-Services	\$25,000	\$40,508	\$20,378	\$39,377	\$40,800
54-Supplies	\$1,735	\$7,545	\$3,116	\$7,617	\$7,800
55-Equipment	\$1,115	\$4,568	\$1,668	\$4,739	\$4,900
56-Other Expenses	\$331	\$2,538	\$704	\$2,633	\$2,700
59-Indirect Costs	\$764,283	\$613,526	\$613,526	\$662,413	\$687,253
69-Transfers Out	\$497	-	\$463	-	-
Expenses Total	\$1,969,446	\$1,901,032	\$1,648,448	\$1,870,712	\$1,907,553
Probation Surplus/(Deficit)	(\$1,969,446)	(\$1,901,032)	(\$1,648,448)	(\$1,870,712)	(\$1,907,553)

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

8510 - Case Management & Supervision - Probation	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,175,741	\$1,224,700	\$1,006,939	\$1,146,000	\$1,155,900
51-Building Operations	\$743	\$7,647	\$1,653	\$7,933	\$8,200
52-Services	\$25,000	\$40,508	\$20,378	\$39,377	\$40,800
54-Supplies	\$1,735	\$7,545	\$3,116	\$7,617	\$7,800
55-Equipment	\$1,115	\$4,568	\$1,668	\$4,739	\$4,900
56-Other Expenses	\$331	\$2,538	\$704	\$2,633	\$2,700
59-Indirect Costs	\$764,283	\$613,526	\$613,526	\$662,413	\$687,253
69-Transfers Out	\$497	-	\$463	-	-
Expenses Total	\$1,969,446	\$1,901,032	\$1,648,448	\$1,870,712	\$1,907,553
8510 - Case Management & Supervision - Probation Surplus/(Deficit)	(\$1,969,446)	(\$1,901,032)	(\$1,648,448)	(\$1,870,712)	(\$1,907,553)

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

<u>Client Security Fnd</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$15,976,423	\$8,009,300	\$8,126,798	\$8,020,090	\$8,320,800
45-Other Revenues	\$7,049	\$750	\$24,075	\$5,000	\$5,200
47-Investment Income	\$53,304	\$36,100	\$6,141	\$6,300	\$6,500
49-Transfer In	\$5,310	-	\$5,520	\$162,000	\$168,100
Revenue Total	\$16,042,086	\$8,046,150	\$8,162,534	\$8,193,390	\$8,500,600
50-Personnel Costs	\$1,595,394	\$1,492,100	\$1,247,226	\$1,391,800	\$1,424,600
51-Building Operations	\$1,746	\$6,760	\$1,206	\$7,014	\$7,300
52-Services	\$2,939	\$59,611	\$1,517	\$13,093	\$13,600
54-Supplies	\$7,011	\$13,209	\$7,404	\$10,241	\$10,600
55-Equipment	\$136	\$7,750	\$4,267	\$9,000	\$9,300
56-Other Expenses	\$1,263	\$5,400	\$300	\$5,100	\$5,200
58-Payouts and Reimbursements	\$11,333,238	\$6,063,300	\$4,433,138	\$7,698,000	\$7,986,700
59-Indirect Costs	\$886,175	\$723,309	\$723,309	\$764,524	\$793,193
69-Transfers Out	\$2,485	-	\$2,315	-	-
Expenses Total	\$13,830,388	\$8,371,439	\$6,420,681	\$9,898,771	\$10,250,493
Client Security Fnd Surplus/(Deficit)	\$2,211,698	(\$325,289)	\$1,741,853	(\$1,705,381)	(\$1,749,893)

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

8710 - Client Security -Asset BU	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$15,976,423	\$8,009,300	\$8,126,798	\$8,020,090	\$8,320,800
45-Other Revenues	\$3,850	-	\$18,475	-	-
47-Investment Income	\$53,304	\$36,100	\$6,141	\$6,300	\$6,500
49-Transfer In	\$5,310	-	\$5,520	\$162,000	\$168,100
Revenue Total	\$16,038,887	\$8,045,400	\$8,156,934	\$8,188,390	\$8,495,400
55-Equipment	-	-	\$2	-	-
59-Indirect Costs	\$78,215	\$73,252	\$73,252	\$61,329	\$63,629
Expenses Total	\$78,215	\$73,252	\$73,254	\$61,329	\$63,629
8710 - Client Security -Asset BU Surplus/(Deficit)	\$15,960,672	\$7,972,148	\$8,083,680	\$8,127,061	\$8,431,771

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

8720 - Client Security Fund	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$3,199	\$750	\$5,600	\$5,000	\$5,200
Revenue Total	\$3,199	\$750	\$5,600	\$5,000	\$5,200
50-Personnel Costs	\$1,595,394	\$1,492,100	\$1,247,226	\$1,391,800	\$1,424,600
51-Building Operations	\$1,746	\$6,760	\$1,206	\$7,014	\$7,300
52-Services	\$2,893	\$59,611	\$1,517	\$12,893	\$13,400
54-Supplies	\$6,930	\$12,889	\$7,304	\$10,091	\$10,400
55-Equipment	\$136	\$7,750	\$4,265	\$9,000	\$9,300
56-Other Expenses	\$714	\$2,400	\$300	\$2,100	\$2,100
58-Payouts and Reimbursements	\$11,333,238	\$6,063,300	\$4,433,138	\$7,698,000	\$7,986,700
59-Indirect Costs	\$807,159	\$649,846	\$649,846	\$702,951	\$729,311
69-Transfers Out	\$2,485	-	\$2,315	-	-
Expenses Total	\$13,750,696	\$8,294,656	\$6,347,116	\$9,833,848	\$10,183,111
8720 - Client Security Fund Surplus/(Deficit)	(\$13,747,497)	(\$8,293,906)	(\$6,341,516)	(\$9,828,848)	(\$10,177,911)

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

<u>8730 - CSF Commission</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$45	-	-	\$200	\$200
54-Supplies	\$81	\$320	\$100	\$150	\$200
56-Other Expenses	\$549	\$3,000	-	\$3,000	\$3,100
59-Indirect Costs	\$801	\$211	\$211	\$244	\$253
Expenses Total	\$1,476	\$3,531	\$311	\$3,594	\$3,753
8730 - CSF Commission Surplus/(Deficit)	(\$1,476)	(\$3,531)	(\$311)	(\$3,594)	(\$3,753)

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

<u>Professional Competence</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$22,067	\$32,000	\$51,019	\$30,000	\$31,100
45-Other Revenues	\$3,372	\$76,200	\$77,814	\$61,700	\$64,100
Revenue Total	\$25,439	\$108,200	\$128,833	\$91,700	\$95,200
50-Personnel Costs	\$1,937,802	\$2,238,900	\$1,759,400	\$2,240,200	\$2,329,600
51-Building Operations	\$1,485	\$16,660	\$1,249	\$2,000	\$2,100
52-Services	\$6,235	\$452,000	\$139,215	\$571,500	\$593,100
54-Supplies	\$3,217	\$11,800	\$4,483	\$8,200	\$8,500
55-Equipment	\$205	\$15,150	\$13,570	\$10,150	\$10,600
56-Other Expenses	\$27,600	\$62,830	\$417	\$11,750	\$12,200
59-Indirect Costs	\$750,589	\$1,141,146	\$1,141,146	\$1,320,790	\$1,370,320
69-Transfers Out	\$1,491	-	\$1,389	-	-
Expenses Total	\$2,728,624	\$3,938,486	\$3,060,869	\$4,164,590	\$4,326,420
Professional Competence Surplus/(Deficit)	(\$2,703,185)	(\$3,830,286)	(\$2,932,035)	(\$4,072,890)	(\$4,231,220)

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

8810 - Professional Competence	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$2,901	-	-	-	-
45-Other Revenues	-	\$60,000	\$75,302	\$40,000	\$41,500
Revenue Total	\$2,901	\$60,000	\$75,302	\$40,000	\$41,500
50-Personnel Costs	\$1,937,802	\$2,238,900	\$1,759,400	\$2,240,200	\$2,329,600
51-Building Operations	\$1,485	\$12,800	\$1,249	\$2,000	\$2,100
52-Services	\$817	\$377,500	\$88,612	\$502,500	\$521,400
54-Supplies	\$1,275	\$5,500	\$2,131	\$3,100	\$3,200
55-Equipment	\$81	\$7,500	\$6,921	\$2,000	\$2,100
56-Other Expenses	\$21,373	\$40,530	\$269	\$8,100	\$8,400
59-Indirect Costs	\$740,752	\$1,133,564	\$1,133,564	\$1,314,657	\$1,363,957
69-Transfers Out	\$1,491	-	\$1,389	-	-
Expenses Total	\$2,705,076	\$3,816,294	\$2,993,535	\$4,072,557	\$4,230,757
8810 - Professional Competence Surplus/(Deficit)	(\$2,702,175)	(\$3,756,294)	(\$2,918,233)	(\$4,032,557)	(\$4,189,257)

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

8820 - OPC Publications	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$1,847	\$8,200	\$812	\$15,200	\$15,800
Revenue Total	\$1,847	\$8,200	\$812	\$15,200	\$15,800
52-Services	\$518	\$13,800	\$15,837	\$15,600	\$16,200
54-Supplies	\$91	\$2,000	\$183	\$2,000	\$2,100
55-Equipment	\$38	\$5,000	\$6,285	\$6,500	\$6,700
59-Indirect Costs	\$1,328	\$1,324	\$1,324	\$1,721	\$1,786
Expenses Total	\$1,975	\$22,124	\$23,629	\$25,821	\$26,786
8820 - OPC Publications Surplus/(Deficit)	(\$128)	(\$13,924)	(\$22,817)	(\$10,621)	(\$10,986)

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

<u>8830 - Rules Revision Commission</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$8	-	-
Expenses Total	-	-	\$8	-	-
8830 - Rules Revision Commission Surplus/(Deficit)	-	-	(\$8)	-	-

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

8840 - COPRAC	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$898	-	-	-	-
45-Other Revenues	-	\$5,000	-	\$5,000	\$5,200
Revenue Total	\$898	\$5,000	-	\$5,000	\$5,200
51-Building Operations	-	\$360	-	-	-
52-Services	\$5	\$3,300	-	\$3,150	\$3,300
54-Supplies	-	-	\$2	-	-
55-Equipment	-	\$150	-	\$150	\$200
56-Other Expenses	\$6,131	\$18,000	-	-	-
59-Indirect Costs	\$3,100	\$1,686	\$1,686	\$248	\$257
Expenses Total	\$9,236	\$23,496	\$1,688	\$3,548	\$3,757
8840 - COPRAC Surplus/(Deficit)	(\$8,338)	(\$18,496)	(\$1,688)	\$1,452	\$1,443

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

<u>8850 - Mandatory Fee Arb Committee</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
54-Supplies	\$138	-	-	-	-
Expenses Total	\$138	-	-	-	-
8850 - Mandatory Fee Arb Committee Surplus/(Deficit)	(\$138)	-	-	-	-

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

8860 - Mandatory Fee Arbitration	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$18,268	\$32,000	\$51,019	\$30,000	\$31,100
45-Other Revenues	\$1,525	\$3,000	\$1,700	\$1,500	\$1,600
Revenue Total	\$19,793	\$35,000	\$52,719	\$31,500	\$32,700
51-Building Operations	-	\$3,500	-	-	-
52-Services	\$4,887	\$57,400	\$34,766	\$50,250	\$52,200
54-Supplies	\$1,713	\$4,300	\$2,167	\$3,100	\$3,200
55-Equipment	\$86	\$2,500	\$356	\$1,500	\$1,600
56-Other Expenses	\$97	\$4,300	\$148	\$3,650	\$3,800
59-Indirect Costs	\$5,409	\$4,572	\$4,572	\$4,164	\$4,320
Expenses Total	\$12,192	\$76,572	\$42,009	\$62,664	\$65,120
8860 - Mandatory Fee Arbitration Surplus/(Deficit)	\$7,601	(\$41,572)	\$10,711	(\$31,164)	(\$32,420)

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

<u>8870 - Multijurisdictional</u>	2020	2021	2021	2022	2023
	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>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$374	-	-	-	-
51-Building Operations	\$2,601	-	\$2,175	-	-
52-Services	\$153	-	\$116	-	-
54-Supplies	\$1,305	-	\$658	-	-
55-Equipment	\$181	-	\$174	-	-
56-Other Expenses	\$13,657	-	\$1,717	-	-
Expenses Total	\$18,272	-	\$4,841	-	-
Administration Surplus/(Deficit)	(\$18,272)	-	(\$4,841)	-	-

The State Bar of California
Budget-by Cost Center
Administration

<u>5110 - Administration</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$374	-	-	-	-
51-Building Operations	\$2,601	-	\$2,175	-	-
52-Services	\$153	-	\$116	-	-
54-Supplies	\$1,305	-	\$658	-	-
55-Equipment	\$181	-	\$174	-	-
56-Other Expenses	\$13,657	-	\$1,717	-	-
Expenses Total	\$18,272	-	\$4,841	-	-
5110 - Administration Surplus/(Deficit)	(\$18,272)	-	(\$4,841)	-	-

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

General Services	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$799,120	\$801,900	\$810,919	\$800,349	\$830,300
45-Other Revenues	\$1,384	-	-	-	-
47-Investment Income	\$227,990	\$103,900	\$26,087	\$25,000	\$26,000
48-Lease Revenue	\$4,220,797	\$3,179,369	\$3,104,809	\$3,652,249	\$3,789,200
49-Transfer In	-	-	\$552	-	-
Revenue Total	\$5,249,291	\$4,085,169	\$3,942,366	\$4,477,598	\$4,645,500
50-Personnel Costs	\$2,440,897	\$2,354,800	\$2,035,554	\$2,241,700	\$2,310,700
51-Building Operations	\$4,799,578	\$6,796,693	\$5,400,328	\$6,800,720	\$7,055,800
52-Services	\$578,235	\$676,169	\$533,654	\$680,000	\$705,700
54-Supplies	\$464,069	\$513,200	\$404,067	\$482,200	\$500,400
55-Equipment	\$222,524	\$22,099	\$3,026,364	\$145,000	\$150,500
56-Other Expenses	\$70,785	\$33,000	\$30,401	\$24,000	\$25,000
57-Exam Related Expenses	\$1,024,938	-	-	-	-
59-Indirect Costs	(\$1,202,600)	(\$315,900)	(\$315,900)	(\$2,845,094)	(\$2,951,786)
62-Debt Related	\$839,731	\$917,730	\$2,330,686	\$2,845,094	\$2,951,900
Expenses Total	\$9,238,159	\$10,997,791	\$13,445,155	\$10,373,620	\$10,748,214
General Services Surplus/(Deficit)	(\$3,988,868)	(\$6,912,622)	(\$9,502,789)	(\$5,896,022)	(\$6,102,714)

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

5510 - General Services SF	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,327,579	\$1,369,900	\$1,167,581	\$1,279,500	\$1,323,500
51-Building Operations	\$2,114,483	\$3,397,900	\$2,390,944	\$3,002,570	\$3,115,000
52-Services	\$280,519	\$439,169	\$203,936	\$434,000	\$450,400
54-Supplies	(\$4,908)	\$40,100	(\$7,406)	\$37,100	\$38,500
55-Equipment	(\$12,700)	(\$30,808)	(\$18,395)	(\$5,000)	(\$5,200)
56-Other Expenses	\$33,136	\$33,000	\$26,438	\$24,000	\$25,000
57-Exam Related Expenses	\$580,899	-	-	-	-
Expenses Total	\$4,319,007	\$5,249,261	\$3,763,098	\$4,772,170	\$4,947,200
5510 - General Services SF Surplus/(Deficit)	(\$4,319,007)	(\$5,249,261)	(\$3,763,098)	(\$4,772,170)	(\$4,947,200)

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

5520 - General Services LA	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$1,384	-	-	-	-
Revenue Total	\$1,384	-	-	-	-
50-Personnel Costs	\$1,113,319	\$984,900	\$867,973	\$962,200	\$987,200
51-Building Operations	\$1,676,821	\$2,252,700	\$2,071,607	\$2,398,150	\$2,488,300
52-Services	\$174,431	\$237,000	\$186,406	\$246,000	\$255,300
54-Supplies	\$468,978	\$473,100	\$411,474	\$445,100	\$461,900
55-Equipment	\$234,167	\$52,907	\$121,388	\$150,000	\$155,700
56-Other Expenses	\$37,650	-	\$3,962	-	-
57-Exam Related Expenses	\$444,039	-	-	-	-
Expenses Total	\$4,149,403	\$4,000,607	\$3,662,810	\$4,201,450	\$4,348,400
5520 - General Services LA Surplus/(Deficit)	(\$4,148,019)	(\$4,000,607)	(\$3,662,810)	(\$4,201,450)	(\$4,348,400)

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

<u>5530 - Risk Management/Insurance</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
51-Building Operations	\$852,459	\$1,100,000	\$885,789	\$1,400,000	\$1,452,500
Expenses Total	\$852,459	\$1,100,000	\$885,789	\$1,400,000	\$1,452,500
5530 - Risk Management/Insurance Surplus/(Deficit)	(\$852,459)	(\$1,100,000)	(\$885,789)	(\$1,400,000)	(\$1,452,500)

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

5610 - Building -Asset BU	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$799,120	\$801,900	\$810,919	\$800,349	\$830,300
47-Investment Income	\$130,237	\$61,600	\$14,910	\$15,300	\$15,900
49-Transfer In	-	-	\$552	-	-
Revenue Total	\$929,357	\$863,500	\$826,381	\$815,649	\$846,200
51-Building Operations	\$155,816	\$46,093	\$51,987	-	-
55-Equipment	-	-	\$2,286,762	-	-
59-Indirect Costs	(\$507,500)	-	-	(\$1,736,600)	(\$1,801,723)
62-Debt Related	-	\$350,000	-	\$1,736,600	\$1,801,800
Expenses Total	(\$351,684)	\$396,093	\$2,338,749	-	\$77
5610 - Building -Asset BU Surplus/(Deficit)	\$1,281,041	\$467,407	(\$1,512,368)	\$815,649	\$846,123

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

<u>5611 - Building Improvements - Fee Bill Funded</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
5611 - Building Improvements - Fee Bill Funded Surplus/(Deficit)	-	-	-	-	-

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

5620 - SF Facilities Management	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
48-Lease Revenue	\$3,822,063	\$2,779,369	\$2,734,275	\$3,255,593	\$3,377,700
Revenue Total	\$3,822,063	\$2,779,369	\$2,734,275	\$3,255,593	\$3,377,700
55-Equipment	\$1,058	-	-	-	-
Expenses Total	\$1,058	-	-	-	-
5620 - SF Facilities Management Surplus/(Deficit)	\$3,821,005	\$2,779,369	\$2,734,275	\$3,255,593	\$3,377,700

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

5612 - HVAC SF Building	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$489,662	-	-
Expenses Total	-	-	\$489,662	-	-
5612 - HVAC SF Building Surplus/(Deficit)	-	-	(\$489,662)	-	-

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

<u>5613 - Fire/Life Safety</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
5613 - Fire/Life Safety Surplus/(Deficit)	-	-	-	-	-

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

<u>5614 - Energy Management</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
5614 - Energy Management Surplus/(Deficit)	-	-	-	-	-

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

<u>5615 - Generator</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$19,076	-	-
Expenses Total	-	-	\$19,076	-	-
5615 - Generator Surplus/(Deficit)	-	-	(\$19,076)	-	-

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

5616 - Elevators	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$127,872	-	-
Expenses Total	-	-	\$127,872	-	-
5616 - Elevators Surplus/(Deficit)	-	-	(\$127,872)	-	-

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

<u>5617 - Floor 4 Restroom ADA</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
5617 - Floor 4 Restroom ADA Surplus/(Deficit)	-	-	-	-	-

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

<u>5618 - Ground Floor Infrastructure</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
5618 - Ground Floor Infrastructure Surplus/(Deficit)	-	-	-	-	-

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

<u>5630 - SF Tenant Improvement Fund</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$16,218	\$6,400	\$1,856	-	-
Revenue Total	\$16,218	\$6,400	\$1,856	-	-
52-Services	-	-	\$143,312	-	-
62-Debt Related	\$270,437	\$251,830	\$1,116,553	-	-
Expenses Total	\$270,437	\$251,830	\$1,259,865	-	-
5630 - SF Tenant Improvement Fund Surplus/(Deficit)	(\$254,218)	(\$245,430)	(\$1,258,009)	-	-

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

5640 - LA Facility Fund	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$81,534	\$35,900	\$9,321	\$9,700	\$10,100
48-Lease Revenue	\$398,734	\$400,000	\$370,534	\$396,656	\$411,500
Revenue Total	\$480,269	\$435,900	\$379,855	\$406,356	\$421,600
52-Services	\$123,285	-	-	-	-
59-Indirect Costs	(\$695,100)	(\$315,900)	(\$315,900)	(\$1,108,494)	(\$1,150,063)
62-Debt Related	\$569,295	\$315,900	\$1,214,133	\$1,108,494	\$1,150,100
Expenses Total	(\$2,520)	-	\$898,233	-	\$37
5640 - LA Facility Fund Surplus/(Deficit)	\$482,789	\$435,900	(\$518,378)	\$406,356	\$421,563

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

5641 - HVAC LA Building	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
5641 - HVAC LA Building Surplus/(Deficit)	-	-	-	-	-

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

<u>Human Resources</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Revenue Total	-	-	-	-	-
50-Personnel Costs	\$1,392,855	\$1,651,400	\$1,512,332	\$1,764,800	\$1,812,200
51-Building Operations	\$109,680	\$10,000	\$4,735	\$7,500	\$7,800
52-Services	\$67,184	\$31,000	(\$12,370)	\$70,000	\$72,600
54-Supplies	\$16,240	\$19,000	\$2,661	\$17,000	\$17,700
55-Equipment	\$3,571	\$500	\$1,193	-	-
56-Other Expenses	\$38,433	\$20,500	\$2,825	\$23,500	\$24,400
Expenses Total	\$1,627,963	\$1,732,400	\$1,511,377	\$1,882,800	\$1,934,700
Human Resources Surplus/(Deficit)	(\$1,627,963)	(\$1,732,400)	(\$1,511,377)	(\$1,882,800)	(\$1,934,700)

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

5210 - Human Resources	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Revenue Total	-	-	-	-	-
50-Personnel Costs	\$1,392,855	\$1,651,400	\$1,512,332	\$1,764,800	\$1,812,200
51-Building Operations	\$109,680	\$10,000	\$4,735	\$7,500	\$7,800
52-Services	\$67,184	\$31,000	(\$12,370)	\$70,000	\$72,600
54-Supplies	\$16,240	\$19,000	\$2,661	\$17,000	\$17,700
55-Equipment	\$3,571	\$500	\$1,107	-	-
56-Other Expenses	\$38,433	\$20,500	\$2,825	\$23,500	\$24,400
Expenses Total	\$1,627,963	\$1,732,400	\$1,511,291	\$1,882,800	\$1,934,700
5210 - Human Resources Surplus/(Deficit)	(\$1,627,963)	(\$1,732,400)	(\$1,511,291)	(\$1,882,800)	(\$1,934,700)

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

<u>5220 - Talent Engagement & Developpt</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
55-Equipment	-	-	\$86	-	-
Expenses Total	-	-	\$86	-	-
5220 - Talent Engagement & Developpt Surplus/(Deficit)	-	-	(\$86)	-	-

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

<u>Information Technology</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$6,650,231	\$7,027,700	\$5,742,019	\$6,988,600	\$7,173,600
51-Building Operations	\$119,052	\$674,125	\$124,060	\$555,315	\$576,100
52-Services	\$1,920,591	\$1,147,413	\$1,387,185	\$1,762,643	\$1,725,000
54-Supplies	\$289,609	\$171,948	\$74,796	\$66,250	\$68,800
55-Equipment	\$2,330,946	\$2,642,385	\$2,909,472	\$3,506,750	\$3,638,200
56-Other Expenses	\$103,661	\$76,500	\$20,785	\$53,500	\$55,500
Expenses Total	\$11,414,089	\$11,740,071	\$10,258,316	\$12,933,058	\$13,237,200
Information Technology Surplus/(Deficit)	(\$11,414,089)	(\$11,740,071)	(\$10,258,316)	(\$12,933,058)	(\$13,237,200)

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

<u>5310 - Information Technology</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$6,650,231	\$7,027,700	\$5,742,019	\$6,988,600	\$7,173,600
51-Building Operations	\$119,052	\$674,125	\$124,060	\$555,315	\$576,100
52-Services	\$1,109,887	\$1,147,413	\$1,387,185	\$1,762,643	\$1,725,000
54-Supplies	\$289,609	\$171,948	\$74,796	\$66,250	\$68,800
55-Equipment	\$1,964,130	\$2,642,385	\$2,909,472	\$3,506,750	\$3,638,200
56-Other Expenses	\$103,661	\$76,500	\$20,785	\$53,500	\$55,500
Expenses Total	\$10,236,570	\$11,740,071	\$10,258,316	\$12,933,058	\$13,237,200
5310 - Information Technology Surplus/(Deficit)	(\$10,236,570)	(\$11,740,071)	(\$10,258,316)	(\$12,933,058)	(\$13,237,200)

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

<u>5311 - Information Technology - Fee Bill Funded</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$810,704	-	-	-	-
55-Equipment	\$366,816	-	-	-	-
Expenses Total	\$1,177,519	-	-	-	-
5311 - Information Technology - Fee Bill Funded Surplus/(Deficit)	(\$1,177,519)	-	-	-	-

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

5312 - Disaster Recovery	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
5312 - Disaster Recovery Surplus/(Deficit)	-	-	-	-	-

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

<u>Recruitment & Retention</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$791,632	\$846,200	\$778,267	\$1,039,900	\$1,064,600
51-Building Operations	\$2,040	-	\$603	\$1,000	\$1,000
52-Services	\$185,960	\$162,000	\$209,748	\$65,500	\$67,900
54-Supplies	\$746	\$9,000	\$6,177	\$9,000	\$9,400
55-Equipment	\$219	\$500	\$496	\$1,000	\$1,000
56-Other Expenses	\$70,429	\$210,000	\$54,420	\$210,000	\$217,900
Expenses Total	\$1,051,026	\$1,227,700	\$1,049,710	\$1,326,400	\$1,361,800
Recruitment & Retention Surplus/(Deficit)	(\$1,051,026)	(\$1,227,700)	(\$1,049,710)	(\$1,326,400)	(\$1,361,800)

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

<u>5250 - Recruitment & Retention</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$791,632	\$846,200	\$778,267	\$1,039,900	\$1,064,600
51-Building Operations	\$2,040	-	\$603	\$1,000	\$1,000
52-Services	\$177,730	\$162,000	\$209,748	\$65,500	\$67,900
54-Supplies	\$746	\$9,000	\$6,177	\$9,000	\$9,400
55-Equipment	\$219	\$500	\$456	\$1,000	\$1,000
56-Other Expenses	\$70,429	\$210,000	\$54,420	\$210,000	\$217,900
Expenses Total	\$1,042,796	\$1,227,700	\$1,049,670	\$1,326,400	\$1,361,800
5250 - Recruitment & Retention Surplus/(Deficit)	(\$1,042,796)	(\$1,227,700)	(\$1,049,670)	(\$1,326,400)	(\$1,361,800)

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

<u>1111 - Recruitment & Retention (Retired)</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$8,230	-	-	-	-
55-Equipment	-	-	\$40	-	-
Expenses Total	\$8,230	-	\$40	-	-
1111 - Recruitment & Retention (Retired) Surplus/(Deficit)	(\$8,230)	-	(\$40)	-	-

The State Bar of California
Budget-by Cost Center
Finance

<u>Finance</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,368,574	\$2,690,000	\$2,621,416	\$2,719,800	\$2,801,000
51-Building Operations	\$2,158	\$13,000	\$3,056	\$3,515	\$3,600
52-Services	\$351,717	\$1,013,700	\$1,012,384	\$448,712	\$465,600
54-Supplies	\$20,629	\$53,400	\$19,628	\$25,645	\$26,600
55-Equipment	\$2,700	\$4,700	\$5,225	\$14,501	\$15,000
56-Other Expenses	\$5,354	\$13,700	\$9,109	\$9,440	\$9,800
Expenses Total	\$2,751,131	\$3,788,500	\$3,670,817	\$3,221,613	\$3,321,600
Finance Surplus/(Deficit)	(\$2,751,131)	(\$3,788,500)	(\$3,670,817)	(\$3,221,613)	(\$3,321,600)

The State Bar of California
Budget-by Cost Center
 Finance

<u>3110 - Finance</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,933,536	\$2,103,500	\$2,018,234	\$2,170,300	\$2,239,800
51-Building Operations	\$2,008	\$9,000	\$2,045	\$2,265	\$2,300
52-Services	\$287,897	\$696,200	\$831,487	\$227,862	\$236,500
54-Supplies	\$8,487	\$21,100	\$6,584	\$6,945	\$7,200
55-Equipment	\$467	\$2,400	\$3,597	\$12,251	\$12,700
56-Other Expenses	\$4,540	\$4,700	\$1,183	\$2,190	\$2,200
Expenses Total	\$2,236,935	\$2,836,900	\$2,863,129	\$2,421,813	\$2,500,700
3110 - Finance Surplus/(Deficit)	(\$2,236,935)	(\$2,836,900)	(\$2,863,129)	(\$2,421,813)	(\$2,500,700)

The State Bar of California
Budget-by Cost Center
Finance

3120 - Licensee Billing	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$435,037	\$586,500	\$603,182	\$549,500	\$561,200
51-Building Operations	\$150	\$4,000	\$1,011	\$1,250	\$1,300
52-Services	\$63,820	\$317,500	\$180,897	\$220,850	\$229,100
54-Supplies	\$12,142	\$32,300	\$13,044	\$18,700	\$19,400
55-Equipment	\$2,233	\$2,300	\$1,628	\$2,250	\$2,300
56-Other Expenses	\$814	\$9,000	\$7,925	\$7,250	\$7,600
Expenses Total	\$514,196	\$951,600	\$807,688	\$799,800	\$820,900
3120 - Licensee Billing Surplus/(Deficit)	(\$514,196)	(\$951,600)	(\$807,688)	(\$799,800)	(\$820,900)

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

<u>General Counsel</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	(\$4,680)	-	-
Revenue Total	-	-	(\$4,680)	-	-
50-Personnel Costs	\$4,314,992	\$4,286,400	\$3,231,245	\$4,310,100	\$4,407,800
51-Building Operations	\$3,789	\$15,740	\$2,042	\$1,600	\$1,700
52-Services	\$28,604	\$189,500	\$121,529	\$454,400	\$471,400
54-Supplies	\$8,881	\$15,777	\$10,618	\$16,713	\$17,200
55-Equipment	\$293	\$14,000	\$7,823	\$14,625	\$15,200
56-Other Expenses	\$7,127	\$67,400	\$10,484	\$67,400	\$70,000
69-Transfers Out	\$7,455	-	\$5,556	-	-
Expenses Total	\$4,371,141	\$4,588,817	\$3,389,297	\$4,864,838	\$4,983,300
General Counsel Surplus/(Deficit)	(\$4,371,141)	(\$4,588,817)	(\$3,393,978)	(\$4,864,838)	(\$4,983,300)

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

<u>4110 - General Counsel</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	(\$4,680)	-	-
Revenue Total	-	-	(\$4,680)	-	-
50-Personnel Costs	\$4,314,992	\$4,286,400	\$3,231,245	\$4,310,100	\$4,407,800
51-Building Operations	\$3,789	\$15,740	\$2,042	\$1,600	\$1,700
52-Services	\$28,604	\$189,500	\$121,529	\$454,400	\$471,400
54-Supplies	\$8,881	\$15,777	\$10,618	\$16,713	\$17,200
55-Equipment	\$293	\$14,000	\$7,823	\$14,625	\$15,200
56-Other Expenses	\$7,127	\$67,400	\$10,484	\$67,400	\$70,000
69-Transfers Out	\$7,455	-	\$5,556	-	-
Expenses Total	\$4,371,141	\$4,588,817	\$3,389,297	\$4,864,838	\$4,983,300
4110 - General Counsel Surplus/(Deficit)	(\$4,371,141)	(\$4,588,817)	(\$3,393,978)	(\$4,864,838)	(\$4,983,300)

The State Bar of California
Budget-by Cost Center
Research & Institutional Accountability

Research & Institutional Accountability	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$131,693	-	-	-	-
Revenue Total	\$131,693	-	-	-	-
50-Personnel Costs	\$1,760,552	\$2,004,100	\$2,102,609	\$2,648,300	\$2,837,600
51-Building Operations	\$3,250	\$4,500	\$1,066	\$1,300	\$1,300
52-Services	\$251,232	\$180,650	\$242,145	\$99,800	\$103,500
54-Supplies	\$1,485	\$49,102	\$1,054	\$1,960	\$2,000
55-Equipment	\$2,808	\$7,950	\$4,939	\$9,900	\$10,200
56-Other Expenses	\$9,676	\$20,150	\$5,132	\$25,600	\$26,500
59-Indirect Costs	\$680,373	-	-	-	-
69-Transfers Out	\$497	-	\$463	-	-
Expenses Total	\$2,709,872	\$2,266,452	\$2,357,408	\$2,786,860	\$2,981,100
Research & Institutional Accountability Surplus/(Deficit)	(\$2,578,179)	(\$2,266,452)	(\$2,357,408)	(\$2,786,860)	(\$2,981,100)

The State Bar of California
Budget-by Cost Center
Research & Institutional Accountability

<u>2110 - Mission Advancement & Accountability</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$637,092	\$751,700	\$785,840	-	-
51-Building Operations	\$3,019	\$1,200	\$1,042	-	-
52-Services	\$74,018	\$2,000	\$189,521	-	-
54-Supplies	\$1,311	\$600	\$1,043	-	-
55-Equipment	\$1,827	-	\$2,074	-	-
56-Other Expenses	\$6,067	\$1,250	\$4,362	-	-
59-Indirect Costs	\$159,780	-	-	-	-
69-Transfers Out	\$497	-	\$463	-	-
Expenses Total	\$883,611	\$756,750	\$984,344	-	-
2110 - Mission Advancement & Accountability Surplus/(Deficit)	(\$883,611)	(\$756,750)	(\$984,344)	-	-

The State Bar of California
Budget-by Cost Center
Research & Institutional Accountability

<u>2310 - Research & Institutional Acct.</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,099,394	\$1,252,400	\$1,316,770	\$2,648,300	\$2,837,600
51-Building Operations	\$232	\$3,300	\$24	\$1,300	\$1,300
52-Services	\$145,939	\$178,650	\$52,625	\$99,800	\$103,500
54-Supplies	\$49	\$48,502	\$11	\$1,960	\$2,000
55-Equipment	\$821	\$7,950	\$2,865	\$9,900	\$10,200
56-Other Expenses	\$3,214	\$18,900	\$770	\$25,600	\$26,500
59-Indirect Costs	\$477,515	-	-	-	-
Expenses Total	\$1,727,165	\$1,509,702	\$1,373,064	\$2,786,860	\$2,981,100
2310 - Research & Institutional Acct. Surplus/(Deficit)	(\$1,727,165)	(\$1,509,702)	(\$1,373,064)	(\$2,786,860)	(\$2,981,100)

The State Bar of California
Budget-by Cost Center
Research & Institutional Accountability

<u>2320 - ORIA Collections</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$8,667	-	-	-	-
52-Services	\$10,206	-	-	-	-
54-Supplies	\$125	-	-	-	-
55-Equipment	\$160	-	-	-	-
59-Indirect Costs	\$39,168	-	-	-	-
Expenses Total	\$58,325	-	-	-	-
2320 - ORIA Collections Surplus/(Deficit)	(\$58,325)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Research & Institutional Accountability

<u>2330 - Malpractice Ins Wkg Group</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
59-Indirect Costs	\$3,909	-	-	-	-
Expenses Total	\$3,909	-	-	-	-
2330 - Malpractice Ins Wkg Group Surplus/(Deficit)	(\$3,909)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Research & Institutional Accountability

<u>2340 - Access/Lex</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$131,693	-	-	-	-
Revenue Total	\$131,693	-	-	-	-
50-Personnel Costs	\$15,399	-	-	-	-
52-Services	\$21,069	-	-	-	-
56-Other Expenses	\$395	-	-	-	-
Expenses Total	\$36,862	-	-	-	-
2340 - Access/Lex Surplus/(Deficit)	\$94,831	-	-	-	-

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

Special Projects	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$1,002,959	\$1,004,300	\$1,018,076	\$1,004,929	\$1,042,600
47-Investment Income	\$95,185	\$37,700	\$10,778	\$11,100	\$11,500
49-Transfer In	-	-	\$691	-	-
Revenue Total	\$1,098,144	\$1,042,000	\$1,029,546	\$1,016,029	\$1,054,100
50-Personnel Costs	\$6,177	-	-	-	-
52-Services	\$840,072	\$1,742,000	\$829,148	\$1,580,000	\$1,639,300
54-Supplies	\$4,701	-	-	-	-
55-Equipment	-	\$28,000	-	-	-
56-Other Expenses	-	\$6,000	-	\$6,000	\$6,200
59-Indirect Costs	\$193,852	\$113,093	\$113,093	\$160,633	\$166,657
62-Debt Related	-	-	-	\$663,100	\$688,000
Expenses Total	\$1,044,803	\$1,889,093	\$942,241	\$2,409,733	\$2,500,157
Special Projects Surplus/(Deficit)	\$53,342	(\$847,093)	\$87,305	(\$1,393,704)	(\$1,446,057)

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

<u>5410 - Technology Improvemt- Asset BU</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$1,002,959	\$1,004,300	\$1,018,076	\$1,004,929	\$1,042,600
47-Investment Income	\$95,185	\$37,700	\$10,778	\$11,100	\$11,500
49-Transfer In	-	-	\$691	-	-
Revenue Total	\$1,098,144	\$1,042,000	\$1,029,546	\$1,016,029	\$1,054,100
59-Indirect Costs	-	-	-	\$47,359	\$49,135
62-Debt Related	-	-	-	\$663,100	\$688,000
Expenses Total	-	-	-	\$710,459	\$737,135
5410 - Technology Improvemt- Asset BU Surplus/(Deficit)	\$1,098,144	\$1,042,000	\$1,029,546	\$305,570	\$316,965

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

5420 - ERP Upgrade	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$32,325	-	-	-	-
54-Supplies	\$4,701	-	-	-	-
59-Indirect Costs	\$104,992	-	-	-	-
Expenses Total	\$142,018	-	-	-	-
5420 - ERP Upgrade Surplus/(Deficit)	(\$142,018)	-	-	-	-

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

5430 - Admission System	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$662,747	-	\$4,485	-	-
55-Equipment	-	\$25,000	-	-	-
59-Indirect Costs	\$88,860	\$1,593	\$1,593	-	-
Expenses Total	\$751,607	\$26,593	\$6,078	-	-
5430 - Admission System Surplus/(Deficit)	(\$751,607)	(\$26,593)	(\$6,078)	-	-

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

<u>5440 - Case Management System</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$6,177	-	-	-	-
52-Services	\$145,000	\$1,742,000	\$824,663	\$1,580,000	\$1,639,300
55-Equipment	-	\$3,000	-	-	-
56-Other Expenses	-	\$6,000	-	\$6,000	\$6,200
59-Indirect Costs	-	\$111,500	\$111,500	\$113,274	\$117,522
Expenses Total	\$151,177	\$1,862,500	\$936,163	\$1,699,274	\$1,763,022
5440 - Case Management System Surplus/(Deficit)	(\$151,177)	(\$1,862,500)	(\$936,163)	(\$1,699,274)	(\$1,763,022)

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

<u>5450 - Case Management System-SBC</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
5450 - Case Management System-SBC Surplus/(Deficit)	-	-	-	-	-

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

5460 - SF Video Equipment	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
5460 - SF Video Equipment Surplus/(Deficit)	-	-	-	-	-

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

5470 - Enterprise Cont Mgt	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
5470 - Enterprise Cont Mgt Surplus/(Deficit)	-	-	-	-	-

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

<u>5480 - Attorney Regulation Information System</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Expenses Total	-	-	-	-	-
5480 - Attorney Regulation Information System Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>Nondepartmental</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$82,187,750	\$82,266,100	\$82,736,059	\$82,303,245	\$85,389,600
42-Other Fees	\$1,844,013	\$1,858,300	\$1,808,264	\$1,905,500	\$1,977,000
45-Other Revenues	\$101,236	\$100,000	\$86,396	-	-
47-Investment Income	\$396,963	\$703,500	\$101,938	\$288,300	\$299,100
49-Transfer In	\$785,594	-	\$55,848	-	-
Revenue Total	\$85,315,556	\$84,927,900	\$84,788,505	\$84,497,045	\$87,665,700
50-Personnel Costs	\$23,331,554	\$3,660,000	\$9,110,081	\$4,032,400	\$4,234,900
51-Building Operations	-	-	\$372,609	-	-
52-Services	\$190,622	-	\$300	-	-
54-Supplies	\$28,229	-	\$141	-	-
55-Equipment	\$4,414	-	\$59	-	-
56-Other Expenses	(\$182,690)	-	(\$25,687)	-	-
59-Indirect Costs	(\$36,978,230)	(\$39,167,326)	(\$39,167,326)	(\$41,521,122)	(\$43,078,163)
61-Depreciation	\$2,298,162	-	-	-	-
Expenses Total	(\$11,307,939)	(\$35,507,326)	(\$29,709,822)	(\$37,488,722)	(\$38,843,263)
Nondepartmental Surplus/(Deficit)	\$96,623,495	\$120,435,226	\$114,498,327	\$121,985,767	\$126,508,963

The State Bar of California
Budget-by Cost Center
Nondepartmental

0001 - Admin & Discipline Fund	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	\$82,187,750	\$82,266,100	\$82,736,059	\$82,303,245	\$85,389,600
42-Other Fees	\$1,844,013	\$1,858,300	\$1,808,264	\$1,905,500	\$1,977,000
45-Other Revenues	\$101,236	\$100,000	\$86,396	-	-
47-Investment Income	\$176,834	\$612,400	\$76,745	\$262,200	\$272,000
49-Transfer In	\$785,594	-	\$55,848	-	-
Revenue Total	\$85,095,426	\$84,836,800	\$84,763,312	\$84,470,945	\$87,638,600
50-Personnel Costs	\$3,497,373	\$3,660,000	\$9,110,081	\$4,032,400	\$4,234,900
51-Building Operations	-	-	\$372,609	-	-
52-Services	\$190,622	-	\$294	-	-
54-Supplies	\$28,229	-	\$141	-	-
55-Equipment	\$4,414	-	-	-	-
56-Other Expenses	(\$182,690)	-	(\$25,687)	-	-
59-Indirect Costs	(\$4,017,879)	(\$2,079,970)	(\$2,079,970)	(\$3,269,793)	(\$3,392,410)
Expenses Total	(\$479,931)	\$1,580,030	\$7,377,469	\$762,607	\$842,490
0001 - Admin & Discipline Fund Surplus/(Deficit)	\$85,575,357	\$83,256,770	\$77,385,843	\$83,708,338	\$86,796,110

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0002 - Fixed Assets OH BU</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
61-Depreciation	\$2,298,162	-	-	-	-
Expenses Total	\$2,298,162	-	-	-	-
0002 - Fixed Assets OH BU Surplus/(Deficit)	(\$2,298,162)	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

0003 - Support & Admin.- Asset BU	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$12,112	\$14,900	\$1,601	\$1,800	\$1,900
Revenue Total	\$12,112	\$14,900	\$1,601	\$1,800	\$1,900
59-Indirect Costs	(\$32,960,351)	(\$37,087,356)	(\$37,087,356)	(\$38,251,329)	(\$39,685,753)
Expenses Total	(\$32,960,351)	(\$37,087,356)	(\$37,087,356)	(\$38,251,329)	(\$39,685,753)
0003 - Support & Admin.- Asset BU Surplus/(Deficit)	\$32,972,463	\$37,102,256	\$37,088,957	\$38,253,129	\$39,687,653

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0004 - Public Protection - Asset BU</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$31,234	\$14,700	\$3,575	\$3,700	\$3,800
Revenue Total	\$31,234	\$14,700	\$3,575	\$3,700	\$3,800
0004 - Public Protection - Asset BU Surplus/(Deficit)	\$31,234	\$14,700	\$3,575	\$3,700	\$3,800

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0005 - Info Tech Special Fund - BU</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
Revenue Total	-	-	-	-	-
0005 - Info Tech Special Fund - BU Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>0006 - Benefit Reverse Fund</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	\$176,784	\$61,500	\$20,017	\$20,600	\$21,400
Revenue Total	\$176,784	\$61,500	\$20,017	\$20,600	\$21,400
50-Personnel Costs	\$19,834,181	-	-	-	-
Expenses Total	\$19,834,181	-	-	-	-
0006 - Benefit Reverse Fund Surplus/(Deficit)	(\$19,657,398)	\$61,500	\$20,017	\$20,600	\$21,400

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9901 - Admin & Discipline Fund Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9901 - Admin & Discipline Fund Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9902 - Regulatory Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9902 - Regulatory Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9903 - Leg. Act. Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9903 - Leg. Act. Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9904 - Elim. of Bias Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9904 - Elim. of Bias Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9905 - Tech. Fund Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9905 - Tech. Fund Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
 Nondepartmental

<u>9906 - Admissions Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9906 - Admissions Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

9907 - Lawyers Assistance Pgm	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	-	-	\$6	-	-
55-Equipment	-	-	\$59	-	-
Expenses Total	-	-	\$65	-	-
9907 - Lawyers Assistance Pgm Surplus/(Deficit)	-	-	(\$65)	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9908 - Cert. Activities Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9908 - Cert. Activities Fixed Assets Surplus/(Deficit)	-	-	-	-	-

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Budget-by Cost Center
Nondepartmental

<u>9909 - Support Activities Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9909 - Support Activities Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9910 - Legal Spec. Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9910 - Legal Spec. Fixed Assets Surplus/(Deficit)	-	-	-	-	-

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Budget-by Cost Center
Nondepartmental

<u>9911 - Building Fund Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9911 - Building Fund Fixed Assets Surplus/(Deficit)	-	-	-	-	-

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Budget-by Cost Center
Nondepartmental

<u>9912 - CSF Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9912 - CSF Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9913 - LSTF Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9913 - LSTF Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9914 - EAF Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9914 - EAF Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9915 - Support Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9915 - Support Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9916 - Sections Fund Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9916 - Sections Fund Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9917 - Disc. Fixed Assets</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9917 - Disc. Fixed Assets Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9918 - Discipline Fund Fixed Asset</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9918 - Discipline Fund Fixed Asset Surplus/(Deficit)	-	-	-	-	-

The State Bar of California
Budget-by Cost Center
Nondepartmental

<u>9919 - OPEB Trust Fund</u>	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
9919 - OPEB Trust Fund Surplus/(Deficit)	-	-	-	-	-

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

0000 - No Department	2020	2021	2021	2022	2023
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$1,600	-	\$50	-	-
Revenue Total	\$1,600	-	\$50	-	-
52-Services	(\$1,941,746)	-	-	-	-
54-Supplies	-	-	(\$54,120)	-	-
56-Other Expenses	-	-	\$600	-	-
61-Depreciation	\$9,607,211	-	-	-	-
Expenses Total	\$7,665,465	-	(\$53,520)	-	-
0000 - No Department Surplus/(Deficit)	(\$7,663,865)	-	\$53,570	-	-