



The State Bar of California

OPEN SESSION AGENDA ITEM 701 FEBRUARY 2023

DATE: February 27, 2023

TO: Members, Board of Trustees

FROM: Aracely Montoya-Chico, Chief Financial Officer

SUBJECT: Approval of State Bar Final 2023 Budget Pursuant to Business and Professions Code Section 6140

EXECUTIVE SUMMARY

This agenda item requests that the Board of Trustees approve the 2023 final budget. The State Bar will file the budget with the Legislature to meet the February 28 statutory submission deadline after adoption by the Board. During the January 19–20 meeting, the Finance Committee and the Board held detailed discussions on the preliminary budget presented at that time, which concluded in direction provided to the Office of Finance staff to develop a budget using no more than \$6 million in General Fund reserves. This item presents the final 2023 budget which reflects that direction.

General Fund revenues are budgeted at \$91.3 million, while expenses are \$95.7 million, resulting in deficit spending of \$4.3 million (versus the \$6 million maximum authorized by the Board in January 2023). General Fund operating reserves are projected to end 2023 at \$8.1 million or 8.4 percent, which is below the Board's Reserve Policy target range of 17 to 30 percent.

The 2023 Admissions budget also reflects a significant ongoing structural deficit. In order to support operations for 2023, the fund balance of the Legal Specialization Fund was consolidated to the Admission Fund adding approximately \$6.9 million of additional reserves. This will bring the projected Admissions ending 2023 fund balance to \$4.0 million. To address the ongoing deficit of the fund in 2024 and beyond, a fee increase to various admissions programs will be proposed in 2023. In addition, the Office of Admissions is conducting an in-depth analysis to determine where cost-cutting measures can be implemented; any identified measures will go into effect for the 2024 budget year.

BACKGROUND

The State Bar's annual budget is typically adopted by the Board of Trustees in January, however, due to depleting reserves, mainly in the General Fund, additional time was needed for the Finance Committee and full Board to discuss budget spending scenarios and ultimately provide guidance on the level of deficit spending the State Bar should budget in 2023.

The final budget is required to be filed with the Legislature by February 28, 2023. In addition to satisfying the statutory requirement, adoption of the final budget will finalize the State Bar's 2023 spending authority.

DISCUSSION

During the January 2023 Finance Committee and Board meetings, Office of Finance staff were given direction to develop a budget with General Fund reserve spending of \$5–\$6 million. The agenda item prepared to support that discussion can be found [here](#). After the January meeting, staff worked to finalize the 2023 budget in accordance with the Board's directives; ultimately, the 2023 budget was produced with General Fund deficit spending of \$4.3 million, nearly \$2 million below the maximum level authorized by the Board.

STATE BAR-WIDE BUDGETED REVENUES AND EXPENSES

The proposed 2023 Final Budget includes budgeted revenues of \$269.9 million and expenses of \$286.5 million. The overall net \$16.6 million deficit is mostly from the General Fund (\$4 million), the Admissions Fund (\$7 million), and grants related funds (\$6 million). Other smaller funds with surplus positions offset the large deficit in these funds.

Budgeted revenues represent an increase of \$13.3 million or approximately 5 percent compared to \$256.6 million budgeted revenues in 2022. The vast majority of the State Bar revenue is derived from grant-related sources and the annual attorney licensing fee. The primary driver for revenue increase is IOLTA revenue as well as new and expanded state and federal grants.

Budgeted expenses of \$286.5 million represent a net decrease of \$2.2 million or 0.8 percent compared to \$288.7 million budgeted in 2022. Key changes in the most significant expense line items over prior year include personnel increases of \$3.9 million due to a cost-of-living adjustment (COLA) and merit increases and increase in exam related expenses of \$3.1 million due to higher operational costs of administering the bar exams. These increases are offset by decreases in building operations as only 6 months of expenditures are budgeted for the San Francisco building in anticipation of the sale as well as decrease in professional service expenditures across the State Bar to manage use of depleting reserves. Table 1 below shows a comparison summary of the State Bar-wide revenues and expenses for 2023 and 2022.

**Table 1. State Bar-Wide Budgeted Revenues
Comparison of 2023 and 2022 (in 000s)**

| | 2023 Budget | 2022 Budget | \$ Change | % Change |
|------------------|--------------------|--------------------|------------------|-----------------|
| Revenues | 269,858 | 256,608 | 13,250 | 5.2% |
| Expenses | 286,498 | 288,719 | (2,221) | -0.8% |
| Net Total | (16,640) | (32,111) | 15,471 | -48% |

GENERAL FUND

The proposed 2023 General Fund budgeted revenues of \$91.3 million represent an increase of \$0.3 million or 0.4 percent compared to \$91 million budgeted revenues in 2022. The main source of revenue is derived from licensee fees, which are projected to remain flat in 2023.

Expenses for 2023 total \$95.7 million, an increase of \$0.6 million or 0.6 percent as compared to the 2022 budget. The increase results from a combination of higher personnel expenses as a result of COLA and merit increases offset by a decrease in building operations based on budgeting only 6 months of expenditures anticipating the sale for the San Francisco property.

At the January 2023 Board meeting, Finance staff presented three General Fund budget options to the Board, reflecting deficit spending ranging from \$3 million to \$8 million. The board directed staff to proceed with finalizing the 2023 budget based on the option that reflected approximately \$6 million in deficit spending. The board also directed certain cost-cutting measures including a hiring freeze and significant travel and meeting cost reductions.

After all the detailed assumptions were input to finalize the budget, the result is \$4.3 million, versus \$6 million, of reserve spending in the General Fund. Key budget assumptions are listed below; factors resulting in the reduction of overall deficit spending from \$6 million to \$4.3 million are specifically noted.

- **Salary savings.** The January 2023 budget estimated savings associated with a combination of natural turnover and delayed hiring based on the total number of open positions at a certain point in time; the final budget assumes a three-month hiring freeze will be in place all year impacting not just current, but also future, vacancies. The 15 percent salary savings plus the 3 months hiring freeze resulted in savings of \$10.9 million for personnel expenses.
- **Reduced expenditures for the San Francisco building.** Six-month expenditures are budgeted for San Francisco building operations and related debt service, with the assumption that the building will sell by midyear. The January 2023 budget reflected 9 months of San Francisco related building costs. Based on board discussion at the January meeting, only 6 months of costs have been budgeted; if the building is not sold by midyear, the remaining half of the building operations and debt service will be funded via a midyear budget adjustment.
- **Correction of actual retirement contribution.** The January 2023 budget reflected \$3.6 million expense for retirement contribution. However, an updated valuation report was provided by the State Bar's actuaries that reduced the actual retirement contribution to

\$2.8 million.

- **5 percent COLA with some attorney personnel realizing 10 percent increases.** The fiscal impact of 2023 COLAs was overstated in the January 2023 budget presented to the board. The recently executed Memoranda of Understanding (MOU) with the State Bar's union granted most staff a 5 percent COLA in 2023 with some attorney personnel realizing 10 percent salary increases. The January budget afforded a 10 percent increase to all attorney classifications while in fact only two were granted the additional COLA.
Increase in debt collection. Revenues for debt collections is increased by \$0.3 million from the January budget as more collections are expected now that issues with debt transmission to Franchise Tax Board (FTB) is mostly fixed. Debt collection revenues are recorded within the payout expenses in the budget offset those expenditures.
- **Significantly reduced travel and meeting costs.** The 2023 budget reflects a new normal for staff and committee travel:
 - Staff travel only \$150,000 in 2023, a significant reduction from pre-pandemic levels. The January budget included \$100,000 of travel.
 - Reduced meeting costs for Board of Trustee to 4 in-person meetings, subentities to 2 in-person meetings, and Committee on Judicial Nominations and Evaluations (JNE) meetings all in-person with overnight stays reduced to 1.
- **Flat licensing fee revenue.** The research office of the State Bar projects admissions data, which helps inform how to budget licensee revenue. Flat licensee revenue is projected for 2023.
- **Additional funding for 2201 program.** The budget includes an additional \$0.4 million of professional services funding for the 2201 program. The January budget did not include this amount.
- **Additional IT funding.** IT spending is budgeted to advance infrastructure, security, and strategic plan directed initiatives.
- **New auditor position.** One additional external auditor is funded to handle OCTC/2201 matters.
- **New OCTC positions.** Two new OCTC positions funded to support increase operations efficiency.
- **Additional funding for CRU.** Additional temporary help funding in the Office of General Counsel for Complaint Review Unit.

As a result of these adjustments, General Fund revenue is projected at \$91.3 million and expenses at \$95.7 million. Although the State Bar's reserve policy sets a reserve floor of 17 percent for most funds, the 2023 adopted budget will result in the General Fund reserve balance totaling \$8.1 million, or 8.4 percent, at the end of 2023.

Table 2 below shows a comparison summary of the General Fund revenues and expenses for 2023 and 2022.

**Table 2. General Fund Budget
Comparison of 2023 and 2022 (in 000s)**

| | 2023 Budget | 2022 Budget | \$ Change | % Change |
|------------------|--------------------|--------------------|------------------|-----------------|
| Revenues | 91,345 | 90,999 | 346 | 0.4% |
| Expenses | 95,673 | 95,074 | 599 | 0.6% |
| Net Total | (4,328) | (4,075) | (253) | 6% |

ADMISSIONS FUND

Because of the nature of admissions work, namely administration of the bar examination, the Admissions Fund incurs millions in nondiscretionary expenditures for professional services, exam, temporary help, and travel expenses annually. To develop the 2023 Admissions Fund budget, Finance and Admissions staff worked to estimate revenue and expenditures in each major category based on the following assumptions:

- Assume similar revenue and expenditure patterns as 2022.
- Assume no new positions.
- COLA fully funded.
- Same salary savings as those applied to General Fund.

The proposed 2023 Admissions Fund budget includes budgeted revenues of \$17.5 million and expenses of \$24.5 million. Budgeted revenues represent a slight increase of \$0.9 million or approximately 5 percent compared to \$16.6 million budgeted revenues in 2022. Expenses are a decrease of \$1.0 million or 4.2 percent as compared to the 2022 budget. While personnel and exam related expenses increased from the 2022 budget, the decrease in services and remaining expense lines items was larger from the 2022 budget, resulting in a net decrease of expenses. The decrease in services is due to elimination of a service agreement to outsource in-person bar exam site procurement and proctoring.

There is a significant structural deficit in Admissions operations driven largely by flat bar examination fees, a reduced number of bar exam applicants over the last several years, and higher operating costs due to negotiated merit increases and COLA's and a return to an in-person bar exam.

The Legal Specialization Fund was consolidated with the Admissions Fund in early 2023, providing an additional \$6.9 million in fund balance in the Admissions Fund for 2023. While the merger of these funds effective January 1, 2023, ensures solvency in the Admissions Fund in the near term, a significant structural deficit exists in this area and there are not sufficient resources to support continued operations through 2024. Discussions regarding needed increases to the many fees that generate Admissions Fund revenue are underway in addition to staff currently studying operating cost reductions that, assuming Board and/or California Supreme Court approval as appropriate, will go into effect in early 2024.

2023 BUDGET FOR OTHER FUNDS (NON-GENERAL FUND)

For all funds other than the General Fund (Other Funds), budgeted revenues for 2023 total \$178.5 million with expenses of \$190.8 million.

The following table shows comparison information of budgeted revenues and expenses for 2023 and 2022:

**Table 3. Other Funds Budget
Comparison of 2023 and 2022 (in 000s)**

| | Revenues | | | | Expenses | | | |
|--------------------------|----------------|----------------|-----------|-------------|----------------|----------------|-----------|-------------|
| | 2023 Budget | 2022 Budget | \$ Change | % Change | 2023 Budget | 2022 Budget | \$ Change | % Change |
| Admissions | 17,469 | 16,582 | 887 | 5.3% | 24,519 | 25,555 | (1,036) | -4.1% |
| Others (combined) | 161,044 | 149,026 | 12,018 | 8.1% | 166,305 | 168,090 | (1,785) | -1.1% |
| Net Total | 178,513 | 165,608 | 12,905 | 8% | 190,824 | 193,645 | (2,821) | -1% |

OVERALL IMPACT ON RESERVES

The 2023 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, 2023, 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) and the Client Security Fund. The table below shows a summary of reserves for 2023.

**Table 4. Projected Reserves for All Funds
at December 31, 2023 (in 000s)**

| | Projected Reserve Bal 12/31/22 | 2023 Budgeted Revenues | 2023 Total Expenses | 2023 Budgeted Surplus/ (Deficit) | Projected Reserve Bal 12/31/23 | Reserve Level (%) |
|--------------------------------|---|------------------------------|------------------------|---|---|----------------------|
| General Fund | 12,400 | 91,345 | (95,674) | (4,329) | 8,071 | 8.4% |
| Other Funds | | | | | | |
| Admissions Fund | 11,037 | 17,469 | (24,520) | (7,051) | 3,986 | 16.3% |
| Elimination of Bias Fund | (8) | 321 | (335) | (14) | (22) | -6.6% |
| Lawyer Assistance Program Fund | 1,477 | 2,141 | (2,585) | (444) | 1,033 | 40.0% |
| Legal Specialization Fund | - | 2,195 | (1,850) | 345 | 345 | 18.6% |
| Legislative Activities Fund | 492 | 502 | (312) | 190 | 682 | 218.6% |
| Bank Settlement Fund | 4,718 | 73 | (126) | (53) | 4,665 | N/A |
| Client Security Fund | 7,592 | 8,205 | (7,644) | 561 | 8,153 | N/A |
| Equal Access Fund | 3,051 | 34,844 | (35,498) | (654) | 2,397 | N/A |
| Grants Fund | 530 | 63,864 | (64,147) | (283) | 247 | N/A |
| Justice Gap Fund | 3,892 | 1,451 | (1,010) | 441 | 4,333 | N/A |
| Legal Services Trust Fund | 56,313 | 47,447 | (52,796) | (5,349) | 50,964 | N/A |
| Tenant Improvement Fund | 2,282 | - | - | - | 2,282 | 0.0% |
| Other Funds Total | 91,376 | 178,512 | (190,823) | (12,311) | 79,065 | |

Based on the 2023 Final Budget, other than the General Fund, Elimination of Bias (EOB) Fund and Admissions Fund, all funds are expected to have reserves above the 17 percent target or above the 30 percent target at the end of 2023.

As discussed above, the Admissions and General Funds face structural deficits that will require continued reserve spending absent revenue increases and cost reductions.

The EOB Fund has had a decline in revenues the past few years. However, the State Bar's work in diversity, equity, and inclusion has only increased. The EOB Fund is running out of reserves as the revenue stream is insufficient to support the State Bar's DEI work.

The Lawyer Assistance Program (LAP) 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 at a future meeting, including looking whether excess LAP reserves should be transferred to the Client Security Fund per the statutory requirement established in the Business and Professional Code section 6140.9 (d).

2024 FORECAST

Except for line items with known variances, the 2024 Forecast assumes a 5.7 percent inflationary increase for expenses and includes a COLA increase of 2.5 percent for all full-time equivalent (FTEs) per the negotiated MOU. There are no expenses for building operations in San Francisco in the 2024 forecast as the budget assumed the sale by midyear 2023 and proceeds from the sale of

the building are anticipated to cover the leasing costs of San Francisco operations in 2023 and 2024.

The 2024 General Fund program fees for MCLE Provider, MCLE for attorneys, Certificates of Standing, Limited Liability Partners, and Law Corporations were forecasted higher based on tentatively drafted proposed fee increases for each of these programs that have been considered by the Finance Committee and are slated to be finalized by the committee and the Board in May or July of 2023. While the Finance Committee has also had some preliminary discussion regarding various admissions fee increases, significant additional work is needed to finalize any proposal in this regard, as such, no increase in admissions fees is forecasted for 2024.

The State Bar prepared a five-year forecast in 2019 and is therefore scheduled to prepare another five-year forecast in 2024. It is anticipated that when the next five-year forecast is completed the State Bar will be in a better position to understand the impact of the sale of the San Francisco building as well as any Admissions or General Fund fee increases adopted by the Board.

FISCAL/PERSONNEL IMPACT

The fiscal impact of the 2023 Final Budget for revenues is a net increase of \$13.3 million and expenditures a net decrease of \$2.2 million compared to the 2022 budget.

AMENDMENTS TO RULES

None

AMENDMENTS TO BOARD OF TRUSTEES POLICY MANUAL

None

STRATEGIC PLAN GOALS & IMPLEMENTATION STEPS

None – compliance

RECOMMENDATIONS

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

RESOLVED, that the Board of Trustees adopts the 2023 Final Budget; and it is

FURTHER RESOLVED, that the Board of Trustees authorize staff to make technical adjustments and corrections to the 2023 Final Budget prior to submitting it to the Legislature by February 28, 2023.

ATTACHMENT LIST

A. 2023 Final Budget



The State Bar of California

ATTACHMENT A

2023 Adopted Budget

Prepared by the Office of Finance

February 28, 2023

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EXECUTIVE DIRECTOR'S BUDGET MESSAGE

The State Bar's 2023 budget allocates resources to support continued provision of core services and to advance the organization's new five-year strategic plan. The plan, which centers the State Bar's public protection mission and reflects diversity, equity, and inclusion as a foundational value, will expire concurrent with the State Bar's 100th anniversary. While the organization has certainly evolved over the last century, a period of intense structural and cultural reform was initiated by the separation of the State Bar's trade and regulatory functions in 2018. A recently published [timeline](#) documenting key activities related to that transition demonstrates the breadth and depth of the work that has been done; the 2023 budget supports the continuation and expansion of the State Bar's efforts to fully actualize all facets of our mission.

The budget also reflects the unfortunate reality of a structural General Fund operating deficit, a shrinking General Fund reserve, and no scheduled attorney licensing fee increases to improve the health of that fund; appropriate and significant efficiency and cost-cutting measures have been adopted as a result. The Admissions Fund faces similar challenges: while a merger of two previously distinct funds effective January 1, 2023, ensures solvency in the Admissions Fund in the near term, a significant structural deficit exists in this area. Discussions regarding needed increases to the many fees that generate Admissions fund revenue are underway.

The 2023 budget anticipates revenues of \$269.9 million and expenses of \$286.5 million. The vast majority of State Bar revenue is derived from grant-related sources and the annual attorney licensing fee.

General Fund revenue is projected at \$91.3 million and expenses at \$95.7 million. Although the State Bar's reserve policy sets a reserve floor of 17 percent for most funds, the 2023 adopted budget will result in the General Fund reserve balance totaling \$8.1 million, or 8.4 percent, at the end of 2023. The Admissions Fund reserve balance will similarly fall below the reserve floor.

BUDGET ASSUMPTIONS AND STRATEGIES

The 2023 budget is based on key assumptions and strategies including:

- Flat licensing fee revenue. The primary source of General Fund revenue is the annual attorney licensing fee. The State Bar's research office projects the fee annually using licensee and admissions data. Flat revenue is projected for 2023. 2023 State Bar-wide licensing fee revenue totals \$95.4 million.
- A merger of Admissions and Legal Specialization Funds. There is a significant structural deficit in Admissions operations driven largely by flat bar examination fees, a reduced number of bar exam applicants over the last several years, and higher operating costs due to negotiated merit increases and COLA's and a return to an in-person bar exam.

The Legal Specialization Fund was consolidated with the Admissions Fund in early 2023, providing an additional \$6.9 million in fund balance and ensuring solvency in the Admissions Fund for 2023. There are however, not sufficient resources to support continued operations through 2024. Staff is currently studying both fee increases and operating cost reductions that, assuming board and/or California Supreme Court approval as appropriate, will go into effect in early 2024.

- Recently executed Memoranda of Understanding with the State Bar's union will be fully funded. These MOU's grant most staff a 5 percent COLA in 2023 with some attorney personnel realizing 10 percent salary increases. The impact of the COLA on the State Bar's 2023 budget is \$4.2 million.
- Aggressive but reasonable salary savings. Salary savings are to be generated through a combination of natural turnover and delayed hiring for vacant positions; while the levels are aggressive, they align with 2022 actuals. Salary savings of \$12.9 million are reflected in the 2023 budget submission. Total personnel expense are budgeted at \$99.3 million.
- Six months-worth of funding for expenses related to the State Bar's San Francisco headquarters. Anticipating the sale of the State Bar's building at 180 Howard Street, San Francisco, as of June 30, 2023, the budget reflects only half-a-year of funding for both building related capital improvements and debt service.
- Significantly reduced travel and meeting costs. The 2023 budget reflects a new normal with respect to staff and committee member travel:
 - Four of the six regularly scheduled 2023 meetings of the Board of Trustees will be in-person/hybrid; all remaining meetings will be fully remote.
 - All meetings of the Committee on Judicial Nominations and Evaluations (JNE) will be in-person; overnight stays have been reduced from two to one in relation to these meetings.
 - All other State Bar subentities are budgeted for two in person/hybrid meetings per year with all other meetings being remote.

The 2023 volunteer travel budget totals \$0.3 million. Aside from travel necessary to support administration of the California Bar Exam, staff travel State Bar-wide totals just \$322,000 in 2023. This amount reflects a 79 percent reduction from pre-pandemic levels.

The State Bar's ability to continue to maximize the benefits of remote meetings, which, importantly, extend well beyond the financial, are dependent upon the extension of Government Code section 11133, which is currently set to expire July 1, 2023.

REVENUE AND EXPENDITURE HIGHLIGHTS

Budgeted 2023 revenues of \$269.9 million reflect an increase of \$13.3 million, or 5 percent, compared to budgeted revenues in 2022. New and expanded state and federal grants as well as

increased IOLTA revenue are the primary drivers for this increase. Other revenue highlights include:

- Bar examination fees are projected to be approximately \$1.4 million higher than 2022 due to a slight projected increase in the number of test takers.
- Collections revenue is budgeted at \$2.5 million, a 6 percent increase over the 2022 budgeted amount. Revenue is generated primarily by the State Bar's participation in the Franchise Tax Board's debt collection program. During 2022, the State Bar experienced transmission issues to the Franchise Tax Board. Those issues were resolved towards the end of 2022 and a slight increase in collected revenue is projected accordingly.

Overall budgeted expenses of \$286.5 million represent a net decrease of 0.8 percent compared to the 2022 budget. Key changes from 2022 include:

- Personnel expenses increased by \$3.9 million from the 2022 budget primarily due to cost-of-living adjustments and merit increases.
- Building operations are budgeted at \$5.4 million, a decrease of \$2.4 million from the 2022 budget. A majority of the decrease is due to the fact that only 6 months worth of expenses related to the State Bar's San Francisco location are included in the budget; the State Bar's building at 180 Howard Street was listed for sale in December 2022.
- Professional services are budgeted at \$13.6 million, a decrease of \$2.4 million compared to prior year. The decrease is due primarily to cuts in professional services across the State Bar to manage the use of depleting reserves.
- Exam related expenses are budgeted at \$7.5 million, an increase of \$3.1 million from 2022 expenses of \$4.4 million. Most of the increase is due to higher rates charged for proctors and higher costs of bar exam room rentals.

2023 BUDGET ADVANCES THE STATE BAR'S NEW FIVE-YEAR STRATEGIC PLAN

The State Bar Board of Trustees adopted a new five-year strategic plan in May 2022. The State Bar's 2022–2027 Strategic Plan is structured around four goals: (1) protecting the public by strengthening the attorney discipline system; (2) improving access to and inclusion in the legal system; (3) regulating the legal profession; and (4) engaging partners. A four-pronged implementation strategy—effectiveness; consumer focus; diversity, equity, and inclusion; and policy and system change—outlines in broad strokes the initiatives that will be undertaken to advance each goal.

A [detailed update](#) on 2022–2027 Strategic Plan progress was provided to the Board in January 2023. A brief overview of the State Bar's strategic, operational, and tactical planning efforts is provided immediately below; summaries of key 2022 strategic initiatives as well as planned 2023 activities follow.

Promoting Organizational Effectiveness and Efficiency – Strategic Plan, Operational Plans, and Metric Development

The State Bar Board of Trustees engaged in a comprehensive and collaborative outreach and deliberation process to develop the 2022–2027 Strategic Plan. Input was received from stakeholders including State Bar licensees, volunteers, staff, and legislative and Supreme Court liaisons; the Board spent several months reviewing that comment, reflecting on prior strategic plan progress, and assessing the current landscape to identify areas of organizational opportunity and focus. This effort culminated in the May 2022 adoption of the 2022–2027 Strategic Plan.

Shortly after finalization of the strategic plan, an operational plan, entitled Strategic Operational Plan, outlining specific activities aligned with each of the four strategic plan implementation strategies, was developed. In recognition of the reality that externally facing goals cannot be achieved without a healthy infrastructure, a Core Operational Plan, focused on internal service functions including finance, human resources, and information technology, was also produced.



The State Bar then conducted a comprehensive review of existing organizational metrics to ensure alignment with the two operational plans. A preliminary set of metrics focused on discipline case processing was developed and reviewed by the Board in January 2023. Operational metrics for all other areas of the organization will be finalized in March 2023. Metrics will be formally reported on annually via the State Bar’s Annual Report.

The State Bar’s intentional alignment of its strategic plan, two operational plans, and metrics is driven by the organization’s strong commitment to transparency, accountability, and effectiveness. Prioritizing and tracking strategically important projects ensures that the State

Bar successfully advances its mission and allocates resources in alignment with key organizational goals.

Strategic Goal 1: Protect the Public by Strengthening the Attorney Discipline System

Selected 2022 Accomplishments

In 2022 the State Bar engaged in several efforts and implemented various initiatives to strengthen the attorney discipline system's effectiveness and efficiency including:

Submitted New Case Processing Standards Per Senate Bill 211 to the Legislature. In response to Senate Bill 211 (SB 211), the State Bar developed and proposed new discipline case processing standards. The standards proposed shorter timelines than current averages, while differentiating timelines by case complexity and type, prioritizing those matters that pose a greater risk to the public. The purpose is not only to shorten the average time it takes to investigate and charge cases but also to focus resources on cases that pose the greatest risk of harm to the public. The State Bar submitted its proposal for case processing standards in October 2022; the Legislative Analyst's Office, charged statutorily with reviewing the proposal, released its response in January 2023. The proposal is currently under review by the Assembly and Senate Judiciary Committees.

Launched a Pilot Project for the Handling of Client Trust Account (CTA) and Bank Reportable Action (BRA) Matters. The Office of the Chief Trial Counsel (OCTC) launched a pilot project in August 2022 to test different approaches for processing complaints involving client trust account (CTA) allegations and for investigating bank reportable action (BRA) matters. The pilot project randomly assigns these two types of cases to pilot and control groups on an ongoing basis. Pilot matters are handled by a team comprised of a dedicated group of investigators, attorneys, and support staff. The team obtains relevant bank statements and attorney reconciliations for all pilot CTA and BRA cases, regardless of overdraft amount, thus eliminating the de minimis procedure for handling cases involving small overdraft amounts that has been in place for a number of years. Cases assigned to the control group follow status quo procedures. The results of the pilot will be analyzed and presented to the Board no later than July 2023.

Implemented New Policies and Procedures Regarding Conflicts of Interest. Effective June 1, 2022, OCTC implemented new policies and procedures regarding conflicts of interest, gifts from outside sources, and outside employment. With respect to conflicts, OCTC's new policy defines in detail, and provides examples of, different types of potential conflicts (personal and professional relationships, financial interests, and general appearance issues) that may warrant recusal. The policies also require OCTC investigators and attorneys to perform conflict checks at the time of case assignment and prior to closure or filing of disciplinary charges and document these conflict checks, and the actions taken to resolve any identified potential conflicts, in OCTC's case management system. OCTC's new policies also place strict limits on receipt of any gifts from any licensed California attorney and on any outside practice of law.

Implemented New Policies and Procedures Regarding Non-Cooperating Complainants, Identification of Patterns of Prior Complaints, and Closures Using Non-Public Measures. In February 2022, OCTC implemented a new policy making clear that a complainant's withdrawal of their complaint or failure to cooperate in an investigation is not alone a basis for closing a complaint. Rather, OCTC has a duty to continue to investigate and where appropriate charge misconduct that can be proved without the complainant's cooperation.

Also in February 2022, OCTC implemented a new policy requiring consideration of prior closed complaints in determining whether to move a current complaint forward to investigation. To assist in this review and consideration, the State Bar developed a dashboard that categorizes and displays prior complaint history in a way that makes it easier for OCTC staff to identify patterns of prior similar complaints.

Later in 2022, OCTC also put in place a new policy laying out specific criteria and guidelines for non-public resolutions of disciplinary complaints, including both non-public private reprovals and other alternatives to public discipline.

Appointment of Public Trust Liaison (PTL). The State Bar appointed the agency's first-ever PTL in the fall of 2022; the office officially launched in January 2023. The PTL ensures that members of the public, applicants for admission, legal consumers, attorneys, and other constituents, can meaningfully voice their concerns about State Bar action or inaction and receive assistance addressing those concerns.

In addition to addressing the needs of individual members of the public, the PTL is responsible for developing tools to assist consumers in filing complaints with the State Bar and for public education efforts designed to empower legal consumers and the general public with knowledge about their rights. The PTL will also make recommendations annually to the Board of Trustees for policy and operational reforms needed to address any systemic issues identified.

2023 Budget Supports Key Strategic Initiatives

Evaluation of Complaint Review Unit (CRU) processes to make the process more customer friendly and more efficient. This unit, housed in the Office of General Counsel, serves as an independent reviewer of OCTC's decisions to close complaints. CRU may affirm an OCTC case closure decision or recommend re-opening. There is currently a backlog of over 1,000 requests for CRU review. The 2023 budget allocates resources to addressing this backlog. In addition, in 2023, CRU processes will be reviewed to ensure that they are consumer-focused and easily accessible.

Research to identify gaps between complainants' understanding of what the State Bar can do compared to actual State Bar capabilities. Consumers voice many frustrations with the State Bar's discipline process. Some of these concerns appear to stem from a disconnect between public expectations and the reality of the State Bar's authority. This gap will be studied in 2023 in order to develop targeted consumer education materials; where possible, practice or policy changes needed to better satisfy public expectations will also be identified.

Modification of online complaint form to improve customer service and increase efficiency and effectiveness of complaint form review. The State Bar receives thousands of discipline complaints annually via a complaint form. Modifications to the form are needed to enable the collection of data that will support timely risk and complexity designations as well as standardized descriptions of misconduct allegations. Ultimately this effort will result in a clearer process for those filing complaints against California attorneys as well as increased timeliness in the intake stage of case processing.

Make technological, resource, and other investments as needed to increase the accuracy, comprehensiveness, and timeliness of the investigation and prosecution of attorney misconduct complaints. The 2023 budget funds the implementation of e-filing in State Bar Court (SBC) as well as needed enhancements and security measures for the Odyssey case management system; the Odyssey platform is used by OCTC, SBC, and the Office of Probation.

Sustain a well-resourced, motivated, and accountable, prosecutorial workforce. The 2023 budget reflects 2 additional positions for OCTC. These positions will facilitate the reallocation of data entry from investigator and attorney staffing to support positions, resulting in investigators and attorneys having more time to dedicate to substantive case processing activities.

Reduce the time from Client Security Fund (CSF) application to payout by assessing rules and policies, streamlining processes, and increasing funding as necessary. In 2023 the goal of reducing time to payout on CSF applications will be primarily addressed through the deployment of a CSF case management system and elimination of manual processes.

Strategic Goal 2: Protect the Public by Enhancing Access to, and Inclusion in, the Legal System:

Selected 2022 Accomplishments

Revised Testing Accommodation Rules. The State Bar issued a proposed set of amended testing accommodations rules in November 2022. The amendments are designed to ensure equal access to the California Bar Exam and the First-Year Law Students' Exam, create a consistent and transparent process, and reduce the need for applicants to secure additional documentation or medical evaluation. The proposed process relies heavily on proof of past testing accommodations on high stakes exams, and, where additional documentation is necessary, that documentation is limited to that which is reasonable and narrowly tailored to determine the applicant's need for the requested testing accommodations. The window for public comment on proposed rule changes closed on January 31, 2023.

Submitted Recommendations to the California Supreme Court to Extend and Expand the Provisional Licensure Program. The California Supreme Court directed the State Bar to establish a Provisional Licensure Program (PLP) in 2020 to allow law school graduates to practice law provisionally because the COVID-19 health pandemic forced the delay of the California Bar

Exam that year. In 2021 the court expanded the program's eligibility to include those with qualifying prior bar exam scores (between 1390 and 1439 on any California Bar Exam administered from July 2015 to February 2020).

The PLP was set to expire at the end of 2022. However, in December 2022, the California Supreme Court issued an order, in response to a recommendation made by the Board of Trustees, extending the PLP through December 31, 2025. The court also directed the State Bar to reopen applications for over 1,000 people who may be eligible to participate in the program but did not originally apply to do so. The application period will close on December 31, 2023. In addition to providing opportunities for participants and benefits to their clients, the program will provide empirical data that will inform future discussions regarding the future of legal licensing in California.

Published a Report Card on Workforce Diversity and Retention Trends in the Legal Profession. The State Bar continues to prioritize work to further diversity, equity, and inclusion (DEI) in California's legal profession. Key 2022 accomplishments included the publication of a [Report Card on the Diversity of California's Legal Profession](#).

The report includes key findings from the State Bar's attorney census, data visualizations so users may drill down into results more deeply, and workplace sector-specific calls to action for legal employers and attorneys. The report highlights trends in the diversity, workplace settings, leadership roles, and workplace satisfaction of California's attorney population across multiple demographic groups and employment sectors. Its key finding is that while the legal profession is growing increasingly diverse, it still does not reflect the demographic diversity of the state's population.

Demonstrated leadership in connecting the public to legal representation. The State Bar distributed a total of \$142.5 million in legal aid grants in 2022:

- **Homelessness Prevention:** The Budget Acts of 2021 and 2022 provided \$60 million for homelessness prevention legal aid. These funds support existing grants to 77 nonprofit organizations that provide a wide range of legal aid, including eviction defense, foreclosure prevention, income/benefits eligibility, and assistance to persons displaced due to domestic violence.
- **Foreclosure Prevention:** The California Housing Finance Agency contracted with the State Bar to distribute up to \$12 million for foreclosure prevention and other home retention legal aid. The funds come from the 2021 American Rescue Plan Act to help Californians keep their homes despite pandemic-related hardships. In June 2022, the Legal Services Trust Fund Commission made competitive grants to 11 legal aid providers across the state.
- **Consumer Debt:** The Budget Act of 2022 allocated \$15 million for legal aid to address "consumer debt matters affected by the COVID-19 pandemic." In December 2022, the Legal Services Trust Fund Commission made competitive awards to 18 nonprofits to advance this objective.

- **CARE Court Planning:** The Budget Act of 2022 allocated \$250,000 to legal services nonprofits to plan for the Community Assistance, Recovery, and Empowerment (CARE) Act. The CARE Act became law on September 14, 2022. It creates an alternative to conservatorship and facilitates treatment, housing, and other support for qualifying adults with severe mental health issues. The State Bar awarded planning grants to 18 nonprofits that serve the seven counties in cohort one: Glenn, Orange, Riverside, San Diego, Stanislaus, Tuolumne, and San Francisco.

2023 Budget Supports Key Strategic Initiatives

Publication of an annual report regarding the law schools' admission and retention data. In 2023 the State Bar will publish a report on law school admissions and student retention covering all California law schools. This will represent the first effort to uniformly report on these key profession pipeline indicators for all California schools, including those accredited by the American Bar Association and accredited or registered by the State Bar.

Conduct a study that examines the impact of remote exam format on California Bar Exam pass rates, as part of the AccessLex grant funded research agenda. The project will help test the impact of various bar exam administration components and alternatives—for example open versus closed book formats and extended question response times—on performance by race/ethnicity, gender, and law school type. Study results will inform the design of future administrations of the bar exam.

Implement new testing accommodations rules. The budget supports the information and technology and personnel resources needed to effectuate what is anticipated to be a significant change to status quo processes.

Finalize and deliver to the Supreme Court the recommendations of the Blue Ribbon Commission on the Future of the Bar Exam. The Blue Ribbon Commission 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. The State Bar will submit the commission's recommendations to the Supreme Court in 2023.

Research other jurisdictions' initiatives to increase access to legal services. The project aims to create a shared understanding of various innovations occurring around the country to increase access to legal representation with the goal of identifying one or more initiatives to advance or expand in California.

Strategic Goal 3: Protect the Public by Regulating the Legal Profession

Selected 2022 Accomplishments

Launch of the Client Trust Account Protection Program and Establishment of a Regulatory Division. The State Bar spent significant energy in 2022 to develop the new Client Trust Account Protection Program (CTAPP) which the California Supreme Court approved in October 2022.

The purpose of the program is to strengthen proactive oversight and regulation of client trust accounts by requiring—for the first time—licensed attorneys to report information about all of their client trust accounts annually. This reporting will provide the State Bar with new tools to enhance accountability and oversight of client trust accounts and deter misconduct.

In its initial phase, being implemented for the 2023 license renewal cycle, the CTAPP requires attorneys to complete the following activities on an annual basis:

- Report to the State Bar whether they are responsible for client trust accounts and provide basic account information.
- Complete a self-assessment highlighting specific rules and requirements for managing a client trust account.
- Review the applicable Rules of Professional Conduct related to safeguarding client funds and certify to the State Bar that they comply with those rules.

In future phases the State Bar will implement the following actions authorized by the Supreme Court including:

- Requiring a subset of trust accounts to undergo a compliance review based on policies and procedures developed by the State Bar in collaboration with the CPA community.
- Requiring a subset of trust accounts subject to compliance review to undergo full audit.
 - Both samples will be selected based on transparent criteria with a particular emphasis placed on risk.

The scale and scope of these efforts will be dependent on available funding levels.

In addition to launching mandatory reporting on all client trust accounts, the Division of Regulation analyzed existing IOLTA account data in 2022. As a result of that review, which involved an analysis of information reported by both financial institutions and banks, IOLTA compliance outreach emails were sent to 1,200 licensees falling in to two broad categories: (1) attorneys who reported an IOLTA account to the bar with no matching account reported by the banks; and (2) bank reported IOLTA accounts with no matching reporting by the attorney to the bar. This initiative represented the first-ever proactive client trust account monitoring effort undertaken by the State Bar.

The Division of Regulation, established in 2022 to advance the State Bar's public protection mission through the promulgation of rules, laws, and policies addressing licensing, reporting, and registration requirements for California attorneys, encompasses functions beyond CTAPP. Additional programs under the division include licensing fees, Minimum Continuing Legal Education (MCLE) compliance, licensee reporting requirements, license status changes, and Limited Liability Partnership (LLP)/Law Corporation regulation.

2023 Budget Supports Key Strategic Initiatives

Implement CTAPP licensee reporting requirements and address non-compliance with those requirements. In 2023 the Division of Regulation will oversee the completion of the first round

of mandatory CTAPP reporting, will conduct associated follow-up with noncompliant attorneys, and will analyze and develop appropriate responses to submitted data. The division will also recommend statutory changes to enable collection of additional bank data in order to better assess trust accounting practices and develop a framework for compliance reviews and audits.

Develop a multiyear workplan for preventative and proactive regulation activities included in the Strategic Plan to include performance metrics and associated funding needs. The plan is intended to encompass all of the preventative and proactive regulation-oriented activities outlined in the five-year strategic plan. The objective itself reflects an increasing board focus on effective prevention and proactive regulation as tools to protect the public and help attorneys avoid contact with the discipline system. The 2023 budget includes placeholder funding to support this work in areas including continuing legal education and self-assessment and toolkit development.

Strategic Goal 4: Protect the Public by Engaging Partners

Selected 2022 Accomplishments

Improved and promoted guidelines for public participation at meetings to enhance the visibility of, and accessibility to, State Bar meetings. The Board of Trustees adopted new public comment/participation guidelines in 2022 and made them applicable to all State Bar subentities. These guidelines afford increased opportunities for the public to make comment before, during, and after State Bar meetings, standardize processes for receiving live, and submitting and disseminating written, comment, and emphasize the value and importance of ensuring that the public has multiple ways to provide input into State Bar policy and decision-making.

Expanded outreach on subentity appointment opportunities to support long-range goal of diversifying subentity membership to engage diverse voices in the development and evaluation of State Bar policy. The State Bar engaged in unprecedented outreach efforts in 2022 to ensure a diverse array of candidates for State Bar subentities with respect to race and ethnicity, gender, profession, and geographic diversity.

2023 Budget Supports Key Strategic Initiatives

Launch a formal consumer education campaign. The campaign will provide consumers with clear information about how the attorney discipline system works and what constitutes a viable complaint, as well as connect consumers with other resources where issues raised do not warrant attorney discipline.

Expansion of unified messaging campaign in English/Spanish for billboards and TV. Informed by an expert in Spanish-language outreach, the State Bar will use radio, digital/social media advertising, and other channels to educate Spanish-speaking Californians on how to access legitimate sources of legal help, avoid legal services fraud, and file complaints with the State Bar.

Engage diverse voices in the development and evaluation of State Bar policy. The State Bar issues dozens of rule proposals each year for public comment; in addition, recommendations generated by various State Bar subentities are regularly circulated for comment. Historically, State Bar licensees have dominated public comment processes, submitting the vast majority of comments on both rule proposals and committee recommendations. In 2023 public comment invitation procedures will be modified to incorporate plain language translation, targeted general public outreach campaigns, and the development and use of associated metrics. The overall goal is to engage diverse voices in the consideration and evaluation of State Bar policy.

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.

MISSION AND ORGANIZATIONAL STRUCTURE

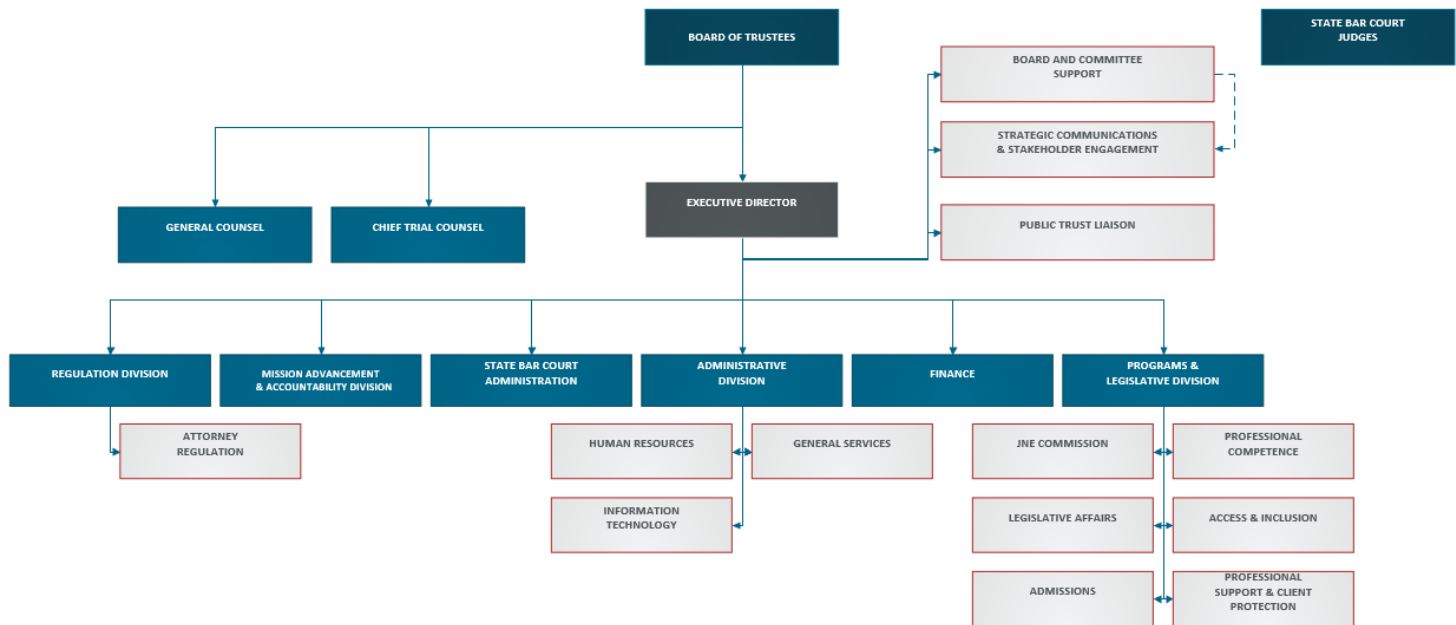
The State Bar of California's mission is to protect the public and includes the primary functions of licensing, regulation, and discipline of attorneys; the advancement of the ethical and competent practice of law; and support of efforts for greater access to, and inclusion in, the legal system.

The State Bar is governed by a Board of Trustees comprising thirteen appointed members:

- 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.

The Board of Trustees guides policymaking for the State Bar through adoption of a strategic plan every five years, approval of rules and policies, and oversight of the staff that report directly to the body. The State Bar's executive director, chief trial counsel, and general counsel report directly to the Board of Trustees. The executive director, through and with the State Bar's Leadership Team¹ is responsible for ensuring that the organization fulfills its mission and achieves the specific goals outlined in the State Bar's strategic plan.

The organizational chart below illustrates this structure:



LICENSEES

With over 266,000 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 is comprised of the general counsel, chief trial counsel, chief of programs, chief financial officer, and chief administrative officer

FISCAL 2023 BUDGET OVERVIEW

SOURCES OF FUNDS

The State Bar's 2023 Adopted Budget reflects \$ 269.9 million in total revenue and \$ 286.5 million in total expenses. The budget is balanced using a planned use of reserves totaling \$16.6 million. The graphs and tables below report the major revenues and expenses budgeted in 2023. Variances in budgeted amounts compared to the prior year are discussed below. The majority of the \$16.6 million deficit is attributed to new planned grant expenditures compared to 2022.

Figure 1 shows the composition of sources of funding for 2023. Mandatory fees and grants revenues are the largest sources of revenue for the State Bar totaling approximately \$233 million or 86.7 percent.

Figure 1. Break-Out of 2023 Projected Revenues

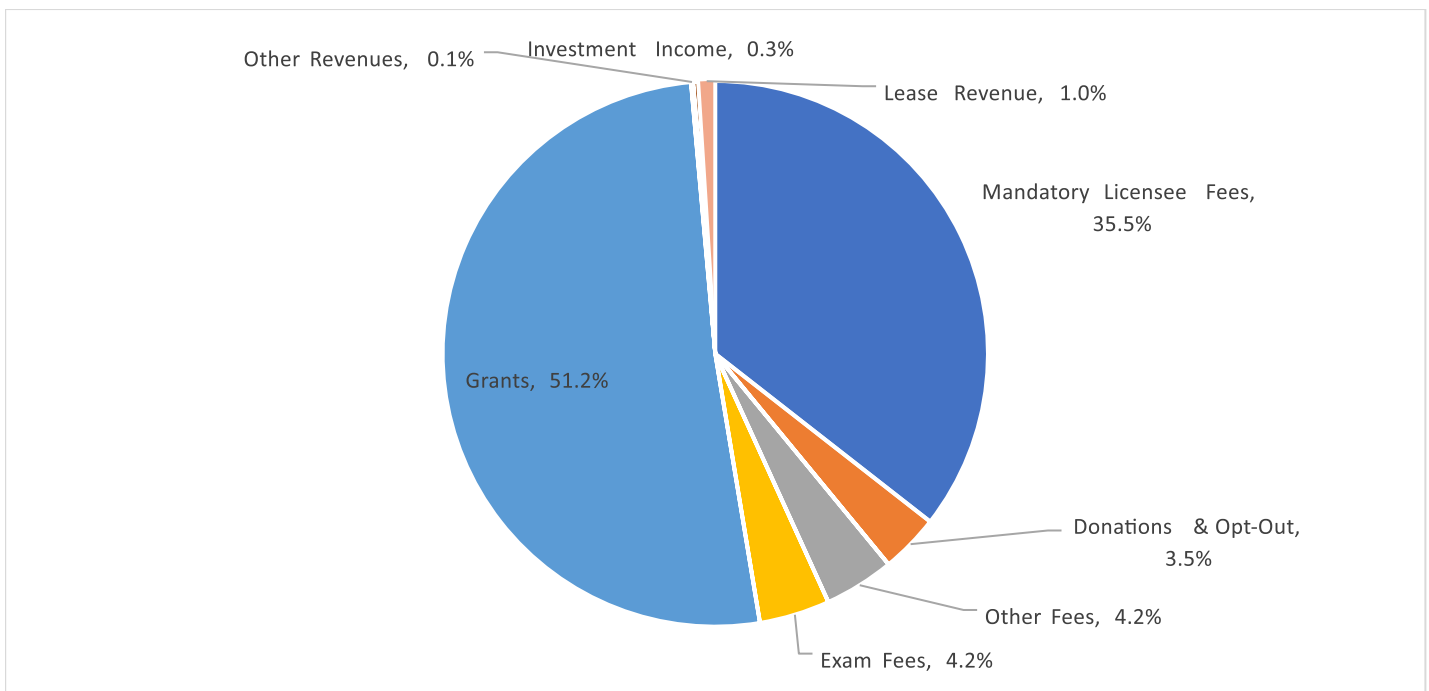


Table 1 provides a detailed breakdown of budgeted revenue for 2022, 2023, and 2024 forecast by funding source.

Table 1. Comparison of Revenue Budget

| | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| Mandatory Licensee Fees | \$94,223,793 | \$95,431,500 | \$96,672,110 |
| Donations & Opt-Out | 9,390,000 | 9,360,000 | 9,481,680 |
| Other Fees | 11,747,430 | 11,165,230 | 12,676,628 |
| Exam Fees | 9,881,800 | 11,232,373 | 11,232,373 |
| Grants | 126,067,453 | 137,446,025 | 139,232,823 |
| Other Revenues | 2,000 | 330,700 | 335,000 |
| Investment Income | 543,400 | 797,309 | 806,805 |
| Lease Revenue | 3,652,249 | 2,695,200 | 401,813 |
| Total Fund Sources | \$255,508,125 | \$268,458,337 | \$270,839,232 |

Mandatory Fees

Attorney licensing fees are set by the legislature annually. Active attorneys pay \$463; this includes a \$25 discipline fee, a \$40 Client Security Fund fee, and a \$10 Lawyer Assistance Program fee. There is no anticipated growth for mandatory licensee fees in 2023. The slight increase in the 2023 budgeted amount reflects the actuals for 2022, which came in slightly higher than budgeted.

Grants

Grants include revenue received by the State Bar from a variety of agencies and other sources. The Office of Access and 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 competitive grant processes.

The 2023 grants budget reflects a \$ 11.4 million increase compared to the prior year budget due to an increase in funding for homeless prevention and consumer debt grants as well as a projected increase in 2023 IOLTA revenue.

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 13.7 percent increase from 2022 exam fee revenue, resulting from a slight increase in the number of exam takers. Even with this slight increase year over year, revenue is still down 2.9 percent as compared to 2021.

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 2023 adopted budget reflects a static funding level of \$9 million for voluntary fees and donations.

Opt-Out:

- Legal Services Assistance – \$45
- Elimination of Bias – \$2

Opt-In with recommended donation amount:

- Legislative Activities Fund – \$5
- Access to Justice – \$100
- California Change Lawyers – \$95
- California Supreme Court Historical Society – \$25

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, limited law partnership and law corporation registration, discipline cost assessments, certificates of good standing, lease revenue, and interest on investment accounts. The State Bar is currently undertaking a review of all fees-for-service to determine whether any warrant adjustment; the Board of Trustees will consider any modifications later in 2023. 2024 fee increases are anticipated to mitigate in part operating deficits in the Admissions and General Funds.

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 Public Trust Liaison;
- Office of Finance;
- Mission Advancement & Accountability Division;
- Programs Division which includes:
 - Office of Admissions
 - Office of Professional Support & Client Protection comprised of the Monitored Lawyer Assistance Program, Probation, and the Client Security Fund
 - Office of Access & Inclusion; and
 - the Office of Professional Competence

- Administrative Division, which includes:
 - Office of General Services
 - Office of Human Resources
 - Office of Information Technology
- Division of Regulation

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.

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Table 2 below outlines the budgeted expenses for 2022, 2023 and the 2024 forecast.

Table 2. State Bar Expenses by Cost Type

| | 2022 Budget | 2023 Budget | 2024 Forecast |
|----------------------------|------------------------|------------------------|--------------------------|
| Personnel Costs | \$95,376,874 | \$99,257,893 | \$104,688,100 |
| Building Operations | \$7,810,889 | 5,445,084 | 4,219,000 |
| Services | 15,971,831 | 13,589,600 | 14,166,504 |
| Grants Expenses | 147,387,837 | 147,576,416 | 155,988,300 |
| Supplies | 1,123,615 | 744,155 | 773,273 |
| Equipment | 4,601,816 | 3,739,257 | 3,954,914 |
| Other Expenses | 1,242,084 | 1,034,085 | 1,082,477 |
| Exam Related Expenses | 4,397,852 | 7,484,309 | 7,911,200 |
| Payouts and Reimbursements | 6,198,000 | 3,586,532 | 3,790,900 |
| Debt Related | 3,508,194 | 2,640,168 | 1,872,900 |
| Total Expenses | \$287,618,992 | \$285,097,499 | \$298,447,569 |

PERSONNEL COSTS

Personnel costs include salary and benefits, supplemental staffing, employee health care, and retirement. These expenses total \$ 99.3 million of the State Bar's 2023 budget. The adopted budget represents a \$3.9 million increase from the prior year resulting from cost-of-living and merit increases. The budgeted vacancy rate of 15 percent reflects the actual rate for 2022. The vacancy rate trended downward towards the end of 2022 and the State Bar may have to take alternate measures to meet the budgeted savings. One of the measures already included in this budget is a 3 month hiring freeze on all vacant positions.

BUILDING OPERATIONS

Building operations total \$5.4 million for 2023, a decrease of \$2.4 million or 30 percent from the prior year. Anticipating the sale of the State Bar's San Francisco's building at 180 Howard Street as of June 30, 2023, the budget reflects only half-a-year of funding for building related capital improvements.

SERVICES

Services expenses include professional services and other miscellaneous externally provided services. Services account for \$ 13.6 million of the State Bar's 2023 Budget. The adopted budget represents a \$2.4 million or 18 percent decrease from the prior year services expense. This decrease is primarily the result of a \$4.5 million decrease in the Office of Admissions, relating to the elimination of a service agreement to outsource in-person bar exam site procurement and proctoring, and to cost cutting measure done in the professional services line items within the General Fund. This service budget decrease is partially offset by increases in other line items of the Office of Admissions' budget.

Zero-based budgeting continues in 2023 for professional services and temporary help line items. Professional services expenses are budgeted at \$12 million, down from last year's budget of \$13.5 million; the decrease occurs primarily in admissions, partially offset by increases in information technology. Temporary help expenses are budgeted at \$1.1 million, a 21 percent decrease compared to last year's budget of \$1.4 million, reflecting the State Bar objective of cost cutting.

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GRANTS EXPENSES

Grants expenses reflect the distribution of grants to legal services entities. Grants account for \$ 147.6 million of the State Bar's 2023 Budget. This budget level represents a similar amount compared to the prior year, with continued funding from 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 includes exam and software licensing, supplies and postage, computers and software, building improvements, equipment, and telecommunications. This category accounts for \$ 4.5 million of the State Bar's 2023 budget. The adopted budget represents a 21.7 percent decrease from the prior year's supplies and equipment budget. This is partially due to the timing of when routine software maintenance contracts are paid and an overall decrease in spending in General Fund supported offices.

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 \$ 4.6 million of the State Bar's 2023 budget. The adopted amount represents a 37.9 percent decrease from the prior year due to the anticipated decrease in CSF case processing as compared to 2022 and an increase in the collection amount of CSF debt owed to the State Bar.

The Client Security Fund uses formulas to estimate its funding need for the year. The formulas use number of cases in CSF inventory, a percent of the caseload CSF has jurisdiction or will get jurisdiction (if it does not), and average payout to determine the need for funding. One formula is based on cases that the fund currently has jurisdiction while another formula is used for cases the fund will obtain jurisdiction over the course of the year. There is an administrative funding component added based on the personnel and other costs necessary to process the caseloads. The results of the two formulas plus the administrative portion are added together to get the estimated payout for the year, which is \$6 million in 2023.

DEBT RELATED

With respect to its Los Angeles location, the State Bar has an outstanding loan of \$12.4 million.

Related to its 180 Howard Street building in San Francisco, the State Bar has an outstanding loan balance of \$18.6 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 \$2.6 million is budgeted for 2023. Prior to 2022, only interest expense, not principal repayments, was budgeted. Budgeting for principal repayments was revised to ensure that all uses of financial resources are subject to budgetary controls.

For 2023, only 6 months of the debt service payments through June 30, 2023, were budgeted anticipating the sale of the State Bar's building at 180 Howard Street, San Francisco.

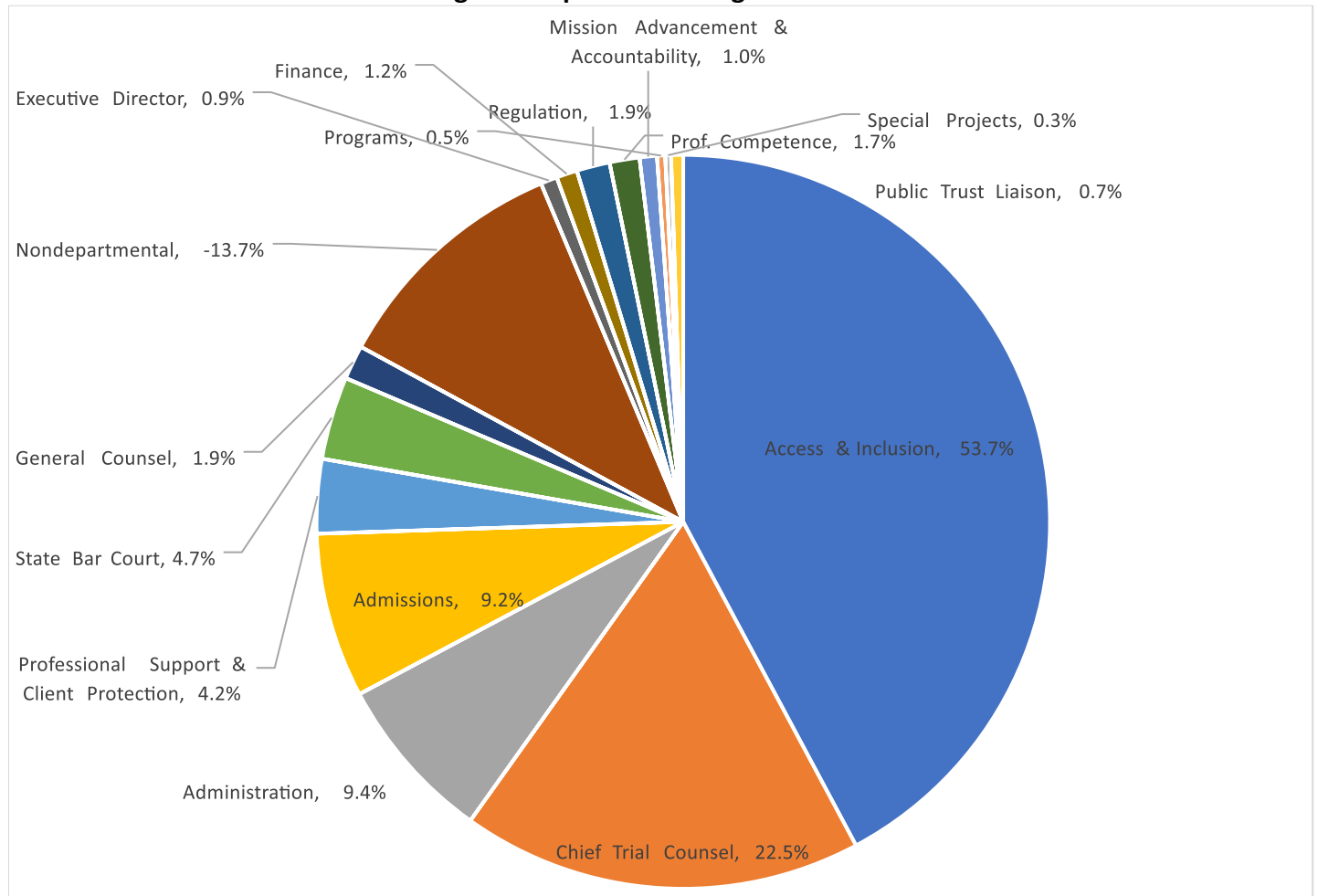
SPECIAL ASSESSMENT

In the 2020 fee bill the State Bar was afforded a special assessment of \$4 per attorney (approximately \$800,000) over a ten-year period to fund building improvements and a \$5 per attorney (approximately \$1 million per year) over a five-year period to fund information technology 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.

TOTAL OPERATING BUDGET

Figure 2 illustrates the composition of operating expenses, by office. The Office of Access & Inclusion comprises 53.7 percent of total expenses. This office's operating budget includes all grant distributions made by the State Bar. The Office of Chief Trial Counsel represents 22.5 percent of operating budget expenses. Together, these two offices comprise 76.2 percent of the State Bar's operating budget.

Figure 2. Operations Budgets



TOTAL STAFFING FOR 2023

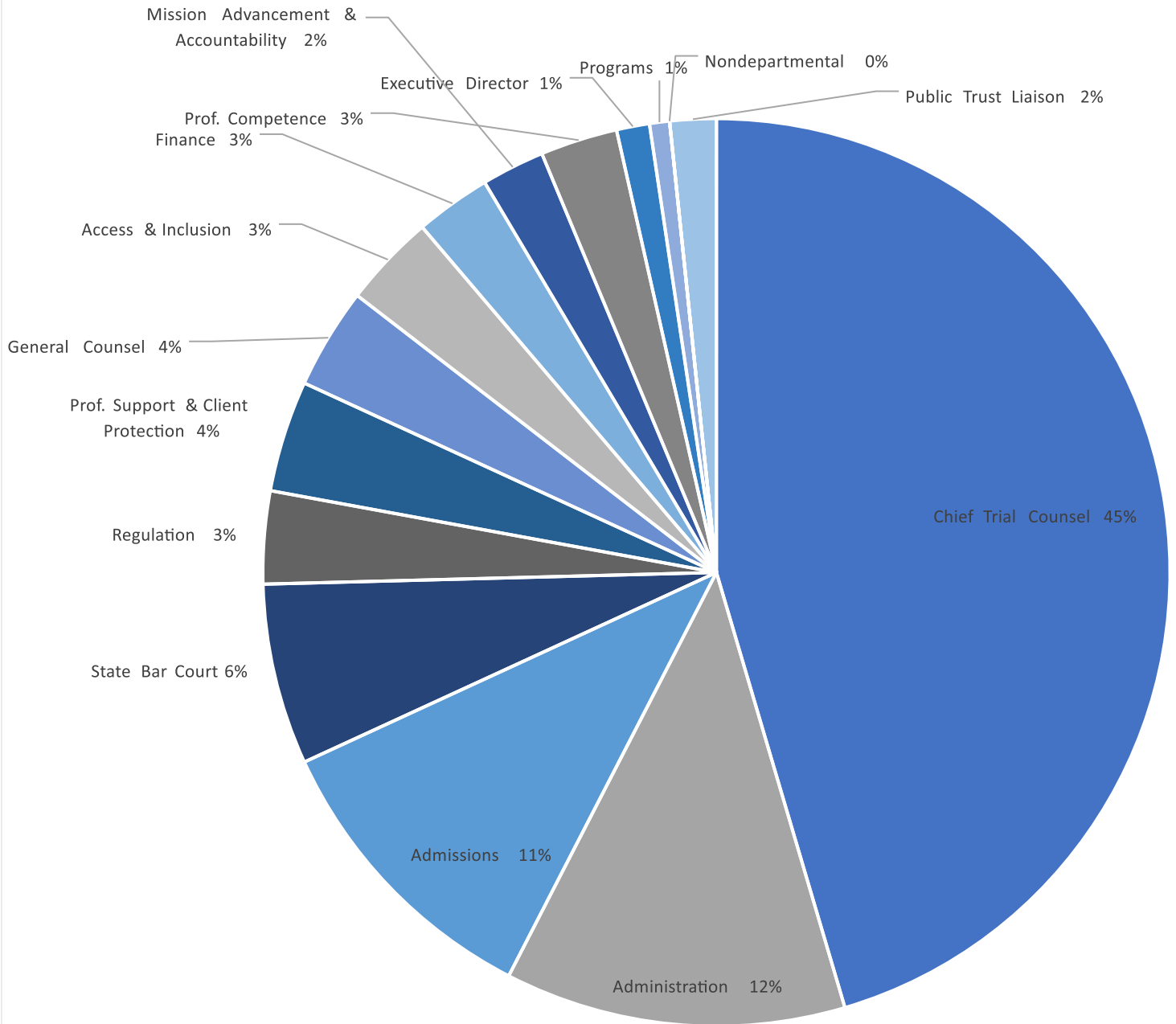
The 2023 adopted budget funds 667.0 full-time equivalent (FTE) positions, compared to 646.5 budgeted for 2022. Two-thirds of the 20.5 new FTE¹ included in the 2023 budget are related to staffing increases in the Office of the Chief Trial Counsel. Other areas experiencing personnel growth include Office of Access & Inclusion, Mission Advancement & Accountability Division, Office of Human Resources, and State Bar Court.

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

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¹ The Office of Chief Trial Counsel added 12.5 positions during the year in 2022 after the launch of the Reportable Action/Client Trust Account Pilot Program. Of the 20.5 positions added since the 2022 Budget, only seven were added during the budget development process. Of those seven positions, the Office of Access & Inclusion added four positions, Mission Advancement & Accountability Division added one position, and the Office of Chief Trial Counsel added two positions.

Figure 3. Distribution of Full-Time Employees



STAFFING HISTORY

Table 3 shows a three-year history of staffing. The 2023 budget has an increase of 20.5 total FTEs compared to prior year. Staff from the Office of Attorney Regulation & Consumer resources was divided into two different offices with the call center moving to the Office of Public Trust Liaison and the rest of the staff moving to the Division of Regulation. The increase in staffing for Chief Trial Counsel is largely due to the creation of the Reportable Action/Client Trust Account Pilot program.

Table 3. Three-Year Staffing History

| Division/Office | 2022 | 2023 | 2024 |
|--|--------------|--------------|--------------|
| Access & Inclusion | 18.3 | 22.1 | 22.1 |
| Admissions | 69.8 | 70.5 | 70.5 |
| Attorney Regulation & Consumer Resources | 33.0 | - | - |
| Chief Trial Counsel | 289.0 | 303.0 | 303.0 |
| Executive Director | 7.9 | 7.9 | 7.9 |
| Public Trust Liaison | - | 11.0 | 11.0 |
| Finance | 18.0 | 18.0 | 18.0 |
| General Counsel | 24.0 | 24.0 | 24.0 |
| General Services | 19.7 | 18.7 | 18.7 |
| Human Resources | 15.7 | 16.7 | 16.7 |
| Information Technology | 45.7 | 45.7 | 45.7 |
| Mission Advancement & Accountability | 15.5 | 15.0 | 15.0 |
| Nondepartmental | 2.0 | - | - |
| Professional Competence | 14.3 | 18.4 | 18.4 |
| Professional Support & Client Protection | 26.7 | 26.5 | 26.5 |
| Programs | 5.0 | 4.8 | 4.8 |
| Regulation | - | 22.0 | 22.0 |
| State Bar Court | 42.0 | 43.0 | 43.0 |
| Total FTE | 646.5 | 667.0 | 667.0 |

BUDGET ASSUMPTIONS

The 2023 budget reflects the following significant assumptions:

Mandatory Licensee Fees & Voluntary Donations

The Fee Bill authorized \$463 of mandatory fees per active attorney in 2023. Budgeted licensee fees and voluntary donations, including late penalties, total \$104.8 million, as compared to \$103.6 million in the 2022 adopted budget, reflecting a \$1.2 million increase. The 2023 budget assumes no increase in mandatory licensee fees revenue from what was collected in 2022, which was slightly above the 2022 budgeted amount.

Personnel Expense

Personnel expense is the largest single component of the State Bar's costs. The 2023 personnel expense budget increased by \$3.9 million, or 4.1 percent, from \$95.4 million in 2022 to \$99.3 million. The increase is due to a cost-of-living (COLA) increase and merit increases, partially offset by a budgeted vacancy rate of 15 percent and a three month hiring freeze on vacant positions. The recently executed Memoranda of Understanding granted most staff a 5 percent COLA with some attorneys realizing 10 percent salary increases.

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 Change Lawyers, which will distribute its portion of the revenue as specified in section 6141.3(c)(2). The 2023 budget includes \$2.6 million of estimated affinity and insurance program revenues. Besides a nominal administrative fee, the State Bar will pass through all of this revenue to other entities.

Legal Specialization Fund

The fund balance in the Legal Specialization Fund and Admissions Fund balances will be combined to ensure enough money for the continued operations of the Office of Admissions in 2023. The 6.9 million one time shift will only help cover expenses in 2023 and long term changes will need to be adopted by Admissions to correct their structural deficit.

Collections

The 2023 budget reflects \$2.5 million in projected collections revenue, compared to \$2.3 million in 2022. Collection revenues 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 Client Security Fund to clients harmed by their attorneys and discipline cost debt. The 6.5 percent increase in 2023 is due to anticipated increases in revenue generated from the Franchise Tax

Board's program.

State Bar Buildings

The Board has listed the 180 Howard Street building for sale. The 2023 budget assumes the building will be sold in the first six months of 2023. The 2023 budget assumes the Los Angeles building will be owned and operated by the State Bar throughout 2023.

Office of Admissions

In 2022, Bar examinations returned to in-person administration and the budget assumes the continuance of in-person examinations in 2023.

Planned Use of Reserves

The budget will be balanced using reserves totaling \$16.6 million.

2024 Forecast

Except for line items with known variances, the 2024 Forecast assumes a 5.7 percent inflationary increase for expenses. The inflationary percentage is based on the Consumer Price Index – Urban – San Francisco-Oakland-Hayward, CA for the period August 2021 to August 2022. The 2024 forecast also includes a COLA increase of 2.5 percent for all FTEs per the negotiated MOU. The level of FTEs in 2024 is assumed to be the same as in 2023.

There are no expenses for building operations in San Francisco in the 2024 forecast as this budget anticipates the sale by midyear 2023. Proceeds from the sale of the building are anticipated to cover the leasing costs of San Francisco operations in 2023 and 2024.

Given State Bar revenues have remained relatively flat over the past several years, revenue assumptions are for a 1.3 percent increase in 2024, which is in line with 2023 budget assumptions. 2024 General Fund program fees for MCLE Provider, MCLE for attorneys, Certificates of Standing, Limited Liability Partners, and Law Corporations were forecasted higher based on tentatively drafted proposed fee increases for each of these programs that have been considered by the Finance Committee. It is anticipated that the fee increases will be adopted in 2023 and will be in effect beginning 2024. The increases for each of the programs listed above are 323, 39, 61, 78, and 43 percent, respectively. While some preliminary discussions were presented to the Finance Committee, significant additional work is needed to finalize any proposal in this regard and therefore, no increase in Admission fees was forecasted for 2024.

The State Bar prepared a five-year forecast in 2019 and is therefore scheduled to prepare another five-year forecast in 2024. It is anticipated that when the next five-year forecast is completed the State Bar will be in a better position to understand the impact of the sale of the San Francisco building as well as any Admissions or General Fund fee increases adopted by the Board.

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INDIRECT COST ALLOCATION

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 Chief Trial Counsel, State Bar Court, the Office of Admissions, the Division of Regulation, the Office of Access & Inclusion, the Office of Professional Support and Client Protection, the Office of Professional Competence, the Office of Strategic Communications & Stakeholder Engagement, and the Office of Public Trust Liaison. 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. State Bar indirect costs include finance, human resources, recruitment & retention, information technology, and building maintenance. All indirect costs are housed in the General Fund. The total amount of the 2023 indirect cost pool, to be allocated to program areas, is \$44.3 million compared to \$45.0 million in the 2022 budget. Indirect costs of \$10.3 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 proportion 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.

| Fund | 2022 Budget | 2023 Budget | 2022 vs 2023 |
|---------------------------|---------------------|---------------------|---------------------|
| Admissions | \$6,948,492 | \$6,448,824 | (499,668) |
| Bank Settlement | 68,687 | 45,869 | (22,818) |
| Client Security | 764,524 | 767,343 | 2,819 |
| Elimination of Bias | 248,068 | 103,037 | (145,031) |
| Equal Access | 406,059 | 494,379 | 88,320 |
| General Fund | 34,219,883 | 34,093,327 | (126,556) |
| Grants Fund | 140,808 | 303,356 | 162,548 |
| Justice Gap | 11,012 | 9,973 | (1,039) |
| Lawyer Assistance Program | 639,651 | 647,532 | 7,881 |
| Legal Specialization | 680,167 | 612,393 | (67,774) |
| Legal Services Trust | 720,253 | 792,188 | 71,935 |
| Legislative Activities | 161,779 | 75,405 | (86,374) |
| | \$45,009,383 | \$44,393,626 | -\$615,757 |

The cost allocation methodology for the State Bar was developed by Deloitte in 2001. The methodology bases the allocation of costs on industry standard best practices that are common and logical. Every employee will have a computer and need benefits and therefore information technology and human resources are allocated on an FTE basis. Operating budget is the basis for Finance and Licensee Billing. Assigned square footage is the allocation used for general services.

The methodology was reviewed in 2016 and found to be technically sound. The cost allocation policy that was adopted in 2019 called for the review of the methodology every five years, with the next review coming in 2024.

| Indirect Cost Pool | 2022 Budget | 2023 Budget | 2022 vs 2023 |
|-------------------------------|---------------------|---------------------|---------------------|
| General Services - LA | \$5,309,944 | \$4,878,153 | -\$431,791 |
| General Services - SF | 6,172,170 | 4,181,332 | -\$1,990,838 |
| Licensee Billing | 799,800 | 732,620 | -\$67,180 |
| Building/Capital Improvements | 1,736,600 | 868,300 | -\$868,300 |
| General Counsel | 4,864,838 | 5,478,694 | \$613,856 |
| Ex. Dir./BOT | 3,912,960 | 4,047,180 | \$134,220 |
| Information Technology | 12,933,058 | 15,803,842 | \$2,870,784 |
| Human Resources | 1,882,800 | 1,914,761 | \$31,961 |
| Recruitment & Retention | 1,326,400 | 1,072,647 | -\$253,753 |
| Finance | 2,421,813 | 2,615,097 | \$193,284 |
| OPEB | 3,649,000 | 2,801,000 | -\$848,000 |
| | \$45,009,383 | \$44,393,626 | -\$615,757 |

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 provided the offices with draft budgets for review. Due to budget constraints, these draft budgets were developed centrally to try and reduce costs in the areas of professional services, temporary help and travel. Offices reviewed these budgets and provided feedback to the Office of Finance to ensure operations could continue while reducing costs.

The Office of Finance reviews the draft budget, 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.

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

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 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 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 the State Bar's fund structure 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 and Lawyer Assistance Program Funds), or grant or settlement sources, or are self-supporting and sustained by fees paid by licensees or applicants. While Restricted Funds differ in their underlying revenue sources, they are not used to support General Fund activity, other than as charged for administrative support services through the allocation of indirect costs.

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 Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board Statement No. 54, establishes a fundamental framework for the Reserve Policy in defining the classification of reserves in each program fund. Under the Reserve Policy, 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 requisitions 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.

PERFORMANCE METRICS AND BUDGETING

In light of a directive included in the State Bar's 2023 fee bill, the State Bar engaged the services of the Government Finance Officers Association (GFOA) to review its budget process and make recommendations on how the State Bar can further incorporate elements of performance budgeting into its overall budget development process.

Performance budgeting is an approach to developing and managing an organization's budget that considers its performance toward achieving the organization's goals and intended outcomes. One variation of performance budgeting is priority-based budgeting which considers an organization's strategic priorities in setting the budget.

The GFOA found that the State Bar has a robust set of performance metrics that are used to ensure alignment between office performance and the organization's strategic priorities. These metrics are reported on annually via the State Bar's Annual Report. Except for the Office of the Chief Trial Counsel, which has the benefit of a workload study defining the relationship between new positions and case processing speed, the metrics are not used as part of the budget development process. Instead, the State Bar's approach is more akin to priority-based budgeting in that the budget process is designed to support advancement of the organization's strategic goals.

While the GFOA recommends that metrics on performance be used to inform budget decision-making, its report emphasizes the significant effort involved in setting up and maintaining such a structure. It is not clear that the benefit of this investment would be worth its cost. The GFOA report can be found [here](#).

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
- 2022 accomplishments
- 2023 projects and objectives
- Adopted budget revenue and expenditure by cost type²
- Personnel

² Revenue is shown only if a particular office or division directly realizes revenue attributable to its activities.

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.

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OPERATING AREA PROFILES

Table 1 below provides a summary comparison of the 2022 budget to the 2023 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 | 2022 Budget | 2023 Budget |
|--|----------------------|----------------------|
| Access & Inclusion | \$152,598,325 | \$153,204,691 |
| Administration | - | 7,400 |
| Admissions | 27,552,495 | 26,369,945 |
| Chief Trial Counsel | 61,598,806 | 64,162,857 |
| Executive Director | 2,498,399 | 2,662,109 |
| Finance | 3,221,613 | 3,347,717 |
| General Counsel | 4,864,838 | 5,478,694 |
| General Services | 10,373,620 | 7,951,165 |
| Human Resources | 3,209,200 | 2,987,408 |
| Information Technology | 12,933,058 | 15,803,842 |
| Mission Advancement & Accountability | 2,786,860 | 2,765,109 |
| Nondepartmental | (37,488,722) | (39,025,937) |
| Professional Competence | 4,101,926 | 4,793,224 |
| Professional Support & Client Protection | 14,433,797 | 11,872,015 |
| Programs | 1,477,197 | 1,303,540 |
| Public Trust Liaison | - | 1,931,099 |
| Regulation | 6,780,633 | 5,302,462 |
| Special Projects | 2,409,733 | 916,724 |
| State Bar Court | 14,267,214 | 13,263,435 |
| Total Expenses | \$287,618,992 | \$285,097,499 |

OFFICE OF THE EXECUTIVE DIRECTOR

OVERVIEW

The Office of the Executive Director (OED) is responsible for ensuring that the State Bar executes on its mission and 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 through both the Board's own operations and the subentities and ad hoc bodies that it appoints. The OED also sets the direction for State Bar staff and programs and implements policy at the direction of the Board of Trustees.

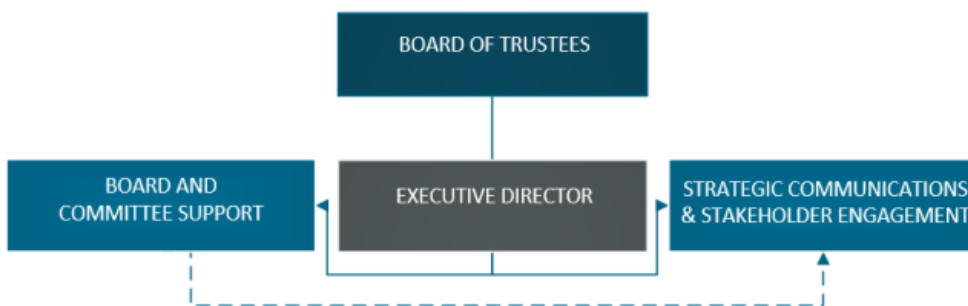
The OED provides direction regarding and oversight of personnel administration, budget, facilities, and all other management-related matters. The OED is responsible for organizational fiscal accountability and compliance with mandates, statutes, rules, and other requirements.

The Strategic Communications & Stakeholder Engagement unit in the OED is responsible for ensuring that the general public, oversight bodies such as the Legislature and Supreme Court, and all key audiences and stakeholders—including attorney licensees, legal services partners, law school deans, law students and applicants for admission to the State Bar, and community-based organizations—are informed about the agency's public protection role and know how to access the State Bar's services, resources, and public decision-making processes.

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 that public protection and the public voice are central to State Bar decision-making.
- 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 2022 ACCOMPLISHMENTS

- Implemented a forward-looking plan return to office approach, reflecting the State Bar's commitment to emerging from the COVID-19 pandemic as a modern employer of choice.
- Supported the Board of Trustees in securing the confirmation of the Chief Trial Counsel (CTC), the first confirmed CTC in over 10 years.
- Listed the State Bar's building at 180 Howard Street in San Francisco, for sale.
- Supported the Board of Trustees in its work to develop a new five-year Strategic Plan covering the period 2022–2027.
- Established a new Client Trust Account Protection Program which will includes a requirement for attorneys to register all client trust accounts (CTA) and to complete an annual self-assessments and report.
- Improved the professionalism and standardization of Board of Trustee and State Bar subentity administration through the adoption of new parliamentary procedures and public comment guidelines.
- Provided strategic communications support on key 2022 initiatives, including media and public outreach regarding ongoing discipline system improvements, launch of the State Bar's new five-year strategic plan, development and launch of the Client Trust Account Protection Program, and a new video animation series on select rules of professional conduct.
- Expanded outreach to nonattorneys to encourage greater participation in State Bar subentities, and expanded outreach on public comment invitations to solicit the voice of the public on key initiatives.
- Used paid social media placements to help Spanish speakers avoid legal services fraud and access legal aid and lawyer referral services. Secured outreach agency to expand into radio, digital advertising, and other channels in 2023.
- Broadened proactive media outreach and increased media responsiveness and transparency. Media inquiries grew 25 percent year over year, and media mentions increased by nearly 150 percent.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- 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.
- Develop a short- and medium-term strategy for State Bar financial health through a combination of continued cost saving measures, the sale of the State Bar's San Francisco location, a cost/benefit analysis of the sale of the organization's Los Angeles location, and non-statutory fee increases.
- Oversee implementation of the 2022–2027 Strategic Plan and facilitate the Board's regular progress monitoring.

- Facilitate Board of Trustees' oversight through efforts including effective Board staffing, a new Board agenda management system, and reporting on strategic plan activities and progress.
- Develop and implement a new system for issuing items for public comment and for reporting on results to the Board of Trustees and others.
- Increase diversity of subentity appointments candidate pool/s.
- Fully implement the Office of the Public Trust Liaison including the consumer education aspects of the function.

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2023 BUDGETED REVENUE

Total budgeted revenue for the OED is \$109,000. This revenue is generated by the Minimum Continuing Legal Education self-study test.

Table 1. Source of Revenue by Fund

| Fund | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| General Fund | | | |
| Other Fees | \$75,000 | \$75,000 | \$75,975 |
| Other Revenues | (250,000) | - | - |
| Investment Income | 18,000 | 34,361 | 34,808 |
| General Fund Total | (157,000) | 109,361 | 110,783 |
| Total Fund Sources | (\$157,000) | \$109,361 | \$110,783 |

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OED for 2023 are \$2.7 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the OED.

Table 2. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| Personnel Costs | \$1,170,600 | \$1,317,400 | \$1,382,300 |
| Building Operations | 600 | 160 | 200 |
| Services | 854,550 | 836,866 | 884,500 |
| Supplies | 19,550 | 20,329 | 21,500 |
| Equipment | 1,000 | 281 | 300 |
| Other Expenses | 37,500 | 54,742 | 57,900 |
| Indirect Costs | 414,599 | 432,331 | 456,974 |
| Total Expenses | \$2,498,399 | \$2,662,109 | \$2,803,674 |

PERSONNEL

The OED employs 7.9 full-time employees. **Table 3** provides prior and current year staffing information for the OED.

Table 3. Staffing

| | Positions | | | Salaries | |
|-----------------------------|----------------|----------------|------------------|------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Administrative Assistant II | 1.00 | - | - | - | - |
| Executive Director | 0.90 | 0.85 | 0.85 | 261,270 | 267,802 |
| Principal Program Analyst | 2.00 | 1.00 | 1.00 | 121,023 | 129,113 |
| Program Analyst | - | 1.00 | 1.00 | 79,330 | 84,473 |
| Program Coordinator | 3.00 | 2.00 | 2.00 | 161,499 | 172,177 |
| Program Director I | - | 1.00 | 1.00 | 154,012 | 162,123 |
| Public Information Officer | 1.00 | - | - | - | - |
| Senior Program Analyst | - | 2.00 | 2.00 | 195,838 | 205,267 |
| Total FTE | 7.90 | 7.85 | 7.85 | \$972,973 | \$1,020,957 |

OFFICE OF PUBLIC TRUST LIAISON

OVERVIEW

The Office of Public Trust Liaison (PTL) helps educate members of the public about how the State Bar can help them within the areas of our public protection mission. The public trust liaison is independent of the State Bar's Office of the Chief Trial Counsel and Office of Admissions. This independence enables the liaison to impartially evaluate complaints from the public and provide objective annual reports to State Bar leadership including the Board of Trustees and the executive director.

With an initial focus on attorney discipline issues and admissions issues, the public trust liaison receives inquiries, responds to questions and concerns brought by members of the public that remain unresolved through other channels, and investigates to ensure proper procedures were followed.

The public trust liaison, educates the public by clarifying how the discipline system works and outlining what constitutes a viable complaint. Makes recommendations, based on findings, for improvements to the attorney discipline system and admissions process.

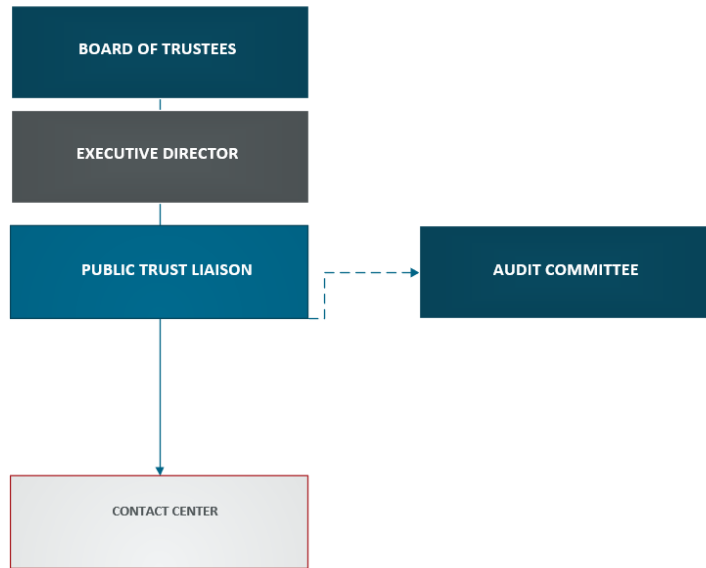
The public trust liaison cannot disclose any information, statements, or documents the office receives that are confidential under the law to any other entity or person. For example, complaints about attorneys and information received by the State Bar about applicants for admission are confidential by law. Additionally, the substance of a public trust liaison inquiry and name of the person submitting the complaint are also generally confidential. Confidential information may be shared internally within the State Bar as needed to resolve the issue at hand.

The Office of the Public Trust Liaison includes the State Bar's call or contact center, which was formerly housed in the Office of Attorney Regulation & Consumer Resources.

OFFICE OBJECTIVES

With an initial focus on attorney discipline issues and admissions issues, the public trust liaison receives inquiries, responds to questions and concerns brought by members of the public that remain unresolved through other channels, and investigates to ensure proper procedures were followed. The office strives to provide excellent service while operating the Resource Center to facilitate the public's ease of access to information and State Bar resources.

ORGANIZATIONAL CHART



FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Increase public education in the attorney discipline system
- Increase awareness of the Office of Public Trust Liaison

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of the Public Trust Liaison for 2023 are \$1.9 million.

Table 1 provides detailed and comparative information regarding budgeted 2023 expenses for the Office of the Public Trust Liaison.

Table 1. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|-----------------------|----------------|--------------------|--------------------|
| Personnel Costs | \$0 | \$1,205,700 | \$1,266,700 |
| Indirect Costs | - | 725,399 | 766,747 |
| Total Expenses | \$0 | \$1,931,099 | \$2,033,447 |

PERSONNEL

The Office of the Public Trust employs 11.0 full-time employees. Only one of these employees is a dedicated PTL position. **Table 2** provides prior and current year staffing information for the Office of the Public Trust Liaison.

Table 2. Staffing

| | Positions | | | Salaries | |
|-----------------------------------|----------------|----------------|------------------|------------------|------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Lead Program Analyst | - | 1.00 | 1.00 | \$114,429 | \$122,071 |
| Program Manager I | - | 1.00 | 1.00 | 132,966 | 136,809 |
| Public Service Representative II | - | 4.00 | 4.00 | 217,787 | 229,848 |
| Public Service Representative III | - | 4.00 | 4.00 | 251,527 | 262,737 |
| Public Trust Liaison | - | 1.00 | 1.00 | 149,345 | 157,211 |
| Total FTE | - | 11.00 | 11.00 | \$866,054 | \$908,676 |

DRY

OFFICE OF GENERAL COUNSEL

OVERVIEW

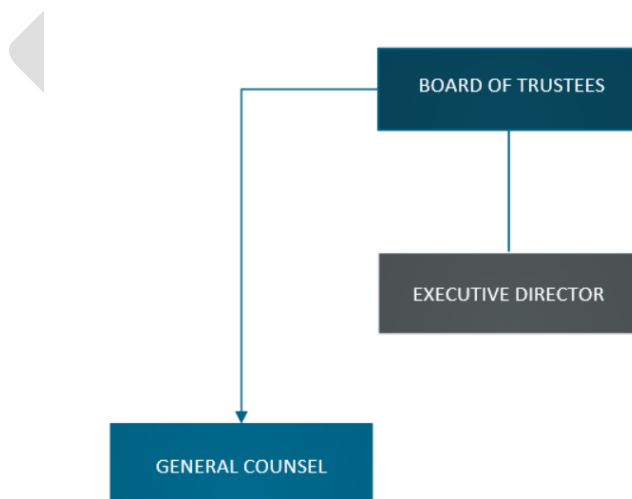
Under the leadership of the general counsel, the Office of General Counsel (OGC) is the designated legal counsel to the State Bar and is responsible for providing legal advice and representation to the State Bar, the Board of Trustees, executive staff, and all State Bar subentities and programmatic clients.

OFFICE OBJECTIVES

OGC's objective is to provide competent and ethical legal advice to the State Bar, its Board of Trustees, executive staff, and subentities, and programmatic clients, and to represent the State Bar in legal proceedings, as appropriate. OGC provides advice and representation in various practice areas, including, without limitation, 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, workplace safety, real property, enforcement of State Bar powers and compliance with laws applicable to the organization.

OGC also administers 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 2022 ACCOMPLISHMENTS

- Settled litigation against LegalMatch for its operation of an uncertified Lawyer Referral Service in violation of Business and Professions Code section 6155. The settlement was in the amount of \$225,000.
- Continued to provide competent representation in connection with the petition filed in the California Supreme Court by the Los Angeles Times relating to the decision not to waive confidentiality, pursuant to Business and Professions Code section 6086.1(b)(2), regarding closed complaints made against Thomas Girardi (Girardi). This included additional review, analysis, and filing of a supplemental briefing that ultimately led to the disclosure of information regarding closed cases filed against Girardi consistent with the requirements of 6086.1(b)(2) on November 3, 2022. OGC worked with the Board of Trustees and State Bar leadership on the legal briefing and other activities relating to this matter, as well as the State Bar's commitment to transparency.
- In addition to the LA Times matter, OGC continued to handle a wide range of complex matters. OGC continues to oversee an investigation into whether the State Bar's handling of past discipline complaints against Girardi was affected by Girardi's connection to or influence at the State Bar. In connection with these efforts, OGC successfully enforced subpoenas in superior court to compel the testimony of two key witnesses to the investigation.
- Further developed the Rule 2201 program, including: coordination with the new SDTC administrator on procedural matters; modification of the conflicts of interest disclosure requirements and processing; and further refining the processes for invoice approval and expense tracking.
- 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.
- Represented the State Bar in numerous litigation matters challenging the collection of debt pursuant to court-ordered judgments.
- Conducted extensive legal analysis on the collectability of debt following a recent Ninth Circuit bankruptcy decision.
- Provided support and advice related to the State Bar's access and inclusion activities, including to the Legal Services Trust Fund Commission, and the Council on Access and Fairness. This work included assisting with the development of draft new and amended State Bar Rules for administration of Interest on Lawyers' Trust Accounts (IOLTA) and related grants, as well as with the launch of new grants funded by the Budget Act of 2022, supporting homelessness prevention legal services and consumer debt legal services for the indigent.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Support organizational goals and commitment to transparency, while providing ethical and competent legal advice.

- Continue to provide timely and sound legal advice to the State Bar, and successfully represent and resolve legal matters brought by and against the organization.
- Conduct assessment and continue recruitment efforts to appropriately staff the OGC team.
- Within the parameters of available resources, meet OGC organizational goals relating to CRU, including plan for addressing the backlog of CRU cases, developing request processing that include prioritization and implementing consumer-friendly process improvements.
- Begin asking contracted law firms for routine reporting about their efforts around and commitment to DEI.
- Develop a pro bono policy for State Bar attorneys.

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OGC for 2023 are \$5.5 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 expenses for the OGC. The increase in services is due to the significant increase the State Bar has needed to spend on outside counsel due to various litigation.

Table 1. Expenses

| Expense Category | 2022 Budget | 2023 Budget | 2024 Forecast |
|-----------------------|--------------------|--------------------|--------------------|
| Personnel Costs | \$4,310,100 | \$4,649,800 | \$5,002,200 |
| Building Operations | 1,600 | 2,698 | 2,900 |
| Services | 454,400 | 800,000 | 845,800 |
| Supplies | 16,713 | 9,748 | 10,400 |
| Equipment | 14,625 | 6,748 | 7,100 |
| Other Expenses | 67,400 | 9,700 | 10,200 |
| Total Expenses | \$4,864,838 | \$5,478,694 | \$5,878,600 |

PERSONNEL

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

Table 2. Staffing

| | Positions | | | Salaries | |
|---------------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Administrative Assistant II | 3.00 | 2.00 | 2.00 | \$113,607 | \$138,572 |
| Administrative Supervisor | 1.00 | - | - | - | - |
| Attorney II | - | 1.00 | 1.00 | 141,033 | 144,559 |
| Attorney III | 11.00 | 4.00 | 4.00 | 508,996 | 582,045 |
| Attorney IV | 3.00 | 6.00 | 6.00 | 891,007 | 959,188 |
| Attorney V | - | 3.00 | 3.00 | 567,716 | 596,675 |
| Deputy General Counsel | 1.00 | 1.00 | 1.00 | 223,802 | 235,589 |
| General Counsel | 1.00 | 1.00 | 1.00 | 292,743 | 300,062 |
| Legal Secretary I | 1.00 | 1.00 | 1.00 | 54,222 | 66,137 |
| Legal Secretary III | 1.00 | 1.00 | 1.00 | 81,116 | 83,144 |
| Program Analyst | - | 1.00 | 1.00 | 84,938 | 89,621 |
| Program Specialist | - | 1.00 | 1.00 | 79,248 | 81,350 |
| Program Supervisor | - | 1.00 | 1.00 | 111,668 | 117,825 |
| Senior Administrative Assistant | 1.00 | - | - | - | - |
| Senior Paralegal | 1.00 | 1.00 | 1.00 | 81,143 | 87,330 |
| Total FTE | 24.00 | 24.00 | 24.00 | \$3,231,239 | \$3,482,097 |

OFFICE OF CHIEF TRIAL COUNSEL

OVERVIEW

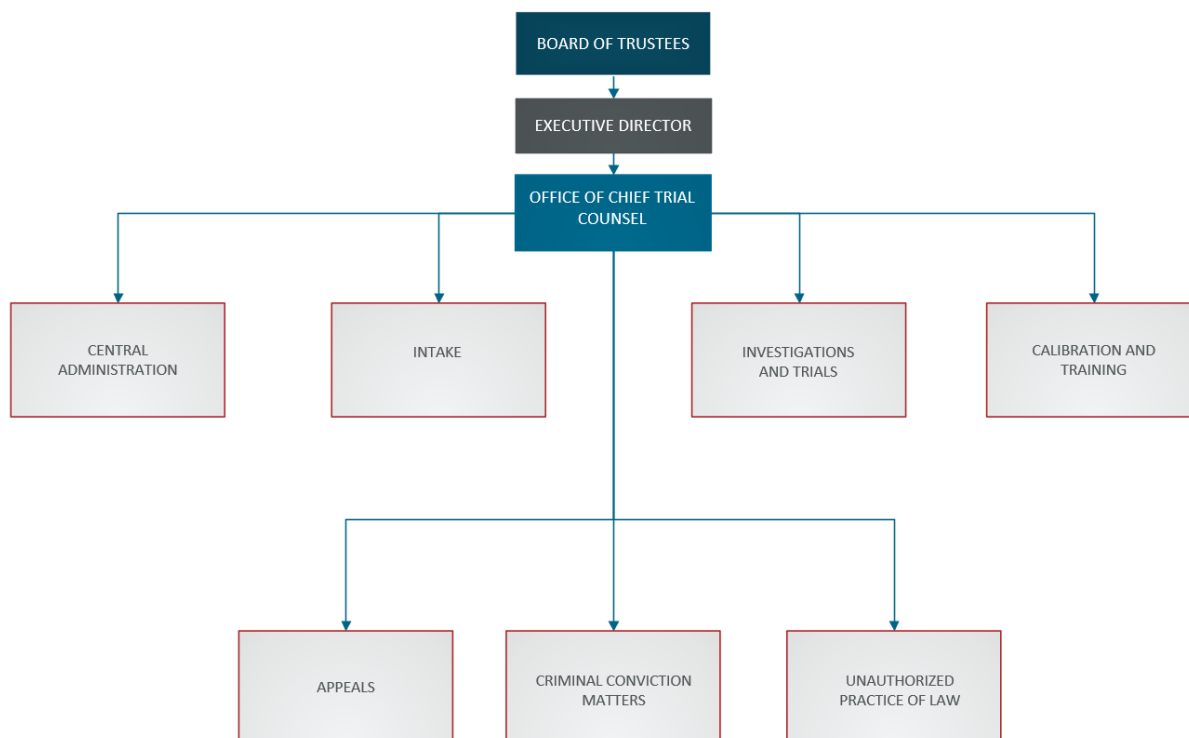
The Office of Chief Trial Counsel (OCTC) is the enforcement arm of the State Bar, responsible for investigating and prosecuting attorneys for violations of the Rules of Professional Conduct and the State Bar Act. OCTC is also responsible for regulatory proceedings before the State Bar Court, such as 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 making referrals to law enforcement where appropriate.

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.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Refined 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;
- Worked with Mission Advancement & Accountability Division (MAAD) to complete analysis and definition of complexity factors, develop proposed case processing standards and goals tied to case complexity and risk to public protection, and identify preliminary OCTC staffing requirements to achieve the proposed case processing goals;
- Worked with MAAD to provide regular quarterly reports to the Board of Trustees on statistical metrics;
- Implemented recommendations of State Audit 2022-030, including new policies and procedures relating to conflicts of interest, use of nonpublic resolutions, identification of patterns of complaints, and revisions to semiannual random audit process;
- Implemented pilot program with trial team dedicated to handling bank reportable actions and client trust account related complaints using uniform, intensive investigative procedures;
- Established and filled one forensic accountant position to handle and support complex financial investigations involving client trust accounts;
- Implemented revised practices regarding designation of major cases to streamline decision-making and improve efficiency in investigations and prosecutions;
- Created a specialized team dedicated to handling cases deemed appropriate for

- expedited investigation;
- Continued to implement policies and practices intended to avoid racial disparities in the discipline system;
- Worked with the Office of the General Counsel to disclose information related to prior closed complaints against Thomas Girardi;
- Implemented revised performance objectives for OCTC staff; and
- Recruited and hired a large number of new staff, fully trained newly onboarded staff, and integrated them as fully functional employees.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Review and revise internal office approval and reporting requirements to streamline decision-making and improve efficiency in investigations and prosecutions;
- Review results of pilot program for handling of bank reportable actions and client trust account related complaints and, based on results, implement on a permanent basis any structural or procedural changes for the handling of such cases;
- Work with MAAD to perform more complete analysis of OCTC staffing requirements to achieve new case processing goals;
- Implement any recommendations of the Ad Hoc Commission on Discipline adopted by the Board of Trustees to improve the fairness and effectiveness of the discipline system;
- Enhance online complaint form to capture additional and more useful information on the front-end to support identification of patterns and trends;
- Continue to address any potential racial disparities in the discipline system;
- Continue to review and refine procedures for ensuring that decisions to seek and impose discipline are free from conflicts and undue influence;
- Continue to improve the Odyssey Case Management System to reduce delays in processing of case documents and increase efficiency by enabling document generation;
- Continue to leverage lessons learned from semiannual audits, appeals, and other sources to reduce errors and increase efficiency and effectiveness of OCTC investigations and prosecutions;
- Evaluate whether to restructure investigations and trials teams to implement specialized teams for the handling of certain types of cases and increase staff dedicated to handling cases deemed appropriate for expedited investigation;
- Evaluate whether to establish and fill a second forensic accountant position to handle and support complex financial investigations involving client trust accounts;
- Identify follow up action steps related to OCTCs 2020 Culture Report and develop implementation timeline; and
- Fully train newly onboarded staff and integrate them as fully functional employees.

2023 BUDGETED REVENUE

Total budgeted revenue for the Office of Chief Trial Counsel for 2023 is \$75,000. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue the Office of Chief Trial Counsel. The primary sources of revenue are Ethics School and Client Trust Accounting fees.

Table 1. Source of Revenue by Fund

| Fund | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| General Fund | | | |
| Other Fees | \$60,000 | \$75,000 | \$75,975 |
| General Fund Total | 60,000 | 75,000 | 75,975 |
| Total Fund Sources | \$60,000 | \$75,000 | \$75,975 |

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Chief Trial Counsel for 2023 are \$64.2 million, an increase of \$2.6 million from prior year. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of Chief Trial Counsel. The Office of Chief Trial Counsel's budget also includes the State Bar's 2201 Program. State Bar Rules of Procedure, rule 2201, governs the recusal of the Office of Chief Trial Counsel in specified discipline matters involving individuals with close ties to the State Bar of California. Such conflict cases are referred by the chief trial counsel to the special deputy trial counsel administrator, who assigns the cases to other special deputy trial counsels under her supervision for investigation and prosecution, as appropriate.

Table 2. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|----------------------------|------------------------|------------------------|--------------------------|
| Personnel Costs | \$39,264,900 | \$41,482,500 | \$43,727,600 |
| Building Operations | 117,199 | 1,278 | 1,400 |
| Services | 1,534,384 | 1,665,914 | 1,760,800 |
| Supplies | 203,092 | 80,899 | 85,600 |
| Equipment | 113,238 | 47,000 | 49,700 |
| Other Expenses | 132,737 | 73,610 | 77,700 |
| Payouts and Reimbursements | (1,500,000) | (1,800,000) | (1,902,600) |
| Indirect Costs | 21,733,256 | 22,611,656 | 23,900,521 |
| Total Expenses | \$61,598,806 | \$64,162,857 | \$67,700,721 |

PERSONNEL

The Office of Chief Trial Counsel employs 303.0 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Chief Trial Counsel. Current year staffing incorporates the addition of four administrative assistant II, ten investigator I, one investigator III, one office assistant II, two paralegals, one program coordinator, and six senior attorneys positions. The change year over year mostly occurred during 2022 as only two new positions

were funded during the budgeting process. The need for 12.5 new positions during 2022 arose from the implementation of the Reportable Action/Client Trust Account Pilot Program.

Table 3. Staffing

| | Positions | | | Salaries | |
|---------------------------------------|----------------|----------------|------------------|---------------------|---------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Administrative Assistant I | 1.00 | 1.00 | 1.00 | \$65,329 | \$68,557 |
| Administrative Assistant II | 25.00 | 29.00 | 29.00 | 2,013,441 | 2,100,225 |
| Administrative Supervisor | 4.00 | 4.00 | 4.00 | 390,237 | 403,441 |
| Assistant Chief Trial Counsel | 5.00 | 5.00 | 5.00 | 1,017,136 | 1,064,388 |
| Attorney | 56.00 | 55.00 | 55.00 | 6,137,290 | 6,519,295 |
| Chief Trial Counsel | 1.00 | 1.00 | 1.00 | 267,738 | 281,839 |
| Deputy Chief Trial Counsel | 1.00 | 1.00 | 1.00 | 228,725 | 238,350 |
| Forensic Auditor | 1.00 | 1.00 | 1.00 | 104,321 | 109,186 |
| Investigator I | 15.00 | 25.00 | 25.00 | 1,952,327 | 2,066,154 |
| Investigator II | 63.00 | 56.00 | 56.00 | 5,062,524 | 5,347,089 |
| Investigator III | 7.00 | 8.00 | 8.00 | 801,992 | 852,802 |
| Legal Secretary II | 15.00 | 15.00 | 15.00 | 1,117,084 | 1,159,595 |
| Legal Secretary III | 1.00 | 1.00 | 1.00 | 81,116 | 83,144 |
| Office Assistant II | 4.00 | 5.00 | 5.00 | 255,549 | 275,865 |
| Paralegal | 22.00 | 24.00 | 24.00 | 1,802,435 | 1,874,129 |
| Program Assistant II | 19.00 | 19.00 | 19.00 | 1,160,489 | 1,207,540 |
| Program Coordinator | - | 1.00 | 1.00 | 87,684 | 90,386 |
| Senior Administrative Assistant | 5.00 | 4.00 | 4.00 | 311,305 | 316,788 |
| Senior Attorney | 24.00 | 30.00 | 30.00 | 4,269,295 | 4,546,424 |
| Special Assistant Chief Trial Counsel | 1.00 | - | - | - | - |
| Supervising Attorney | 17.00 | 16.00 | 16.00 | 2,744,762 | 2,888,300 |
| Translator-Interpreter | 2.00 | 2.00 | 2.00 | 167,897 | 174,486 |
| Total FTE | 289.00 | 303.00 | 303.00 | \$30,038,676 | \$31,667,980 |

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.

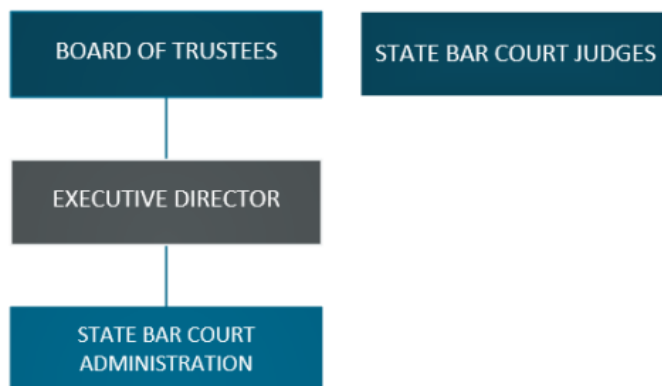
EFFECTUATION UNIT

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 and performance metrics.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Transitioned to permanent remote (Zoom) court events, conducting over 1,000 events remotely.
- Collaborated with the Office of Information Technology to modernize courtroom technology to accommodate remote and hybrid court events in the Los Angeles venue.
- Revised decision drafting tools and templates for uniformity and compliance with new Rules of Professional Conduct and Rules of Procedure.
- Launched Court Performance Standards User Survey (for 2021 closed cases for Quarters 1, 2, 3 and 4) focused in five performance areas: Access to Justice; Equality, Fairness and Integrity; Expedition and Timeliness; Independence and Accountability; Effectiveness and Quality.
- Launched E-filing implementation in partnership with the contracted vendor, and the State Bar Office of Information Technology.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Build on the new Case Management System (Odyssey) by launching forms/tokens that allow for data extracts from the system to auto populate forms-creating efficiencies.
- Implement e-filing which will reduce the State Bar Court's carbon footprint while moving towards an electronic (paperless) court.
- Publish the Practice Guide for Self-Represented Litigants to provide guidance to in pro persona litigants and the public regarding State Bar Court disciplinary and regulatory proceedings.
- Reassess SBC case processing standards and work with the Board of Trustees and others to explore standards that would apply to the entire life span of attorney complaints.

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for State Bar Court for 2023 are \$13.3 million. **Table 1** provides

detailed and comparative information regarding budgeted 2023 expenses for State Bar Court. The indirect cost expense for State Bar Court was reduced by \$650K in 2023 due to the anticipated sale of the San Francisco Building. Cuts in professional services and travel make up the other major reductions in expenses for 2023.

Table 1. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| Personnel Costs | \$7,378,620 | \$7,626,400 | \$7,977,400 |
| Building Operations | 85,061 | 1,207 | 1,200 |
| Services | 334,300 | 62,334 | 65,800 |
| Supplies | 62,625 | 21,672 | 23,000 |
| Equipment | 46,900 | 12,139 | 12,800 |
| Other Expenses | 206,600 | 70,797 | 74,700 |
| Indirect Costs | 6,153,108 | 5,468,886 | 5,780,611 |
| Total Expenses | \$14,267,214 | \$13,263,435 | \$13,935,511 |

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PERSONNEL

State Bar Court employs 43.0 full-time employees. **Table 2** provides prior and current year staffing information for State Bar Court.

Table 2. Staffing

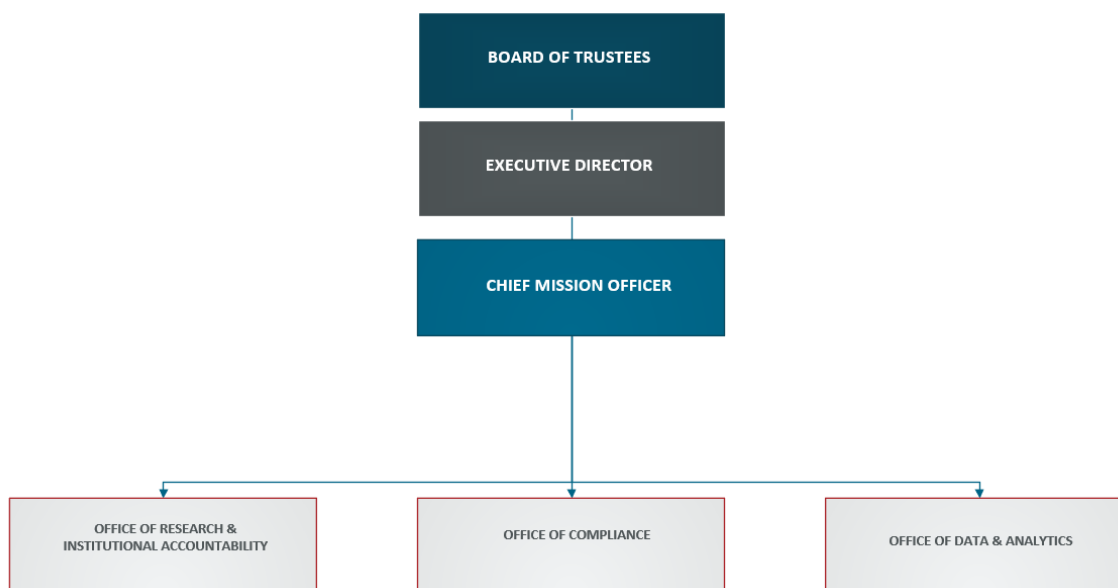
| | Positions | | | Salaries | |
|---------------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Attorney | 1.00 | 1.00 | 1.00 | \$116,083 | \$122,252 |
| Attorney IV | - | 1.00 | 1.00 | 178,409 | 182,869 |
| Clerk of the Court | 1.00 | 1.00 | 1.00 | 209,036 | 214,262 |
| Court Counsel | 1.00 | 1.00 | 1.00 | 208,480 | 219,460 |
| Court Specialist | 12.00 | 12.00 | 12.00 | 997,928 | 1,046,512 |
| Legal Secretary II | 2.00 | 2.00 | 2.00 | 148,387 | 155,286 |
| Paralegal | 1.00 | 1.00 | 1.00 | 80,613 | 82,629 |
| Program Analyst | 2.00 | 2.00 | 2.00 | 154,839 | 188,865 |
| Program Manager II | 1.00 | 1.00 | 1.00 | 143,487 | 147,074 |
| Program Supervisor | 3.00 | 3.00 | 3.00 | 338,753 | 358,549 |
| Senior Administrative Assistant | 2.00 | 2.00 | 2.00 | 148,952 | 155,963 |
| Senior Attorney | 6.00 | 6.00 | 6.00 | 901,505 | 951,033 |
| Supervising Attorney | 2.00 | 2.00 | 2.00 | 349,113 | 364,454 |
| Hearing Judge | 5.00 | 5.00 | 5.00 | 933,745 | 957,089 |
| Review Judge | 2.00 | 2.00 | 2.00 | 408,988 | 419,213 |
| Presiding Judge | 1.00 | 1.00 | 1.00 | 204,494 | 209,606 |
| Total FTE | 42.00 | 43.00 | 43.00 | \$5,522,813 | \$5,775,117 |

MISSION ADVANCEMENT & ACCOUNTABILITY DIVISION

OVERVIEW

The Mission Advancement & Accountability Division (MAAD) conducts research, analytics, and compliance monitoring to improve institutional effectiveness and efficiency. MAAD's work facilitates evidence-based planning and decision-making to support the State Bar's mission. MAAD also leads multidivisional initiatives, serves as an internal research consultant for the Bar, conducting projects involving complex data and analytics, generates reports for external and internal customers, and provides direct support for ad hoc working groups and other special projects as needed.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Completed a proposal for new discipline case processing standards pursuant to Senate Bill 211 (SB 211).
- Completed the Annual Discipline Report with extensive modifications in compliance with SB 211 requirements.
- Published the 2022 Diversity Report Card on the Diversity of California's Legal Profession.
- Staffed the Ad Hoc Commission on the Discipline System.
- Created a set of Microsoft Power BI dashboards to display and analyze research results.
- Redesigned and redeveloped the data collection forms to systemize the collection of the

enrollment and retention data from the California law schools.

- Issued post-exam surveys to First-Year Law Students' Exam and California Bar Exam participants.
- Received two AccessLex grants totaling nearly \$500,000, for studying different aspects of the bar exams.
- Conducted extensive data analysis in support of the effort to extend the program of the Provisionally Licensed Lawyers (PLL).

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Complete an analysis of the impact of workforce planning redesign in the Office of the Chief Trial Counsel.
- Deploy the Attorney Census separately from billing cycle.
- Analyze data to identify patterns of complaints and to predict attorneys who will be the subject of multiple complaints.
- Conduct research on Complaining Witnesses to identify gaps between complaints' understanding of what the State Bar can do compared to actual State Bar capabilities.
- Analyze 10-year trends in inactive status data to identify demographic or geographic patterns.
- Conduct a study that examines the impact of remote exam format on California Bar Exam pass rates, as part of the AccessLex grant funded research agenda.
- Establish an office that serves a role of internal auditing and risk management including developing a proactive, risk-based, programmatic compliance framework based on the State Bar's areas of primary risk.

2022 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for MAAD for 2023 are \$2.8 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 expenses for MAAD.

Table 1. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|-----------------------|--------------------|--------------------|--------------------|
| Personnel Costs | \$2,648,300 | \$2,568,600 | \$2,745,300 |
| Building Operations | 1,300 | 809 | 900 |
| Services | 99,800 | 186,000 | 196,600 |
| Supplies | 1,960 | - | - |
| Equipment | 9,900 | 5,400 | - |
| Other Expenses | 25,600 | 4,300 | 5,700 |
| Total Expenses | \$2,786,860 | \$2,765,109 | \$2,948,500 |

PERSONNEL

MAAD employs 15.0 full-time employees. **Table 2** provides prior and current year staffing information for MAAD.

Table 2. Staffing

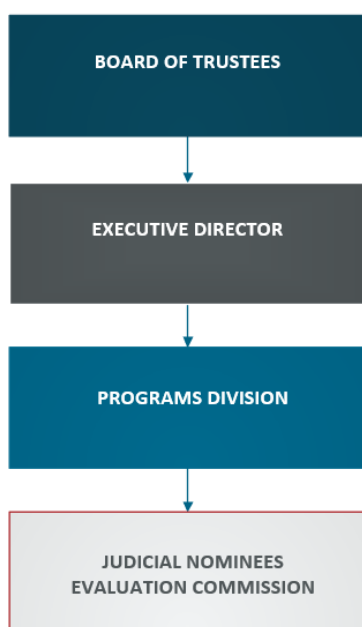
| | Positions | | | Salaries | |
|-------------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Chief Mission Officer | 1.00 | 1.00 | 1.00 | \$242,686 | \$255,467 |
| Principal Program Analyst | 4.50 | 3.00 | 3.00 | 371,130 | 397,043 |
| Principal Program Analyst III | - | 1.00 | 1.00 | 152,517 | 158,101 |
| Program Analyst | 4.00 | 4.00 | 4.00 | 342,376 | 372,018 |
| Program Coordinator | 1.00 | 1.00 | 1.00 | 79,285 | 84,189 |
| Program Director I | 1.00 | 3.00 | 3.00 | 475,786 | 516,837 |
| Program Director II | 1.00 | - | - | - | - |
| Senior Program Analyst | 2.00 | 2.00 | 2.00 | 206,839 | 216,957 |
| Deputy Chief | 1.00 | - | - | - | - |
| Total FTE | 15.50 | 15.00 | 15.00 | \$1,870,619 | \$2,000,611 |

PROGRAMS DIVISION

OVERVIEW

The Judicial Nominees Evaluation (JNE) Commission is a State Bar committee created by statute for the express purpose of evaluating judicial candidates nominated by the governor. Pursuant to Government Code section 12011.5, the governor must submit to JNE the names of all potential appointees for judicial office for evaluation of their judicial qualifications. The commission operates pursuant to rules and procedures adopted by the Board of Trustees of the State Bar.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Created SharePoint site for JNE Commissioners as a centralized location to share files and resources securely.
- Reviewed JNE procedures to improve efficiency and maximize number of candidates that can be evaluated each 90-day cycle.
- Created report template to provide standardized format and content for candidate reports.
- Implemented use of a copy editor to review candidate reports for corrections, fact-checking, and consistency with style rules.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Implement new orientation format utilizing SharePoint and online resources.
- Continue to review JNE procedures to improve efficiency.
- Amend certain JNE rules to reflect current practices for conducting daily JNE business operations.
- Continue development and implementation of SharePoint site for JNE commissioners to share documents, maintain investigation notes, and access meeting materials.

2023 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the JNE and Legislative Activities Fund for 2023 is \$0.5 million.

Table 1 provides detailed and comparative information regarding budgeted 2023 revenues for the JNE and Legislative Activities Fund. Beginning in 2023, voluntary fees and donations will switch from opt out to opt in. All revenue is part of the Legislative Activities Fund.

Table 1. Revenue

| Fund | 2022 Budget | 2023 Budget | 2024 Forecast |
|------------------------------|----------------|------------------|------------------|
| Legislative Activities | | | |
| Voluntary Fees & Donations | \$730,000 | \$500,000 | \$506,500 |
| Investment Income | 1,300 | 2,369 | 2,400 |
| Legislative Activities Total | 731,300 | 502,369 | 508,900 |
| Total Fund Sources | 731,300 | \$502,369 | \$508,900 |

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the JNE and Legislative Activities Fund for 2023 are \$1.3 million.

Table 2 provides detailed and comparative information regarding budgeted 2023 expenses for the JNE and Legislative Activities Fund. JNE expenses are part of General Fund expenses.

Table 2. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|-----------------------|--------------------|--------------------|--------------------|
| Personnel Costs | \$745,000 | \$797,300 | \$849,000 |
| Building Operations | 4,364 | 1,886 | 2,000 |
| Services | 180,955 | 12,755 | 13,500 |
| Grants Expenses | 2,139 | 141 | 100 |
| Supplies | 5,590 | 2,111 | 2,200 |
| Equipment | 117,407 | 153,300 | 162,000 |
| Indirect Costs | 421,742 | 336,047 | 355,202 |
| Total Expenses | \$1,477,197 | \$1,303,540 | \$1,384,002 |

PERSONNEL REQUIREMENTS

The JNE and Legislative Activities Fund have 4.8 budgeted positions for 2023. Expenses for the Chief of programs are generally allocated to each office within the Programs Division. **Table 3** provides prior and current year staffing information for the JNE and Legislative Activities Fund.

Table 3. Staffing

| | Positions | | | Salaries | |
|---------------------------|----------------|----------------|------------------|------------------|------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Administrative Supervisor | 1.00 | - | - | - | - |
| Chief Programs Officer | 0.25 | 0.50 | 0.50 | 127,927 | 131,238 |
| Deputy Chief of Programs | 0.15 | 0.20 | 0.20 | 45,534 | 47,652 |
| Executive Director | 0.10 | 0.05 | 0.05 | 15,369 | 15,753 |
| Principal Program Analyst | 0.50 | - | - | - | - |
| Program Analyst | - | 1.00 | 1.00 | 86,308 | 90,972 |
| Program Coordinator | 2.00 | 1.00 | 1.00 | 81,166 | 85,458 |
| Program Supervisor | - | 1.00 | 1.00 | 109,011 | 114,902 |
| Senior Program Analyst | 1.00 | 1.00 | 1.00 | 97,335 | 113,072 |
| Total FTE | 5.00 | 4.75 | 4.75 | \$562,651 | \$599,046 |

OFFICE OF ADMISSIONS

OVERVIEW

The Office of Admissions is responsible for all activities pertaining to admission 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 (FYLSE), 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, law graduates, 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 implemented a new program for the provisional licensure of recent law graduates and others. This program was extended through December 31, 2022.

There is a significant structural deficit in the Office of Admissions in 2023. The deficit is due to a decrease in the number of applicants as well as no fee increases in the past five years. The deficit is also driven by increases in operating costs due to a return to an in-person exam. To support the deficit budgeted for 2023 operations, the beginning 2023 reserve balance from the Legal Specialization fund was merged into the Admissions Fund 2023 reserve balance, providing an additional \$6.9 million in fund balance. These additional funds ensure solvency in the Admissions Fund and will be sufficient to cover the budgeted expenses only for 2023. The Legal Specialization fund is a subset of the overall Office of Admissions. In response to ongoing deficits in future years, the office is studying both a fee assessment analysis and operating cost reductions to address the deficit. Assuming board and/or Supreme Court approval, as appropriate, the results of the analysis will go into effect in 2024.

EXAMINATIONS

Staff in this area are 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). In 2022, responding to input received from the public, including through two Stakeholder Input Forums, staff devised an entirely new framework for handling requests for testing accommodations intended to significantly streamline the process, including through approving accommodations granted for other high stakes exams with certification by the applicant that they still experience the same functional limitations that qualified them for the accommodations for the prior exam. When fully implemented, the streamlined process should enable decisions to be rendered more quickly for the vast majority of applicants. Staff in this unit are also working to develop and test new questions for the First-Year Law Students' Exam. The office also staffs the Blue Ribbon Commission on the Future of the Bar Exam which is developing recommendations for better ways to assess minimum competence in the future, including through a significant change in the structure and format of the bar exam.

OPERATIONS AND MANAGEMENT

The Operations and Management (O&M) unit is responsible for the administration of the FYLSX and the CBX, including contracting for facilities for in-person examinations, intake, and posting of all fees collected from applicants for registration, examination, and moral character applications. O&M is also responsible for day-to-day operations pertaining to the determination of eligibility to take an exam as well as oversight of the special admissions programs for pro hac vice, out-of-state attorney arbitration counsel, foreign legal consultants, registered in-house counsel, registered legal aid attorneys, registered military spouse attorneys, and provisionally licensed lawyers. Staff also process applications from law students who wish to enhance their legal training by participating in the Practical Training of Law Students program.

EXAMINATION GRADING

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

MORAL CHARACTER DETERMINATIONS

Staff in this area are responsible for processing 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 select 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.

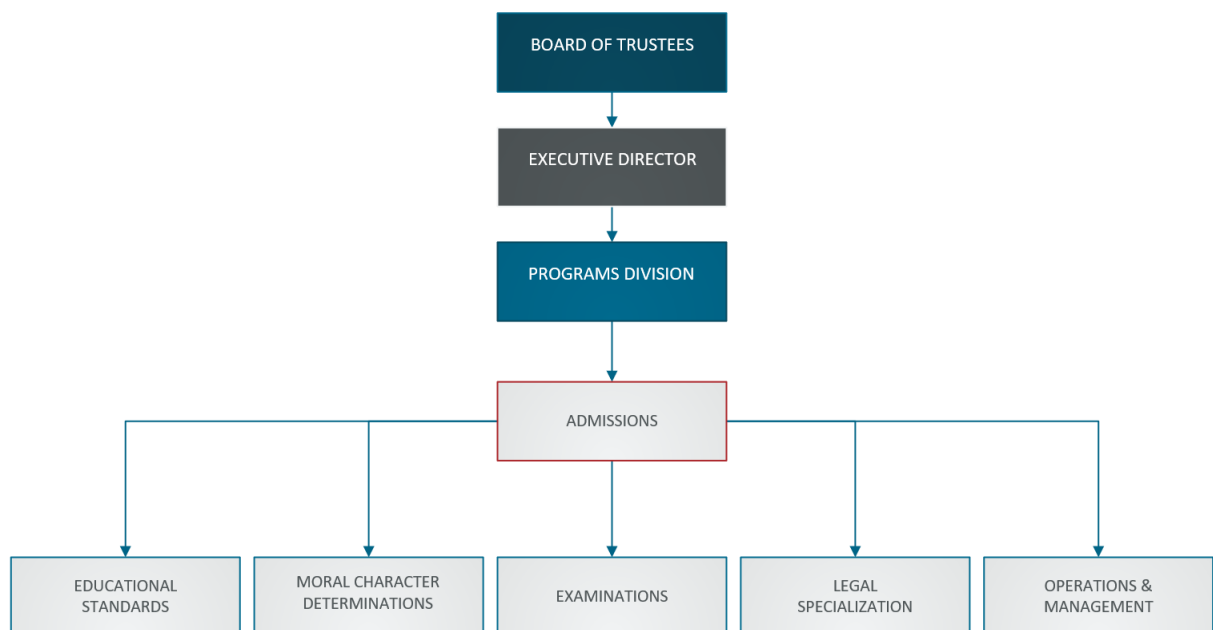
OFFICE OBJECTIVES

- Prepare, administer, grade, and release results from two administrations of the CBX, two administrations of the FYLSX, and one biennial administration of the LSX in

accordance with best practices in the development and administration of licensing exams.

- Protect the public by ensuring that only those applicants who possess the moral character required for admission are admitted.
- Timely certify to the California Supreme Court those applicants who have demonstrated the minimum competence, legal training, and good moral character required for admission to the practice of law.
- Protect consumers and the public by ensuring that accredited and registered unaccredited law schools adhere to established legal education standards and rules.
- Increase access to legal services by providing a mechanism for attorneys not admitted to the active practice of law in California and law students to practice law in defined ways.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Reviewed and made determinations on more than 8,500 moral character cases.
- Developed, adopted, and implemented Guiding Principles in Examination Development to Minimize Potential Bias in Bar Exam Questions
- Began the development of new Subject Matter Matrices for each of the 13 CBX subjects to improve transparency for exam takers
- Commenced a review of FYLSX multiple-choice exam questions and pretesting of new questions
- Developed a new secure exam development collaboration website for use by the Exam Development and Grading Team and the Performance Test Drafting Team, with goal of eliminating paper and costs

- Implemented new rules pertaining to the operation of accredited law schools
- Continued expansion of demographic data collection and worked to identify 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.
- Initiated transition of LSX test items to online item bank solution.
- Administered the February 2022 and July 2022 CBX in-person to all applicants for the first time since 2020. Administered the June 2022 and October 2022 FYLSX to applicants with the continuation of the remote online modality.
- Continued the administration of the Provisional Licensure Program (PLP) for 912 participants in the original program (of which 645 have become fully licensed by passing a bar exam and meeting all licensing requirements) and 673 participants in the expanded pathway (of which 538 became fully licensed after having completed 300 hours of legal service provision and received a positive evaluation from their corresponding supervisor).
- Provided the Supreme Court with multiple options to continue with the PLP with the hope to use the program to pilot an alternative licensing method. Ultimately, the Court extended the program for the original participants and reopened the application period and extended the program for the expanded pathway applicants. This allowed those who were unable to apply previously, the ability to apply for the program. The Office of Admissions reached out to each eligible applicant to alert them about the opportunity.
- Undertook an extensive effort to reevaluate all admissions rules to ensure they help protect the public but do not pose unnecessary barriers to admissions. Out of this effort, the first set of proposed rules regarding testing accommodations, moral character, the Law Office Study program, and the Practical Training of Law Students program - have circulated for public comment.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Finalize and deliver to the Supreme Court the recommendations of the Blue Ribbon Commission on the Future of the Bar Exam.
- Implement the directives of the Supreme Court regarding extension and reopening of the Provisional Licensure Program.
- Test the impact of various exam components (remote v. online, open book v. closed book, and length of time for exam questions) on performance by race/ethnicity, gender, and law school type.
- Roll out enhanced Senior Grader Program to make EDG Team pipeline more robust.
- Develop and implement specialized training for all Bar Exam developers in subjects that are relevant to recognizing and addressing potential bias
- Full roll out of the State Bar's secure collaboration website to enhance electronic receipt/review of questions by the EDG Team and PT Drafting Team and to enable more efficient monitoring and tracking of question edits and drafts
- Explore the feasibility of expanding the Mindsets in Legal Education Initiative to first-year law students.

- Increase awareness of the importance of certified legal specialists through public education and outreach.
- Provide implicit bias training annually for exam graders and proctors.
- Expand outreach to support long-range goal of diversifying graders and exam developers.
- Implement recommendations that improve and create efficiencies in the processing of requests for testing accommodations in exams administered by State Bar.
- Complete rules, forms, materials, and process review and revision for exam grading and administration, special admissions, eligibility, legal specialization, and law school accreditation.

2023 BUDGETED REVENUE

Total budgeted revenue for the Office of Admissions for 2023 is \$19.7 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the Office of Admissions. Revenue derives primarily from examination fees followed by other revenue.

Table 1. Source of Revenue by Fund

| Fund | 2022 Budget | 2023 Budget | 2024 Forecast |
|------------------------------------|------------------------|------------------------|--------------------------|
| Admissions | | | |
| Other Fees | \$6,674,500 | \$6,187,500 | \$6,187,500 |
| Exam Fees | 9,881,800 | 11,232,373 | 11,232,373 |
| Grants | 100 | - | - |
| Investment Income | 25,500 | 49,352 | 49,352 |
| Admissions Total | 16,581,900 | 17,469,225 | 17,469,225 |
| Legal Specialization Fund | | | |
| Other Fees | 2,172,930 | 2,177,930 | 2,177,930 |
| Other Revenues | 300 | - | - |
| Investment Income | 8,800 | 17,408 | 17,408 |
| Legal Specialization Fund Total | 2,182,030 | 2,195,338 | 2,195,338 |
| Total Fund Sources | \$18,763,930 | \$19,664,564 | \$19,664,563 |

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Admissions for 2023 are \$26.4 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of Admissions.

Table 2. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| Personnel Costs | \$8,501,454 | \$8,844,893 | \$9,335,900 |
| Building Operations | 39,285 | 25,006 | 26,500 |
| Services | 6,007,073 | 2,185,094 | 2,309,800 |
| Supplies | 80,758 | 40,687 | 43,000 |
| Equipment | 698,880 | 452,149 | 477,900 |
| Other Expenses | 198,534 | 276,590 | 292,600 |
| Exam Related Expenses | 4,397,852 | 7,484,309 | 7,911,200 |
| Indirect Costs | 7,628,659 | 7,061,217 | 7,463,707 |
| Total Expenses | \$27,552,495 | \$26,369,945 | \$27,860,607 |

PERSONNEL

The Office of Admissions employs 70.50 full-time employees. **Table 3** provides prior and current year staffing information for the Office of Admissions.

DRAFT

Table 3. Staffing

| | Positions | | | Salaries | |
|---------------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Administrative Assistant I | 2.00 | 2.00 | 2.00 | \$110,381 | \$124,575 |
| Administrative Assistant II | 1.00 | 1.00 | 1.00 | 67,626 | 72,412 |
| Administrative Supervisor | 2.00 | 2.00 | 2.00 | 176,269 | 197,196 |
| Chief Programs Officer | 0.25 | 0.50 | 0.50 | 127,927 | 131,238 |
| Deputy Chief of Programs | 0.05 | - | - | - | - |
| Fiscal Services Specialist | 1.00 | 1.00 | 1.00 | 79,366 | 81,350 |
| Investigator I | 4.00 | 4.00 | 4.00 | 319,338 | 336,968 |
| Investigator II | 5.00 | 5.00 | 5.00 | 467,216 | 488,625 |
| Office Assistant II | 4.00 | 3.00 | 3.00 | 166,302 | 174,463 |
| Principal Program Analyst | 1.50 | 2.00 | 2.00 | 280,463 | 274,338 |
| Program Analyst | 4.00 | 6.00 | 6.00 | 486,337 | 528,308 |
| Program Assistant II | 6.00 | 5.00 | 5.00 | 309,993 | 321,328 |
| Program Assistant III | 3.00 | 3.00 | 3.00 | 208,689 | 216,591 |
| Program Coordinator | 2.00 | 2.00 | 2.00 | 176,363 | 180,772 |
| Program Director I | 1.00 | 1.00 | 1.00 | 172,720 | 177,075 |
| Program Director III | 1.00 | 1.00 | 1.00 | 209,036 | 214,262 |
| Program Manager I | 1.00 | 1.00 | 1.00 | 103,054 | 125,700 |
| Program Manager II | 3.00 | 3.00 | 3.00 | 426,623 | 440,964 |
| Program Specialist | 15.00 | 15.00 | 15.00 | 1,074,025 | 1,156,624 |
| Program Supervisor | 7.00 | 7.00 | 7.00 | 790,619 | 827,756 |
| Senior Administrative Assistant | 3.00 | 3.00 | 3.00 | 227,319 | 235,552 |
| Senior Attorney | 1.00 | 1.00 | 1.00 | 127,045 | 135,916 |
| Senior Program Analyst | 2.00 | 2.00 | 2.00 | 195,399 | 205,786 |
| Total FTE | 69.80 | 70.50 | 70.50 | \$6,302,110 | \$6,647,801 |

OFFICE OF PROFESSIONAL COMPETENCE

OVERVIEW

The Office of Professional Competence (OPC) administers the State Bar's attorney professional responsibility and attorney support programs and resources, including the Ethics Hotline, professional responsibility outreach and education, and the support function aspect of the Lawyer Assistance Program. These activities facilitate awareness of and compliance with disciplinary standards and other attorney conduct duties, as well as provide support to attorneys, law students, and attorney-applicants who may be suffering from substance use or mental health issues. OPC also administers other State Bar regulatory functions, including the Minimum Continuing Legal Education (MCLE) Provider Certification program and 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.

TRAINING & EDUCATION

Staff participates in and coordinates outreach and educational activities that raise awareness of professional responsibility compliance issues, including issues arising from the 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, education on Client Trust Accounting rules and best practices, training for probationers, training for arbitrators who handle mandatory fee arbitration disputes, self-assessment modules, and other trainings to be developed in 2023 and future years. Staff also participates in and coordinates outreach and educational activities for attorneys, law students and attorney-applicants regarding substance use disorders and mental health issues.

SUPPORT LAWYER ASSISTANCE PROGRAM

The Lawyer Assistance Program (LAP) provides substance use disorder and mental health support services to attorneys, law students, and attorney-applicants. The goal of 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 resources and treatment (see Business and Professions Code

section 6230). In mid-2022, the State Bar separated LAP into “monitoring” and “support” components. OPC is responsible for the support component of LAP.

Support LAP offers short term counseling and career counseling at no cost to the attorney, law student, or attorney-applicant. Short-term counseling includes up to two sessions of counseling with a 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 career counselor who is experienced in helping legal professionals through important career transitions. Support LAP also allows attorneys, law students, and attorney-applicants to participate in weekly group meetings that are facilitated by a qualified mental health professional. As described regarding OPC’s outreach and education, LAP staff also participates in and coordinates outreach and educational activities for attorneys, law students, and attorney-applicants.

MCLE PROVIDER CERTIFICATION PROGRAM

OPC administers the MCLE Provider Certification Program. The State Bar has enforcement authority over MCLE provider activity in California pursuant to Business and Professions Code section 6070, subdivision (b) and the Rules of the State Bar. An entity interested in offering courses for MCLE credit must first apply and be approved by the State Bar as either a Single Activity Provider or a Multiple Activity Provider and comply with the standards set forth in the Rules of the State Bar. A provider that fails to comply with the standards may be audited by the State Bar; and, if a violation of applicable rules or regulations is found, the State Bar may suspend or revoke the provider’s status. Staff review, and if appropriate approve, initial and renewal applications. OPC also reviews and investigates complaints about providers and entities operating as approved providers without approval.

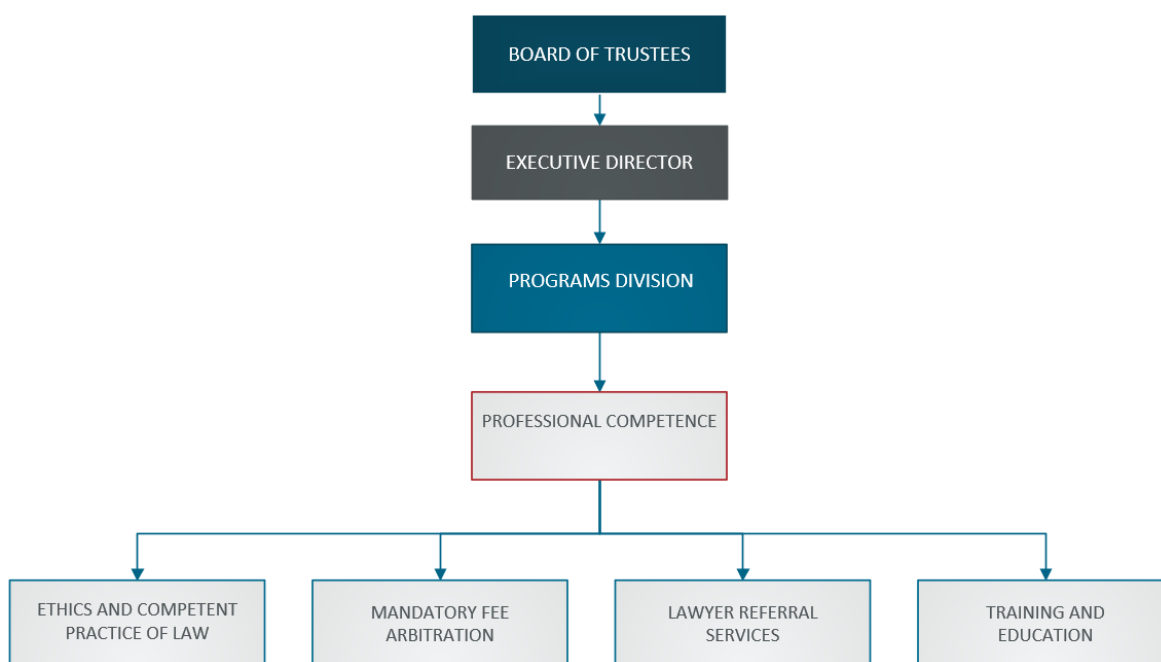
LAWYER REFERRAL SERVICE PROVIDER CERTIFICATION

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 ethical and competent practice of the law by providing research information and resources on professional responsibility issues through the MCLE, self-assessments, web-resources, 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.
- Support attorneys, law students, and attorney-applicants in the identification of and rehabilitation from substance use and mental health issues to enhance public protection and maintain the integrity of the legal profession.
- Oversee MCLE provider activity in California.
- Ensure the effective operation of Lawyer Referral Service Provider Certification processes.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Developed content for a series of outreach videos on various attorney obligations including the Client Trust Account Protection Program (CTAPP); a lawyer's duty to communicate with clients; a lawyer's duty to refrain from discriminatory conduct; and lawyer-client fee agreements.
- In collaboration with several offices at the State Bar, developed and launched CTAPP,

including a new Rule of Court and State Bar Rule, companion amendments to the Rules of Professional Conduct, an outreach presentation on client trust accounting duties and CTAPP, and an updated edition of the Handbook on Client Trust Accounting California Attorneys.

- Managed the State Bar's production of e-learning courses and self-assessment modules including a training course for fee arbitrators to serve in the Mandatory Fee Arbitration Program, a module for attorneys on probation, a course on client trust accounting rules, best practices, and voluntary self-assessments.
- Assumed responsibility for Support LAP, MCLE Provider Certification, and expanded educational development.
- Developed recommendations for Board approval stemming from the California Civility Task Force report, including public comment proposals for an amendment to the attorney oath pursuant to Rule of Court 9.7, amendments to the Rules of Professional Conduct, and amendments to the MCLE course requirements and operational rules.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Develop a multi-year, comprehensive workplan for all preventative and proactive regulation education activities consistent with the 2022–2027 Strategic Plan to include performance metrics and associated funding needs.
- Develop a fee policy for State Bar provided/generated MCLE.
- Design and launch a comprehensive licensee resource page on the State Bar website, including Support LAP resources, information on substance abuse, mental health, competency, practice management, aging, law practice management, and specific resources to support attorneys from disenfranchised and underserved communities.
- Expand outreach efforts to increase individualized utilization of LAP services.

2023 BUDGETED REVENUE

Total budgeted revenue for the OPC for 2023 is \$649,700. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the OPC. Revenues are from lawyer referral service recertification fees, fee arbitration filing fees, Ethics Symposium registration fees, and publication sales. The increase in 2023 revenue is due to the movement of the MCLE Provider Certification Program into the Office of Professional Competence from Attorney Regulation & Consumer Resources. The increase in revenue in the 2024 forecast is from anticipated increases in MCLE fees to be approved during 2023.

Table 1. Source of Revenue by Fund

| Fund | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| General Fund | | | |
| Other Fees | \$0 | \$569,500 | \$1,068,904 |
| Other Revenues | 60,200 | 80,200 | 81,243 |
| General Fund Total | 60,200 | 649,700 | 1,150,147 |
| Total Fund Sources | \$60,200 | \$649,700 | \$1,150,147 |

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OPC for 2023 are \$4.8 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the OPC.

Table 2. Expenses

| Expense Categories | 2022 | 2023 | 2024 |
|-----------------------|--------------------|--------------------|--------------------|
| | Budget | Budget | Forecast |
| Personnel Costs | \$2,240,200 | \$2,761,500 | \$2,950,200 |
| Building Operations | 2,000 | 149,178 | 157,700 |
| Services | 521,250 | 374,753 | 396,000 |
| Supplies | 5,100 | 2,793 | 2,900 |
| Equipment | 8,650 | 4,447 | 4,700 |
| Other Expenses | 8,100 | 38,500 | 40,700 |
| Indirect Costs | 1,316,626 | 1,462,053 | 1,545,390 |
| Total Expenses | \$4,101,926 | \$4,793,224 | \$5,097,590 |

PERSONNEL

The OPC employs 18.4 full-time employees. **Table 3** provides prior and current year staffing information for the OPC. The new positions in the Office of Professional Competence are from the addition of the MCLE Provider Certification Program and Support Lawyer Assistance Program.

Table 3. Staffing

| | Positions | | | Salaries | |
|-----------------------------|--------------|--------------|--------------|--------------------|--------------------|
| | 2022 | 2023 | 2024 | 2023 | 2024 |
| | Budget | Budget | Forecast | Budget | Forecast |
| Administrative Assistant II | - | 1.00 | 1.00 | \$76,231 | \$75,717 |
| Attorney | 1.00 | - | - | - | - |
| Chief Programs Officer | 0.10 | - | - | - | - |
| Deputy Chief of Programs | 0.20 | 0.35 | 0.35 | 79,685 | 83,391 |
| Lead Program Analyst | - | 1.00 | 1.00 | 121,334 | 124,367 |
| Managing Attorney | - | 1.00 | 1.00 | 157,723 | 188,167 |
| Program Analyst | - | 2.00 | 2.00 | 151,295 | 193,984 |
| Program Assistant II | 1.00 | 3.00 | 3.00 | 180,998 | 190,829 |
| Program Coordinator | 1.00 | 1.00 | 1.00 | 86,924 | 90,290 |
| Program Director II | 1.00 | 1.00 | 1.00 | 190,034 | 194,785 |
| Program Manager I | - | 1.00 | 1.00 | 132,966 | 136,809 |
| Program Supervisor | 1.00 | - | - | - | - |
| Senior Attorney | 1.00 | 1.00 | 1.00 | 165,635 | 174,164 |
| Senior Program Analyst | 7.00 | 6.00 | 6.00 | 642,627 | 668,340 |
| Supervising Attorney | 1.00 | - | - | - | - |
| Total FTE | 14.30 | 18.35 | 18.35 | \$1,985,452 | \$2,120,843 |

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 and inclusion 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

OA&I is 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.

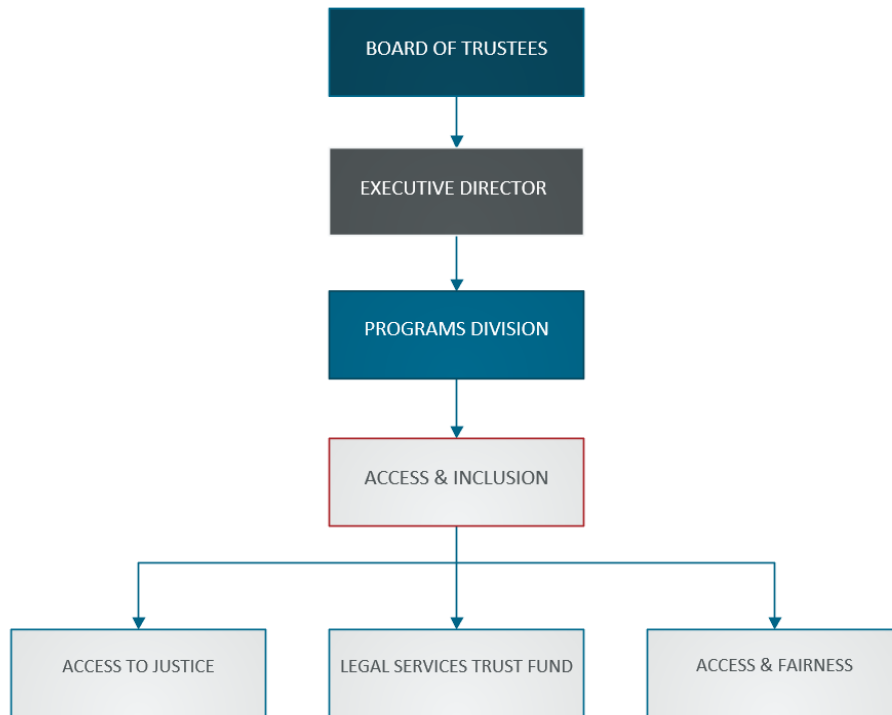
DIVERSITY AND INCLUSION

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 strategic plan's 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 2022 ACCOMPLISHMENTS

Access to Justice

- In a rising interest rate environment, worked closely with financial institutions holding the largest IOLTA accounts to negotiate the best possible interest rates and ensure they were providing rates on these accounts comparable to similar products, resulting in a higher than projected IOLTA revenue for 2022.
- Sustained a Leadership Bank Program to encourage banks to pay higher interest rates on IOLTA accounts and recognize those that do.
- Developed grant applications and processes for the distribution of CalHFA foreclosure prevention funding, consumer debt legal assistance funding, and HP4 funding.
- Completed monitoring visits for 39 grantees.
- Developed evaluation reports for EAF, including Partnership grants, and HP funding.
- Implemented risk assessment tool and process to evaluate grantees receiving HP3 funding.
- Continued to participate in the statewide and regional planning efforts related to

disaster legal services coordination.

- Engaged with the Access Commission to address the Knowledge Gap through piloting a communications strategy to reach low- and moderate-income Californians.
- Completed six codification topics to improve efficiency and fairness in grants administration, including defining civil legal services and providing guidance on how to demonstrate indigency.
- Completed 39 monitoring visits to grantee organizations.

Diversity & Inclusion

- Partnered with the Mission Advancement & Accountability Division (MAAD) to publish the annual Report Card on the Diversity of California's Legal Profession, which included analysis of 2020 Impact Survey data and updating sector specific calls to action.
- Convened diversity summit to share the State Bar's diversity report card, and to discuss issues and share solutions related to mentorship, sponsorship, and advancement in the profession.
- MAAD Developed DEI Leadership Seal program to encourage legal employers to publicly commit to advance DEI principles in their workplaces.
- Partnered with MAAD and the Office of Admissions to continue 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 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 and development of bar exam question development guidelines.
- Launched a one-hour implicit bias online training module that is 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 2023 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.
- Redesign the Leadership Bank Program to further engage and increase the number of leadership banks, resulting in sustained and increased IOLTA revenue to fund legal aid and publicize that participation.
- Continue to monitor interest payments and fluctuations in interest rates to ensure financial

institutions pay interest on IOLTA accounts at rates above those required by statute, in a difficult rate environment.

- Implement and execute the diversity, equity, 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.
- Continue to partner with MAAD to publish the Diversity Report Card, including presenting findings to stakeholders including local and affinity bar associations.
- Launch the Diversity Leadership Seal program to engage legal employers in advancing DEI in their workplaces.
- Partner with MAAD and Admissions to finalize a report and corresponding resources to support law school efforts to retain diverse students.
- Partner with the Office of Professional Competence to develop a website with resources for law students and attorneys to identify and address imposter syndrome.
- Explore strategies to increase recruitment and retention of legal aid attorneys.
- Develop and implement plan for the California Justice Gap Study, a follow up to the 2019 study of civil legal needs and the gap between those needs and the resources available to meet those needs.
- Develop application and process for administration of CARES Court funding.

2023 BUDGETED REVENUE

Total budgeted revenue for the OA&I for 2023 is \$146.6 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the OA&I. The \$11.7 million increase compared to 2022 is due to additional grant revenue through the Equal Access Fund and Homelessness Prevention grants funds.

Table 1. Source of Revenue by Fund

| Fund | 2022 Budget | 2023 Budget | 2024 Forecast |
|----------------------------|------------------------|------------------------|--------------------------|
| EOB & Bar Relations | | | |
| Voluntary Fees & Donations | 320,000 | 320,000 | 324,160 |
| Investment Income | 500 | 1,294 | 1,311 |
| EOB & Bar Relations Total | 320,500 | 321,294 | 325,471 |
| Equal Access | | | |
| Grants | 70,059,816 | 34,792,514 | 35,244,816 |
| Investment Income | 26,500 | 51,408 | 52,076 |
| Equal Access Total | 70,086,316 | 34,843,922 | 35,296,892 |
| Justice Gap | | | |
| Voluntary Fees & Donations | 1,440,000 | 1,440,000 | 1,458,720 |
| Investment Income | 5,800 | 11,368 | 11,516 |
| Justice Gap Total | 1,445,800 | 1,451,368 | 1,470,236 |
| Legal Services Trust | | | |
| Voluntary Fees & Donations | 6,900,000 | 7,100,000 | 7,192,300 |
| Grants | 15,750,000 | 38,789,182 | 39,293,441 |
| Investment Income | 81,800 | 158,146 | 160,202 |
| Legal Services Trust Total | 22,731,800 | 46,047,328 | 46,645,943 |
| Bank Settlement Fund | | | |
| Investment Income | 37,500 | 72,919 | 73,867 |
| Bank Settlement Fund Total | 37,500 | 72,919 | 73,867 |
| Grants | | | |
| Grants | 40,257,537 | 63,864,329 | 64,694,566 |
| Grants Total | 40,257,537 | 63,864,329 | 64,694,566 |
| Total Fund Sources | 134,879,453 | \$146,601,160 | \$148,506,975 |

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the OA&I for 2023 are \$153.2 million. **Table 2** provides detailed and comparative information regarding budgeted expenses for 2023 for the OA&I.

Table 2. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|-----------------------|----------------------|----------------------|----------------------|
| Personnel Costs | \$2,591,300 | \$3,077,000 | \$3,321,300 |
| Building Operations | 12,425 | - | - |
| Services | 701,704 | 672,884 | 711,100 |
| Grants Expenses | 147,387,837 | 147,576,416 | 155,988,300 |
| Supplies | 18,725 | 7,442 | 7,800 |
| Equipment | 10,643 | 631 | 700 |
| Other Expenses | 80,683 | 121,516 | 128,392 |
| Indirect Costs | 1,795,008 | 1,748,802 | 1,848,484 |
| Total Expenses | \$152,598,325 | \$153,204,691 | \$162,006,076 |

2023 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

| | 2022 Budget | 2023 Budget | 2024 Forecast |
|-------------------------------------|--------------------|--------------------|--------------------|
| Interfund Transfers Out | \$1,000,000 | \$1,000,000 | \$1,000,000 |
| Interfund Transfers In | 1,000,000 | 1,400,000 | 1,422,800 |
| Total Interfund Transactions | \$2,000,000 | \$2,400,000 | \$2,422,800 |

PERSONNEL

The OA&I employs 22.10 full-time employees. **Table 4** provides prior and current year staffing information for the OA&I. The increase staffing is a result of the increased number and types of grants the Office of Access & Inclusion is distributing in 2023.

Table 4. Staffing

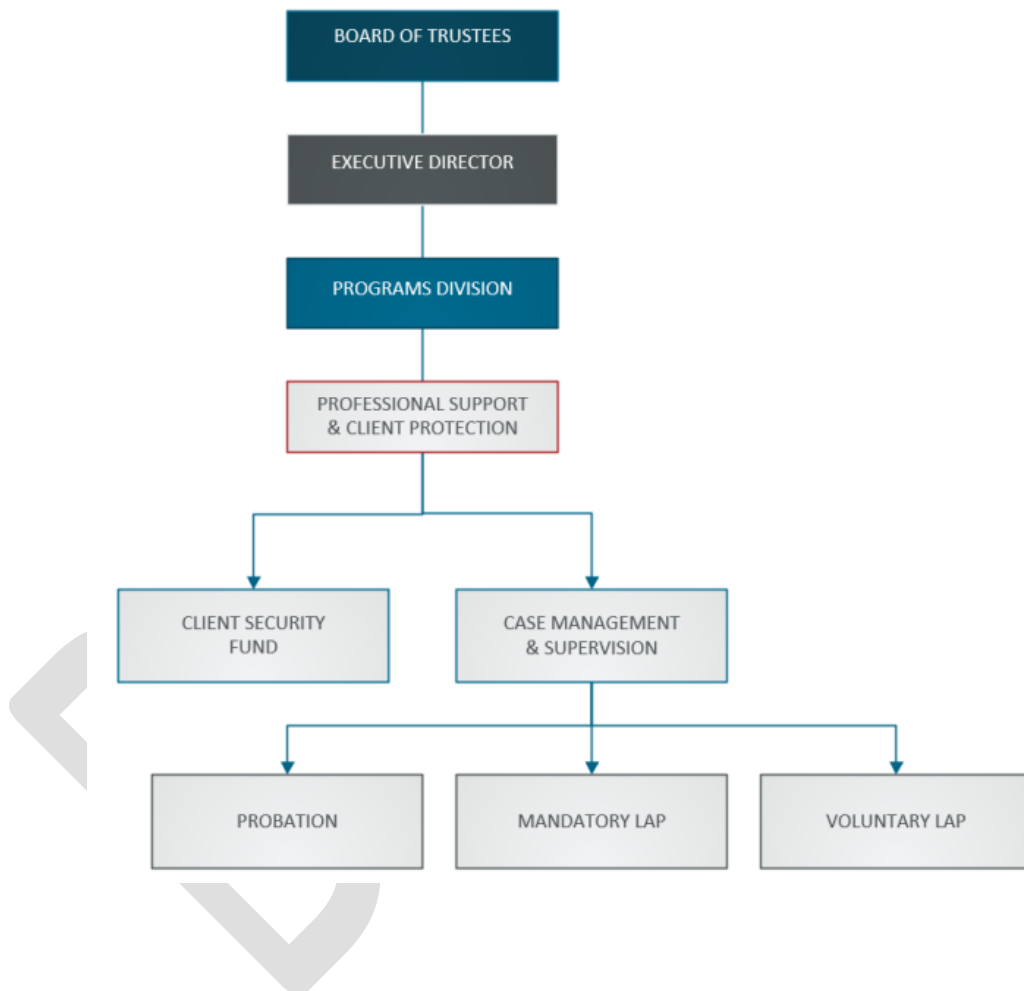
| | Positions | | | Salaries | |
|--------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Chief Programs Officer | 0.25 | - | - | - | - |
| Deputy Chief of Programs | 0.05 | - | - | - | - |
| Executive Director | - | 0.10 | 0.10 | 30,738 | 31,506 |
| Financial Analyst | - | 1.00 | 1.00 | 77,420 | 94,432 |
| Lead Program Analyst | - | 2.00 | 2.00 | 230,401 | 239,803 |
| Program Analyst | 4.00 | 6.00 | 6.00 | 508,775 | 553,237 |
| Program Coordinator | 1.00 | 1.00 | 1.00 | 83,220 | 88,045 |
| Program Director I | - | 2.00 | 2.00 | 287,389 | 324,810 |
| Program Director II | - | 1.00 | 1.00 | 164,980 | 173,668 |
| Program Manager II | 2.00 | - | - | - | - |
| Program Specialist | 1.00 | 1.00 | 1.00 | 79,366 | 81,350 |
| Program Supervisor | 1.00 | 2.00 | 2.00 | 231,798 | 241,499 |
| Senior Financial Analyst | 2.00 | 2.00 | 2.00 | 203,949 | 213,580 |
| Senior Program Analyst | 7.00 | 4.00 | 4.00 | 369,027 | 405,991 |
| Total FTE | 18.30 | 22.10 | 22.10 | \$2,267,062 | \$2,447,923 |

OFFICE OF PROFESSIONAL SUPPORT & CLIENT PROTECTION

OVERVIEW

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

ORGANIZATIONAL CHART



MANDATORY FEE ARBITRATION

OVERVIEW

The Mandatory Fee Arbitration Program is a statutory client protection program that provides a confidential, informal, and affordable alternative dispute resolution forum for attorney-client fee disputes. The program supports approved local bar associations' fee arbitration programs by providing arbitrator training, guidance in developing rules of procedure, and educational content. It also assists clients in enforcing arbitration awards issued by an approved program where an attorney has been ordered to refund unearned fees to the client but fails to do so.

OFFICE OBJECTIVES

- Ensure the effective operation of the Mandatory Fee Arbitration Program.
- Recruit qualified volunteer attorney and lay arbitrators to hear fee disputes.
- Protect the public by placing attorneys on involuntary inactive status for failing to refund former clients in accordance with a final and enforceable arbitration award.

FISCAL YEAR 2022 ACCOMPLISHMENTS

- Processed over 270 requests for arbitration, ultimately opening approximately 100 cases.
- Managed production of the mandatory fee arbitrator e-learning training course.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- More effectively deploy nearly 400 volunteer fee arbitrators to hear fee disputes in a timely manner throughout the state.
- Continue using technology to streamline case processing timelines and methods for prompt resolution of fee arbitration cases.
- Launch an on-demand e-learning course for training fee arbitrators to serve in the Mandatory Fee Arbitration Program.
- Advance rule changes that will enhance the efficiency of the program.
- Consider alternative dispute resolution options to enhance the program.

CLIENT SECURITY FUND

OVERVIEW

The purpose of the Client Security Fund (CSF) program is to protect the public and maintain confidence in the legal profession by reimbursing victims of attorney theft. There are four main areas that encompass the work of the CSF: (1) legal case processing; (2) support for the CSF Commission and the Board of Trustees; (3) financial management; and (4) administration. CSF funding is derived from a statutorily mandated \$40 fee paid as part of the annual attorney licensing process.

OFFICE OBJECTIVES

To protect the public and maintain public confidence in the legal profession by reimbursing clients who have lost money or property due to theft or other misconduct by a California 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 2022 ACCOMPLISHMENTS

- Processed reimbursement of more than \$4 million on 150+ applications.
- Decreased inventory from 1,350 as of January of 2021 to approximately 100 at year-end 2022.
- Resolved over 900 applications.
- Decreased the time to resolve applications.
- Updated the CSF application and made it available online in multiple languages

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Continue to decrease the time to reimbursement for eligible applications.
- Make approximately \$6 million in CSF payments.
- Identify, analyze, and plan to implement a new case management system.
- Automate application submission through the webpage.

LAWYER ASSISTANCE PROGRAM

OVERVIEW

The Lawyer Assistance Program (LAP) provides substance-use disorder and mental health support services to current and former attorneys, law students, and applicants for admission to the State Bar through a range of services that are tailored to the circumstances of each participant. The goal of the LAP is to protect the public through outreach and education to the legal community about the dangers of untreated substance-use and mental health problems and to assist those who struggle with these issues to find appropriate treatment (see Business and Professions Code section 6230).

In mid-2022, the State Bar separated the LAP into “monitoring” and “support services” components. The Monitoring LAP continues to offer professional monitoring services to participants who need to document their recovery for the State Bar discipline system, the Office of Admissions, or for personal growth.

The Support Services LAP was moved to the Office of Professional Competence in order to develop a wider range of offerings focused on wellness and prevention of misconduct in the legal profession.

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, 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.

OFFICE OBJECTIVES

To support law students, 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 2022 ACCOMPLISHMENTS

- Enrolled approximately 163 new participants in the program.
- Provided access to approximately 120 individuals for transition assistance services.
- Delivered 88 educational presentations to law schools, law firms, bar associations, and other organizations, including participating in State Bar Day with the Office of Admissions and OCTC.
- Successfully relocated the Support Services (including the TAS) to the Office of Professional Competence
- Implemented demographic survey to collect data about population served
- Migrated away from paper files to SharePoint

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Track survey responses to measure satisfaction of LAP participants in order to create and implement processes to improve satisfaction.
- Identify and plan to implement new case management system.
- Use demographic data collected to help identify areas of need in order to better target outreach and interventions
- With the assistance of an expert, determine best practices to determine success for purposes of LAP completion.
- Review participant costs associated with LAP and if necessary, seek changes to financial assistance program.

CASE MANAGEMENT & SUPERVISION – PROBATION

OVERVIEW

Case Management & Supervision – Probation is responsible for providing case management, monitoring, and supervision services to attorneys in the discipline system.

Probation Case Coordinators monitor 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, Probation tracks terms and conditions for each disciplined attorney, monitors compliance, and takes appropriate action on noncompliance with the court-ordered conditions. Probation monitors compliance with California Rules of Court, rule 9.20 in conviction proceedings, resignations with charges pending, disbarments, and some Alternative Discipline Program matters. Probation also files probation revocation motions and responds to motions requesting modification before the State Bar Court.

OFFICE OBJECTIVES

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

FISCAL YEAR 2022 ACCOMPLISHMENTS

- Continued development of the Attorney Supervision & Assistance Redesign (ASAR) project – a framework for systems change to improve rehabilitative outcomes to reduce recidivism and improve public protection.
- With consultants, finalized a tool to help identify respondents at risk of recidivating in order to design an appropriate supervision and support plan to decrease recidivism.
- Participated in trainings regarding the use of evidence-based practices in a probation environment and motivational interviewing.
- Completed an e-learning course for disciplined attorneys covering various ethical rules.
- Launched, to a targeted group of disciplined attorneys, a portal to more easily interact regarding disciplinary conditions and to provide resources to assist disciplined attorneys in the successful completion of their matters.
- Implemented use of fully electronic files.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Launch ASAR.
- Further implement an evidence-based practice approach through procedural and

structural changes.

- Continue to effectively train staff on the new supervision and support model.
- Launch portal for all new probation matters and longer-term existing matters.

2023 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the Office of Professional Support & Client Protection for 2023 is \$10.4 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 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 | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------------|------------------------|------------------------|--------------------------|
| General Fund | | | |
| Other Fees | \$30,000 | \$50,000 | \$50,650 |
| Other Revenues | 1,500 | - | - |
| General Fund Total | 31,500 | 50,000 | 50,650 |
| Client Security | | | |
| Mandatory Licensee Fees | 8,020,090 | 8,125,000 | 8,230,625 |
| Other Revenues | 5,000 | 67,500 | 68,378 |
| Investment Income | 6,300 | 12,172 | 12,330 |
| Client Security Total | 8,031,390 | 8,204,672 | 8,311,333 |
| Lawyer Assistance Program | | | |
| Mandatory Licensee Fees | 2,095,180 | 2,127,300 | 2,154,955 |
| Investment Income | 7,000 | 13,253 | 13,425 |
| Lawyer Assistance Program Total | 2,102,180 | 2,140,553 | 2,168,380 |
| Total Fund Sources | \$10,165,070 | \$10,395,225 | \$10,530,363 |

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Professional Support & Client Protection for 2023 are \$11.9 million, for probation, the CSF, and LAP. **Table 2** provides aggregate and comparative information regarding budgeted 2023 expenses for the Office of Professional Support & Client Protection. The reduction in expenses is due to less anticipated payments from the Client Security Fund.

Table 2. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|-----------------------|---------------------|---------------------|---------------------|
| Personnel Costs | \$3,846,800 | \$3,979,900 | \$4,115,900 |
| Building Operations | 167,006 | 2,064 | 2,200 |
| Services | 568,360 | 408,669 | 432,004 |
| Supplies | 25,858 | 15,476 | 16,273 |
| Equipment | 19,939 | 5,871 | 6,114 |
| Other Expenses | 37,083 | 27,884 | 29,585 |
| CSF - Payments | 8,500,000 | 6,036,532 | 6,380,600 |
| Reimbursements | (802,000) | (650,000) | (687,100) |
| Indirect Costs | 2,070,752 | 2,045,619 | 2,162,218 |
| Total Expenses | \$14,433,797 | \$11,872,015 | \$12,457,794 |

PERSONNEL

The Office of Professional Support & Client Protection employs 26.5 full-time employees across the three units. **Table 3** provides prior and current year staffing information for the Office of Professional Support & Client Protection.

Table 3. Staffing

| | Positions | | | Salaries | |
|-------------------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Administrative Assistant II | 4.00 | 2.00 | 2.00 | \$137,953 | \$144,701 |
| Attorney | 2.00 | 3.00 | 3.00 | 360,700 | 384,903 |
| Chief Programs Officer | 0.15 | - | - | - | - |
| Clinical Rehabilitation Coordinator | 4.00 | 4.00 | 4.00 | 336,484 | 346,852 |
| Deputy Chief of Programs | 0.55 | 0.45 | 0.45 | 102,452 | 107,217 |
| Investigator II | 1.00 | 1.00 | 1.00 | 96,838 | 99,259 |
| Managing Attorney | - | 1.00 | 1.00 | 195,507 | 201,156 |
| Paralegal | - | 1.00 | 1.00 | 80,613 | 82,629 |
| Probation Case Specialist | 6.00 | 6.00 | 6.00 | 462,451 | 476,882 |
| Program Assistant II | - | 1.00 | 1.00 | 56,253 | 60,542 |
| Program Director II | 1.00 | - | - | - | - |
| Program Director III | - | 1.00 | 1.00 | 221,715 | 214,883 |
| Program Supervisor | 2.00 | 2.00 | 2.00 | 242,667 | 248,734 |
| Senior Administrative Assistant | 1.00 | 1.00 | 1.00 | 72,939 | 77,388 |
| Senior Attorney | 1.00 | 1.00 | 1.00 | 169,916 | 174,164 |
| Senior Program Analyst | 2.00 | 1.00 | 1.00 | 109,789 | 113,072 |
| Supervising Attorney | 2.00 | 1.00 | 1.00 | 186,905 | 191,577 |
| Total FTE | 26.70 | 26.45 | 26.45 | \$2,833,182 | \$2,923,959 |

ADMINISTRATIVE DIVISION

OVERVIEW

The Administrative Division comprises the core support Offices of General Services, Human Resources, and Information Technology. The Administrative Division develops policies and strategies for these support functions, ensuring that they are coordinated, aligned with the 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 risk management program; and its 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 with the primary functions split between three teams: Recruitment & Retention, Operations, and Labor Relations.

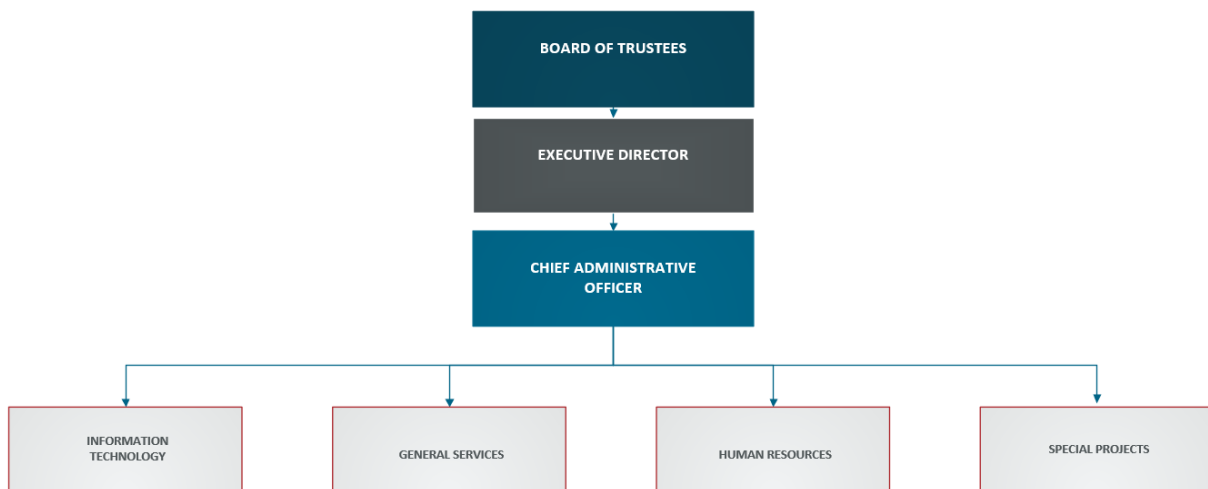
OFFICE OF INFORMATION TECHNOLOGY

The Office of Information Technology (IT) provides the technology capabilities and solutions that enable and support the State Bar's operations and programs. IT is responsible for building, enhancing, integrating, deploying, and maintaining technology solutions which include custom software and third-party software products and platforms; network infrastructure; and information security. IT also provides end-user support that includes desktops, phones, and AV systems.

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 2022 ACCOMPLISHMENTS

- Created and implemented a Remote Work Policy for the State Bar's workforce.
- Completed workplace strategy analysis to determine new office space requirements for San Francisco operations.
- Continued analysis of San Francisco real estate scenarios, to support anticipated sale of 180 Howard Street in 2023.
- Successfully negotiated with labor union for new Memoranda of Understanding for 2023–2025.
- Created and implemented new employee Performance Evaluation forms and process.
- Managed State Bar-wide initiative to integrate Diversity, Equity, and Inclusion goals into day-to-day operations of all State Bar Offices.

- Continued efforts to enhance and modernize recruitment practices to better position the State Bar as an employer of choice.
- Rolled out collaboration tools including OneDrive, SharePoint, Teams etc. across the organization.
- Initiated eSignature implementation as part of the broader digital transformation program.
- Modernized and developed additional recovery capabilities for legacy AS400 and San Francisco data center infrastructure.
- Improved security of data, applications, and infrastructure following applications and infrastructure security audits.
- Implemented portfolio management process to align IT projects to strategic plan and goals and new IT Steering Committee approval processes.

FISCAL YEAR 2023 PROJECTS AND INITIATIVES

- Implement office space use practices resulting from the newly created Remote Work Policy.
- Continue analysis and implementation of changes to San Francisco real estate, including the anticipated sale of 180 Howard Street and relocation to new premises.
- Begin analysis of Los Angeles real estate scenarios, including feasibility of continued ownership of 845 South Figueroa Street.
- Assess and implement consolidation of mail processing functions to further support remote work.
- Conduct a Diversity, Equity & Inclusion (DEI) study related to procurement.
- Roll out new State Bar Values program, and incorporate them into recruitment, onboarding, and ongoing evaluations.
- Expand current DEI and unconscious bias training offerings.
- Pursue further automation of processes related to Human Resources management and recruiting.
- Develop implementation plan and pursue DEI Leadership Seal.
- Deploy portfolio of 2023 prioritized information technology projects to support Strategic Plan goals.
- Upgrade Odyssey system and implement enhancements to improve case handling.
- Define and continue to implement digital transformation program to automate manual processes and streamline operations.
- Define and build out data analytics platform to support data driven insights and decisions
- Complete migration of San Francisco and Los Angeles data center infrastructure to the cloud.

OFFICE OF GENERAL SERVICES

2023 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the Office of General Services for 2023 is \$3.6 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for Office of General Services. Lease Revenue is down in 2023 with the assumed sale of the San Francisco Building in the first six months of the year. The 2024 forecast only has lease revenue from the Los Angeles building.

Table 1. Source of Revenue by Fund

| Fund | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|--------------------|--------------------|--------------------|
| General Fund | | | |
| Mandatory Licensee Fees | \$800,349 | \$812,000 | \$822,556 |
| Investment Income | 25,000 | 48,027 | 48,651 |
| Lease Revenue | 3,652,249 | 2,695,200 | 401,813 |
| General Fund Total | 4,477,598 | 3,555,227 | 1,273,020 |
| Total Fund Sources | \$4,477,598 | \$3,555,227 | \$1,273,020 |

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of General Services for 2023 are \$7.9 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of General Services. The large drop in expense is a result of the budget only containing six months worth of operating expenses for the San Francisco building. Only budgeting SF operations for 6 months reduced expenses by \$1.7 million. In addition, the sale of the building would require the loan to be paid in full and the budget assumes no loan payment in the second half of 2023. This reduced expenses further by \$800K.

Table 2. Expenses

| Expense Categories | 2022 | 2023 | 2024 |
|-----------------------|---------------------|--------------------|--------------------|
| | Budget | Budget | Forecast |
| Personnel Costs | \$2,241,700 | \$2,265,200 | \$2,355,200 |
| Building Operations | 6,800,720 | 4,691,498 | 3,422,300 |
| Services | 680,000 | 415,757 | 241,900 |
| Supplies | 482,200 | 457,602 | 470,500 |
| Equipment | 145,000 | 107,892 | 116,700 |
| Other Expenses | 24,000 | 13,042 | 3,300 |
| Indirect Costs | (2,845,094) | (1,976,794) | (2,089,471) |
| Debt Related | 2,845,094 | 1,976,968 | 1,171,900 |
| Total Expenses | \$10,373,620 | \$7,951,165 | \$5,692,329 |

PERSONNEL

The Office of General Services employs 18.7 full-time employees. **Table 3** provides prior and current year staffing information for the Office of General Services.

Table 3. Staffing

| | Positions | | | Salaries | |
|---------------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Administrative Supervisor | 2.00 | 2.00 | 2.00 | \$197,437 | \$205,051 |
| Chief Administrative Officer | 0.34 | 0.34 | 0.34 | 86,375 | 89,212 |
| Director, General Services | 1.00 | 1.00 | 1.00 | 189,345 | 194,785 |
| General Services Specialist II | 10.00 | 9.00 | 9.00 | 603,531 | 630,000 |
| General Services Specialist III | 3.00 | 3.00 | 3.00 | 219,564 | 231,640 |
| Principal Program Analyst | 1.34 | 1.34 | 1.34 | 178,853 | 183,324 |
| Program Analyst | 1.00 | 2.00 | 2.00 | 195,691 | 203,299 |
| Program Coordinator | 1.00 | - | - | - | - |
| Total FTE | 19.68 | 18.68 | 18.68 | \$1,670,797 | \$1,737,311 |

OFFICE OF HUMAN RESOURCES

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Human Resources for 2023 are \$3.0 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of Human Resources.

Table 1. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|-----------------------|--------------------|--------------------|--------------------|
| Personnel Costs | \$2,804,700 | \$2,698,200 | \$2,865,600 |
| Building Operations | 8,500 | 4,227 | 4,400 |
| Services | 135,500 | 127,500 | 134,800 |
| Supplies | 26,000 | 1,541 | 1,600 |
| Equipment | 1,000 | 123 | 100 |
| Other Expenses | 233,500 | 155,817 | 164,600 |
| Total Expenses | \$3,209,200 | \$2,987,408 | \$3,171,100 |

PERSONNEL

The Office of Human Resources employs 16.7 full-time employees. **Table 2** provides prior and current year staffing information for the Office of Human Resources.

Table 2. Staffing

| | Positions | | | Salaries | |
|-----------------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Chief Administrative Officer | 0.33 | 0.33 | 0.33 | \$83,834 | \$86,588 |
| Director, Human Resources | 1.00 | 1.00 | 1.00 | 178,773 | 188,188 |
| Human Resources Analyst | 4.00 | 6.00 | 6.00 | 540,433 | 579,525 |
| Human Resources Coordinator | 1.00 | 1.00 | 1.00 | 79,039 | 84,317 |
| Lead Human Resources Analyst | - | 2.00 | 2.00 | 228,393 | 248,734 |
| Principal Human Resources Analyst | 3.00 | 3.00 | 3.00 | 400,417 | 410,428 |
| Principal Program Analyst | 0.33 | 0.33 | 0.33 | 44,046 | 45,147 |
| Senior Human Resources Analyst | 6.00 | 3.00 | 3.00 | 304,174 | 330,028 |
| Total FTE | 15.66 | 16.66 | 16.66 | \$1,859,110 | \$1,972,955 |

OFFICE OF INFORMATION TECHNOLOGY

2023 BUDGET BY REVENUE CATEGORY

Total budgeted revenue for the Office of Information Technology for 2023 is \$1.0 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the Office of Information Technology. Mandatory Fee revenue is generated from the \$5 special assessment for technology investments authorized by the 2020 fee bill.

Table 1. Source of Revenue by Fund

| Fund | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| Technology | | | |
| Mandatory Fees | \$1,004,929 | \$1,020,600 | \$1,033,868 |
| Other Revenue | 11,100 | 21,364 | 21,641 |
| Technology Total | 1,016,029 | 1,041,964 | 1,055,509 |
| Total Fund Sources | \$1,016,029 | \$1,041,964 | \$1,055,509 |

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Information Technology for 2023 are \$15.8 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of Information Technology. For 2023, non-personnel expenses costs are related to the move from legacy information technology systems to newer ones requiring large upfront capital costs, along with maintaining the legacy systems until such time as the transition is complete. In addition, the State Bar is continuing to maintain physical server infrastructure while moving to the cloud, once again requiring large and duplicative costs in the short term to maintain critical business system.

Table 2. Expenses

| Expense Categories | FY22 Budget | FY23 Budget | FY24 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| Personnel Costs | \$6,988,600 | \$7,320,000 | \$7,692,200 |
| Building Operations | 555,315 | 552,838 | 584,300 |
| Services | 1,762,643 | 4,817,991 | 5,092,600 |
| Supplies | 66,250 | 6,968 | 7,300 |
| Equipment | 3,506,750 | 3,084,058 | 3,259,800 |
| Other Expenses | 53,500 | 21,987 | 23,300 |
| Total Expenses | \$12,933,058 | \$15,803,842 | \$16,659,500 |

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 | |
|------------------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Chief Administrative Officer | 0.33 | 0.33 | 0.33 | \$83,834 | \$86,588 |
| IT Analyst I | 3.00 | 3.00 | 3.00 | 265,870 | 274,925 |
| IT Analyst II | 14.00 | 13.00 | 13.00 | 1,336,211 | 1,366,066 |
| IT Business Systems Analyst I | 1.00 | 1.00 | 1.00 | 92,951 | 95,315 |
| IT Business Systems Analyst II | 3.00 | 3.00 | 3.00 | 309,504 | 317,724 |
| IT Director | 1.00 | 1.00 | 1.00 | 209,036 | 214,262 |
| IT Director I | 2.00 | 2.00 | 2.00 | 309,840 | 329,723 |
| IT Manager I | 2.00 | 2.00 | 2.00 | 233,731 | 262,315 |
| IT Manager II | 1.00 | 1.00 | 1.00 | 143,487 | 147,074 |
| IT Manager III | 2.00 | 2.00 | 2.00 | 308,489 | 316,201 |
| IT Support Technician II | 1.00 | 1.00 | 1.00 | 78,860 | 81,303 |
| Lead IT Analyst | - | 3.00 | 3.00 | 364,941 | 373,101 |
| Principal Program Analyst | 0.33 | 0.33 | 0.33 | 44,046 | 45,147 |
| Program Analyst | - | 1.00 | 1.00 | 79,416 | 84,406 |
| Senior IT Analyst | 11.00 | 7.00 | 7.00 | 688,574 | 751,741 |
| Senior IT Business Systems Analyst | 1.00 | 1.00 | 1.00 | 108,498 | 111,210 |
| Senior Program Analyst | 3.00 | 4.00 | 4.00 | 385,514 | 433,341 |
| Total FTE | 45.66 | 45.66 | 45.66 | \$5,042,800 | \$5,290,442 |

DIVISION OF REGULATION

OVERVIEW

The Division of Regulation maintains, on behalf of the Supreme Court, the official roll of attorneys—the list of all attorneys who are licensed to practice in California, manages the registration of law corporations and limited law partnerships, is responsible for ensuring the compliance of all licensees with various administrative requirements, including requirements for continuing legal education, and is charged with implementing the State Bar’s new Client Trust Account Protection Program (CTAPP).

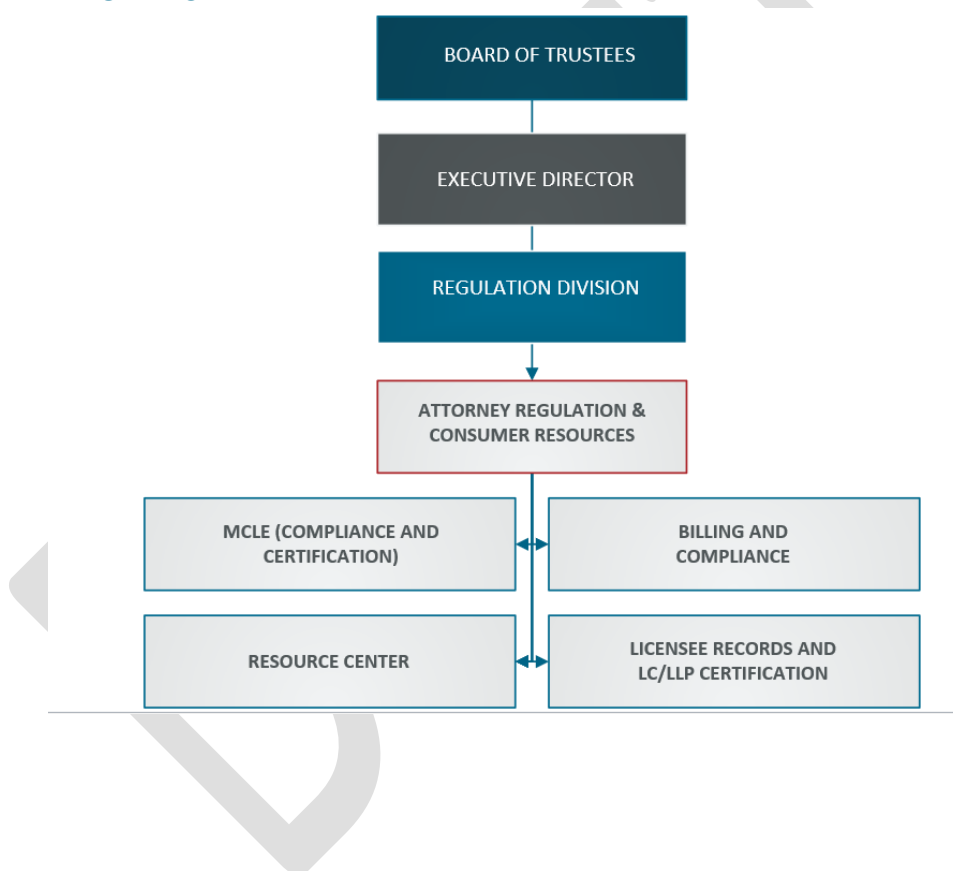
OFFICE OBJECTIVES

To maintain the official roll of attorneys with diligence and accuracy 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.

It is also the objective of the Division of Regulation to recommend legislation and promulgate rules and policies to address licensing, reporting, and registration requirements for California attorneys proactively, to implement the Client Trust Account Protection Program (CTAPP) to strengthen regulatory oversight over Client Trust Accounts (CTAs), to improve the State Bar's ability to detect and prevent attorney misappropriation of client funds, to enhance the professionalism of the legal profession, and to increase the public trust in attorneys. The Division of Regulation will also enforce licensee noncompliance with CTAPP reporting requirements.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Managed the licensee records, including billing of annual fees and monitoring of compliance with various regulatory requirements, of over 285,000 attorneys, including almost 200,000 on Active status.
- Processed approximately 1,150 new Law Corporation or LLP applications, and 12,250 annual renewals. Issued approximately 10,000 certificates of standing, within a 5-day turn around window over 98% of the time.
- Converted voluntary status change forms to a DocuSign format to facilitate efficient and accurate submissions.
- Successfully completed a reorganization, transitioning the MCLE Provider certification unit to the Office of Professional Competence, transitioning the Contact Center to the Office of the Public Trust Liaison, and incorporating the remaining Attorney Regulation functions into the newly formed Division of Regulation.
- Launched CTAPP, including an aggressive outreach campaign, and development of reporting compliance mechanisms.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Complete initial round of CTAPP reporting; initiate follow-up including assessment of CTA rule-compliance based on self-assessment and certification responses and notification to attorneys who fail to comply with reporting requirements.
- Recommend statutory changes to enable collection of additional bank data in order to assess trust accounting practices and develop a framework for substantive audits to begin in 2024.
- The Division of Regulation will also work to automate manual processes and, where IT resources are available, update licensee services to maximize e-submission of documents. Enhance existing systems to assist the billing, licensing, registration, and compliance functions of the division specifically as related to data analytics and data-informed decision-making.
- Ensure compliance with 10-hour New Attorney Training and rule 2.2 reporting requirements.
- Improve customer service and responsiveness.

2023 BUDGETED REVENUE

Total budgeted revenue for the Division of Regulation for 2023 is \$257,000. Revenue is comprised primarily of late compliance fees and fees for certificates of standing. **Table 1** provides detailed and comparative information regarding budgeted 2023 revenue for the Division of Regulation. The MCLE Provider Certification Program moving to the Office of Professional Competence accounts for the drop in revenue in 2023.

Table 1. Source of Revenue by Fund

| Fund | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| General Fund | | | |
| Other Fees | \$829,500 | \$250,000 | \$403,250 |
| Other Revenue | 6,000 | 7,000 | - |
| General Fund Total | 835,500 | 257,000 | 410,341 |
| Total Fund Sources | \$835,500 | \$257,000 | \$410,341 |

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Division of Regulation for 2023 are \$5.3 million. **Table 2** provides detailed and comparative information regarding budgeted 2023 expenses for the Division of Regulation. The Office of Attorney Regulation & Consumer Resources was divided in 2023 to the new Division of Regulation or the Office of the Public Trust Liaison. Staff from the call center went to the Office of the Public Trust Liaison resulting in a drop of expenses in table 2.

Table 2. Expenses³

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|---------------------------|------------------------|------------------------|--------------------------|
| Personnel Costs | \$3,892,400 | \$3,092,000 | \$3,244,200 |
| Building Operations | 12,000 | 9,243 | 9,800 |
| Services | 108,200 | 286,041 | 302,300 |
| Supplies | 87,000 | 58,824 | 62,200 |
| Equipment | 5,200 | 8,157 | 8,700 |
| Other Expenses | 4,000 | - | - |
| Indirect Costs | 2,671,833 | 1,848,197 | 1,953,545 |
| Total Expenses | \$6,780,633 | \$5,302,462 | \$5,580,745 |

PERSONNEL

The Division of Regulation employs 22.0 full-time employees. **Table 3** provides prior and current year staffing information for the Division of Regulation.

³ 2022 Budget numbers are for the Office of Attorney Regulation & Consumer Resources

Table 3. Staffing⁴

| | Positions | | | Salaries | |
|-----------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Principal Program Analyst | - | 3.00 | 3.00 | \$353,321 | \$388,209 |
| Program Analyst | - | 1.00 | 1.00 | 98,655 | 102,782 |
| Program Assistant II | - | 4.00 | 4.00 | 244,721 | 257,227 |
| Program Assistant III | - | 3.00 | 3.00 | 202,661 | 212,743 |
| Program Coordinator | - | 4.00 | 4.00 | 349,475 | 360,626 |
| Program Director II | - | 1.00 | 1.00 | 189,345 | 194,785 |
| Program Manager I | - | 1.00 | 1.00 | 132,966 | 136,809 |
| Program Specialist | - | 1.00 | 1.00 | 79,366 | 81,350 |
| Program Supervisor | - | 2.00 | 2.00 | 215,302 | 225,470 |
| Senior Program Analyst | - | 1.00 | 1.00 | 101,209 | 108,700 |
| Special Counsel, Regulation | - | 1.00 | 1.00 | 232,801 | 238,621 |
| Total FTE | - | 22.00 | 22.00 | \$2,199,821 | \$2,307,321 |

⁴ The Division of Regulation is a new office for 2023. It absorbed staff from the Office of Attorney Regulation & Consumer Resources.

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.

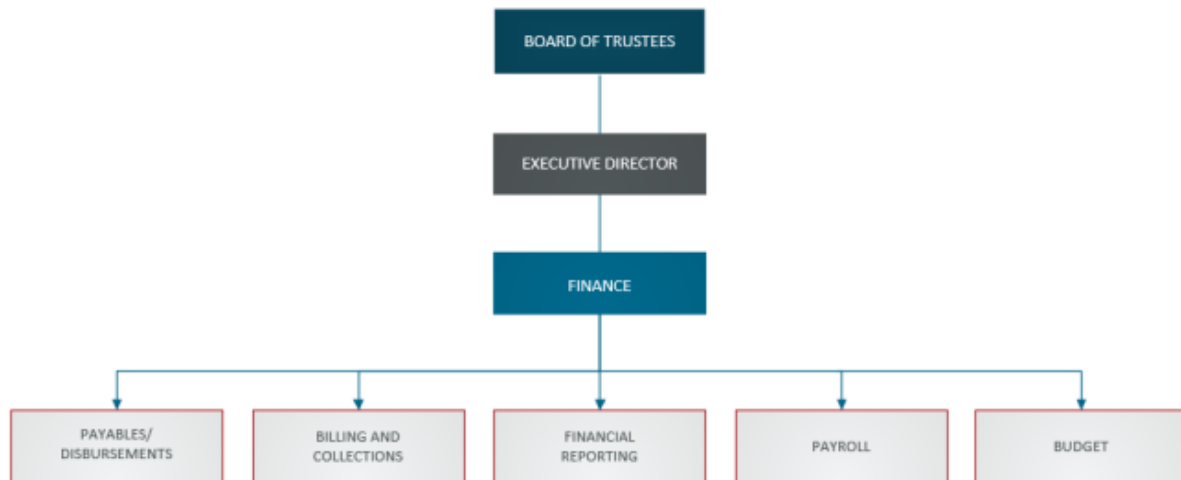
LICENSEE BILLING AND COLLECTIONS MANAGEMENT

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 in relation to the State Bar's financial operations to increase trust and confidence in the organization.
- Coordinating with all operating units of the State Bar to continually improve its business processes, including payroll, payables, billing, receivables, grants, financial reporting, and budgeting.

ORGANIZATIONAL CHART



FISCAL YEAR 2022 ACCOMPLISHMENTS

- Timely transmission of monthly budget reports.
- Presented timely quarterly reports to the Finance Committee.
- Completed the 2021 financial audit with no significant findings.
- Implemented cross validation rules to minimize accounting errors.
- Implemented rules 2.11 and 2.13 in collaboration to decrease rate of noncompliant payments.
- Filled all available vacancies to conduct the office's business efficiently and effectively.

FISCAL YEAR 2023 PROJECTS AND OBJECTIVES

- Facilitate completion of the 2023 audit by the State Auditor and implement recommendations as appropriate.
Improve collections procedures and increase the amount collected.
- Facilitate a five-year internal control audit with outside auditors.
- Procure a new contract with an outside auditor for the annual financial audit.
- Improve procedures related to financial projections and variance analysis.
- Streamline expense coding process to reduce errors.
- Revise investment policy to reflect DEI and social responsibility goals and standards.

2023 BUDGET BY EXPENSE CATEGORY

Total budgeted expenses for the Office of Finance for 2023 are \$3.3 million. **Table 1** provides detailed and comparative information regarding budgeted 2023 expenses for the Office of Finance.

Table 1. Expenses

| Expense Categories | 2022 Budget | 2023 Budget | 2024 Forecast |
|-----------------------|--------------------|--------------------|--------------------|
| Personnel Costs | \$2,719,800 | \$2,770,500 | \$2,896,400 |
| Building Operations | 3,515 | 2,992 | 3,200 |
| Services | 448,712 | 547,042 | 578,200 |
| Supplies | 25,645 | 20,033 | 21,100 |
| Equipment | 14,501 | 2,250 | 2,400 |
| Other Expenses | 9,440 | 4,900 | 5,200 |
| Total Expenses | \$3,221,613 | \$3,347,717 | \$3,506,500 |

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 | |
|-----------------------------|----------------|----------------|------------------|--------------------|--------------------|
| | 2022 Budget | 2023 Budget | 2024 Forecast | 2023 Budget | 2024 Forecast |
| Chief Financial Officer | 1.00 | 1.00 | 1.00 | \$229,052 | \$245,499 |
| Controller | 1.00 | 1.00 | 1.00 | 166,013 | 177,075 |
| Finance Manager | 1.00 | 1.00 | 1.00 | 154,035 | 158,101 |
| Financial Analyst | 4.00 | 3.00 | 3.00 | 269,608 | 282,756 |
| Fiscal Services Specialist | 4.00 | 5.00 | 5.00 | 363,148 | 383,681 |
| Principal Financial Analyst | 3.00 | 3.00 | 3.00 | 400,417 | 410,428 |
| Program Coordinator | 1.00 | 1.00 | 1.00 | 71,771 | 76,564 |
| Senior Financial Analyst | 3.00 | 3.00 | 3.00 | 329,245 | 339,215 |
| Total FTE | 18.00 | 18.00 | 18.00 | \$1,983,290 | \$2,073,317 |

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State Bar of California
Projected Reserve Balance by Fund
December 31, 2023

| | Projected Reserve Bal 12/31/22 | 2023 Budgeted Revenues | 2023 Budgeted Expenses | 2023 Indirect Costs | 2023 Expenses & Indirect Costs | 2023 Interfund Transfers | 2023 Budgeted Surplus/ (Deficit) | Projected Reserve Bal 12/31/23 | Reserve Level (%) * |
|--------------------------------------|-----------------------------------|------------------------------|---------------------------|------------------------|-----------------------------------|--------------------------------|--|-----------------------------------|------------------------|
| General Fund | \$12,399,882 | \$91,345,020 | (\$105,973,559) | \$10,300,299 | (\$95,673,260) | (\$400,000) | (\$4,328,240) | \$8,071,642 | 8.4% |
| Restricted Funds | | | | | | | | | |
| Admissions Fund (320) | 11,037,194 | 17,469,225 | (18,070,575) | (6,448,824) | (24,519,399) | - | (7,050,174) | 3,987,021 | 16.3% |
| Elimination of Bias Fund (217) | (8,190) | 321,294 | (232,332) | (103,037) | (335,369) | - | (14,075) | (22,265) | -6.6% |
| Lawyer Assistance Program Fund (221) | 1,476,979 | 2,140,553 | (1,936,778) | (647,532) | (2,584,310) | - | (443,757) | 1,033,222 | 40.0% |
| Legal Specialization Fund (214) | - | 2,195,338 | (1,238,153) | (612,393) | (1,850,546) | - | 344,792 | 344,792 | 18.6% |
| Legislative Activities Fund (216) | 491,544 | 502,369 | (237,000) | (75,405) | (312,405) | - | 189,964 | 681,507 | 218.1% |
| Bank Settlement Fund (237) | 4,717,645 | 72,919 | (80,294) | (45,869) | (126,163) | - | (53,244) | 4,664,401 | NA |
| Client Security Fund (227) | 7,592,160 | 8,204,672 | (6,876,670) | (767,343) | (7,644,013) | - | 560,659 | 8,152,819 | NA |
| Equal Access Fund (229) | 3,051,286 | 34,843,922 | (35,004,314) | (494,379) | (35,498,693) | - | (654,771) | 2,396,515 | NA |
| Grants Fund (312) | 530,311 | 63,864,329 | (63,844,238) | (303,356) | (64,147,594) | - | (283,265) | 247,046 | NA |
| Justice Gap Fund (232) | 3,892,462 | 1,451,368 | (1,000,000) | (9,973) | (1,009,973) | (1,000,000) | 441,395 | 4,333,857 | NA |
| Legal Services Trust Fund (228) | 56,312,550 | 47,447,328 | (52,003,586) | (792,188) | (52,795,774) | 1,400,000 | (5,348,446) | 50,964,104 | NA |
| Tenant Improvement Fund (338) | 2,281,681 | - | - | - | - | - | - | 2,281,681 | NA |
| Restricted Funds Total | 91,375,622 | 178,513,317 | (180,523,940) | (10,300,299) | (190,824,239) | 400,000 | (12,310,922) | 79,064,700 | |
| Grand Total | \$103,775,504 | \$269,858,337 | (\$286,497,499) | - | (\$286,497,499) | - | (\$16,639,162) | \$87,136,342 | |

* 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, Bank Settlement, and Client Security funds.

The State Bar of California
State Bar-Wide Budget

DRAFT

State Bar of California Budget-Bar-Wide

| | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------------|---------------------|-----------------------|---------------------|-----------------------|-----------------------|
| Revenues | | | | | |
| Mandatory Licensee Fees | \$94,048,217 | \$94,223,793 | \$95,943,044 | \$95,431,500 | \$96,672,110 |
| Donations & Opt Out | 9,142,566 | 9,390,000 | 9,620,992 | 9,360,000 | 9,481,680 |
| Other Fees | 12,662,710 | 11,747,430 | 11,866,158 | 11,165,230 | 12,676,628 |
| Exam Fees | 11,571,766 | 9,881,800 | 11,190,360 | 11,232,373 | 11,232,373 |
| Grants | 58,809,732 | 126,067,453 | 167,635,292 | 137,446,025 | 139,232,823 |
| Other Revenues | (326,557) | 2,000 | 340,559 | 330,700 | 335,000 |
| Investment Income | (7,648) | 543,400 | (54,318) | 797,309 | 806,805 |
| Lease Revenue | 3,133,009 | 3,652,249 | 3,653,465 | 2,695,200 | 401,813 |
| Total Revenues | 189,033,795 | 255,508,125 | 300,195,551 | 268,458,337 | 270,839,232 |
| Expenses | | | | | |
| Personnel Costs | 79,649,265 | 95,376,874 | 98,209,733 | 99,257,893 | 104,688,100 |
| Building Operations | 6,739,589 | 7,810,889 | 6,802,302 | 5,445,084 | 4,219,000 |
| Services | 9,023,276 | 15,971,831 | 15,961,365 | 13,589,600 | 14,166,504 |
| Grants Expenses | 61,133,150 | 147,387,837 | 147,670,488 | 147,576,416 | 155,988,300 |
| Supplies | 793,937 | 1,123,615 | 1,044,454 | 744,155 | 773,273 |
| Equipment | 3,752,809 | 4,601,816 | 2,431,449 | 3,739,257 | 3,954,914 |
| Other Expenses | 320,035 | 1,242,084 | 1,199,040 | 1,034,085 | 1,082,477 |
| Exam Related Expenses | 3,794,775 | 4,397,852 | 4,994,986 | 7,484,309 | 7,911,200 |
| Payouts and Reimbursements | 2,873,470 | 6,198,000 | 714,212 | 3,586,532 | 3,790,900 |
| Indirect Costs | - | - | - | - | 1 |
| Depreciation | 6,681,596 | - | - | - | - |
| Debt Related | 682,165 | 3,508,194 | 776,537 | 2,640,168 | 1,872,900 |
| Total Expenses | 175,444,067 | 287,618,992 | 279,804,565 | 285,097,499 | 298,447,569 |
| Interfund Transactions | | | | | |
| Transfer In | 1,664,011 | 1,100,000 | 1,169,799 | 1,400,000 | 1,422,800 |
| Transfers Out | (1,664,011) | (1,100,000) | (1,169,799) | (1,400,000) | (1,422,800) |
| Total Interfund Transactions | - | - | - | - | - |
| Change in Net Position | \$13,589,728 | (\$32,110,867) | \$20,390,986 | (\$16,639,162) | (\$27,608,337) |

Budget-by Fund

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State Bar of California Budget-by Fund

| General Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------------|--------------------|----------------------|----------------------|----------------------|----------------------|
| Revenues | | | | | |
| Mandatory Licensee Fees | \$83,882,829 | \$84,108,523 | \$85,571,269 | \$85,179,200 | \$86,286,530 |
| Other Fees | 2,890,038 | 2,900,000 | 2,889,884 | 2,799,800 | 4,311,198 |
| Other Revenues | (351,071) | (3,300) | 250,606 | 263,200 | 266,622 |
| Investment Income | 46,054 | 342,400 | (37,563) | 407,620 | 412,918 |
| Lease Revenue | 3,133,009 | 3,652,249 | 3,653,465 | 2,695,200 | 401,813 |
| Total Revenues | 89,600,859 | 90,999,872 | 92,327,661 | 91,345,020 | 91,679,081 |
| Expenses | | | | | |
| Personnel Costs | 67,171,460 | 81,572,720 | 84,829,067 | 84,439,700 | 89,025,400 |
| Building Operations | 6,573,731 | 7,600,257 | 6,621,603 | 5,270,827 | 4,034,700 |
| Services | 6,572,993 | 8,854,321 | 10,351,237 | 10,452,456 | 10,850,500 |
| Supplies | 734,469 | 1,014,055 | 987,499 | 684,747 | 710,600 |
| Equipment | 3,383,554 | 3,880,336 | 1,942,984 | 3,281,415 | 3,471,000 |
| Other Expenses | 206,002 | 933,700 | 952,606 | 604,246 | 627,900 |
| Payouts and Reimbursements | (1,559,668) | (1,500,000) | (1,830,344) | (1,800,000) | (1,902,600) |
| Indirect Costs | (9,501,059) | (10,789,500) | (10,789,500) | (10,300,299) | (10,887,415) |
| Depreciation | 6,681,596 | - | - | - | - |
| Debt Related | 307,724 | 3,508,194 | 776,537 | 2,640,168 | 1,872,900 |
| Total Expenses | 80,570,803 | 95,074,083 | 93,841,690 | 95,273,260 | 97,802,985 |
| Interfund Transactions | | | | | |
| Transfer In | 57,091 | - | 62,924 | - | - |
| Transfers Out | (60,307) | - | (60,203) | (400,000) | (422,800) |
| Total Interfund Transactions | (3,216) | - | 2,721 | (400,000) | (422,800) |
| Change in Net Position | \$9,026,840 | (\$4,074,211) | (\$1,511,308) | (\$4,328,240) | (\$6,546,704) |

State Bar of California Budget-by Fund

| Bank Settlement Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------|------------------------|------------------------|----------------------------|------------------------|--------------------------|
| Revenues | | | | | |
| Investment Income | (\$9,955) | \$37,500 | (\$3,135) | \$72,919 | \$73,867 |
| Total Revenues | (9,955) | 37,500 | (3,135) | 72,919 | 73,867 |
| Expenses | | | | | |
| Personnel Costs | 79,424 | 100,500 | 78,323 | 77,700 | 83,800 |
| Services | 3,625 | - | - | - | - |
| Grants Expenses | 2,272,758 | 2,272,100 | 2,272,084 | - | - |
| Supplies | - | 750 | - | - | - |
| Equipment | - | 4,500 | - | - | - |
| Other Expenses | - | 2,594 | - | 2,594 | 2,743 |
| Indirect Costs | 65,903 | 68,687 | 68,687 | 45,869 | 48,484 |
| Total Expenses | 2,421,710 | 2,449,131 | 2,419,094 | 126,163 | 135,027 |
| Change in Net Position | (\$2,431,665) | (\$2,411,631) | (\$2,422,229) | (\$53,244) | (\$61,160) |

State Bar of California Budget-by Fund

| Client Security Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------------|--------------------|----------------------|--------------------|------------------|------------------|
| Revenues | | | | | |
| Mandatory Licensee Fees | \$8,061,178 | \$8,020,090 | \$8,220,751 | \$8,125,000 | \$8,230,625 |
| Other Revenues | 24,075 | 5,000 | 89,792 | 67,500 | 68,378 |
| Investment Income | (1,662) | 6,300 | (523) | 12,172 | 12,330 |
| Total Revenues | 8,083,591 | 8,031,390 | 8,310,019 | 8,204,672 | 8,311,333 |
| Expenses | | | | | |
| Personnel Costs | 1,236,673 | 1,391,800 | 1,412,995 | 1,372,900 | 1,426,200 |
| Building Operations | 1,306 | 7,014 | 550 | 733 | 800 |
| Services | 1,517 | 13,093 | 4,598 | 104,288 | 110,200 |
| Supplies | 7,304 | 10,241 | 4,319 | 5,261 | 5,600 |
| Equipment | 4,267 | 9,000 | 3,566 | 2,956 | 3,100 |
| Other Expenses | 300 | 5,100 | 599 | 4,000 | 4,300 |
| Payouts and Reimbursements | 4,433,138 | 7,698,000 | 2,544,556 | 5,386,532 | 5,693,500 |
| Indirect Costs | 723,309 | 764,524 | 764,524 | 767,343 | 811,081 |
| Total Expenses | 6,407,813 | 9,898,771 | 4,735,707 | 7,644,013 | 8,054,781 |
| Interfund Transactions | | | | | |
| Transfer In | 5,520 | - | 5,480 | - | - |
| Transfers Out | (2,315) | - | (1,852) | - | - |
| Total Interfund Transactions | 3,205 | - | 3,628 | - | - |
| Change in Net Position | \$1,678,983 | (\$1,867,381) | \$3,577,941 | \$560,659 | \$256,552 |

State Bar of California Budget-by Fund

| Elimination of Bias Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------|-------------------|--------------------|--------------------|-------------------|-------------------|
| Revenues | | | | | |
| Donations & Opt Out | \$314,893 | \$320,000 | \$323,420 | \$320,000 | \$324,160 |
| Investment Income | (177) | 500 | (56) | 1,294 | 1,311 |
| Total Revenues | 314,717 | 320,500 | 323,364 | 321,294 | 325,471 |
| Expenses | | | | | |
| Personnel Costs | 199,867 | 391,400 | 369,884 | 166,900 | 176,500 |
| Building Operations | - | 1,275 | - | - | - |
| Services | 23,080 | 25,100 | 23,363 | 38,063 | 40,200 |
| Supplies | - | 980 | - | - | - |
| Equipment | - | 500 | - | - | - |
| Other Expenses | - | 11,621 | 686 | 27,369 | 28,935 |
| Indirect Costs | 115,097 | 248,068 | 248,068 | 103,037 | 108,910 |
| Total Expenses | 338,044 | 678,944 | 642,000 | 335,369 | 354,545 |
| Change in Net Position | (\$23,327) | (\$358,444) | (\$318,636) | (\$14,075) | (\$29,074) |

State Bar of California Budget-by Fund

| Equal Access Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| Revenues | | | | | |
| Grants | \$26,360,000 | \$70,059,816 | \$70,396,517 | \$34,792,514 | \$35,244,816 |
| Investment Income | (7,018) | 26,500 | (2,210) | 51,408 | 52,076 |
| Total Revenues | 26,352,982 | 70,086,316 | 70,394,307 | 34,843,922 | 35,296,892 |
| Expenses | | | | | |
| Personnel Costs | 482,612 | 583,700 | 514,874 | 913,800 | 987,000 |
| Services | 146,661 | 274,000 | 167,859 | 248,000 | 262,100 |
| Grants Expenses | 24,396,022 | 69,435,226 | 69,787,333 | 33,842,514 | 35,771,500 |
| Other Expenses | - | - | (49) | - | - |
| Indirect Costs | 271,225 | 406,059 | 406,059 | 494,379 | 522,559 |
| Total Expenses | 25,296,520 | 70,698,985 | 70,876,076 | 35,498,693 | 37,543,159 |
| Change in Net Position | \$1,056,462 | (\$612,669) | (\$481,769) | (\$654,771) | (\$2,246,267) |

State Bar of California Budget-by Fund

| Justice Gap Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenues | | | | | |
| Donations & Opt Out | \$1,175,151 | \$1,440,000 | \$1,405,722 | \$1,440,000 | \$1,458,720 |
| Investment Income | (1,552) | 5,800 | (489) | 11,368 | 11,516 |
| Total Revenues | 1,173,599 | 1,445,800 | 1,405,233 | 1,451,368 | 1,470,236 |
| Expenses | | | | | |
| Indirect Costs | 13,719 | 11,012 | 11,012 | 9,973 | 10,541 |
| Total Expenses | 13,719 | 11,012 | 11,012 | 9,973 | 10,541 |
| Interfund Transactions | | | | | |
| Transfers Out | (1,500,000) | (1,000,000) | (1,000,000) | (1,000,000) | (1,000,000) |
| Total Interfund Transactions | (1,500,000) | (1,000,000) | (1,000,000) | (1,000,000) | (1,000,000) |
| Change in Net Position | (\$340,120) | \$434,788 | \$394,221 | \$441,395 | \$459,695 |

State Bar of California Budget-by Fund

| Lawyer Assistance Program Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenues | | | | | |
| Mandatory Licensee Fees | \$2,104,211 | \$2,095,180 | \$2,151,024 | \$2,127,300 | \$2,154,955 |
| Other Fees | 112 | - | - | - | - |
| Investment Income | (1,809) | 7,000 | (570) | 13,253 | 13,425 |
| Total Revenues | 2,102,513 | 2,102,180 | 2,150,454 | 2,140,553 | 2,168,380 |
| Expenses | | | | | |
| Personnel Costs | 1,238,583 | 1,309,000 | 1,189,707 | 1,298,200 | 1,338,000 |
| Building Operations | 136,672 | 152,059 | 158,181 | 148,518 | 157,000 |
| Services | 297,445 | 465,640 | 248,331 | 454,203 | 480,104 |
| Supplies | 3,360 | 4,900 | 4,111 | 6,018 | 6,273 |
| Equipment | 858 | 4,700 | 106 | 2,106 | 2,214 |
| Other Expenses | 2,115 | 25,700 | 16,949 | 27,733 | 29,285 |
| Indirect Costs | 607,314 | 639,651 | 639,651 | 647,532 | 684,441 |
| Total Expenses | 2,286,347 | 2,601,650 | 2,257,036 | 2,584,310 | 2,697,317 |
| Interfund Transactions | | | | | |
| Transfer In | 1,400 | - | 1,395 | - | - |
| Total Interfund Transactions | 1,400 | - | 1,395 | - | - |
| Change in Net Position | (\$182,434) | (\$499,470) | (\$105,187) | (\$443,757) | (\$528,937) |

State Bar of California Budget-by Fund

| Legal Services Trust Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------------|--------------------|-----------------------|---------------------|----------------------|----------------------|
| Revenues | | | | | |
| Donations & Opt Out | \$6,926,358 | \$6,900,000 | \$7,141,570 | \$7,100,000 | \$7,192,300 |
| Grants | 22,526,029 | 15,750,000 | 56,855,384 | 38,789,182 | 39,293,441 |
| Investment Income | (21,590) | 81,800 | (6,800) | 158,146 | 160,202 |
| Total Revenues | 29,430,797 | 22,731,800 | 63,990,154 | 46,047,328 | 46,645,943 |
| Expenses | | | | | |
| Personnel Costs | 823,072 | 1,022,100 | 968,162 | 1,300,200 | 1,406,400 |
| Building Operations | 35 | 11,000 | - | - | - |
| Services | 261,473 | 114,604 | 51,306 | 34,506 | 36,500 |
| Grants Expenses | 24,598,697 | 36,134,840 | 36,065,405 | 50,585,254 | 53,468,600 |
| Supplies | 5,150 | 11,930 | 5,021 | 7,442 | 7,800 |
| Equipment | 21 | 2,900 | 212 | 631 | 700 |
| Other Expenses | 544 | 32,335 | 6,520 | 75,553 | 79,800 |
| Indirect Costs | 703,816 | 720,253 | 720,253 | 792,188 | 837,343 |
| Total Expenses | 26,392,808 | 38,049,962 | 37,816,879 | 52,795,774 | 55,837,143 |
| Interfund Transactions | | | | | |
| Transfer In | 1,500,000 | 1,000,000 | 1,000,000 | 1,400,000 | 1,422,800 |
| Transfers Out | - | - | (130) | - | - |
| Total Interfund Transactions | 1,500,000 | 1,000,000 | 999,870 | 1,400,000 | 1,422,800 |
| Change in Net Position | \$4,537,989 | (\$14,318,162) | \$27,173,145 | (\$5,348,446) | (\$7,768,400) |

State Bar of California Budget-by Fund

| Legal Specialization Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------------|------------------|------------------|--------------------|------------------|------------------|
| Revenues | | | | | |
| Other Fees | \$2,370,692 | \$2,172,930 | \$2,205,995 | \$2,177,930 | \$2,177,930 |
| Other Revenues | 364 | 300 | 161 | - | - |
| Investment Income | (2,377) | 8,800 | (749) | 17,408 | 17,408 |
| Total Revenues | 2,368,679 | 2,182,030 | 2,205,407 | 2,195,338 | 2,195,338 |
| Expenses | | | | | |
| Personnel Costs | 753,869 | 780,000 | 826,552 | 814,100 | 851,600 |
| Building Operations | - | 240 | - | - | - |
| Services | 123,547 | 152,863 | 86,079 | 135,263 | 142,900 |
| Supplies | 2,113 | 1,600 | 7,115 | 1,099 | 1,200 |
| Equipment | 114,039 | 238,000 | 122,195 | 152,230 | 160,900 |
| Other Expenses | 5,178 | 11,375 | 13,651 | 17,209 | 18,200 |
| Exam Related Expenses | 58,263 | 233,627 | 74,049 | 118,252 | 125,000 |
| Indirect Costs | 689,867 | 680,167 | 680,167 | 612,393 | 647,299 |
| Total Expenses | 1,746,876 | 2,097,872 | 1,809,809 | 1,850,546 | 1,947,099 |
| Interfund Transactions | | | | | |
| Transfer In | 100,000 | 100,000 | 100,000 | - | - |
| Total Interfund Transactions | 100,000 | 100,000 | 100,000 | - | - |
| Change in Net Position | \$721,804 | \$184,158 | \$495,599 | \$344,792 | \$248,239 |

State Bar of California Budget-by Fund

| Legislative Activities Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|------------------------------------|------------------------|------------------------|----------------------------|------------------------|--------------------------|
| Revenues | | | | | |
| Donations & Opt Out | \$726,163 | \$730,000 | \$750,280 | \$500,000 | \$506,500 |
| Investment Income | (323) | 1,300 | (102) | 2,369 | 2,400 |
| Total Revenues | 725,840 | 731,300 | 750,178 | 502,369 | 508,900 |
| Expenses | | | | | |
| Personnel Costs | 419,885 | 282,400 | 271,231 | 225,200 | 241,300 |
| Services | 195,000 | 180,000 | 137,716 | 11,800 | 12,500 |
| Supplies | 2,028 | 1 | 600 | - | - |
| Equipment | 2 | 1,000 | - | - | - |
| Other Expenses | - | 10,000 | 139 | - | - |
| Indirect Costs | 162,862 | 161,779 | 161,779 | 75,405 | 79,703 |
| Total Expenses | 779,777 | 635,180 | 571,465 | 312,405 | 333,503 |
| Change in Net Position | (\$53,937) | \$96,120 | \$178,713 | \$189,964 | \$175,397 |

State Bar of California Budget-by Fund

| Admissions Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------------|------------------------|------------------------|----------------------------|------------------------|--------------------------|
| Revenues | | | | | |
| Other Fees | \$7,401,868 | \$6,674,500 | \$6,770,279 | \$6,187,500 | \$6,187,500 |
| Exam Fees | 11,571,766 | 9,881,800 | 11,190,360 | 11,232,373 | 11,232,373 |
| Grants | - | 100 | - | - | - |
| Other Revenues | 75 | - | - | - | - |
| Investment Income | (6,738) | 25,500 | (2,122) | 49,352 | 49,352 |
| Total Revenues | 18,966,971 | 16,581,900 | 17,958,517 | 17,469,225 | 17,469,225 |
| Expenses | | | | | |
| Personnel Costs | 7,250,673 | 7,721,454 | 7,466,578 | 8,030,793 | 8,484,300 |
| Building Operations | 27,845 | 39,045 | 21,968 | 25,006 | 26,500 |
| Services | 1,254,623 | 5,854,210 | 4,791,627 | 2,049,831 | 2,166,900 |
| Supplies | 39,512 | 79,158 | 35,789 | 39,588 | 41,800 |
| Equipment | 250,059 | 460,880 | 362,385 | 299,919 | 317,000 |
| Other Expenses | 93,396 | 187,159 | 207,940 | 259,381 | 274,400 |
| Exam Related Expenses | 3,736,513 | 4,164,225 | 4,853,045 | 7,366,057 | 7,786,200 |
| Indirect Costs | 6,130,032 | 6,948,492 | 6,948,492 | 6,448,824 | 6,816,408 |
| Total Expenses | 18,782,654 | 25,454,623 | 24,687,824 | 24,519,399 | 25,913,508 |
| Interfund Transactions | | | | | |
| Transfers Out | (101,389) | (100,000) | (101,389) | - | - |
| Total Interfund Transactions | (101,389) | (100,000) | (101,389) | - | - |
| Change in Net Position | \$82,928 | (\$8,972,723) | (\$6,830,696) | (\$7,050,174) | (\$8,444,283) |

State Bar of California Budget-by Fund

| SF Tenant Improvement Fund | 2021 Actual | 2022 Budget | 2022 Projection | 2023 Budget | 2024 Forecast |
|-------------------------------|--------------------|----------------|--------------------|----------------|------------------|
| Revenues | | | | | |
| Investment Income | (\$502) | - | - | - | - |
| Total Revenues | (502) | - | - | - | - |
| Expenses | | | | | |
| Services | 143,312 | - | - | - | - |
| Debt Related | 374,441 | - | - | - | - |
| Total Expenses | 517,753 | - | - | - | - |
| Change in Net Position | (\$518,255) | - | - | - | - |

Budget-by Cost Center

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

| <u>Access & Inclusion</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|-----------------------|---------------------|----------------------|-----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 41-Donations & Opt-Out | \$8,416,402 | \$8,660,000 | \$8,870,712 | \$8,860,000 | \$8,975,180 |
| 44-Grants | \$58,809,732 | \$126,067,353 | \$167,475,292 | \$137,446,025 | \$139,232,823 |
| 47-Investment Income | (\$40,291) | \$152,100 | (\$12,690) | \$295,135 | \$298,972 |
| 49-Transfer In | \$1,500,000 | \$1,000,000 | \$1,000,000 | \$1,400,000 | \$1,422,800 |
| Revenue Total | \$68,685,843 | \$135,879,453 | \$177,333,314 | \$148,001,160 | \$149,929,775 |
| 50-Personnel Costs | \$2,016,444 | \$2,591,300 | \$2,446,260 | \$3,077,000 | \$3,321,300 |
| 51-Building Operations | \$131 | \$12,425 | - | - | - |
| 52-Services | \$639,798 | \$701,704 | \$519,871 | \$672,884 | \$711,100 |
| 53-Grants Expenses | \$61,133,150 | \$147,387,837 | \$147,670,488 | \$147,576,416 | \$155,988,300 |
| 54-Supplies | \$5,652 | \$18,725 | \$5,704 | \$7,442 | \$7,800 |
| 55-Equipment | \$1,021 | \$10,643 | \$645 | \$631 | \$700 |
| 56-Other Expenses | \$14,045 | \$80,683 | \$9,565 | \$121,516 | \$128,392 |
| 59-Indirect Costs | \$1,603,919 | \$1,795,008 | \$1,795,008 | \$1,748,802 | \$1,848,484 |
| 69-Transfers Out | \$1,500,000 | \$1,000,000 | \$1,000,261 | \$1,000,000 | \$1,000,000 |
| Expenses Total | \$66,914,160 | \$153,598,325 | \$153,447,800 | \$154,204,691 | \$163,006,076 |
| Access & Inclusion Surplus/(Deficit) | \$1,771,683 | (\$17,718,872) | \$23,885,514 | (\$6,203,531) | (\$13,076,301) |

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

| <u>8210 - Commission on Access to Justice</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 52-Services | \$126 | - | - | - | - |
| Expenses Total | \$126 | - | - | - | - |
| 8210 - Commission on Access to Justice Surplus/(Deficit) | (\$126) | - | - | - | - |

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

| <u>8211 - Access & Inclusion</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|--------------------|--------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$438,322 | \$271,800 | \$232,658 | - | - |
| 51-Building Operations | \$96 | \$150 | - | - | - |
| 52-Services | \$165,162 | \$250,000 | \$178,094 | - | - |
| 54-Supplies | \$502 | \$5,065 | \$683 | - | - |
| 55-Equipment | \$394 | \$2,743 | \$432 | - | - |
| 56-Other Expenses | \$302 | \$11,633 | \$2,408 | - | - |
| 59-Indirect Costs | \$416,244 | \$200,121 | \$200,121 | - | - |
| 69-Transfers Out | - | - | \$130 | - | - |
| Expenses Total | \$1,021,021 | \$741,512 | \$614,527 | - | - |
| 8211 - Access & Inclusion Surplus/(Deficit) | (\$1,021,021) | (\$741,512) | (\$614,527) | - | - |

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

| <u>8212 - Pgrm. Dev.-Project</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| Revenue Total | - | - | - | - | - |
| 55-Equipment | \$597 | - | - | - | - |
| Expenses Total | \$597 | - | - | - | - |
| 8212 - Pgrm. Dev.-Project Surplus/(Deficit) | (\$597) | - | - | - | - |

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

| <u>8213 - 10th Anniversary Programs</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 55-Equipment | \$3 | - | - | - | - |
| Expenses Total | \$3 | - | - | - | - |
| 8213 - 10th Anniversary Programs Surplus/(Deficit) | (\$3) | - | - | - | - |

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

| <u>8215 - Effective Lawyering Curriculum</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------|--------|------------|--------|----------|
| | Actual | 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>8217 - Grants Fund Asset BU</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | (\$6,852) | - | - | - | - |
| Expenses Total | (\$6,852) | - | - | - | - |
| 8217 - Grants Fund Asset BU Surplus/(Deficit) | \$6,852 | - | - | - | - |

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

| 8218 - LSTF Grants | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|-----------------------|---------------------|-----------------------|-----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 41-Donations & Opt-Out | \$32,853 | - | - | - | - |
| 44-Grants | \$22,526,029 | \$15,750,000 | \$56,855,384 | \$38,789,182 | \$39,293,441 |
| 47-Investment Income | (\$21,590) | \$81,800 | (\$6,800) | \$158,146 | \$160,202 |
| Revenue Total | \$22,537,292 | \$15,831,800 | \$56,848,584 | \$38,947,328 | \$39,453,643 |
| 53-Grants Expenses | \$23,951,697 | \$35,487,840 | \$35,419,477 | \$50,585,254 | \$53,468,600 |
| 54-Supplies | \$1 | - | - | - | - |
| 55-Equipment | - | - | \$1 | - | - |
| 59-Indirect Costs | - | - | - | \$49,173 | \$51,976 |
| Expenses Total | \$23,951,698 | \$35,487,840 | \$35,419,478 | \$50,634,427 | \$53,520,576 |
| 8218 - LSTF Grants Surplus/(Deficit) | (\$1,414,405) | (\$19,656,040) | \$21,429,106 | (\$11,687,099) | (\$14,066,933) |

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

| <u>8219 - LSTF Administration</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$871,445 | \$1,022,100 | \$968,162 | \$1,300,200 | \$1,406,400 |
| 51-Building Operations | \$35 | \$11,000 | - | - | - |
| 52-Services | \$291,145 | \$114,604 | \$51,306 | \$325,631 | \$344,200 |
| 54-Supplies | \$5,150 | \$11,930 | \$5,021 | \$7,442 | \$7,800 |
| 55-Equipment | \$21 | \$2,900 | \$211 | \$631 | \$700 |
| 56-Other Expenses | \$544 | \$32,335 | \$6,471 | \$75,553 | \$79,800 |
| 59-Indirect Costs | \$645,282 | \$667,489 | \$667,489 | \$743,015 | \$785,367 |
| 69-Transfers Out | - | - | \$130 | - | - |
| Expenses Total | \$1,813,622 | \$1,862,358 | \$1,698,790 | \$2,452,472 | \$2,624,267 |
| 8219 - LSTF Administration Surplus/(Deficit) | (\$1,813,622) | (\$1,862,358) | (\$1,698,790) | (\$2,452,472) | (\$2,624,267) |

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

| 8223 - LSTF Asset BU | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 41-Donations & Opt-Out | \$6,893,505 | \$6,900,000 | \$7,141,570 | \$7,100,000 | \$7,192,300 |
| 49-Transfer In | \$1,500,000 | \$1,000,000 | \$1,000,000 | \$1,400,000 | \$1,422,800 |
| Revenue Total | \$8,393,505 | \$7,900,000 | \$8,141,570 | \$8,500,000 | \$8,615,100 |
| 50-Personnel Costs | (\$48,373) | - | - | - | - |
| 53-Grants Expenses | \$647,000 | \$647,000 | \$646,198 | - | - |
| 59-Indirect Costs | \$58,534 | \$52,764 | \$52,764 | - | - |
| Expenses Total | \$657,161 | \$699,764 | \$698,962 | - | - |
| 8223 - LSTF Asset BU Surplus/(Deficit) | \$7,736,343 | \$7,200,236 | \$7,442,608 | \$8,500,000 | \$8,615,100 |

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

| <u>8224 - Equal Access -Admin</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| Revenue Total | - | - | - | - | - |
| 50-Personnel Costs | \$482,612 | \$583,700 | \$514,874 | \$913,800 | \$987,000 |
| 52-Services | \$143,253 | \$274,000 | \$167,859 | \$248,000 | \$262,100 |
| 59-Indirect Costs | \$271,225 | \$406,059 | \$406,059 | \$494,379 | \$522,559 |
| Expenses Total | \$897,090 | \$1,263,759 | \$1,088,792 | \$1,656,179 | \$1,771,659 |
| 8224 - Equal Access -Admin Surplus/(Deficit) | (\$897,090) | (\$1,263,759) | (\$1,088,792) | (\$1,656,179) | (\$1,771,659) |

The State Bar of California
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Access & Inclusion

| 8225 - Equal Access -Grants | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|------------------|-------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 44-Grants | \$26,360,000 | \$70,059,816 | \$70,396,517 | \$34,792,514 | \$35,244,816 |
| 47-Investment Income | (\$7,018) | \$26,500 | (\$2,210) | \$51,408 | \$52,076 |
| Revenue Total | \$26,352,982 | \$70,086,316 | \$70,394,307 | \$34,843,922 | \$35,296,892 |
| 52-Services | \$3,408 | - | - | - | - |
| 53-Grants Expenses | \$24,396,022 | \$69,435,226 | \$69,787,063 | \$33,842,514 | \$35,771,500 |
| Expenses Total | \$24,399,430 | \$69,435,226 | \$69,787,063 | \$33,842,514 | \$35,771,500 |
| 8225 - Equal Access -Grants Surplus/(Deficit) | \$1,953,552 | \$651,090 | \$607,244 | \$1,001,408 | (\$474,608) |

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

| <u>8227 - Justice Gap Fund - BU</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|------------------|-------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 41-Donations & Opt-Out | \$1,175,151 | \$1,440,000 | \$1,405,722 | \$1,440,000 | \$1,458,720 |
| 47-Investment Income | (\$1,552) | \$5,800 | (\$489) | \$11,368 | \$11,516 |
| Revenue Total | \$1,173,599 | \$1,445,800 | \$1,405,233 | \$1,451,368 | \$1,470,236 |
| 59-Indirect Costs | \$13,719 | \$11,012 | \$11,012 | \$9,973 | \$10,541 |
| 69-Transfers Out | \$1,500,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 |
| Expenses Total | \$1,513,719 | \$1,011,012 | \$1,011,012 | \$1,009,973 | \$1,010,541 |
| 8227 - Justice Gap Fund - BU Surplus/(Deficit) | (\$340,120) | \$434,788 | \$394,221 | \$441,395 | \$459,695 |

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

| <u>8228 - BofA-Second Settlement</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$79,424 | \$100,500 | \$78,323 | \$77,700 | \$83,800 |
| 52-Services | \$3,625 | - | - | - | - |
| 53-Grants Expenses | \$2,272,758 | \$2,272,100 | \$2,272,084 | - | - |
| 54-Supplies | - | \$750 | - | - | - |
| 55-Equipment | - | \$4,500 | - | - | - |
| 56-Other Expenses | - | \$2,594 | - | \$2,594 | \$2,743 |
| 59-Indirect Costs | \$65,903 | \$68,687 | \$68,687 | \$45,869 | \$48,484 |
| Expenses Total | \$2,421,710 | \$2,449,131 | \$2,419,094 | \$126,163 | \$135,027 |
| 8228 - BofA-Second Settlement Surplus/(Deficit) | (\$2,421,710) | (\$2,449,131) | (\$2,419,094) | (\$126,163) | (\$135,027) |

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

| 8229 - Bank Settlement Fund | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|-----------------|-------------------|-----------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 47-Investment Income | (\$9,955) | \$37,500 | (\$3,135) | \$72,919 | \$73,867 |
| Revenue Total | (\$9,955) | \$37,500 | (\$3,135) | \$72,919 | \$73,867 |
| Expenses Total | - | - | - | - | - |
| 8229 - Bank Settlement Fund Surplus/(Deficit) | (\$9,955) | \$37,500 | (\$3,135) | \$72,919 | \$73,867 |

The State Bar of California
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Access & Inclusion

| <u>8231 - Stakeholder Outreach</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 59-Indirect Costs | \$261 | - | - | - | - |
| Expenses Total | \$261 | - | - | - | - |
| 8231 - Stakeholder Outreach Surplus/(Deficit) | (\$261) | - | - | - | - |

The State Bar of California
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Access & Inclusion

| 8233 - Elimination of Bias | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|--------------------|--------------------|-----------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 41-Donations & Opt-Out | - | \$320,000 | \$323,420 | \$320,000 | \$324,160 |
| 47-Investment Income | - | \$500 | (\$56) | \$1,294 | \$1,311 |
| Revenue Total | - | \$320,500 | \$323,364 | \$321,294 | \$325,471 |
| 50-Personnel Costs | \$199,867 | \$391,400 | \$369,884 | \$166,900 | \$176,500 |
| 51-Building Operations | - | \$1,275 | - | - | - |
| 52-Services | \$23,080 | \$25,100 | \$23,363 | \$38,063 | \$40,200 |
| 54-Supplies | - | \$980 | - | - | - |
| 55-Equipment | - | \$500 | - | - | - |
| 56-Other Expenses | - | \$4,669 | - | \$4,669 | \$4,935 |
| 59-Indirect Costs | \$111,482 | \$247,571 | \$247,571 | \$101,347 | \$107,124 |
| Expenses Total | \$334,429 | \$671,495 | \$640,818 | \$310,979 | \$328,759 |
| 8233 - Elimination of Bias Surplus/(Deficit) | (\$334,429) | (\$350,995) | (\$317,453) | \$10,315 | (\$3,288) |

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

| <u>8234 - Council on Access & Fairness</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------|------------------|-------------------|-------------------|-------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 56-Other Expenses | - | \$6,952 | \$686 | \$22,700 | \$24,000 |
| 59-Indirect Costs | \$427 | \$497 | \$497 | \$1,690 | \$1,786 |
| Expenses Total | \$427 | \$7,449 | \$1,183 | \$24,390 | \$25,786 |
| 8234 - Council on Access & Fairness Surplus/(Deficit) | (\$427) | (\$7,449) | (\$1,183) | (\$24,390) | (\$25,786) |

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

| <u>8235 - EOB & Bar Relations</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|------------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 41-Donations & Opt-Out | \$314,893 | - | - | - | - |
| 47-Investment Income | (\$177) | - | - | - | - |
| Revenue Total | \$314,717 | - | - | - | - |
| | | | | | |
| 52-Services | \$10,000 | - | - | - | - |
| 56-Other Expenses | \$699 | - | - | - | - |
| 59-Indirect Costs | \$2,927 | - | - | - | - |
| Expenses Total | \$13,626 | - | - | - | - |
| | | | | | |
| 8235 - EOB & Bar Relations Surplus/(Deficit) | \$301,091 | - | - | - | - |

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

| <u>8236 - Homeless Prevention II</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|-----------------|------------------|-------------------|-------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 44-Grants | \$9,923,704 | \$10,093,004 | \$10,179,846 | \$9,767,662 | \$9,894,642 |
| Revenue Total | \$9,923,704 | \$10,093,004 | \$10,179,846 | \$9,767,662 | \$9,894,642 |
| 50-Personnel Costs | - | - | - | \$46,300 | \$48,600 |
| 52-Services | - | \$6,500 | \$93,439 | \$13,000 | \$13,700 |
| 53-Grants Expenses | \$9,865,673 | \$9,865,671 | \$9,865,671 | \$9,718,648 | \$10,272,600 |
| 56-Other Expenses | \$12,500 | \$6,500 | - | - | - |
| 59-Indirect Costs | \$17,915 | \$929 | \$929 | \$28,606 | \$30,236 |
| Expenses Total | \$9,896,088 | \$9,879,600 | \$9,960,039 | \$9,806,554 | \$10,365,136 |
| 8236 - Homeless Prevention II Surplus/(Deficit) | \$27,616 | \$213,404 | \$219,807 | (\$38,892) | (\$470,494) |

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

| 8237 - Homeless Prevention III | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|-------------------|-------------------|--------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 44-Grants | - | \$26,333,333 | \$26,334,080 | \$26,000,000 | \$26,338,000 |
| Revenue Total | - | \$26,333,333 | \$26,334,080 | \$26,000,000 | \$26,338,000 |
| 50-Personnel Costs | - | \$221,800 | \$194,085 | \$189,900 | \$199,800 |
| 52-Services | - | \$31,500 | \$5,811 | \$48,190 | \$50,900 |
| 53-Grants Expenses | - | \$26,000,000 | \$25,999,994 | \$26,000,000 | \$27,482,000 |
| 56-Other Expenses | - | \$16,000 | - | \$16,000 | \$16,914 |
| 59-Indirect Costs | - | \$139,879 | \$139,879 | \$105,546 | \$111,562 |
| Expenses Total | - | \$26,409,179 | \$26,339,769 | \$26,359,636 | \$27,861,176 |
| 8237 - Homeless Prevention III Surplus/(Deficit) | - | (\$75,846) | (\$5,689) | (\$359,636) | (\$1,523,176) |

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

| 8238 - CalHFA | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------|------------------|-------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 44-Grants | - | \$3,831,200 | \$3,709,465 | \$3,680,000 | \$3,727,840 |
| Revenue Total | - | \$3,831,200 | \$3,709,465 | \$3,680,000 | \$3,727,840 |
| 50-Personnel Costs | - | - | \$88,274 | \$120,400 | \$135,300 |
| 53-Grants Expenses | - | \$3,680,000 | \$3,680,001 | \$3,680,000 | \$3,889,800 |
| 59-Indirect Costs | - | - | - | \$42,304 | \$44,715 |
| Expenses Total | - | \$3,680,000 | \$3,768,275 | \$3,842,704 | \$4,069,815 |
| 8238 - CalHFA Surplus/(Deficit) | - | \$151,200 | (\$58,809) | (\$162,704) | (\$341,975) |

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

| <u>8239 - Homeless Prevention 4</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 44-Grants | - | - | - | \$19,500,000 | \$19,753,500 |
| Revenue Total | - | - | - | \$19,500,000 | \$19,753,500 |
| 50-Personnel Costs | - | - | - | \$179,500 | \$192,800 |
| 53-Grants Expenses | - | - | - | \$19,000,000 | \$20,083,000 |
| 59-Indirect Costs | - | - | - | \$102,139 | \$107,961 |
| Expenses Total | - | - | - | \$19,281,639 | \$20,383,761 |
| 8239 - Homeless Prevention 4 Surplus/(Deficit) | - | - | - | \$218,361 | (\$630,261) |

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

| <u>8240 - Consumer Debt</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|-----------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 44-Grants | - | - | - | \$4,916,667 | \$4,980,584 |
| Revenue Total | - | - | - | \$4,916,667 | \$4,980,584 |
| 50-Personnel Costs | - | - | - | \$62,700 | \$69,100 |
| 53-Grants Expenses | - | - | - | \$4,750,000 | \$5,020,800 |
| 59-Indirect Costs | - | - | - | \$24,761 | \$26,173 |
| Expenses Total | - | - | - | \$4,837,461 | \$5,116,073 |
| 8240 - Consumer Debt Surplus/(Deficit) | - | - | - | \$79,206 | (\$135,489) |

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

| 8241 - CARE Court | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------|---------------|-------------------|-------------------|-------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | - | - | - | \$19,600 | \$22,000 |
| Expenses Total | - | - | - | \$19,600 | \$22,000 |
| 8241 - CARE Court Surplus/(Deficit) | - | - | - | (\$19,600) | (\$22,000) |

**The State Bar of California
Budget-by Cost Center
Administration**

| <u>Administration</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|----------|-------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$132,967 | - | \$19,970 | - | - |
| 51-Building Operations | \$2,175 | - | \$1,494 | - | - |
| 52-Services | \$116 | - | \$76 | - | - |
| 54-Supplies | \$658 | - | \$418 | - | - |
| 55-Equipment | \$174 | - | \$52 | - | - |
| 56-Other Expenses | \$1,717 | - | \$8,548 | \$7,400 | \$7,800 |
| Expenses Total | \$137,808 | - | \$30,558 | \$7,400 | \$7,800 |
| Administration Surplus/(Deficit) | (\$137,808) | - | (\$30,558) | (\$7,400) | (\$7,800) |

**The State Bar of California
Budget-by Cost Center
Administration**

| <u>5110 - Administration</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|---------------|-------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$132,967 | - | \$19,970 | - | - |
| 51-Building Operations | \$2,175 | - | \$1,494 | - | - |
| 52-Services | \$116 | - | \$76 | - | - |
| 54-Supplies | \$658 | - | \$418 | - | - |
| 55-Equipment | \$174 | - | \$52 | - | - |
| 56-Other Expenses | \$1,717 | - | \$8,548 | \$7,400 | \$7,800 |
| Expenses Total | \$137,808 | - | \$30,558 | \$7,400 | \$7,800 |
| 5110 - Administration Surplus/(Deficit) | (\$137,808) | - | (\$30,558) | (\$7,400) | (\$7,800) |

The State Bar of California
Budget-by Cost Center
Admissions

| <u>Admissions</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|-------------------------------------|------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$9,772,560 | \$8,847,430 | \$8,976,274 | \$8,365,430 | \$8,365,430 |
| 43-Exam Fees | \$11,571,766 | \$9,881,800 | \$11,190,360 | \$11,232,373 | \$11,232,373 |
| 44-Grants | - | \$100 | - | - | - |
| 45-Other Revenues | \$439 | \$300 | \$161 | - | - |
| 47-Investment Income | (\$9,114) | \$34,300 | (\$2,870) | \$66,761 | \$66,760 |
| 49-Transfer In | \$100,000 | \$100,000 | \$100,000 | - | - |
| Revenue Total | \$21,435,650 | \$18,863,930 | \$20,263,924 | \$19,664,564 | \$19,664,563 |
| 50-Personnel Costs | \$8,004,542 | \$8,501,454 | \$8,293,130 | \$8,844,893 | \$9,335,900 |
| 51-Building Operations | \$27,845 | \$39,285 | \$21,968 | \$25,006 | \$26,500 |
| 52-Services | \$1,378,170 | \$6,007,073 | \$4,877,706 | \$2,185,094 | \$2,309,800 |
| 54-Supplies | \$41,626 | \$80,758 | \$42,904 | \$40,687 | \$43,000 |
| 55-Equipment | \$367,950 | \$698,880 | \$490,621 | \$452,149 | \$477,900 |
| 56-Other Expenses | \$98,099 | \$198,534 | \$221,591 | \$276,590 | \$292,600 |
| 57-Exam Related Expenses | \$3,794,775 | \$4,397,852 | \$4,927,095 | \$7,484,309 | \$7,911,200 |
| 59-Indirect Costs | \$6,819,899 | \$7,628,659 | \$7,628,659 | \$7,061,217 | \$7,463,707 |
| 69-Transfers Out | \$101,389 | \$100,000 | \$101,389 | - | - |
| Expenses Total | \$20,634,296 | \$27,652,495 | \$26,605,062 | \$26,369,945 | \$27,860,607 |
| Admissions Surplus/(Deficit) | \$801,354 | (\$8,788,565) | (\$6,341,138) | (\$6,705,381) | (\$8,196,044) |

The State Bar of California
Budget-by Cost Center
Admissions

| <u>8310 - Admissions Assets BU</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|--------------------|--------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | (\$563,240) | - | - | - | - |
| 52-Services | \$17 | - | - | - | - |
| 55-Equipment | \$139 | - | - | - | - |
| 69-Transfers Out | \$100,000 | \$100,000 | \$100,000 | - | - |
| Expenses Total | (\$463,083) | \$100,000 | \$100,000 | - | - |
| 8310 - Admissions Assets BU Surplus/(Deficit) | \$463,083 | (\$100,000) | (\$100,000) | - | - |

The State Bar of California
Budget-by Cost Center
Admissions

| <u>8311 - Admissions Overhead</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$665,891 | \$675,700 | \$645,369 | \$799,400 | \$827,500 |
| 51-Building Operations | \$1,829 | \$1,500 | \$1,935 | \$1,500 | \$1,600 |
| 52-Services | \$204,666 | \$569,000 | \$192,424 | \$721,482 | \$762,700 |
| 54-Supplies | \$3,073 | \$3,800 | \$407 | \$497 | \$500 |
| 55-Equipment | \$231,834 | \$430,500 | \$302,797 | \$283,993 | \$300,200 |
| 56-Other Expenses | \$9,729 | \$26,500 | \$20,864 | \$10,056 | \$10,700 |
| 59-Indirect Costs | \$431,027 | \$463,579 | \$463,579 | \$451,073 | \$476,784 |
| Expenses Total | \$1,548,049 | \$2,170,579 | \$1,627,375 | \$2,268,001 | \$2,379,984 |
| 8311 - Admissions Overhead Surplus/(Deficit) | (\$1,548,049) | (\$2,170,579) | (\$1,627,375) | (\$2,268,001) | (\$2,379,984) |

**The State Bar of California
Budget-by Cost Center
Admissions**

| <u>8312 - Admissions Operations</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | (\$1,208) | - | - | - | - |
| 43-Exam Fees | (\$3,882) | - | - | - | - |
| Revenue Total | (\$5,090) | - | - | - | - |
| 50-Personnel Costs | \$2,138,247 | \$2,284,000 | \$2,171,407 | \$2,267,300 | \$2,370,900 |
| 51-Building Operations | \$22,288 | \$14,000 | \$16,551 | \$19,500 | \$20,600 |
| 52-Services | \$447,440 | \$4,462,300 | \$3,985,139 | \$560,352 | \$592,200 |
| 54-Supplies | \$35,085 | \$62,000 | \$32,144 | \$36,974 | \$39,100 |
| 55-Equipment | \$8,344 | \$16,350 | \$12,718 | \$12,500 | \$13,200 |
| 56-Other Expenses | \$67,670 | \$124,825 | \$141,814 | \$145,125 | \$153,400 |
| 57-Exam Related Expenses | \$2,221,783 | \$2,460,625 | \$3,416,256 | \$5,506,437 | \$5,820,400 |
| 59-Indirect Costs | \$1,908,145 | \$2,193,167 | \$2,193,167 | \$2,091,577 | \$2,210,797 |
| Expenses Total | \$6,849,003 | \$11,617,267 | \$11,969,197 | \$10,639,765 | \$11,220,597 |
| 8312 - Admissions Operations Surplus/(Deficit) | (\$6,854,093) | (\$11,617,267) | (\$11,969,197) | (\$10,639,765) | (\$11,220,597) |

**The State Bar of California
Budget-by Cost Center
Admissions**

| 8313 - Admissions Administration | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$667,542 | \$792,200 | \$805,421 | \$920,693 | \$989,900 |
| 51-Building Operations | - | - | \$76 | - | - |
| 52-Services | \$414,964 | \$358,000 | \$417,910 | \$310,276 | \$328,000 |
| 54-Supplies | \$524 | \$1,500 | \$124 | \$134 | \$100 |
| 55-Equipment | \$3,907 | \$750 | \$49,132 | \$155 | \$200 |
| 56-Other Expenses | \$6,792 | \$2,500 | \$5,428 | \$20,000 | \$21,100 |
| 59-Indirect Costs | \$674,582 | \$769,274 | \$769,274 | \$741,416 | \$783,677 |
| Expenses Total | \$1,768,311 | \$1,924,224 | \$2,047,365 | \$1,992,674 | \$2,122,977 |
| 8313 - Admissions Administration Surplus/(Deficit) | (\$1,768,311) | (\$1,924,224) | (\$2,047,365) | (\$1,992,674) | (\$2,122,977) |

**The State Bar of California
Budget-by Cost Center
Admissions**

| <u>8314 - Comm. Bar Examiners</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|-------------------|-------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 55-Equipment | \$6 | - | - | - | - |
| 56-Other Expenses | - | - | \$10,836 | \$22,000 | \$23,300 |
| 59-Indirect Costs | - | \$40 | \$40 | \$1,639 | \$1,732 |
| Expenses Total | \$6 | \$40 | \$10,876 | \$23,639 | \$25,032 |
| 8314 - Comm. Bar Examiners Surplus/(Deficit) | (\$6) | (\$40) | (\$10,876) | (\$23,639) | (\$25,032) |

**The State Bar of California
Budget-by Cost Center
Admissions**

| <u>8315 - Law School Regulation</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$8,010 | \$104,500 | \$1,444 | - | - |
| Revenue Total | \$8,010 | \$104,500 | \$1,444 | - | - |
| 50-Personnel Costs | \$356,844 | \$321,754 | \$338,300 | \$320,800 | \$347,000 |
| 51-Building Operations | \$729 | \$2,445 | \$249 | \$332 | \$400 |
| 52-Services | \$61,958 | \$135,500 | \$5,947 | \$148,070 | \$156,500 |
| 54-Supplies | \$6 | \$2,553 | - | - | - |
| 55-Equipment | \$157 | \$200 | \$79 | \$105 | \$100 |
| 56-Other Expenses | - | \$10,000 | \$1,166 | \$17,000 | \$18,000 |
| 59-Indirect Costs | \$203,110 | \$229,999 | \$229,999 | \$208,162 | \$220,027 |
| 69-Transfers Out | \$463 | - | \$463 | - | - |
| Expenses Total | \$623,268 | \$702,451 | \$576,203 | \$694,469 | \$742,027 |
| 8315 - Law School Regulation Surplus/(Deficit) | (\$615,258) | (\$597,951) | (\$574,760) | (\$694,469) | (\$742,027) |

The State Bar of California
Budget-by Cost Center
Admissions

| 8316 - Admissions Revenue | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$7,395,316 | \$6,570,000 | \$6,768,835 | \$6,187,500 | \$6,187,500 |
| 43-Exam Fees | \$11,575,648 | \$9,881,800 | \$11,190,360 | \$11,232,373 | \$11,232,373 |
| 44-Grants | - | \$100 | - | - | - |
| 45-Other Revenues | \$75 | - | - | - | - |
| 47-Investment Income | (\$6,738) | \$25,500 | (\$2,122) | \$49,352 | \$49,352 |
| Revenue Total | \$18,964,301 | \$16,477,400 | \$17,957,073 | \$17,469,225 | \$17,469,225 |
| 52-Services | \$26,123 | - | (\$1,406) | - | - |
| 55-Equipment | \$11 | - | \$11 | - | - |
| 56-Other Expenses | (\$103) | - | - | - | - |
| 57-Exam Related Expenses | - | - | \$20 | \$20 | - |
| 59-Indirect Costs | \$305 | \$5,295 | \$5,295 | \$4,781 | \$5,054 |
| Expenses Total | \$26,335 | \$5,295 | \$3,920 | \$4,801 | \$5,054 |
| 8316 - Admissions Revenue Surplus/(Deficit) | \$18,937,966 | \$16,472,105 | \$17,953,153 | \$17,464,424 | \$17,464,171 |

**The State Bar of California
Budget-by Cost Center
Admissions**

| <u>8317 - Examination Development</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|----------------------|--------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$337,403 | \$202,000 | \$190,184 | \$240,400 | \$240,300 |
| 51-Building Operations | \$605 | \$3,100 | \$599 | \$600 | \$600 |
| 52-Services | \$81,583 | \$306,500 | \$136,965 | \$278,441 | \$294,400 |
| 54-Supplies | \$106 | \$1,050 | \$1,292 | \$1,370 | \$1,500 |
| 55-Equipment | \$8,874 | \$8,100 | \$2,720 | \$2,215 | \$2,300 |
| 56-Other Expenses | - | \$10,529 | \$4,762 | \$23,700 | \$25,100 |
| 57-Exam Related Expenses | \$265,149 | \$373,600 | \$269,162 | \$390,600 | \$412,900 |
| 59-Indirect Costs | \$227,159 | \$197,112 | \$197,112 | \$215,979 | \$228,290 |
| 69-Transfers Out | \$463 | - | \$463 | - | - |
| Expenses Total | \$921,342 | \$1,101,991 | \$803,259 | \$1,153,305 | \$1,205,390 |
| 8317 - Examination Development Surplus/(Deficit) | (\$921,342) | (\$1,101,991) | (\$803,259) | (\$1,153,305) | (\$1,205,390) |

**The State Bar of California
Budget-by Cost Center
Admissions**

| 8318 - Examination Grading | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| Revenue Total | - | - | - | - | - |
| 50-Personnel Costs | \$638,804 | \$652,700 | \$437,241 | \$534,800 | \$595,600 |
| 51-Building Operations | \$34 | \$5,500 | - | - | - |
| 52-Services | \$658 | \$6,500 | \$31,214 | \$4,000 | \$4,300 |
| 54-Supplies | \$273 | \$4,450 | \$524 | - | - |
| 55-Equipment | \$401 | \$2,000 | \$721 | \$700 | \$700 |
| 56-Other Expenses | \$933 | \$9,200 | \$4,878 | \$1,500 | \$1,600 |
| 57-Exam Related Expenses | \$1,249,580 | \$1,330,000 | \$1,167,607 | \$1,469,000 | \$1,552,900 |
| 59-Indirect Costs | \$623,494 | \$732,187 | \$732,187 | \$579,615 | \$612,653 |
| Expenses Total | \$2,514,177 | \$2,742,537 | \$2,374,371 | \$2,589,615 | \$2,767,753 |
| 8318 - Examination Grading Surplus/(Deficit) | (\$2,514,177) | (\$2,742,537) | (\$2,374,371) | (\$2,589,615) | (\$2,767,753) |

**The State Bar of California
Budget-by Cost Center
Admissions**

| <u>8319 - Moral Character Determinations</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$2,845,092 | \$2,526,900 | \$2,708,164 | \$2,742,500 | \$2,895,500 |
| 51-Building Operations | \$2,360 | \$11,000 | \$2,558 | \$3,074 | \$3,300 |
| 52-Services | \$17,213 | \$16,210 | \$23,433 | \$27,210 | \$28,800 |
| 54-Supplies | \$360 | \$3,705 | \$1,060 | \$613 | \$600 |
| 55-Equipment | \$195 | \$2,730 | \$206 | \$251 | \$300 |
| 56-Other Expenses | \$6,898 | \$2,605 | \$17,319 | \$20,000 | \$21,200 |
| 59-Indirect Costs | \$1,851,377 | \$2,088,524 | \$2,088,524 | \$1,993,799 | \$2,107,446 |
| 69-Transfers Out | \$463 | - | \$463 | - | - |
| Expenses Total | \$4,723,958 | \$4,651,674 | \$4,841,726 | \$4,787,447 | \$5,057,146 |
| 8319 - Moral Character Determinations Surplus/(Deficit) | (\$4,723,958) | (\$4,651,674) | (\$4,841,726) | (\$4,787,447) | (\$5,057,146) |

The State Bar of California
Budget-by Cost Center
Admissions

| <u>8320 - MCLE Provider Certification</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 55-Equipment | - | - | \$4 | - | - |
| Expenses Total | - | - | \$4 | - | - |
| 8320 - MCLE Provider Certification Surplus/(Deficit) | - | - | (\$4) | - | - |

The State Bar of California
Budget-by Cost Center
Admissions

| <u>8321 - Special Admissions</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | (\$250) | - | - | - | - |
| Revenue Total | (\$250) | - | - | - | - |
| 50-Personnel Costs | \$164,090 | \$266,200 | \$170,492 | \$204,900 | \$217,600 |
| 51-Building Operations | - | \$1,500 | - | - | - |
| 52-Services | - | \$200 | - | - | - |
| 54-Supplies | \$86 | \$100 | \$238 | - | - |
| 55-Equipment | \$44 | \$250 | \$37 | - | - |
| 56-Other Expenses | \$721 | \$1,000 | \$874 | - | - |
| 59-Indirect Costs | \$210,833 | \$269,315 | \$269,315 | \$160,783 | \$169,948 |
| Expenses Total | \$375,774 | \$538,565 | \$440,957 | \$365,683 | \$387,548 |
| 8321 - Special Admissions Surplus/(Deficit) | (\$376,024) | (\$538,565) | (\$440,957) | (\$365,683) | (\$387,548) |

**The State Bar of California
Budget-by Cost Center
Admissions**

| <u>8398 - Legal Specialization -Asset BU</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|------------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 49-Transfer In | \$100,000 | \$100,000 | \$100,000 | - | - |
| Revenue Total | \$100,000 | \$100,000 | \$100,000 | - | - |
| 50-Personnel Costs | (\$9,085) | - | - | - | - |
| 56-Other Expenses | \$164 | - | - | - | - |
| Expenses Total | (\$8,921) | - | - | - | - |
| 8398 - Legal Specialization -Asset BU Surplus/(Deficit) | \$108,921 | \$100,000 | \$100,000 | - | - |

**The State Bar of California
Budget-by Cost Center
Admissions**

| 8399 - Legal Specialization | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|-----------------|-------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$2,370,692 | \$2,172,930 | \$2,205,995 | \$2,177,930 | \$2,177,930 |
| 45-Other Revenues | \$364 | \$300 | \$161 | - | - |
| 47-Investment Income | (\$2,377) | \$8,800 | (\$749) | \$17,408 | \$17,408 |
| Revenue Total | \$2,368,679 | \$2,182,030 | \$2,205,407 | \$2,195,338 | \$2,195,338 |
| 50-Personnel Costs | \$762,954 | \$780,000 | \$826,552 | \$814,100 | \$851,600 |
| 51-Building Operations | - | \$240 | - | - | - |
| 52-Services | \$123,547 | \$152,863 | \$86,079 | \$135,263 | \$142,900 |
| 54-Supplies | \$2,113 | \$1,600 | \$7,115 | \$1,099 | \$1,200 |
| 55-Equipment | \$114,039 | \$238,000 | \$122,195 | \$152,230 | \$160,900 |
| 56-Other Expenses | \$5,296 | \$11,375 | \$13,651 | \$17,209 | \$18,200 |
| 57-Exam Related Expenses | \$58,263 | \$233,627 | \$74,049 | \$118,252 | \$125,000 |
| 59-Indirect Costs | \$689,867 | \$680,167 | \$680,167 | \$612,393 | \$647,299 |
| Expenses Total | \$1,756,078 | \$2,097,872 | \$1,809,809 | \$1,850,546 | \$1,947,099 |
| 8399 - Legal Specialization Surplus/(Deficit) | \$612,601 | \$84,158 | \$395,599 | \$344,792 | \$248,239 |

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

| <u>Chief Trial Counsel</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$77,500 | \$60,000 | \$82,605 | \$75,000 | \$75,975 |
| 45-Other Revenues | (\$400) | - | \$9,600 | - | - |
| Revenue Total | \$77,100 | \$60,000 | \$92,205 | \$75,000 | \$75,975 |
| 50-Personnel Costs | \$39,786,908 | \$39,264,900 | \$39,240,685 | \$41,482,500 | \$43,727,600 |
| 51-Building Operations | \$2,656 | \$117,199 | \$1,108 | \$1,278 | \$1,400 |
| 52-Services | \$1,057,377 | \$1,534,384 | \$1,606,605 | \$1,665,914 | \$1,760,800 |
| 54-Supplies | \$94,250 | \$203,092 | \$92,656 | \$80,899 | \$85,600 |
| 55-Equipment | \$44,589 | \$113,238 | \$53,428 | \$47,000 | \$49,700 |
| 56-Other Expenses | \$5,395 | \$132,737 | \$77,209 | \$73,610 | \$77,700 |
| 58-Payouts and Reimbursements | (\$1,559,668) | (\$1,500,000) | (\$1,830,344) | (\$1,800,000) | (\$1,902,600) |
| 59-Indirect Costs | \$19,696,837 | \$21,733,256 | \$21,733,256 | \$22,611,656 | \$23,900,521 |
| 69-Transfers Out | \$46,300 | - | \$46,065 | - | - |
| Expenses Total | \$59,174,644 | \$61,598,806 | \$61,020,668 | \$64,162,857 | \$67,700,721 |
| Chief Trial Counsel Surplus/(Deficit) | (\$59,097,544) | (\$61,538,806) | (\$60,928,464) | (\$64,087,857) | (\$67,624,746) |

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

| 6110 - Chief Trial Counsel | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$77,500 | \$60,000 | \$82,605 | \$75,000 | \$75,975 |
| 45-Other Revenues | (\$400) | - | \$9,600 | - | - |
| Revenue Total | \$77,100 | \$60,000 | \$92,205 | \$75,000 | \$75,975 |
| 50-Personnel Costs | \$39,786,908 | \$39,264,900 | \$39,220,330 | \$41,482,500 | \$43,727,600 |
| 51-Building Operations | \$2,656 | \$117,199 | \$1,108 | \$1,278 | \$1,400 |
| 52-Services | \$620,145 | \$1,108,684 | \$772,365 | \$399,914 | \$422,700 |
| 54-Supplies | \$94,250 | \$203,092 | \$92,656 | \$80,899 | \$85,600 |
| 55-Equipment | \$44,588 | \$113,238 | \$53,428 | \$47,000 | \$49,700 |
| 56-Other Expenses | \$5,395 | \$132,737 | \$75,125 | \$71,610 | \$75,600 |
| 58-Payouts and Reimbursements | (\$1,559,668) | (\$1,500,000) | (\$1,830,344) | (\$1,800,000) | (\$1,902,600) |
| 59-Indirect Costs | \$19,680,918 | \$21,702,852 | \$21,702,852 | \$22,517,250 | \$23,800,734 |
| 69-Transfers Out | \$46,300 | - | \$46,065 | - | - |
| Expenses Total | \$58,721,493 | \$61,142,702 | \$60,133,585 | \$62,800,451 | \$66,260,734 |
| 6110 - Chief Trial Counsel Surplus/(Deficit) | (\$58,644,393) | (\$61,082,702) | (\$60,041,381) | (\$62,725,451) | (\$66,184,759) |

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

| <u>6120 - Rule 2201 Conflict Cases</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|--------------------|--------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | - | - | \$20,355 | - | - |
| 52-Services | \$437,231 | \$425,700 | \$834,240 | \$1,266,000 | \$1,338,100 |
| 55-Equipment | \$1 | - | - | - | - |
| 56-Other Expenses | - | - | \$2,084 | \$2,000 | \$2,100 |
| 59-Indirect Costs | \$15,919 | \$30,404 | \$30,404 | \$94,406 | \$99,787 |
| Expenses Total | \$453,151 | \$456,104 | \$887,083 | \$1,362,406 | \$1,439,987 |
| 6120 - Rule 2201 Conflict Cases Surplus/(Deficit) | (\$453,151) | (\$456,104) | (\$887,083) | (\$1,362,406) | (\$1,439,987) |

The State Bar of California
Budget-by Cost Center
Monthly Financials

| <u>0000 - No Department</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------|----------------|----------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | - | - | \$1,450 | - | - |
| Revenue Total | - | - | \$1,450 | - | - |
| 61-Depreciation | \$6,681,596 | - | - | - | - |
| Expenses Total | \$6,681,596 | - | - | - | - |
| 0000 - No Department Surplus/(Deficit) | (\$6,681,596) | - | \$1,450 | - | - |

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

| <u>Executive Director</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$76,499 | \$75,000 | \$49,379 | \$75,000 | \$75,975 |
| 45-Other Revenues | (\$499,429) | (\$250,000) | (\$254,458) | - | - |
| 47-Investment Income | (\$4,691) | \$18,000 | (\$1,477) | \$34,361 | \$34,808 |
| Revenue Total | (\$427,621) | (\$157,000) | (\$206,556) | \$109,361 | \$110,783 |
| 50-Personnel Costs | \$1,008,131 | \$1,170,600 | \$1,515,892 | \$1,317,400 | \$1,382,300 |
| 51-Building Operations | \$453 | \$600 | \$225 | \$160 | \$200 |
| 52-Services | \$323,372 | \$854,550 | \$938,401 | \$836,866 | \$884,500 |
| 54-Supplies | \$27,077 | \$19,550 | \$14,663 | \$20,329 | \$21,500 |
| 55-Equipment | \$431 | \$1,000 | \$2,097 | \$281 | \$300 |
| 56-Other Expenses | \$23,544 | \$37,500 | \$46,345 | \$54,742 | \$57,900 |
| 59-Indirect Costs | \$251,300 | \$414,599 | \$414,599 | \$432,331 | \$456,974 |
| 69-Transfers Out | \$463 | - | \$463 | - | - |
| Expenses Total | \$1,634,771 | \$2,498,399 | \$2,932,685 | \$2,662,109 | \$2,803,674 |
| Executive Director Surplus/(Deficit) | (\$2,062,392) | (\$2,655,399) | (\$3,139,241) | (\$2,552,748) | (\$2,692,891) |

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

| <u>1110 - Executive Director</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$499,379 | \$465,100 | \$730,269 | \$499,600 | \$519,100 |
| 51-Building Operations | \$453 | \$600 | \$225 | \$160 | \$200 |
| 52-Services | \$129,503 | \$550,900 | \$612,378 | \$560,140 | \$592,000 |
| 54-Supplies | \$4,210 | \$5,400 | \$5,759 | \$1,729 | \$1,800 |
| 55-Equipment | \$424 | \$500 | \$1,890 | \$139 | \$100 |
| 56-Other Expenses | \$726 | \$3,000 | \$19,633 | \$3,100 | \$3,300 |
| 69-Transfers Out | \$463 | - | \$463 | - | - |
| Expenses Total | \$635,158 | \$1,025,500 | \$1,370,617 | \$1,064,868 | \$1,116,500 |
| 1110 - Executive Director Surplus/(Deficit) | (\$635,158) | (\$1,025,500) | (\$1,370,617) | (\$1,064,868) | (\$1,116,500) |

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

| <u>1120 - Group Insurance Programs</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|-----------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | \$87,836 | - | \$262,970 | - | - |
| Revenue Total | \$87,836 | - | \$262,970 | - | - |
| 55-Equipment | \$1 | - | - | - | - |
| Expenses Total | \$1 | - | - | - | - |
| 1120 - Group Insurance Programs Surplus/(Deficit) | \$87,835 | - | \$262,970 | - | - |

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

| <u>1130 - Professional Liab Insurance</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|--------------------|--------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | (\$593,289) | (\$250,000) | (\$524,831) | - | - |
| Revenue Total | (\$593,289) | (\$250,000) | (\$524,831) | - | - |
| Expenses Total | - | - | - | - | - |
| 1130 - Professional Liab Insurance Surplus/(Deficit) | (\$593,289) | (\$250,000) | (\$524,831) | - | - |

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

| <u>1140 - Affinity Programs</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------|----------|----------------|----------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | \$1,598 | - | \$2,603 | - | - |
| Revenue Total | \$1,598 | - | \$2,603 | - | - |
| Expenses Total | - | - | - | - | - |
| 1140 - Affinity Programs Surplus/(Deficit) | \$1,598 | - | \$2,603 | - | - |

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

| <u>1150 - Affinity & Insurance Fund</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|------------------|-----------------|-------------------|-----------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 47-Investment Income | (\$4,691) | \$18,000 | (\$1,477) | \$34,361 | \$34,808 |
| Revenue Total | (\$4,691) | \$18,000 | (\$1,477) | \$34,361 | \$34,808 |
| 55-Equipment | - | - | \$1 | - | - |
| Expenses Total | - | - | \$1 | - | - |
| 1150 - Affinity & Insurance Fund Surplus/(Deficit) | (\$4,691) | \$18,000 | (\$1,478) | \$34,361 | \$34,808 |

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

| <u>1160 - CLA Support</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | \$4,425 | - | \$4,800 | - | - |
| Revenue Total | \$4,425 | - | \$4,800 | - | - |
| 55-Equipment | (\$405) | - | - | - | - |
| Expenses Total | (\$405) | - | - | - | - |
| 1160 - CLA Support Surplus/(Deficit) | \$4,830 | - | \$4,800 | - | - |

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

| <u>1210 - Strategic Communications</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$76,499 | \$75,000 | \$49,379 | \$75,000 | \$75,975 |
| Revenue Total | \$76,499 | \$75,000 | \$49,379 | \$75,000 | \$75,975 |
| 50-Personnel Costs | \$508,752 | \$705,500 | \$785,623 | \$817,800 | \$863,200 |
| 52-Services | \$193,459 | \$302,900 | \$325,979 | \$276,726 | \$292,500 |
| 54-Supplies | \$22,841 | \$13,400 | \$8,876 | \$18,600 | \$19,700 |
| 55-Equipment | \$370 | \$500 | \$205 | \$142 | \$200 |
| 56-Other Expenses | \$3 | \$2,000 | \$3,920 | - | - |
| 59-Indirect Costs | \$251,300 | \$414,599 | \$414,599 | \$432,331 | \$456,974 |
| Expenses Total | \$976,725 | \$1,438,899 | \$1,539,202 | \$1,545,599 | \$1,632,574 |
| 1210 - Strategic Communications Surplus/(Deficit) | (\$900,226) | (\$1,363,899) | (\$1,489,823) | (\$1,470,599) | (\$1,556,599) |

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

| <u>2130 - Board of Trustees</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 52-Services | \$409 | \$750 | \$44 | - | - |
| 54-Supplies | \$27 | \$750 | \$28 | - | - |
| 55-Equipment | \$42 | - | \$1 | - | - |
| 56-Other Expenses | \$22,815 | \$32,500 | \$22,792 | \$51,642 | \$54,600 |
| Expenses Total | \$23,292 | \$34,000 | \$22,865 | \$51,642 | \$54,600 |
| 2130 - Board of Trustees Surplus/(Deficit) | (\$23,292) | (\$34,000) | (\$22,865) | (\$51,642) | (\$54,600) |

The State Bar of California
Budget-by Cost Center
Finance

| <u>Finance</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$2,786,444 | \$2,719,800 | \$2,845,088 | \$2,770,500 | \$2,896,400 |
| 51-Building Operations | \$3,056 | \$3,515 | \$3,592 | \$2,992 | \$3,200 |
| 52-Services | \$1,012,384 | \$448,712 | \$340,818 | \$547,042 | \$578,200 |
| 54-Supplies | \$19,628 | \$25,645 | \$17,012 | \$20,033 | \$21,100 |
| 55-Equipment | \$5,225 | \$14,501 | \$2,678 | \$2,250 | \$2,400 |
| 56-Other Expenses | \$9,109 | \$9,440 | \$10,032 | \$4,900 | \$5,200 |
| Expenses Total | \$3,835,845 | \$3,221,613 | \$3,219,220 | \$3,347,717 | \$3,506,500 |
| Finance Surplus/(Deficit) | (\$3,835,845) | (\$3,221,613) | (\$3,219,220) | (\$3,347,717) | (\$3,506,500) |

The State Bar of California
Budget-by Cost Center
Finance

| <u>3110 - Finance</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$2,125,250 | \$2,170,300 | \$2,269,994 | \$2,217,100 | \$2,319,200 |
| 51-Building Operations | \$2,045 | \$2,265 | \$2,864 | \$2,265 | \$2,400 |
| 52-Services | \$831,487 | \$227,862 | \$212,638 | \$387,367 | \$409,500 |
| 54-Supplies | \$6,584 | \$6,945 | \$3,898 | \$3,465 | \$3,600 |
| 55-Equipment | \$3,597 | \$12,251 | \$72 | - | - |
| 56-Other Expenses | \$1,183 | \$2,190 | \$1,277 | \$4,900 | \$5,200 |
| Expenses Total | \$2,970,145 | \$2,421,813 | \$2,490,744 | \$2,615,097 | \$2,739,900 |
| 3110 - Finance Surplus/(Deficit) | (\$2,970,145) | (\$2,421,813) | (\$2,490,744) | (\$2,615,097) | (\$2,739,900) |

The State Bar of California
Budget-by Cost Center
Finance

| 3120 - Licensee Billing | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$661,194 | \$549,500 | \$575,094 | \$553,400 | \$577,200 |
| 51-Building Operations | \$1,011 | \$1,250 | \$727 | \$727 | \$800 |
| 52-Services | \$180,897 | \$220,850 | \$128,181 | \$159,675 | \$168,700 |
| 54-Supplies | \$13,044 | \$18,700 | \$13,114 | \$16,568 | \$17,500 |
| 55-Equipment | \$1,628 | \$2,250 | \$2,606 | \$2,250 | \$2,400 |
| 56-Other Expenses | \$7,925 | \$7,250 | \$8,754 | - | - |
| Expenses Total | \$865,699 | \$799,800 | \$728,476 | \$732,620 | \$766,600 |
| 3120 - Licensee Billing Surplus/(Deficit) | (\$865,699) | (\$799,800) | (\$728,476) | (\$732,620) | (\$766,600) |

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

| <u>General Counsel</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | - | - | \$1,000 | - | - |
| Revenue Total | - | - | \$1,000 | - | - |
| 50-Personnel Costs | \$3,636,070 | \$4,310,100 | \$3,480,605 | \$4,649,800 | \$5,002,200 |
| 51-Building Operations | \$2,042 | \$1,600 | \$2,633 | \$2,698 | \$2,900 |
| 52-Services | \$304,832 | \$454,400 | \$1,071,455 | \$800,000 | \$845,800 |
| 54-Supplies | \$10,618 | \$16,713 | \$10,594 | \$9,748 | \$10,400 |
| 55-Equipment | \$3,824 | \$14,625 | \$6,841 | \$6,748 | \$7,100 |
| 56-Other Expenses | \$3,088 | \$67,400 | \$9,864 | \$9,700 | \$10,200 |
| 69-Transfers Out | \$5,556 | - | \$5,556 | - | - |
| Expenses Total | \$3,966,030 | \$4,864,838 | \$4,587,547 | \$5,478,694 | \$5,878,600 |
| General Counsel Surplus/(Deficit) | (\$3,966,030) | (\$4,864,838) | (\$4,586,547) | (\$5,478,694) | (\$5,878,600) |

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

| <u>4110 - General Counsel</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | - | - | \$1,000 | - | - |
| Revenue Total | - | - | \$1,000 | - | - |
| 50-Personnel Costs | \$3,636,070 | \$4,310,100 | \$3,480,605 | \$4,649,800 | \$5,002,200 |
| 51-Building Operations | \$2,042 | \$1,600 | \$2,633 | \$2,698 | \$2,900 |
| 52-Services | \$304,832 | \$454,400 | \$1,071,455 | \$800,000 | \$845,800 |
| 54-Supplies | \$10,618 | \$16,713 | \$10,594 | \$9,748 | \$10,400 |
| 55-Equipment | \$3,824 | \$14,625 | \$6,841 | \$6,748 | \$7,100 |
| 56-Other Expenses | \$3,088 | \$67,400 | \$9,864 | \$9,700 | \$10,200 |
| 69-Transfers Out | \$5,556 | - | \$5,556 | - | - |
| Expenses Total | \$3,966,030 | \$4,864,838 | \$4,587,547 | \$5,478,694 | \$5,878,600 |
| 4110 - General Counsel Surplus/(Deficit) | (\$3,966,030) | (\$4,864,838) | (\$4,586,547) | (\$5,478,694) | (\$5,878,600) |

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

| <u>General Services</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$804,371 | \$800,349 | \$822,089 | \$812,000 | \$822,556 |
| 47-Investment Income | (\$7,059) | \$25,000 | (\$2,065) | \$48,027 | \$48,651 |
| 48-Lease Revenue | \$3,133,009 | \$3,652,249 | \$3,653,465 | \$2,695,200 | \$401,813 |
| 49-Transfer In | \$552 | - | \$548 | - | - |
| Revenue Total | \$3,930,873 | \$4,477,598 | \$4,474,037 | \$3,555,227 | \$1,273,020 |
| 50-Personnel Costs | \$2,271,489 | \$2,241,700 | \$2,315,591 | \$2,265,200 | \$2,355,200 |
| 51-Building Operations | \$5,767,326 | \$6,800,720 | \$6,022,812 | \$4,691,498 | \$3,422,300 |
| 52-Services | \$537,290 | \$680,000 | \$697,270 | \$415,757 | \$241,900 |
| 54-Supplies | \$488,554 | \$482,200 | \$541,299 | \$457,602 | \$470,500 |
| 55-Equipment | \$114,765 | \$145,000 | (\$1,352,398) | \$107,892 | \$116,700 |
| 56-Other Expenses | \$30,401 | \$24,000 | \$76,256 | \$13,042 | \$3,300 |
| 59-Indirect Costs | (\$315,900) | (\$2,845,094) | (\$2,845,094) | (\$1,976,794) | (\$2,089,471) |
| 62-Debt Related | \$682,165 | \$2,845,094 | \$659,202 | \$1,976,968 | \$1,171,900 |
| Expenses Total | \$9,576,090 | \$10,373,620 | \$6,114,937 | \$7,951,165 | \$5,692,329 |
| General Services Surplus/(Deficit) | (\$5,645,217) | (\$5,896,022) | (\$1,640,900) | (\$4,395,938) | (\$4,419,309) |

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

| 5510 - General Services SF | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$1,302,677 | \$1,279,500 | \$1,273,278 | \$1,248,500 | \$1,297,100 |
| 51-Building Operations | \$2,410,378 | \$3,002,570 | \$2,620,717 | \$1,453,847 | - |
| 52-Services | \$205,342 | \$434,000 | \$372,209 | \$186,964 | - |
| 54-Supplies | \$769 | \$37,100 | \$31,927 | \$12,502 | - |
| 55-Equipment | (\$18,395) | (\$5,000) | \$67,007 | (\$2,500) | - |
| 56-Other Expenses | \$26,438 | \$24,000 | \$43,808 | \$13,042 | \$3,300 |
| Expenses Total | \$3,927,208 | \$4,772,170 | \$4,408,945 | \$2,912,355 | \$1,300,400 |
| 5510 - General Services SF Surplus/(Deficit) | (\$3,927,208) | (\$4,772,170) | (\$4,408,945) | (\$2,912,355) | (\$1,300,400) |

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

| <u>5520 - General Services LA</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$968,812 | \$962,200 | \$1,042,313 | \$1,016,700 | \$1,058,100 |
| 51-Building Operations | \$2,088,986 | \$2,398,150 | \$2,115,317 | \$1,968,674 | \$2,081,000 |
| 52-Services | \$188,636 | \$246,000 | \$279,522 | \$228,793 | \$241,900 |
| 54-Supplies | \$487,786 | \$445,100 | \$509,372 | \$445,100 | \$470,500 |
| 55-Equipment | \$121,388 | \$150,000 | \$179,431 | \$110,392 | \$116,700 |
| 56-Other Expenses | \$3,962 | - | \$32,448 | - | - |
| Expenses Total | \$3,859,570 | \$4,201,450 | \$4,158,403 | \$3,769,659 | \$3,968,200 |
| 5520 - General Services LA Surplus/(Deficit) | (\$3,859,570) | (\$4,201,450) | (\$4,158,403) | (\$3,769,659) | (\$3,968,200) |

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

| <u>5530 - Risk Management/Insurance</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 51-Building Operations | \$893,674 | \$1,400,000 | \$1,286,778 | \$1,268,977 | \$1,341,300 |
| Expenses Total | \$893,674 | \$1,400,000 | \$1,286,778 | \$1,268,977 | \$1,341,300 |
| 5530 - Risk Management/Insurance Surplus/(Deficit) | (\$893,674) | (\$1,400,000) | (\$1,286,778) | (\$1,268,977) | (\$1,341,300) |

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

| 5610 - Building -Asset BU | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|------------------|--------------------|------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$804,371 | \$800,349 | \$822,089 | \$812,000 | \$822,556 |
| 47-Investment Income | (\$4,035) | \$15,300 | (\$1,271) | \$29,553 | \$29,937 |
| 49-Transfer In | \$552 | - | \$548 | - | - |
| Revenue Total | \$800,888 | \$815,649 | \$821,366 | \$841,553 | \$852,493 |
| 51-Building Operations | \$346,088 | - | - | - | - |
| 55-Equipment | - | - | (\$2,429,433) | - | - |
| 59-Indirect Costs | - | (\$1,736,600) | (\$1,736,600) | (\$868,300) | (\$917,793) |
| 62-Debt Related | - | \$1,736,600 | \$343,657 | \$868,300 | - |
| Expenses Total | \$346,088 | - | (\$3,822,376) | - | (\$917,793) |
| 5610 - Building -Asset BU Surplus/(Deficit) | \$454,800 | \$815,649 | \$4,643,743 | \$841,553 | \$1,770,286 |

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

| <u>5611 - Building Improvements - Fee Bill Funded</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------|--------|------------|--------|----------|
| | Actual | 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

| 5612 - HVAC SF Building | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------|--------|-------------|--------|----------|
| | Actual | 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>5615 - Generator</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|-------------------|----------|--------------------|----------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 55-Equipment | \$11,773 | - | \$697,998 | - | - |
| Expenses Total | \$11,773 | - | \$697,998 | - | - |
| 5615 - Generator Surplus/(Deficit) | (\$11,773) | - | (\$697,998) | - | - |

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

| <u>5616 - Elevators</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------|--------|--------------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 55-Equipment | - | - | \$622,262 | - | - |
| Expenses Total | - | - | \$622,262 | - | - |
| 5616 - Elevators Surplus/(Deficit) | - | - | (\$622,262) | - | - |

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

| <u>5620 - SF Facilities Management</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|--------------------|--------------------|--------------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 48-Lease Revenue | \$2,734,275 | \$3,255,593 | \$3,234,856 | \$2,295,200 | - |
| Revenue Total | \$2,734,275 | \$3,255,593 | \$3,234,856 | \$2,295,200 | - |
| Expenses Total | - | - | - | - | - |
| 5620 - SF Facilities Management Surplus/(Deficit) | \$2,734,275 | \$3,255,593 | \$3,234,856 | \$2,295,200 | - |

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

| <u>5630 - SF Tenant Improvement Fund</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 47-Investment Income | (\$502) | - | - | - | - |
| Revenue Total | (\$502) | - | - | - | - |
| | | | | | |
| 52-Services | \$143,312 | - | - | - | - |
| 62-Debt Related | \$374,441 | - | - | - | - |
| Expenses Total | \$517,753 | - | - | - | - |
| 5630 - SF Tenant Improvement Fund Surplus/(Deficit) | (\$518,255) | - | - | - | - |

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

| <u>5640 - LA Facility Fund</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|------------------|--------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 47-Investment Income | (\$2,522) | \$9,700 | (\$794) | \$18,474 | \$18,714 |
| 48-Lease Revenue | \$398,734 | \$396,656 | \$418,609 | \$400,000 | \$401,813 |
| Revenue Total | \$396,212 | \$406,356 | \$417,814 | \$418,474 | \$420,527 |
| 51-Building Operations | \$28,200 | - | - | - | - |
| 59-Indirect Costs | (\$315,900) | (\$1,108,494) | (\$1,108,494) | (\$1,108,494) | (\$1,171,678) |
| 62-Debt Related | \$307,724 | \$1,108,494 | \$315,545 | \$1,108,668 | \$1,171,900 |
| Expenses Total | \$20,024 | - | (\$792,949) | \$174 | \$222 |
| 5640 - LA Facility Fund Surplus/(Deficit) | \$376,188 | \$406,356 | \$1,210,763 | \$418,300 | \$420,305 |

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

| <u>5690 - SF Building Sale</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------|--------|-------------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 52-Services | - | - | \$45,538 | - | - |
| Expenses Total | - | - | \$45,538 | - | - |
| 5690 - SF Building Sale Surplus/(Deficit) | - | - | (\$45,538) | - | - |

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

| <u>Human Resources</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$2,478,996 | \$2,804,700 | \$2,829,284 | \$2,698,200 | \$2,865,600 |
| 51-Building Operations | \$5,338 | \$8,500 | \$14,931 | \$4,227 | \$4,400 |
| 52-Services | \$197,378 | \$135,500 | \$188,829 | \$127,500 | \$134,800 |
| 54-Supplies | \$10,766 | \$26,000 | \$1,854 | \$1,541 | \$1,600 |
| 55-Equipment | \$1,689 | \$1,000 | \$2,735 | \$123 | \$100 |
| 56-Other Expenses | \$57,241 | \$233,500 | \$169,705 | \$155,817 | \$164,600 |
| 69-Transfers Out | - | - | \$261 | - | - |
| Expenses Total | \$2,751,408 | \$3,209,200 | \$3,207,599 | \$2,987,408 | \$3,171,100 |
| Human Resources Surplus/(Deficit) | (\$2,751,408) | (\$3,209,200) | (\$3,207,599) | (\$2,987,408) | (\$3,171,100) |

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

| 1111 - Recruitment & Retention (Retired) | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| Expenses Total | - | - | - | - | - |
| 1111 - Recruitment & Retention (Retired) Surplus/(Deficit) | - | - | - | - | - |

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

| <u>5210 - Human Resources</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$1,611,315 | \$1,764,800 | \$1,874,458 | \$1,865,200 | \$1,974,800 |
| 51-Building Operations | \$4,735 | \$7,500 | \$14,332 | \$3,628 | \$3,800 |
| 52-Services | (\$12,370) | \$70,000 | \$106,895 | \$40,000 | \$42,300 |
| 54-Supplies | \$4,590 | \$17,000 | \$1,017 | \$770 | \$800 |
| 55-Equipment | \$1,107 | - | \$2,643 | - | - |
| 56-Other Expenses | \$2,822 | \$23,500 | \$6,238 | \$5,163 | \$5,400 |
| 69-Transfers Out | - | - | \$261 | - | - |
| Expenses Total | \$1,612,198 | \$1,882,800 | \$2,005,844 | \$1,914,761 | \$2,027,100 |
| 5210 - Human Resources Surplus/(Deficit) | (\$1,612,198) | (\$1,882,800) | (\$2,005,844) | (\$1,914,761) | (\$2,027,100) |

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

| <u>5220 - Talent Engagement & Develop</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 55-Equipment | \$86 | - | - | - | - |
| Expenses Total | \$86 | - | - | - | - |
| 5220 - Talent Engagement & Develop Surplus/(Deficit) | (\$86) | - | - | - | - |

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

| <u>5250 - Recruitment & Retention</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$867,681 | \$1,039,900 | \$954,826 | \$833,000 | \$890,800 |
| 51-Building Operations | \$603 | \$1,000 | \$599 | \$599 | \$600 |
| 52-Services | \$209,748 | \$65,500 | \$81,934 | \$87,500 | \$92,500 |
| 54-Supplies | \$6,177 | \$9,000 | \$837 | \$771 | \$800 |
| 55-Equipment | \$496 | \$1,000 | \$93 | \$123 | \$100 |
| 56-Other Expenses | \$54,420 | \$210,000 | \$163,466 | \$150,654 | \$159,200 |
| Expenses Total | \$1,139,124 | \$1,326,400 | \$1,201,755 | \$1,072,647 | \$1,144,000 |
| 5250 - Recruitment & Retention Surplus/(Deficit) | (\$1,139,124) | (\$1,326,400) | (\$1,201,755) | (\$1,072,647) | (\$1,144,000) |

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

| <u>Information Technology</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------|----------------|----------------|----------------|----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$6,380,211 | \$6,988,600 | \$6,433,072 | \$7,320,000 | \$7,692,200 |
| 51-Building Operations | \$294,222 | \$555,315 | \$535,172 | \$552,838 | \$584,300 |
| 52-Services | \$1,546,049 | \$1,762,643 | \$3,742,791 | \$4,817,991 | \$5,092,600 |
| 54-Supplies | \$67,694 | \$66,250 | \$226,077 | \$6,968 | \$7,300 |
| 55-Equipment | \$3,167,978 | \$3,506,750 | \$2,820,026 | \$3,084,058 | \$3,259,800 |
| 56-Other Expenses | \$20,785 | \$53,500 | \$26,310 | \$21,987 | \$23,300 |
| Expenses Total | \$11,476,939 | \$12,933,058 | \$13,783,447 | \$15,803,842 | \$16,659,500 |
| Information Technology Surplus/(Deficit) | (\$11,476,939) | (\$12,933,058) | (\$13,783,447) | (\$15,803,842) | (\$16,659,500) |

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

| 5310 - Information Technology | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$6,380,211 | \$6,988,600 | \$6,433,072 | \$7,320,000 | \$7,692,200 |
| 51-Building Operations | \$294,222 | \$555,315 | \$535,172 | \$552,838 | \$584,300 |
| 52-Services | \$1,546,049 | \$1,762,643 | \$3,742,791 | \$4,817,991 | \$5,092,600 |
| 54-Supplies | \$67,694 | \$66,250 | \$226,077 | \$6,968 | \$7,300 |
| 55-Equipment | \$3,167,978 | \$3,506,750 | \$2,820,026 | \$3,084,058 | \$3,259,800 |
| 56-Other Expenses | \$20,785 | \$53,500 | \$26,310 | \$21,987 | \$23,300 |
| Expenses Total | \$11,476,939 | \$12,933,058 | \$13,783,447 | \$15,803,842 | \$16,659,500 |
| 5310 - Information Technology Surplus/(Deficit) | (\$11,476,939) | (\$12,933,058) | (\$13,783,447) | (\$15,803,842) | (\$16,659,500) |

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

| <u>5311 - Information Technology - Fee Bill Funded</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| Expenses Total | - | - | - | - | - |
| 5311 - Information Technology - Fee Bill Funded Surplus/(Deficit) | - | - | - | - | - |

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

| 5312 - Disaster Recovery | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 52-Services | - | - | - | - | - |
| Expenses Total | - | - | - | - | - |
| 5312 - Disaster Recovery Surplus/(Deficit) | - | - | - | - | - |

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

| <u>Mission Advancement & Accountability</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 44-Grants | - | - | \$160,000 | - | - |
| 45-Other Revenues | - | - | \$1,920 | \$1,000 | \$1,013 |
| Revenue Total | - | - | \$161,920 | \$1,000 | \$1,013 |
| 50-Personnel Costs | \$2,320,295 | \$2,648,300 | \$2,041,273 | \$2,568,600 | \$2,745,300 |
| 51-Building Operations | \$1,066 | \$1,300 | \$1,256 | \$809 | \$900 |
| 52-Services | \$242,145 | \$99,800 | \$51,049 | \$186,000 | \$196,600 |
| 54-Supplies | \$1,054 | \$1,960 | \$337 | - | - |
| 55-Equipment | \$4,939 | \$9,900 | \$10,411 | \$5,400 | \$5,700 |
| 56-Other Expenses | \$5,132 | \$25,600 | \$8,526 | \$4,300 | \$4,500 |
| 57-Exam Related Expenses | - | - | \$67,892 | - | - |
| 69-Transfers Out | \$463 | - | - | - | - |
| Expenses Total | \$2,575,094 | \$2,786,860 | \$2,180,743 | \$2,765,109 | \$2,953,000 |
| Mission Advancement & Accountability Surplus/(Deficit) | (\$2,575,094) | (\$2,786,860) | (\$2,018,823) | (\$2,764,109) | (\$2,951,987) |

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

| <u>2110 - Mission Advancement & Accountability</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|---------------|--------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$898,958 | - | \$92,915 | \$2,568,600 | \$2,745,300 |
| 51-Building Operations | \$1,042 | - | \$772 | \$809 | \$900 |
| 52-Services | \$189,521 | - | - | \$186,000 | \$196,600 |
| 54-Supplies | \$1,043 | - | \$78 | - | - |
| 55-Equipment | \$2,074 | - | \$108 | \$5,400 | \$5,700 |
| 56-Other Expenses | \$4,362 | - | \$7,549 | \$4,300 | \$4,500 |
| 69-Transfers Out | \$463 | - | - | - | - |
| Expenses Total | \$1,097,462 | - | \$101,422 | \$2,765,109 | \$2,953,000 |
| 2110 - Mission Advancement & Accountability Surplus/(Deficit) | (\$1,097,462) | - | (\$101,422) | (\$2,765,109) | (\$2,953,000) |

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

| <u>2310 - Research & Institutional Acct.</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|----------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | - | - | \$1,920 | \$1,000 | \$1,013 |
| Revenue Total | - | - | \$1,920 | \$1,000 | \$1,013 |
| 50-Personnel Costs | \$1,421,337 | \$2,648,300 | \$1,948,358 | - | - |
| 51-Building Operations | \$24 | \$1,300 | \$483 | - | - |
| 52-Services | \$52,625 | \$99,800 | \$51,049 | - | - |
| 54-Supplies | \$11 | \$1,960 | \$259 | - | - |
| 55-Equipment | \$2,865 | \$9,900 | \$10,301 | - | - |
| 56-Other Expenses | \$770 | \$25,600 | \$977 | - | - |
| Expenses Total | \$1,477,632 | \$2,786,860 | \$2,011,428 | - | - |
| 2310 - Research & Institutional Acct. Surplus/(Deficit) | (\$1,477,632) | (\$2,786,860) | (\$2,009,508) | \$1,000 | \$1,013 |

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

| <u>2320 - ORIA Collections</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| Expenses Total | - | - | - | - | - |
| 2320 - ORIA Collections Surplus/(Deficit) | - | - | - | - | - |

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

| 2330 - Malpractice Ins Wkg Group | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 55-Equipment | - | - | \$2 | - | - |
| Expenses Total | - | - | \$2 | - | - |
| 2330 - Malpractice Ins Wkg Group Surplus/(Deficit) | - | - | (\$2) | - | - |

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

| <u>2340 - Access/Lex</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 44-Grants | - | - | \$160,000 | - | - |
| Revenue Total | - | - | \$160,000 | - | - |
| 57-Exam Related Expenses | - | - | \$67,892 | - | - |
| Expenses Total | - | - | \$67,892 | - | - |
| 2340 - Access/Lex Surplus/(Deficit) | - | - | \$92,108 | - | - |

The State Bar of California
Budget-by Cost Center
Nondepartmental

| <u>Nondepartmental</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$82,068,602 | \$82,303,245 | \$83,716,767 | \$83,346,600 | \$84,430,106 |
| 42-Other Fees | \$1,808,170 | \$1,905,500 | \$1,764,106 | \$1,780,300 | \$2,636,444 |
| 45-Other Revenues | \$57,177 | \$175,000 | \$385,436 | \$175,000 | \$177,275 |
| 47-Investment Income | \$60,218 | \$288,300 | (\$33,102) | \$303,867 | \$307,818 |
| 49-Transfer In | \$55,848 | - | \$55,465 | - | - |
| Revenue Total | \$84,050,016 | \$84,672,045 | \$85,888,671 | \$85,605,767 | \$87,551,643 |
| 50-Personnel Costs | (\$9,229,359) | \$4,032,400 | \$7,147,380 | \$2,801,000 | \$2,960,700 |
| 51-Building Operations | \$460,560 | - | \$21,962 | - | - |
| 52-Services | \$31,936 | - | \$31,619 | - | - |
| 54-Supplies | (\$53,979) | - | \$1,473 | - | - |
| 55-Equipment | \$59 | - | - | - | - |
| 56-Other Expenses | \$17,670 | - | \$322,313 | - | - |
| 59-Indirect Costs | (\$39,167,326) | (\$41,521,122) | (\$41,521,122) | (\$41,826,937) | (\$44,211,072) |
| 69-Transfers Out | - | - | \$6,225 | \$400,000 | \$422,800 |
| Expenses Total | (\$47,940,440) | (\$37,488,722) | (\$33,990,152) | (\$38,625,937) | (\$40,827,572) |
| Nondepartmental Surplus/(Deficit) | \$131,990,455 | \$122,160,767 | \$119,878,823 | \$124,231,704 | \$128,379,215 |

The State Bar of California
Budget-by Cost Center
Nondepartmental

| 0001 - Admin & Discipline Fund | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$82,068,602 | \$82,303,245 | \$83,716,767 | \$83,346,600 | \$84,430,106 |
| 42-Other Fees | \$1,808,170 | \$1,905,500 | \$1,764,106 | \$1,780,300 | \$2,636,444 |
| 45-Other Revenues | \$57,177 | \$175,000 | \$385,436 | \$175,000 | \$177,275 |
| 47-Investment Income | \$67,035 | \$262,200 | (\$30,955) | \$253,933 | \$257,234 |
| 49-Transfer In | \$55,848 | - | \$55,465 | - | - |
| Revenue Total | \$84,056,833 | \$84,645,945 | \$85,890,818 | \$85,555,833 | \$87,501,059 |
| 50-Personnel Costs | (\$6,759,672) | \$4,032,400 | \$7,147,380 | \$2,801,000 | \$2,960,700 |
| 51-Building Operations | \$460,560 | - | \$21,962 | - | - |
| 52-Services | \$31,930 | - | \$31,619 | - | - |
| 54-Supplies | (\$53,979) | - | \$1,473 | - | - |
| 56-Other Expenses | \$17,670 | - | \$322,313 | - | - |
| 59-Indirect Costs | (\$2,079,970) | (\$3,269,793) | (\$3,269,793) | (\$3,449,860) | (\$3,646,502) |
| 69-Transfers Out | - | - | - | \$400,000 | \$422,800 |
| Expenses Total | (\$8,383,461) | \$762,607 | \$4,254,953 | (\$248,860) | (\$263,002) |
| 0001 - Admin & Discipline Fund Surplus/(Deficit) | \$92,440,293 | \$83,883,338 | \$81,635,865 | \$85,804,693 | \$87,764,061 |

**The State Bar of California
Budget-by Cost Center
Nondepartmental**

| <u>0003 - Support & Admin.- Asset BU</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 47-Investment Income | (\$433) | \$1,800 | (\$136) | \$3,174 | \$3,215 |
| Revenue Total | (\$433) | \$1,800 | (\$136) | \$3,174 | \$3,215 |
| 50-Personnel Costs | (\$1,231,290) | - | - | - | - |
| 59-Indirect Costs | (\$37,087,356) | (\$38,251,329) | (\$38,251,329) | (\$38,377,077) | (\$40,564,570) |
| Expenses Total | (\$38,318,646) | (\$38,251,329) | (\$38,251,329) | (\$38,377,077) | (\$40,564,570) |
| 0003 - Support & Admin.- Asset BU Surplus/(Deficit) | \$38,318,213 | \$38,253,129 | \$38,251,193 | \$38,380,251 | \$40,567,785 |

**The State Bar of California
Budget-by Cost Center
Nondepartmental**

| <u>0004 - Public Protection - Asset BU</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------|----------------|-------------------|----------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 47-Investment Income | (\$967) | \$3,700 | (\$305) | \$7,085 | \$7,177 |
| Revenue Total | (\$967) | \$3,700 | (\$305) | \$7,085 | \$7,177 |
| 0004 - Public Protection - Asset BU Surplus/(Deficit) | (\$967) | \$3,700 | (\$305) | \$7,085 | \$7,177 |

The State Bar of California
Budget-by Cost Center
Nondepartmental

| <u>0005 - Info Tech Special Fund - BU</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 69-Transfers Out | - | - | \$6,225 | - | - |
| Expenses Total | - | - | \$6,225 | - | - |
| 0005 - Info Tech Special Fund - BU Surplus/(Deficit) | - | - | (\$6,225) | - | - |

**The State Bar of California
Budget-by Cost Center
Nondepartmental**

| <u>0006 - Benefit Reserve Fund</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|-----------------|-------------------|-----------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 47-Investment Income | (\$5,416) | \$20,600 | (\$1,706) | \$39,676 | \$40,192 |
| Revenue Total | (\$5,416) | \$20,600 | (\$1,706) | \$39,676 | \$40,192 |
| 50-Personnel Costs | (\$1,238,397) | - | - | - | - |
| Expenses Total | (\$1,238,397) | - | - | - | - |
| 0006 - Benefit Reserve Fund Surplus/(Deficit) | \$1,232,981 | \$20,600 | (\$1,706) | \$39,676 | \$40,192 |

The State Bar of California
Budget-by Cost Center
Nondepartmental

| <u>9907 - Lawyers Assistance Pgm</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------|--------|------------|--------|----------|
| | Actual | 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
Professional Competence

| <u>Professional Competence</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | - | - | - | \$569,500 | \$1,068,904 |
| 45-Other Revenues | \$76,094 | \$60,200 | \$91,399 | \$80,200 | \$81,243 |
| Revenue Total | \$76,094 | \$60,200 | \$91,399 | \$649,700 | \$1,150,147 |
| 50-Personnel Costs | \$2,048,373 | \$2,240,200 | \$2,248,584 | \$2,761,500 | \$2,950,200 |
| 51-Building Operations | \$1,321 | \$2,000 | \$1,098 | \$149,178 | \$157,700 |
| 52-Services | \$96,049 | \$521,250 | \$52,556 | \$374,753 | \$396,000 |
| 54-Supplies | \$2,316 | \$5,100 | \$4,809 | \$2,793 | \$2,900 |
| 55-Equipment | \$6,929 | \$8,650 | \$4,207 | \$4,447 | \$4,700 |
| 56-Other Expenses | \$1,319 | \$8,100 | \$4,325 | \$38,500 | \$40,700 |
| 59-Indirect Costs | \$1,136,574 | \$1,316,626 | \$1,316,626 | \$1,462,053 | \$1,545,390 |
| 69-Transfers Out | \$1,389 | - | \$926 | - | - |
| Expenses Total | \$3,294,270 | \$4,101,926 | \$3,633,132 | \$4,793,224 | \$5,097,590 |
| Professional Competence Surplus/(Deficit) | (\$3,218,176) | (\$4,041,726) | (\$3,541,733) | (\$4,143,524) | (\$3,947,443) |

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

| <u>8810 - Professional Competence</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | \$75,302 | \$40,000 | \$86,539 | \$75,000 | \$75,975 |
| Revenue Total | \$75,302 | \$40,000 | \$86,539 | \$75,000 | \$75,975 |
| 50-Personnel Costs | \$2,048,373 | \$2,240,200 | \$2,248,584 | \$2,331,100 | \$2,504,100 |
| 51-Building Operations | \$1,321 | \$2,000 | \$1,098 | \$1,260 | \$1,300 |
| 52-Services | \$88,612 | \$502,500 | \$52,280 | \$171,500 | \$181,200 |
| 54-Supplies | \$2,131 | \$3,100 | \$3,792 | \$2,263 | \$2,400 |
| 55-Equipment | \$6,921 | \$2,000 | \$1,982 | \$1,500 | \$1,600 |
| 56-Other Expenses | \$1,319 | \$8,100 | \$2,354 | \$10,500 | \$11,100 |
| 59-Indirect Costs | \$1,133,564 | \$1,314,657 | \$1,314,657 | \$1,237,432 | \$1,307,966 |
| 69-Transfers Out | \$1,389 | - | \$926 | - | - |
| Expenses Total | \$3,283,630 | \$4,072,557 | \$3,625,673 | \$3,755,555 | \$4,009,666 |
| 8810 - Professional Competence Surplus/(Deficit) | (\$3,208,328) | (\$4,032,557) | (\$3,539,134) | (\$3,680,555) | (\$3,933,691) |

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

| 8811 - Lawyer Assistance Program - Voluntary | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | - | - | - | \$430,400 | \$446,100 |
| 51-Building Operations | - | - | - | \$147,918 | \$156,400 |
| 52-Services | - | - | - | \$203,253 | \$214,800 |
| 54-Supplies | - | - | - | \$530 | \$500 |
| 56-Other Expenses | - | - | - | \$9,000 | \$9,500 |
| 59-Indirect Costs | - | - | - | \$220,909 | \$233,501 |
| Expenses Total | - | - | - | \$1,012,010 | \$1,060,801 |
| 8811 - Lawyer Assistance Program - Voluntary Surplus/(Deficit) | - | - | - | (\$1,012,010) | (\$1,060,801) |

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

| <u>8820 - OPC Publications</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|-------------------|-------------------|----------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | \$792 | \$15,200 | \$4,860 | \$5,200 | \$5,268 |
| Revenue Total | \$792 | \$15,200 | \$4,860 | \$5,200 | \$5,268 |
| 52-Services | \$7,437 | \$15,600 | \$277 | - | - |
| 54-Supplies | \$183 | \$2,000 | \$1,017 | - | - |
| 55-Equipment | - | \$6,500 | \$2,210 | \$2,947 | \$3,100 |
| 59-Indirect Costs | \$1,324 | \$1,721 | \$1,721 | \$219 | \$231 |
| Expenses Total | \$8,944 | \$25,821 | \$5,225 | \$3,166 | \$3,331 |
| 8820 - OPC Publications Surplus/(Deficit) | (\$8,152) | (\$10,621) | (\$364) | \$2,034 | \$1,937 |

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

| <u>8825 - MCLE Provider Revenue</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------|--------|------------|------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | - | - | - | \$569,500 | \$1,068,904 |
| Revenue Total | - | - | - | \$569,500 | \$1,068,904 |
| 59-Indirect Costs | - | - | - | \$2,078 | \$2,196 |
| Expenses Total | - | - | - | \$2,078 | \$2,196 |
| 8825 - MCLE Provider Revenue Surplus/(Deficit) | - | - | - | \$567,422 | \$1,066,708 |

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

| 8830 - Rules Revision Commission | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | 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 | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|----------------|-------------------|-------------------|-------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | - | \$5,000 | - | - | - |
| Revenue Total | - | \$5,000 | - | - | - |
| 52-Services | - | \$3,150 | - | - | - |
| 54-Supplies | \$2 | - | - | - | - |
| 55-Equipment | - | \$150 | \$15 | - | - |
| 56-Other Expenses | - | - | \$1,972 | \$19,000 | \$20,100 |
| 59-Indirect Costs | \$1,686 | \$248 | \$248 | \$1,415 | \$1,496 |
| Expenses Total | \$1,688 | \$3,548 | \$2,235 | \$20,415 | \$21,596 |
| 8840 - COPRAC Surplus/(Deficit) | (\$1,688) | \$1,452 | (\$2,235) | (\$20,415) | (\$21,596) |

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

| <u>8870 - Multijurisdictional</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| Expenses Total | - | - | - | - | - |
| 8870 - Multijurisdictional Surplus/(Deficit) | - | - | - | - | - |

The State Bar of California

Budget-by Cost Center

| Professional Support & Client Protection | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------------|----------------------|---------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$10,165,389 | \$10,115,270 | \$10,371,775 | \$10,252,300 | \$10,385,580 |
| 42-Other Fees | \$47,831 | \$30,000 | \$114,440 | \$50,000 | \$50,650 |
| 45-Other Revenues | \$25,761 | \$6,500 | \$93,357 | \$67,500 | \$68,378 |
| 47-Investment Income | (\$3,471) | \$13,300 | (\$1,093) | \$25,425 | \$25,755 |
| 49-Transfer In | \$6,920 | - | \$6,875 | - | - |
| Revenue Total | \$10,242,430 | \$10,165,070 | \$10,585,354 | \$10,395,225 | \$10,530,363 |
| 50-Personnel Costs | \$3,598,699 | \$3,846,800 | \$3,841,120 | \$3,979,900 | \$4,115,900 |
| 51-Building Operations | \$138,582 | \$167,006 | \$159,430 | \$2,064 | \$2,200 |
| 52-Services | \$355,998 | \$568,360 | \$298,390 | \$408,669 | \$432,004 |
| 54-Supplies | \$15,946 | \$25,858 | \$15,534 | \$15,476 | \$16,273 |
| 55-Equipment | \$7,149 | \$19,939 | \$4,705 | \$5,871 | \$6,114 |
| 56-Other Expenses | \$3,641 | \$37,083 | \$19,898 | \$27,884 | \$29,585 |
| 58-Payouts and Reimbursements | \$4,433,138 | \$7,698,000 | \$2,544,556 | \$5,386,532 | \$5,693,500 |
| 59-Indirect Costs | \$1,948,721 | \$2,070,752 | \$2,070,752 | \$2,045,619 | \$2,162,218 |
| 69-Transfers Out | \$2,778 | - | \$2,315 | - | - |
| Expenses Total | \$10,504,652 | \$14,433,797 | \$8,956,700 | \$11,872,015 | \$12,457,794 |
| Professional Support & Client Protection Surplus/(Deficit) | (\$262,222) | (\$4,268,727) | \$1,628,654 | (\$1,476,790) | (\$1,927,431) |

The State Bar of California
Budget-by Cost Center
Client Security Fnd

| <u>Client Security Fnd</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|----------------------|--------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$8,061,178 | \$8,020,090 | \$8,220,751 | \$8,125,000 | \$8,230,625 |
| 45-Other Revenues | \$24,075 | \$5,000 | \$89,792 | \$67,500 | \$68,378 |
| 47-Investment Income | (\$1,662) | \$6,300 | (\$523) | \$12,172 | \$12,330 |
| 49-Transfer In | \$5,520 | - | \$5,480 | - | - |
| Revenue Total | \$8,089,111 | \$8,031,390 | \$8,315,499 | \$8,204,672 | \$8,311,333 |
| 50-Personnel Costs | \$1,236,673 | \$1,391,800 | \$1,412,995 | \$1,372,900 | \$1,426,200 |
| 51-Building Operations | \$1,206 | \$7,014 | \$550 | \$733 | \$800 |
| 52-Services | \$1,517 | \$13,093 | \$4,598 | \$104,288 | \$110,200 |
| 54-Supplies | \$7,304 | \$10,241 | \$4,319 | \$5,261 | \$5,600 |
| 55-Equipment | \$4,267 | \$9,000 | \$3,566 | \$2,956 | \$3,100 |
| 56-Other Expenses | \$300 | \$5,100 | \$599 | \$4,000 | \$4,300 |
| 58-Payouts and Reimbursements | \$4,433,138 | \$7,698,000 | \$2,544,556 | \$5,386,532 | \$5,693,500 |
| 59-Indirect Costs | \$723,309 | \$764,524 | \$764,524 | \$767,343 | \$811,081 |
| 69-Transfers Out | \$2,315 | - | \$1,852 | - | - |
| Expenses Total | \$6,410,028 | \$9,898,771 | \$4,737,559 | \$7,644,013 | \$8,054,781 |
| Client Security Fnd Surplus/(Deficit) | \$1,679,083 | (\$1,867,381) | \$3,577,941 | \$560,659 | \$256,552 |

The State Bar of California
Budget-by Cost Center
Client Security Fnd

| <u>8710 - Client Security -Asset BU</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$8,061,178 | \$8,020,090 | \$8,220,751 | \$8,125,000 | \$8,230,625 |
| 45-Other Revenues | \$18,475 | - | \$80,942 | \$60,000 | \$60,780 |
| 47-Investment Income | (\$1,662) | \$6,300 | (\$523) | \$12,172 | \$12,330 |
| 49-Transfer In | \$5,520 | - | \$5,480 | - | - |
| Revenue Total | \$8,083,511 | \$8,026,390 | \$8,306,649 | \$8,197,172 | \$8,303,735 |
| 50-Personnel Costs | (\$210,751) | - | - | - | - |
| 52-Services | - | - | \$174 | \$233 | \$200 |
| 55-Equipment | \$2 | - | - | - | - |
| 59-Indirect Costs | \$73,252 | \$61,329 | \$61,329 | \$56,289 | \$59,497 |
| Expenses Total | (\$137,497) | \$61,329 | \$61,503 | \$56,522 | \$59,697 |
| 8710 - Client Security -Asset BU Surplus/(Deficit) | \$8,221,008 | \$7,965,061 | \$8,245,146 | \$8,140,650 | \$8,244,038 |

The State Bar of California
Budget-by Cost Center
Client Security Fnd

| 8720 - Client Security Fund | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | \$5,600 | \$5,000 | \$8,850 | \$7,500 | \$7,598 |
| Revenue Total | \$5,600 | \$5,000 | \$8,850 | \$7,500 | \$7,598 |
| 50-Personnel Costs | \$1,447,424 | \$1,391,800 | \$1,412,995 | \$1,372,900 | \$1,426,200 |
| 51-Building Operations | \$1,206 | \$7,014 | \$550 | \$733 | \$800 |
| 52-Services | \$1,517 | \$12,893 | \$4,424 | \$104,055 | \$110,000 |
| 54-Supplies | \$7,304 | \$10,091 | \$4,319 | \$5,261 | \$5,600 |
| 55-Equipment | \$4,265 | \$9,000 | \$3,565 | \$2,956 | \$3,100 |
| 56-Other Expenses | \$300 | \$2,100 | \$99 | - | - |
| 58-Payouts and Reimbursements | \$4,433,138 | \$7,698,000 | \$2,544,556 | \$5,386,532 | \$5,693,500 |
| 59-Indirect Costs | \$649,846 | \$702,951 | \$702,951 | \$710,757 | \$751,270 |
| 69-Transfers Out | \$2,315 | - | \$1,852 | - | - |
| Expenses Total | \$6,547,314 | \$9,833,848 | \$4,675,310 | \$7,583,194 | \$7,990,470 |
| 8720 - Client Security Fund Surplus/(Deficit) | (\$6,541,714) | (\$9,828,848) | (\$4,666,460) | (\$7,575,694) | (\$7,982,872) |

**The State Bar of California
Budget-by Cost Center
Client Security Fnd**

| <u>8730 - CSF Commission</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------|------------------|-------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 52-Services | - | \$200 | - | - | - |
| 54-Supplies | - | \$150 | - | - | - |
| 55-Equipment | - | - | \$1 | - | - |
| 56-Other Expenses | - | \$3,000 | \$500 | \$4,000 | \$4,300 |
| 59-Indirect Costs | \$211 | \$244 | \$244 | \$297 | \$314 |
| Expenses Total | \$211 | \$3,594 | \$745 | \$4,297 | \$4,614 |
| 8730 - CSF Commission Surplus/(Deficit) | (\$211) | (\$3,594) | (\$745) | (\$4,297) | (\$4,614) |

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

| <u>8515 - Professional Support & Client Protection</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------|--------|--------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | - | - | (\$352) | - | - |
| Expenses Total | - | - | (\$352) | - | - |
| 8515 - Professional Support & Client Protection Surplus/(Deficit) | - | - | \$352 | - | - |

**The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm**

| <u>Lawyer Assistance Pgrm</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|--------------------|--------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$2,104,211 | \$2,095,180 | \$2,151,024 | \$2,127,300 | \$2,154,955 |
| 42-Other Fees | \$112 | - | - | - | - |
| 47-Investment Income | (\$1,809) | \$7,000 | (\$570) | \$13,253 | \$13,425 |
| 49-Transfer In | \$1,400 | - | \$1,395 | - | - |
| Revenue Total | \$2,103,913 | \$2,102,180 | \$2,151,849 | \$2,140,553 | \$2,168,380 |
| 50-Personnel Costs | \$1,238,583 | \$1,309,000 | \$1,189,707 | \$867,800 | \$891,900 |
| 51-Building Operations | \$136,772 | \$152,059 | \$158,181 | \$600 | \$600 |
| 52-Services | \$297,445 | \$465,640 | \$248,331 | \$250,950 | \$265,304 |
| 54-Supplies | \$3,360 | \$4,900 | \$4,111 | \$5,488 | \$5,773 |
| 55-Equipment | \$858 | \$4,700 | \$106 | \$2,106 | \$2,214 |
| 56-Other Expenses | \$2,239 | \$25,700 | \$17,144 | \$18,733 | \$19,785 |
| 59-Indirect Costs | \$607,314 | \$639,651 | \$639,651 | \$426,623 | \$450,940 |
| Expenses Total | \$2,286,572 | \$2,601,650 | \$2,257,231 | \$1,572,300 | \$1,636,516 |
| Lawyer Assistance Pgrm Surplus/(Deficit) | (\$182,658) | (\$499,470) | (\$105,382) | \$568,253 | \$531,864 |

The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm

| <u>8440 - Transition Assistance Services</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------|-------------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 52-Services | - | \$32,000 | - | - | - |
| 59-Indirect Costs | - | \$2,285 | \$2,285 | - | - |
| Expenses Total | - | \$34,285 | \$2,285 | - | - |
| 8440 - Transition Assistance Services Surplus/(Deficit) | - | (\$34,285) | (\$2,285) | - | - |

**The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm**

| 8610 - Lawyer Assist Program-Asset BU | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$2,104,211 | \$2,095,180 | \$2,151,024 | \$2,127,300 | \$2,154,955 |
| 47-Investment Income | (\$1,809) | \$7,000 | (\$570) | \$13,253 | \$13,425 |
| 49-Transfer In | \$1,400 | - | \$1,395 | - | - |
| Revenue Total | \$2,103,801 | \$2,102,180 | \$2,151,849 | \$2,140,553 | \$2,168,380 |
| 50-Personnel Costs | (\$67,800) | - | - | - | - |
| 59-Indirect Costs | \$19,232 | \$16,022 | \$16,022 | \$14,733 | \$15,573 |
| Expenses Total | (\$48,567) | \$16,022 | \$16,022 | \$14,733 | \$15,573 |
| 8610 - Lawyer Assist Program-Asset BU Surplus/(Deficit) | \$2,152,369 | \$2,086,158 | \$2,135,827 | \$2,125,820 | \$2,152,807 |

**The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm**

| 8611 - Lawyer Assistance Program - Voluntary | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$916,054 | \$901,700 | \$758,978 | - | - |
| 51-Building Operations | \$135,668 | \$149,009 | \$144,260 | - | - |
| 52-Services | \$183,879 | \$282,690 | \$144,693 | - | - |
| 54-Supplies | \$1,326 | \$2,750 | \$1,033 | - | - |
| 55-Equipment | \$237 | \$2,700 | - | - | - |
| 56-Other Expenses | \$932 | \$17,500 | \$2,903 | - | - |
| 59-Indirect Costs | \$398,616 | \$414,737 | \$414,737 | - | - |
| Expenses Total | \$1,636,712 | \$1,771,086 | \$1,466,603 | - | - |
| 8611 - Lawyer Assistance Program - Voluntary Surplus/(Deficit) | (\$1,636,712) | (\$1,771,086) | (\$1,466,603) | - | - |

**The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm**

| 8612 - Case Management & Supervision - Mandatory Lawyer Assistance Program | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|--------------------|--------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$390,329 | \$407,300 | \$430,729 | \$867,800 | \$891,900 |
| 51-Building Operations | \$1,104 | \$3,050 | \$599 | \$600 | \$600 |
| 52-Services | \$112,850 | \$150,950 | \$100,669 | \$250,950 | \$265,304 |
| 54-Supplies | \$463 | \$2,150 | - | \$2,150 | \$2,273 |
| 55-Equipment | \$237 | \$2,000 | \$26 | \$2,000 | \$2,114 |
| 56-Other Expenses | \$120 | \$8,200 | \$2,232 | \$18,733 | \$19,785 |
| 59-Indirect Costs | \$189,466 | \$206,607 | \$206,607 | \$411,633 | \$435,096 |
| Expenses Total | \$694,568 | \$780,257 | \$740,862 | \$1,553,866 | \$1,617,072 |
| 8612 - Case Management & Supervision - Mandatory Lawyer Assistance Program Surplus/(Deficit) | (\$694,568) | (\$780,257) | (\$740,862) | (\$1,553,866) | (\$1,617,072) |

**The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm**

| 8620 - Lawyer Assistance Program | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|------------------|---------------|-------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$112 | - | - | - | - |
| Revenue Total | \$112 | - | - | - | - |
| 51-Building Operations | - | - | \$13,322 | - | - |
| 52-Services | \$716 | - | \$2,969 | - | - |
| 54-Supplies | \$1,571 | - | \$3,079 | \$3,338 | \$3,500 |
| 55-Equipment | \$379 | - | - | - | - |
| 56-Other Expenses | \$1,187 | - | \$12,009 | - | - |
| 59-Indirect Costs | - | - | - | \$249 | \$263 |
| Expenses Total | \$3,853 | - | \$31,379 | \$3,587 | \$3,763 |
| 8620 - Lawyer Assistance Program Surplus/(Deficit) | (\$3,741) | - | (\$31,379) | (\$3,587) | (\$3,763) |

The State Bar of California
Budget-by Cost Center
Lawyer Assistance Pgrm

| <u>8630 - Financial Assistance-LAP</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------|----------|---------------|----------------|----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 55-Equipment | \$6 | - | \$80 | \$106 | \$100 |
| 59-Indirect Costs | - | - | - | \$8 | \$8 |
| Expenses Total | \$6 | - | \$80 | \$114 | \$108 |
| 8630 - Financial Assistance-LAP Surplus/(Deficit) | (\$6) | - | (\$80) | (\$114) | (\$108) |

**The State Bar of California
Budget-by Cost Center
Mandatory Fee Arbitration**

| <u>Mandatory Fee Arbitration</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------|-------------------|-------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$47,719 | \$30,000 | \$114,440 | \$50,000 | \$50,650 |
| 45-Other Revenues | \$1,686 | \$1,500 | \$3,565 | - | - |
| Revenue Total | \$49,406 | \$31,500 | \$118,005 | \$50,000 | \$50,650 |
| 50-Personnel Costs | - | - | \$133,725 | \$585,900 | \$606,900 |
| 52-Services | \$37,166 | \$50,250 | \$16,605 | \$20,431 | \$21,600 |
| 54-Supplies | \$2,167 | \$3,100 | \$4,868 | \$2,000 | \$2,100 |
| 55-Equipment | \$356 | \$1,500 | \$692 | \$394 | \$400 |
| 56-Other Expenses | \$148 | \$3,650 | \$1,878 | \$5,151 | \$5,500 |
| 59-Indirect Costs | \$4,572 | \$4,164 | \$4,164 | \$213,346 | \$225,507 |
| Expenses Total | \$44,409 | \$62,664 | \$161,933 | \$827,222 | \$862,007 |
| Mandatory Fee Arbitration Surplus/(Deficit) | \$4,997 | (\$31,164) | (\$43,928) | (\$777,222) | (\$811,357) |

**The State Bar of California
Budget-by Cost Center
Mandatory Fee Arbitration**

| <u>8750 - Mandatory Fee Arbitration</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | - | - | - | \$585,900 | \$606,900 |
| 59-Indirect Costs | - | - | - | \$213,346 | \$225,507 |
| Expenses Total | - | - | - | \$799,246 | \$832,407 |
| 8750 - Mandatory Fee Arbitration Surplus/(Deficit) | - | - | - | (\$799,246) | (\$832,407) |

The State Bar of California
Budget-by Cost Center
Mandatory Fee Arbitration

| <u>8850 - Mandatory Fee Arb Committee</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 55-Equipment | - | - | - | - | - |
| Expenses Total | - | - | - | - | - |
| 8850 - Mandatory Fee Arb Committee Surplus/(Deficit) | - | - | - | - | - |

**The State Bar of California
Budget-by Cost Center
Mandatory Fee Arbitration**

| <u>8860 - Mandatory Fee Arbitration</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------|-------------------|-------------------|-----------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$47,719 | \$30,000 | \$114,440 | \$50,000 | \$50,650 |
| 45-Other Revenues | \$1,686 | \$1,500 | \$3,565 | - | - |
| Revenue Total | \$49,406 | \$31,500 | \$118,005 | \$50,000 | \$50,650 |
| 50-Personnel Costs | - | - | \$133,725 | - | - |
| 52-Services | \$37,166 | \$50,250 | \$16,605 | \$20,431 | \$21,600 |
| 54-Supplies | \$2,167 | \$3,100 | \$4,868 | \$2,000 | \$2,100 |
| 55-Equipment | \$356 | \$1,500 | \$692 | \$394 | \$400 |
| 56-Other Expenses | \$148 | \$3,650 | \$1,878 | \$5,151 | \$5,500 |
| 59-Indirect Costs | \$4,572 | \$4,164 | \$4,164 | - | - |
| Expenses Total | \$44,409 | \$62,664 | \$161,933 | \$27,976 | \$29,600 |
| 8860 - Mandatory Fee Arbitration Surplus/(Deficit) | \$4,997 | (\$31,164) | (\$43,928) | \$22,024 | \$21,050 |

The State Bar of California
Budget-by Cost Center
Probation

| <u>Probation</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$1,123,443 | \$1,146,000 | \$1,105,045 | \$1,153,300 | \$1,190,900 |
| 51-Building Operations | \$603 | \$7,933 | \$700 | \$731 | \$800 |
| 52-Services | \$19,870 | \$39,377 | \$28,855 | \$33,000 | \$34,900 |
| 54-Supplies | \$3,116 | \$7,617 | \$2,235 | \$2,727 | \$2,800 |
| 55-Equipment | \$1,668 | \$4,739 | \$342 | \$415 | \$400 |
| 56-Other Expenses | \$954 | \$2,633 | \$277 | - | - |
| 59-Indirect Costs | \$613,526 | \$662,413 | \$662,413 | \$638,307 | \$674,690 |
| 69-Transfers Out | \$463 | - | \$463 | - | - |
| Expenses Total | \$1,763,644 | \$1,870,712 | \$1,800,330 | \$1,828,480 | \$1,904,490 |
| Probation Surplus/(Deficit) | (\$1,763,644) | (\$1,870,712) | (\$1,800,330) | (\$1,828,480) | (\$1,904,490) |

**The State Bar of California
Budget-by Cost Center
Probation**

| <u>8510 - Case Management & Supervision - Probation</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$1,123,443 | \$1,146,000 | \$1,105,045 | \$1,153,300 | \$1,190,900 |
| 51-Building Operations | \$603 | \$7,933 | \$700 | \$731 | \$800 |
| 52-Services | \$19,870 | \$39,377 | \$28,855 | \$33,000 | \$34,900 |
| 54-Supplies | \$3,116 | \$7,617 | \$2,235 | \$2,727 | \$2,800 |
| 55-Equipment | \$1,668 | \$4,739 | \$342 | \$415 | \$400 |
| 56-Other Expenses | \$954 | \$2,633 | \$277 | - | - |
| 59-Indirect Costs | \$613,526 | \$662,413 | \$662,413 | \$638,307 | \$674,690 |
| 69-Transfers Out | \$463 | - | \$463 | - | - |
| Expenses Total | \$1,763,644 | \$1,870,712 | \$1,800,330 | \$1,828,480 | \$1,904,490 |
| 8510 - Case Management & Supervision - Probation Surplus/(Deficit) | (\$1,763,644) | (\$1,870,712) | (\$1,800,330) | (\$1,828,480) | (\$1,904,490) |

The State Bar of California

Budget-by Cost Center

Programs

| <u>Programs</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 41-Donations & Opt-Out | \$726,163 | \$730,000 | \$750,280 | \$500,000 | \$506,500 |
| 47-Investment Income | (\$323) | \$1,300 | (\$102) | \$2,369 | \$2,400 |
| Revenue Total | \$725,840 | \$731,300 | \$750,178 | \$502,369 | \$508,900 |
| 50-Personnel Costs | \$753,584 | \$745,000 | \$827,775 | \$797,300 | \$849,000 |
| 51-Building Operations | \$767 | \$4,364 | \$4,477 | \$1,886 | \$2,000 |
| 52-Services | \$195,403 | \$180,955 | \$142,203 | \$12,755 | \$13,500 |
| 54-Supplies | \$2,447 | \$2,139 | \$1,368 | \$141 | \$100 |
| 55-Equipment | \$1,516 | \$5,590 | \$1,652 | \$2,111 | \$2,200 |
| 56-Other Expenses | \$5,621 | \$117,407 | \$120,349 | \$153,300 | \$162,000 |
| 59-Indirect Costs | \$275,981 | \$421,742 | \$421,742 | \$336,047 | \$355,202 |
| 69-Transfers Out | - | - | \$926 | - | - |
| Expenses Total | \$1,235,319 | \$1,477,197 | \$1,520,491 | \$1,303,540 | \$1,384,002 |
| Programs Surplus/(Deficit) | (\$509,479) | (\$745,897) | (\$770,313) | (\$801,171) | (\$875,102) |

The State Bar of California
Budget-by Cost Center
Programs

| <u>2120 - Appointments Administration</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|----------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 55-Equipment | \$6 | \$250 | - | - | - |
| Expenses Total | \$6 | \$250 | - | - | - |
| 2120 - Appointments Administration Surplus/(Deficit) | (\$6) | (\$250) | - | - | - |

The State Bar of California
Budget-by Cost Center
Programs

| <u>2140 - Elections</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------|--------|------------|--------|----------|
| | Actual | 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>2210 - Leg. Activities -Assets BU</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 41-Donations & Opt-Out | \$726,163 | - | - | - | - |
| 47-Investment Income | (\$323) | - | - | - | - |
| Revenue Total | \$725,840 | - | - | - | - |
| 50-Personnel Costs | (\$8,103) | - | - | - | - |
| 55-Equipment | \$2 | - | - | - | - |
| 59-Indirect Costs | \$6,859 | - | - | - | - |
| Expenses Total | (\$1,242) | - | - | - | - |
| 2210 - Leg. Activities -Assets BU Surplus/(Deficit) | \$727,082 | - | - | - | - |

The State Bar of California
Budget-by Cost Center
Programs

| <u>2220 - Legislative Affairs</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|-------------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$427,988 | - | - | - | - |
| 52-Services | \$195,000 | - | - | - | - |
| 54-Supplies | \$2,028 | - | - | - | - |
| 59-Indirect Costs | \$156,003 | - | - | - | - |
| Expenses Total | \$781,019 | - | - | - | - |
| 2220 - Legislative Affairs Surplus/(Deficit) | (\$781,019) | - | - | - | - |

The State Bar of California
Budget-by Cost Center
Programs

| <u>2230 - Leg. Affairs & Activities</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| Expenses Total | - | - | - | - | - |
| 2230 - Leg. Affairs & Activities Surplus/(Deficit) | - | - | - | - | - |

The State Bar of California
Budget-by Cost Center
Programs

| <u>2410 - Judicial Evaluation</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------------------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$134,427 | - | - | - | - |
| 52-Services | \$383 | - | - | - | - |
| 54-Supplies | \$419 | - | - | - | - |
| 55-Equipment | \$1,507 | - | - | - | - |
| 56-Other Expenses | \$449 | - | - | - | - |
| 59-Indirect Costs | \$113,119 | - | - | - | - |
| Expenses Total | \$250,305 | - | - | - | - |
| 2410 - Judicial Evaluation Surplus/(Deficit) | (\$250,305) | - | - | - | - |

**The State Bar of California
Budget-by Cost Center
Programs**

| <u>8110 - Programs</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|-------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$199,272 | \$66,100 | \$93,240 | \$147,600 | \$160,600 |
| 51-Building Operations | \$767 | - | \$1,277 | \$1,261 | \$1,300 |
| 52-Services | \$20 | - | \$2,847 | - | - |
| 55-Equipment | \$1 | - | \$1 | - | - |
| 56-Other Expenses | \$4,914 | - | \$8,487 | \$9,300 | \$9,800 |
| 59-Indirect Costs | - | - | - | \$16,325 | \$17,256 |
| 69-Transfers Out | - | - | \$926 | - | - |
| Expenses Total | \$204,974 | \$66,100 | \$106,777 | \$174,486 | \$188,956 |
| 8110 - Programs Surplus/(Deficit) | (\$204,974) | (\$66,100) | (\$106,777) | (\$174,486) | (\$188,956) |

**The State Bar of California
Budget-by Cost Center
Programs**

| <u>8910 - Judicial Evaluation</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | - | \$396,500 | \$463,304 | \$424,500 | \$447,100 |
| 51-Building Operations | - | \$4,364 | \$3,200 | \$625 | \$700 |
| 52-Services | - | \$955 | \$1,640 | \$955 | \$1,000 |
| 54-Supplies | - | \$2,138 | \$768 | \$141 | \$100 |
| 55-Equipment | - | \$4,340 | \$1,651 | \$2,111 | \$2,200 |
| 56-Other Expenses | - | \$107,407 | \$111,723 | \$140,000 | \$148,000 |
| 59-Indirect Costs | - | \$259,963 | \$259,963 | \$244,317 | \$258,243 |
| Expenses Total | - | \$775,667 | \$842,249 | \$812,649 | \$857,343 |
| 8910 - Judicial Evaluation Surplus/(Deficit) | - | (\$775,667) | (\$842,249) | (\$812,649) | (\$857,343) |

**The State Bar of California
Budget-by Cost Center
Programs**

| <u>8950 - Legislative Affairs</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | - | \$282,400 | \$271,231 | \$225,200 | \$241,300 |
| 52-Services | - | \$180,000 | \$137,716 | \$11,800 | \$12,500 |
| 54-Supplies | - | \$1 | \$600 | - | - |
| 55-Equipment | - | \$500 | - | - | - |
| 56-Other Expenses | - | \$10,000 | \$139 | \$4,000 | \$4,200 |
| 59-Indirect Costs | - | \$144,592 | \$144,592 | \$75,405 | \$79,703 |
| Expenses Total | - | \$617,493 | \$554,278 | \$316,405 | \$337,703 |
| 8950 - Legislative Affairs Surplus/(Deficit) | - | (\$617,493) | (\$554,278) | (\$316,405) | (\$337,703) |

The State Bar of California

Budget-by Cost Center

Programs

| <u>8955 - Leg. Activities -Assets BU</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------|------------------|-------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 41-Donations & Opt-Out | - | \$730,000 | \$750,280 | \$500,000 | \$506,500 |
| 47-Investment Income | - | \$1,300 | (\$102) | \$2,369 | \$2,400 |
| Revenue Total | - | \$731,300 | \$750,178 | \$502,369 | \$508,900 |
| | | | | | |
| 55-Equipment | - | \$500 | - | - | - |
| 59-Indirect Costs | - | \$17,187 | \$17,187 | - | - |
| Expenses Total | - | \$17,687 | \$17,187 | - | - |
| 8955 - Leg. Activities -Assets BU Surplus/(Deficit) | - | \$713,613 | \$732,991 | \$502,369 | \$508,900 |

**The State Bar of California
Budget-by Cost Center
Regulation**

| <u>Regulation</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$880,149 | \$829,500 | \$879,354 | \$250,000 | \$403,250 |
| 45-Other Revenues | \$9,562 | \$6,000 | \$7,320 | \$7,000 | \$7,091 |
| Revenue Total | \$889,711 | \$835,500 | \$886,674 | \$257,000 | \$410,341 |
| 50-Personnel Costs | \$3,542,555 | \$3,892,400 | \$4,978,492 | \$3,092,000 | \$3,244,200 |
| 51-Building Operations | \$7,798 | \$12,000 | \$8,884 | \$9,243 | \$9,800 |
| 52-Services | \$132,006 | \$108,200 | \$263,831 | \$286,041 | \$302,300 |
| 54-Supplies | \$25,438 | \$87,000 | \$40,347 | \$58,824 | \$62,200 |
| 55-Equipment | \$10,316 | \$5,200 | \$6,341 | \$8,157 | \$8,700 |
| 56-Other Expenses | \$1,164 | \$4,000 | \$720 | - | - |
| 59-Indirect Costs | \$2,248,988 | \$2,671,833 | \$2,671,833 | \$1,848,197 | \$1,953,545 |
| Expenses Total | \$5,968,266 | \$6,780,633 | \$7,970,449 | \$5,302,462 | \$5,580,745 |
| Regulation Surplus/(Deficit) | (\$5,078,554) | (\$5,945,133) | (\$7,083,775) | (\$5,045,462) | (\$5,170,404) |

**The State Bar of California
Budget-by Cost Center
Regulation**

| <u>5710 - Attorney Regulation & Consumer Resources</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$291,664 | \$250,000 | \$324,539 | - | - |
| 45-Other Revenues | \$9,562 | \$6,000 | \$7,320 | - | - |
| Revenue Total | \$301,226 | \$256,000 | \$331,859 | - | - |
| 50-Personnel Costs | \$3,478,573 | \$3,843,500 | \$4,796,704 | - | - |
| 51-Building Operations | \$7,798 | \$12,000 | \$8,884 | - | - |
| 52-Services | \$131,738 | \$105,500 | \$257,485 | - | - |
| 54-Supplies | \$23,291 | \$83,400 | \$36,399 | - | - |
| 55-Equipment | \$9,373 | \$5,000 | \$5,603 | - | - |
| 56-Other Expenses | \$787 | \$2,000 | \$110 | - | - |
| 59-Indirect Costs | \$2,207,534 | \$2,640,374 | \$2,640,374 | - | - |
| Expenses Total | \$5,859,095 | \$6,691,774 | \$7,745,559 | - | - |
| 5710 - Attorney Regulation & Consumer Resources Surplus/(Deficit) | (\$5,557,869) | (\$6,435,774) | (\$7,413,700) | - | - |

**The State Bar of California
Budget-by Cost Center
Regulation**

| <u>5720 - MCLE Regulation</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|------------------|------------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | \$588,485 | \$579,500 | \$554,815 | - | - |
| Revenue Total | \$588,485 | \$579,500 | \$554,815 | - | - |
| 52-Services | \$267 | - | \$169 | - | - |
| 54-Supplies | \$1,633 | \$3,000 | \$2,924 | - | - |
| 55-Equipment | \$875 | - | \$599 | - | - |
| 56-Other Expenses | \$377 | \$2,000 | - | - | - |
| 59-Indirect Costs | \$2,619 | \$2,537 | \$2,537 | - | - |
| Expenses Total | \$5,772 | \$7,537 | \$6,229 | - | - |
| 5720 - MCLE Regulation Surplus/(Deficit) | \$582,713 | \$571,963 | \$548,586 | - | - |

**The State Bar of California
Budget-by Cost Center
Regulation**

| <u>5730 - Child & Family Support</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|-------------------|--------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$61,302 | \$48,900 | \$87,787 | - | - |
| 52-Services | - | \$2,700 | \$6,088 | - | - |
| 54-Supplies | \$513 | \$600 | \$699 | - | - |
| 55-Equipment | \$68 | \$200 | \$139 | - | - |
| 59-Indirect Costs | \$38,835 | \$28,922 | \$28,922 | - | - |
| Expenses Total | \$100,718 | \$81,322 | \$123,635 | - | - |
| 5730 - Child & Family Support Surplus/(Deficit) | (\$100,718) | (\$81,322) | (\$123,635) | - | - |

The State Bar of California
Budget-by Cost Center
Regulation

| <u>8410 - Attorney Regulation & Consumer Resources</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| Revenue Total | - | - | - | - | - |
| 50-Personnel Costs | \$2,681 | - | - | - | - |
| Expenses Total | \$2,681 | - | - | - | - |
| 8410 - Attorney Regulation & Consumer Resources Surplus/(Deficit) | (\$2,681) | - | - | - | - |

The State Bar of California
Budget-by Cost Center
Regulation

| <u>8420 - MCLE Regulation</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| Revenue Total | - | - | - | - | - |
| Expenses Total | - | - | - | - | - |
| 8420 - MCLE Regulation Surplus/(Deficit) | - | - | - | - | - |

The State Bar of California
Budget-by Cost Center
Regulation

| <u>8430 - Child & Family Support</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| Expenses Total | - | - | - | - | - |
| 8430 - Child & Family Support Surplus/(Deficit) | - | - | - | - | - |

**The State Bar of California
Budget-by Cost Center
Regulation**

| <u>9110 - Regulation</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------|---------------|-------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 42-Other Fees | - | - | - | \$250,000 | \$403,250 |
| 45-Other Revenues | - | - | - | \$7,000 | \$7,091 |
| Revenue Total | - | - | - | \$257,000 | \$410,341 |
| 50-Personnel Costs | - | - | \$94,001 | \$3,039,700 | \$3,190,300 |
| 51-Building Operations | - | - | - | \$9,243 | \$9,800 |
| 52-Services | - | - | \$89 | \$282,701 | \$298,800 |
| 54-Supplies | - | - | \$326 | \$58,224 | \$61,600 |
| 55-Equipment | - | - | - | \$8,000 | \$8,500 |
| 56-Other Expenses | - | - | \$610 | - | - |
| 59-Indirect Costs | - | - | - | \$1,821,447 | \$1,925,270 |
| Expenses Total | - | - | \$95,026 | \$5,219,315 | \$5,494,270 |
| 9110 - Regulation Surplus/(Deficit) | - | - | (\$95,026) | (\$4,962,315) | (\$5,083,929) |

**The State Bar of California
Budget-by Cost Center
Regulation**

| <u>9111 - Child & Family Support</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------|---------------|-------------------|-------------------|-------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | - | - | - | \$52,300 | \$53,900 |
| 52-Services | - | - | - | \$3,340 | \$3,500 |
| 54-Supplies | - | - | - | \$600 | \$600 |
| 55-Equipment | - | - | - | \$157 | \$200 |
| 59-Indirect Costs | - | - | - | \$26,750 | \$28,275 |
| Expenses Total | - | - | - | \$83,147 | \$86,475 |
| 9111 - Child & Family Support Surplus/(Deficit) | - | - | - | (\$83,147) | (\$86,475) |

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

| <u>Special Projects</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|-----------------|----------------------|--------------------|------------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$1,009,856 | \$1,004,929 | \$1,032,413 | \$1,020,600 | \$1,033,868 |
| 47-Investment Income | (\$2,917) | \$11,100 | (\$919) | \$21,364 | \$21,641 |
| 49-Transfer In | \$691 | - | \$6,911 | - | - |
| Revenue Total | \$1,007,631 | \$1,016,029 | \$1,038,406 | \$1,041,964 | \$1,055,509 |
| 52-Services | \$829,148 | \$1,580,000 | \$784,072 | \$190,000 | \$200,800 |
| 55-Equipment | - | - | \$364,786 | - | - |
| 56-Other Expenses | - | \$6,000 | - | - | - |
| 59-Indirect Costs | \$113,093 | \$160,633 | \$160,633 | \$63,524 | \$67,145 |
| 62-Debt Related | - | \$663,100 | \$117,335 | \$663,200 | \$701,000 |
| Expenses Total | \$942,241 | \$2,409,733 | \$1,426,825 | \$916,724 | \$968,945 |
| Special Projects Surplus/(Deficit) | \$65,390 | (\$1,393,704) | (\$388,419) | \$125,240 | \$86,564 |

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

| 5410 - Technology Improvemt- Asset BU | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|------------------|-------------------|------------------|------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 40-Mandatory Licensee Fees | \$1,009,856 | \$1,004,929 | \$1,032,413 | \$1,020,600 | \$1,033,868 |
| 47-Investment Income | (\$2,917) | \$11,100 | (\$919) | \$21,364 | \$21,641 |
| 49-Transfer In | \$691 | - | \$6,911 | - | - |
| Revenue Total | \$1,007,631 | \$1,016,029 | \$1,038,406 | \$1,041,964 | \$1,055,509 |
| 59-Indirect Costs | - | \$47,359 | \$47,359 | \$49,378 | \$52,193 |
| 62-Debt Related | - | \$663,100 | \$117,335 | \$663,200 | \$701,000 |
| Expenses Total | - | \$710,459 | \$164,694 | \$712,578 | \$753,193 |
| 5410 - Technology Improvemt- Asset BU Surplus/(Deficit) | \$1,007,631 | \$305,570 | \$873,712 | \$329,386 | \$302,316 |

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

| <u>5420 - ERP Upgrade</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|--------|--------|--------------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 52-Services | - | - | (\$229,928) | - | - |
| 55-Equipment | - | - | \$364,786 | - | - |
| Expenses Total | - | - | \$134,857 | - | - |
| 5420 - ERP Upgrade Surplus/(Deficit) | - | - | (\$134,857) | - | - |

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

| <u>5430 - Admission System</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|------------------|--------|------------|--------|----------|
| | Actual | Budget | Projection | Budget | Forecast |
| 52-Services | \$4,485 | - | - | - | - |
| 59-Indirect Costs | \$1,593 | - | - | - | - |
| Expenses Total | \$6,078 | - | - | - | - |
| 5430 - Admission System Surplus/(Deficit) | (\$6,078) | - | - | - | - |

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

| <u>5440 - Case Management System</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|----------------------|----------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 52-Services | \$824,663 | \$1,580,000 | \$1,014,000 | \$190,000 | \$200,800 |
| 56-Other Expenses | - | \$6,000 | - | - | - |
| 59-Indirect Costs | \$111,500 | \$113,274 | \$113,274 | \$14,146 | \$14,952 |
| Expenses Total | \$936,163 | \$1,699,274 | \$1,127,274 | \$204,146 | \$215,752 |
| 5440 - Case Management System Surplus/(Deficit) | (\$936,163) | (\$1,699,274) | (\$1,127,274) | (\$204,146) | (\$215,752) |

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

| <u>5480 - Attorney Regulation Information System</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|---------------|---------------|-------------------|---------------|-----------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 52-Services | - | - | - | - | - |
| Expenses Total | - | - | - | - | - |
| 5480 - Attorney Regulation Information System Surplus/(Deficit) | - | - | - | - | - |

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

| State Bar Court | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | \$4,239 | \$4,000 | \$3,375 | - | - |
| Revenue Total | \$4,239 | \$4,000 | \$3,375 | - | - |
| 50-Personnel Costs | \$8,112,915 | \$7,378,620 | \$7,705,531 | \$7,626,400 | \$7,977,400 |
| 51-Building Operations | \$24,249 | \$85,061 | \$1,261 | \$1,207 | \$1,200 |
| 52-Services | \$143,827 | \$334,300 | \$353,826 | \$62,334 | \$65,800 |
| 54-Supplies | \$34,190 | \$62,625 | \$27,408 | \$21,672 | \$23,000 |
| 55-Equipment | \$14,256 | \$46,900 | \$12,622 | \$12,139 | \$12,800 |
| 56-Other Expenses | \$22,064 | \$206,600 | \$67,485 | \$70,797 | \$74,700 |
| 59-Indirect Costs | \$5,387,914 | \$6,153,108 | \$6,153,108 | \$5,468,886 | \$5,780,611 |
| 69-Transfers Out | \$5,673 | - | \$5,412 | - | - |
| Expenses Total | \$13,745,088 | \$14,267,214 | \$14,326,653 | \$13,263,435 | \$13,935,511 |
| State Bar Court Surplus/(Deficit) | (\$13,740,849) | (\$14,263,214) | (\$14,323,278) | (\$13,263,435) | (\$13,935,511) |

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

| <u>7110 - Clerk of the Court</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | \$12,450 | - | - | - | - |
| Revenue Total | \$12,450 | - | - | - | - |
| 50-Personnel Costs | \$491,866 | \$471,000 | \$587,608 | \$494,900 | \$506,800 |
| 51-Building Operations | \$811 | \$3,500 | \$662 | \$607 | \$600 |
| 52-Services | \$27,094 | \$29,500 | \$41,319 | - | - |
| 54-Supplies | \$10,483 | \$16,600 | \$9,153 | \$3,667 | \$3,900 |
| 55-Equipment | \$1,821 | \$4,000 | \$565 | \$350 | \$400 |
| 56-Other Expenses | \$19 | \$64,000 | \$16,128 | \$24,787 | \$26,200 |
| 59-Indirect Costs | \$340,688 | \$322,501 | \$322,501 | \$281,381 | \$297,420 |
| 69-Transfers Out | \$463 | - | \$463 | - | - |
| Expenses Total | \$873,245 | \$911,101 | \$978,399 | \$805,692 | \$835,320 |
| 7110 - Clerk of the Court Surplus/(Deficit) | (\$860,795) | (\$911,101) | (\$978,399) | (\$805,692) | (\$835,320) |

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

| <u>7120 - Hearing Administration SF</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$1,128,333 | \$1,145,100 | \$1,158,827 | \$959,700 | \$1,039,500 |
| 51-Building Operations | \$16,000 | \$25,361 | - | - | - |
| 52-Services | \$8,723 | \$132,400 | \$224,221 | \$2,363 | \$2,500 |
| 54-Supplies | \$6,041 | \$12,770 | \$4,594 | \$4,683 | \$5,000 |
| 55-Equipment | \$5,721 | \$17,500 | \$5,230 | \$5,030 | \$5,300 |
| 56-Other Expenses | \$200 | \$12,000 | \$4,341 | - | - |
| 59-Indirect Costs | \$1,229,479 | \$1,469,776 | \$1,469,776 | \$1,070,712 | \$1,131,743 |
| Expenses Total | \$2,394,496 | \$2,814,907 | \$2,866,988 | \$2,042,488 | \$2,184,043 |
| 7120 - Hearing Administration SF Surplus/(Deficit) | (\$2,394,496) | (\$2,814,907) | (\$2,866,988) | (\$2,042,488) | (\$2,184,043) |

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

| <u>7130 - Hearing Counsel LA/SF</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$1,624,241 | \$1,442,790 | \$1,529,453 | \$1,692,700 | \$1,771,000 |
| 51-Building Operations | \$603 | \$3,300 | \$599 | \$600 | \$600 |
| 52-Services | \$80 | \$500 | - | - | - |
| 54-Supplies | \$1,744 | \$2,000 | \$1,053 | \$1,133 | \$1,200 |
| 55-Equipment | \$332 | \$2,700 | \$898 | \$810 | \$900 |
| 56-Other Expenses | - | \$13,600 | \$2,504 | \$4,700 | \$4,900 |
| 59-Indirect Costs | \$787,553 | \$991,621 | \$991,621 | \$1,010,137 | \$1,067,714 |
| 69-Transfers Out | \$3,241 | - | \$2,778 | - | - |
| Expenses Total | \$2,417,794 | \$2,456,511 | \$2,528,906 | \$2,710,080 | \$2,846,314 |
| 7130 - Hearing Counsel LA/SF Surplus/(Deficit) | (\$2,417,794) | (\$2,456,511) | (\$2,528,906) | (\$2,710,080) | (\$2,846,314) |

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

| <u>7140 - Hearing Judges</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$1,483,963 | \$1,178,500 | \$1,401,815 | \$1,226,000 | \$1,256,900 |
| 51-Building Operations | - | \$15,000 | - | - | - |
| 52-Services | \$100,381 | \$137,700 | \$74,388 | \$44,010 | \$46,500 |
| 54-Supplies | \$4,664 | \$6,500 | \$2,826 | \$3,602 | \$3,800 |
| 55-Equipment | (\$88) | \$5,200 | \$65 | \$29 | - |
| 56-Other Expenses | \$9,495 | \$51,800 | \$15,208 | \$18,859 | \$19,900 |
| 59-Indirect Costs | \$685,256 | \$769,226 | \$769,226 | \$680,672 | \$719,471 |
| 69-Transfers Out | \$652 | - | \$522 | - | - |
| Expenses Total | \$2,284,323 | \$2,163,926 | \$2,264,050 | \$1,973,172 | \$2,046,571 |
| 7140 - Hearing Judges Surplus/(Deficit) | (\$2,284,323) | (\$2,163,926) | (\$2,264,050) | (\$1,973,172) | (\$2,046,571) |

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

| <u>7150 - Hearing/Effec/Admin LA</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 45-Other Revenues | (\$8,211) | \$4,000 | \$3,375 | - | - |
| Revenue Total | (\$8,211) | \$4,000 | \$3,375 | - | - |
| 50-Personnel Costs | \$1,331,343 | \$1,238,800 | \$1,229,522 | \$1,204,000 | \$1,272,600 |
| 51-Building Operations | \$6,835 | \$21,400 | - | - | - |
| 52-Services | \$7,398 | \$31,500 | \$10,793 | \$5,761 | \$6,000 |
| 54-Supplies | \$9,277 | \$20,635 | \$8,504 | \$6,185 | \$6,500 |
| 55-Equipment | \$4,812 | \$11,500 | \$3,674 | \$3,913 | \$4,100 |
| 56-Other Expenses | \$614 | \$2,200 | \$2,679 | - | - |
| 59-Indirect Costs | \$1,047,579 | \$1,181,536 | \$1,181,536 | \$1,087,894 | \$1,149,903 |
| Expenses Total | \$2,407,859 | \$2,507,571 | \$2,436,708 | \$2,307,753 | \$2,439,103 |
| 7150 - Hearing/Effec/Admin LA Surplus/(Deficit) | (\$2,416,070) | (\$2,503,571) | (\$2,433,333) | (\$2,307,753) | (\$2,439,103) |

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

| <u>7160 - Presiding/Review Judges</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$933,231 | \$765,400 | \$692,293 | \$806,600 | \$827,000 |
| 51-Building Operations | - | \$6,500 | - | - | - |
| 52-Services | \$33 | \$1,100 | \$398 | \$5,000 | \$5,300 |
| 54-Supplies | \$1,786 | \$3,750 | \$1,139 | \$2,284 | \$2,500 |
| 55-Equipment | \$21 | \$1,000 | \$18 | - | - |
| 56-Other Expenses | \$11,377 | \$58,000 | \$24,746 | \$19,208 | \$20,300 |
| 59-Indirect Costs | \$402,780 | \$448,795 | \$448,795 | \$361,225 | \$381,814 |
| 69-Transfers Out | \$391 | - | \$261 | - | - |
| Expenses Total | \$1,349,619 | \$1,284,545 | \$1,167,650 | \$1,194,317 | \$1,236,914 |
| 7160 - Presiding/Review Judges Surplus/(Deficit) | (\$1,349,619) | (\$1,284,545) | (\$1,167,650) | (\$1,194,317) | (\$1,236,914) |

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

| <u>7170 - Review Counsel/Clerk</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | \$1,119,939 | \$1,137,030 | \$1,106,013 | \$1,242,500 | \$1,303,600 |
| 51-Building Operations | - | \$10,000 | - | - | - |
| 52-Services | \$119 | \$1,600 | \$2,707 | \$5,200 | \$5,500 |
| 54-Supplies | \$193 | \$370 | \$140 | \$118 | \$100 |
| 55-Equipment | \$1,637 | \$5,000 | \$2,172 | \$2,007 | \$2,100 |
| 56-Other Expenses | \$360 | \$5,000 | \$1,879 | \$3,243 | \$3,400 |
| 59-Indirect Costs | \$894,579 | \$969,653 | \$969,653 | \$976,865 | \$1,032,546 |
| 69-Transfers Out | \$926 | - | \$1,389 | - | - |
| Expenses Total | \$2,017,752 | \$2,128,653 | \$2,083,952 | \$2,229,933 | \$2,347,246 |
| 7170 - Review Counsel/Clerk Surplus/(Deficit) | (\$2,017,752) | (\$2,128,653) | (\$2,083,952) | (\$2,229,933) | (\$2,347,246) |

**The State Bar of California
Budget-by Cost Center
Public Trust Liaison**

| <u>Public Trust Liaison</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|---|---------------|---------------|-------------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | - | - | - | \$1,205,700 | \$1,266,700 |
| 59-Indirect Costs | - | - | - | \$725,399 | \$766,747 |
| Expenses Total | - | - | - | \$1,931,099 | \$2,033,447 |
| Public Trust Liaison Surplus/(Deficit) | - | - | - | (\$1,931,099) | (\$2,033,447) |

The State Bar of California
Budget-by Cost Center
Public Trust Liaison

| <u>1310 - Public Trust Liaison</u> | 2021 | 2022 | 2022 | 2023 | 2024 |
|--|--------|--------|------------|----------------------|----------------------|
| | Actual | Budget | Projection | Budget | Forecast |
| 50-Personnel Costs | - | - | - | \$1,205,700 | \$1,266,700 |
| 59-Indirect Costs | - | - | - | \$725,399 | \$766,747 |
| Expenses Total | - | - | - | \$1,931,099 | \$2,033,447 |
| 1310 - Public Trust Liaison Surplus/(Deficit) | - | - | - | (\$1,931,099) | (\$2,033,447) |