



The State Bar of California

Title of Report: 2021 Adopted Final Budget
Statutory Citation: Business and Professions Code section 6140.1
Date of Report: February 26, 2021

The State Bar of California has submitted a report to the Legislature in accordance with Business and Professions Code section 6140.1, which requires the State Bar to submit a final budget to the Legislature by February 28 of each year. This summary is provided pursuant to Government Code section 9795.

The fiscal impacts of COVID-19 on the State Bar's budget have been significant and include reductions in tenant lease revenue, increased janitorial and cleaning costs, and interest rate reductions resulting in millions of dollars in lost interest revenue. These conditions are expected to continue well into 2021, with commercial and retail lease revenues particularly hard hit.

The 2021 budget anticipates revenues of \$206.9 million and expenses of \$194.7 million. The vast majority of State Bar revenue is derived from the annual attorney licensing fee. The 2021 fee bill authorized \$463 in mandatory fees per attorney, a 6.8 percent reduction from the 2020 level as follows:

- General Fund fees reduced by \$3 per active attorney, reflecting the elimination of a one-time boost to increase the General Fund reserve.
- Client Security Fund fee reduced from \$80 back to \$40 following a one-time increase to reduce backlog.
- Lawyer Assistance Program (LAP) fees returned to \$10, after a one-year reduction to \$1 in 2020 to draw down reserves in the LAP Fund.

Overall budgeted expenses of \$194.7 million represent a net decrease of over 20 percent compared to the 2020 budget; general fund budgeted expenses represent a decrease of 4 percent compared to the 2020 budget. Key changes include:

- Grants to legal services are reduced by nearly \$39 million, due to the significantly reduced earnings on IOLTA accounts. The reduction also includes a reduction in distribution of bank grants, reflecting the fact that a significant portion of those grant funds have already been allocated.
- Client Security Fund payouts have been reduced back to prior levels, reflecting the elimination of the one-time \$40 increase to that fund.

In addition, the budget highlights significant progress the State Bar has made toward the goals outlined in its 2017–2022 Strategic Plan.

The 2021 Adopted Final Budget can be accessed at: <http://www.calbar.ca.gov/About-Us/Our-Mission/Protecting-the-Public/Reports>. A printed copy of the report may be obtained by calling 415-538-2000



The State Bar of California

2021 Adopted Budget

Prepared by the Office of Finance

February 26, 2021

Table of Contents

EXECUTIVE DIRECTOR'S BUDGET MESSAGE	4
STATE BAR BACKGROUND	17
HISTORY	17
BOARD OF TRUSTEES	17
ORGANIZATIONAL STRUCTURE.....	18
LICENSEES.....	18
FISCAL 2021 BUDGET OVERVIEW	19
SOURCES OF FUNDS.....	19
USE OF FUNDS.....	21
BUDGET ASSUMPTIONS.....	26
BUDGET CALENDAR	30
BUDGET DEVELOPMENT	30
BUDGET MANAGEMENT	30
BUDGET VARIANCES AND ADJUSTMENTS	31
FUND STRUCTURE AND FINANCIAL POLICIES.....	31
FUND STRUCTURE.....	31
ACCRUAL BASIS ACCOUNTING	32
RESERVES	32
PROCUREMENT.....	33
INVESTMENT POLICY.....	33
CASH RECEIPTS POLICY	34
STATE BAR OPERATIONS BUDGET DETAIL.....	35
OPERATING AREA PROFILES.....	35
OFFICE OF THE EXECUTIVE DIRECTOR	36
.....	38
OFFICE OF STRATEGIC COMMUNICATIONS & STAKEHOLDER ENGAGEMENT.....	40
OFFICE OF GENERAL COUNSEL.....	42
OFFICE OF CHIEF TRIAL COUNSEL.....	45
STATE BAR COURT.....	49
.....	51
MISSION ADVANCEMENT & ACCOUNTABILITY DIVISION	53
PROGRAMS DIVISION.....	57

OFFICE OF ADMISSIONS	60
OFFICE OF ATTORNEY REGULATION & CONSUMER RESOURCES.....	67
OFFICE OF ACCESS & INCLUSION	70
OFFICE OF PROFESSIONAL COMPETENCE.....	77
OFFICE OF PROFESSIONAL SUPPORT & CLIENT PROTECTION	71
ADMINISTRATIVE DIVISION	79
OFFICE OF GENERAL SERVICES.....	82
OFFICE OF HUMAN RESOURCES	84
OFFICE OF RECRUITMENT & RETENTION.....	85
OFFICE OF INFORMATION TECHNOLOGY	86
OFFICE OF FINANCE	88
State Bar-wide Budget	92
Budget-by Fund.....	94
Projected Reserve Balance by Fund.....	107
Budget-by Cost Center	108

EXECUTIVE DIRECTOR'S BUDGET MESSAGE

Although this message introduces the State Bar of California's 2021 budget, in this year of all years we cannot look ahead without reflecting back. The State Bar realized an important milestone in 2019 when it secured its first licensing fee increase since 1998. That new and critically needed revenue first became available to the State Bar in January 2020. A few short months later, the COVID-19 pandemic struck, accompanied by its dramatic economic impacts, forcing rapid changes in all government sectors and requiring us, like others, to rethink how business gets done and what really matters.

For the State Bar, that meant prioritizing the health, safety, and wellbeing of our staff, many of whom were personally affected by the pandemic. It also meant doubling down on our commitment to protecting the public from bad actors and ensuring that applicants for admission to the State Bar had meaningful and accessible pathways for realizing that goal. It meant working feverishly to address sudden gaps in the legal services funding infrastructure, ones that—because of the increasingly favorable economic outlook pre-COVID-19—were not remotely contemplated before the onset of the pandemic.

The fiscal impacts of COVID-19 on the State Bar's budget have been significant and include:

- Reductions in tenant lease revenue totaling \$1 million
- Increased janitorial and cleaning costs totaling \$300,000 in 2020
- Interest rate reductions resulting in a loss of more than \$23 million in interest revenue

These conditions are expected to continue well into 2021, with commercial and retail lease revenues particularly hard hit. The current vacancy rate on the State Bar's retail and commercial space of 23 percent, for example, is expected to increase to 37 percent over the course of 2021.

At the same time, as reflected in the following section outlining progress toward the goals outlined in the 2017–2022 Strategic Plan, the State Bar realized some notable achievements in 2020. These included:

- Distributing a record \$11.7 million in Client Security Fund reimbursements;
- Reducing the inventory of outstanding claims by victims of attorney misconduct by a third;
- Transitioning to remote administration of the California Bar Exam and the First-Year Law Students' Exam;
- Standing up the first-of-its-kind Provisional Licensure Program;
- Working collaboratively with the legal services community to develop a viable, multiyear strategy for addressing the drastic decline in legal aid funding caused by interest rate reductions; and
- Successfully transitioning our 550+ employee workforce to remote work, ensuring continued productivity and safety in the face of the COVID-19 pandemic.

In the context of both the significant challenges that lie ahead and our demonstrated track record of being able to confront them head-on, we remain committed to carrying out our statutory mission; the 2021 budget reflects this clarity of purpose.

The 2021 budget anticipates revenues of \$206.9 million and expenses of \$194.7 million. The vast majority of State Bar revenue is derived from the annual attorney licensing fee. The 2021 fee bill

authorized \$463 in mandatory fees per attorney, a 6.8 percent reduction from the 2020 funded level as follows:

- General Fund fees reduced by \$3 per active attorney, reflecting the elimination of a one-time boost to increase the General Fund reserve.
- Client Security Fund fees reduced from \$80 to \$40, reflecting the elimination of a one-time augmentation to facilitate backlog reduction and victim payouts.
- Lawyer Assistance Program (LAP) fees returned to \$10, after a one-year reduction to \$1 in 2020 to draw down reserves in the LAP Fund.

Budgeted revenues overall reflect a decrease of \$4.9 million, or 2.3 percent, compared to 2020. Much of this revenue decline stems from the licensing fee reductions outlined above.

Additional revenue assumptions reflected in the budget include:

- Voluntary fees, including Legal Services Assistance and Justice Gap fees, are projected to increase by over \$3 million compared to the 2020 budget. This adjustment reflects the fact that the 2020 budget assumed that the licensing fee increase would result in a reduction in voluntary donations; that reduction did not materialize.
- Exam fees for the California Bar Exam are projected to be \$1.1 million less than the level reflected in the 2020 budget because of a projected decline in the number of test takers. The new, lowered cut score implemented by the California Supreme Court in 2020 has increased the pass rate, and as such, will reduce the number of repeat bar exam applications. In addition, the new Provisional Licensure Program has created an alternative pathway to licensing that does not require the bar exam. These two factors are expected to contribute to a drop in the number of people taking the bar exam in 2021.
- Interest rate reductions will impact both General and Special Funds, with a particularly negative impact on earnings on Interest on Lawyers' Trust Accounts (IOLTA) funds. Interest revenue on these accounts alone is projected to decline by over \$22 million compared to 2020 budgeted levels.
- New revenue generated by the initiation of the State Bar's participation in the Franchise Tax Board's debt collection program for reimbursement paid out by the Client Security Fund to clients harmed by their attorneys in non-court-ordered Client Security Fund cases, authorized for the first time in the State Bar's history in January 2021, is expected to total \$500,000. This amount is in addition to the \$350,000 projected to be generated for court-ordered Client Security Fund cases. All revenue realized will support the Client Security Fund.

Overall budgeted expenses of \$194.7 million represent a net decrease of over 20 percent compared to the 2020 budget. Key changes include:

- The legal services grant distribution budget has been reduced by nearly \$39 million, due to reduced earnings on IOLTA accounts and a reduced drawdown of Bank Settlement Funds, reflecting the fact that a significant portion of that fund balance has been allocated.
- Client Security Fund payouts have been reduced back to prior levels, reflecting the elimination of the one-time \$40 increase to that fund.

The primary driver of the 20 percent reduction in budgeted expenditures is the \$39 million reduction in legal services (non-General Fund) funding outlined above; General Fund expenses are reduced 4 percent from 2020.

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

Budgeted expenditures for 2021 reflect the State Bar's continued commitment to adhere to the explicit spending parameters for the licensing fee increase outlined in the 2020 fee bill. Among other items specifically designated for funding through the fee increase, the State Bar for the first time extended retiree health benefits to all staff, provided a much-needed cost-of-living adjustment, and applied the funds to address a structural deficit that developed following 20 years of cost increases without commensurate revenue increases. The 2021 budget specifically advances the capital and information technology (IT) needs slated to be addressed by that fee increase.

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

It is important to note that the revenue projections associated with these assessments are only an estimate; the projections assume a certain and constant number of attorney licensees, an assumption that may not hold up given the massive disruptions to the labor market brought on by COVID-19. Given this fact, in conjunction with the multiyear nature of these revenue streams, sufficient funds may not be available to support needed projects for several years.

To address the challenges presented by immediate infrastructure needs contrasted with a protracted funding methodology, in early 2021, the Board of Trustees authorized financing both the capital improvement and IT projects. The loan will be repaid by annual amounts collected from the licensing fee assessments designated for capital improvements and IT projects in accordance with the funding design approved by the Legislature. Revenue collected in 2020 and 2021 will be allocated to fund these projects in 2021, reducing the amount of financing required.

In addition to this financing method supporting 2021 capital and IT investments, the State Bar took advantage of the favorable lending environment in 2020 to restructure the loan on its Los Angeles building. This transaction has already yielded positive financial results, which along with the loan, will enable full funding of critical capital investment needs authorized in the fee bill.

An overview of planned capital and IT expenditures is provided below.

PROTECTING CAPITAL ASSETS

Although the pandemic has spurred a radical reconsideration of the need for physical office space, the State Bar will continue to maintain its offices in both San Francisco and Los Angeles in the near to medium term. As recognized in the 2020 fee bill, the State Bar's San Francisco office has significant capital needs. These needs were exacerbated by COVID-19, which required a pivot from structural improvements to the cleaning and social distancing investments necessary to safely support even a skeleton in-office workforce. 2021 will see the State Bar advance a number of long-standing capital needs in recognition of this pent-up demand.

The 2020 fee bill provided for the assessment of approximately \$8.7 million over a 10-year period to fund the following building improvements:

Table 1¹

	Fee Bill	Amount Needed	2021 Budget
HVAC	2,895	4,390	3,590
Fire/Life Safety	1,225	900	
Energy Management	350		
Generator	1,350	4,969	830
Elevators	2,450	2,730	760
Floor 4 Restroom/ADA	300	300	
Ground Floor Infrastructure	200		
Totals	\$8,770	\$13,289	\$5,180

Table 1 outlines the amount funded and needed for each project and the corresponding funding level included in the 2021 budget. As noted above, gaps in capital improvement funding between the level authorized and the amount needed will be addressed through a combination of debt financing and restructuring of the State Bar's existing debt portfolio.

INVESTMENTS IN TECHNOLOGY TO INCREASE EFFICIENCY AND IMPACT

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

Table 2²

	Fee Bill	Amount Needed	2021 Budget
Oracle Fusion	1,379	1,379	485
Licensee Information System	3,512	3,512	350
Disaster Recovery	350	350	140
Totals	\$5,241	\$5,241	\$975

Table 2 outlines the amount funded and needed for each project and the corresponding funding level included in the 2021 budget. In addition to projects supported directly by the licensing fee increase, the 2021 budget includes funding for key strategic IT investments including: \$2.1 million for post-implementation work on the Odyssey Case Management System, which has modernized the State Bar's discipline system, enabled a relatively seamless transition to a remote work environment, and supported data driven decision-making; \$1.2 million to implement a phased upgrade to the State Bar's IT infrastructure for enhanced capacity, functionality, and security; and \$350,000 to begin development of a new Licensee Information Management System.

¹ All figures are thousands of dollars. Note that the costs for the Energy Management Project has been spread across other projects in the table.

² All figures are thousands of dollars.

ADVANCING THE STATE BAR'S STRATEGIC OBJECTIVES

In addition to these significant capital and IT investments outlined in detail above, the 2021 budget advances other aspects of the State Bar's 2017–2022 Strategic Plan in several key areas including:

Increasing the Efficacy of the Attorney Discipline System

- \$300,000 for the development of a preventative education approach for attorneys to improve public protection, including a self-assessment and online training on client trust accounting.
- Support for a new commission on the attorney discipline system charged with undertaking a comprehensive review of reforms put in place over the last several years to determine their efficacy and identifying any gaps or opportunities for further reform. The commission will pay particular attention to efforts to reduce racial disparities.

Reimbursing Victims of Attorney Misconduct

- \$8.4 million in Client Security Fund reimbursements. This funding level reflects the full utilization of the increased CSF funding generated by the one-time \$40 assessment authorized by the 2020 fee bill. After these 2021 reimbursements are taken into account, the average timeframe from final discipline to CSF payout will be reduced to 12 months or less assuming a constant level of claim filing.

Ensuring the Integrity and Validity of the California Bar Exam

- The 2021 budget includes funding to support the Blue Ribbon Commission on the Future of the Bar Exam, a body tasked with conducting a comprehensive review of the bar exam, including an analysis of the appropriate form, content, and passing score for future exams or other testing mechanisms to ensure minimum competence.
- Funding to explore methods of providing remote live proctors for bar exam applicants unable to use the online software.

Improving Access to Justice

- The 2021 budget includes \$150,000 for the study and implementation of programmatic approaches to improve access to justice, including identifying core legal services that should be available across California for low-income or modest-means residents, and working with those communities in which these services are not currently available to improve access to such services; developing strategies to reduce the knowledge gap; identifying approaches to support efforts to recruit and retain diverse lawyers in legal aid organizations. This work will be facilitated by the California Access to Justice Commission, reflecting the State Bar's innovative partnership with this new entity.
- Support for the Closing the Justice Gap Working Group, charged with identifying regulatory reforms needed to increase access to legal services, and the California Paraprofessional Program Working Group, charged with developing the parameters of a new program to license nonlawyers to provide legal services.
- Funding for an e-filing solution to improve the ability of attorneys to file pleadings in State Bar

Court proceedings.

2017–2022 STRATEGIC PLAN UPDATE

FISCAL YEAR 2020 ACCOMPLISHMENTS

In May 2017, the Board of Trustees of the State Bar adopted the current mission statement to declare that:

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.

Earlier that same year, the Board adopted the current Five-Year Strategic Plan. That plan is reviewed each year and updated as necessary. The Strategic Plan sets forth the following five key strategic goals:

- **Goal 1.** Successfully transition to the “new State Bar” – an agency focused on public protection, regulating the legal profession, and promoting access to justice.
- **Goal 2.** Ensure a timely, fair, and appropriately resourced admissions, discipline, and regulatory system for the more than 250,000 lawyers licensed in California.
- **Goal 3.** Improve the fiscal and operational management of the State Bar, emphasizing integrity, transparency, accountability, and excellence.
- **Goal 4.** Support access to legal services for low- and moderate-income Californians and promote policies and programs to eliminate bias and promote an inclusive environment in the legal system and for the public it serves, and strive to achieve a statewide attorney population that reflects the rich demographics of the state's population.
- **Goal 5.** Proactively inform and educate all stakeholders, but particularly the public, about the State Bar’s responsibilities, initiatives, and resources.

To align the work of the State Bar with the goals established in the Strategic Plan, the Board also adopted key objectives to advance each of the five goals. These objectives articulate specific milestones the State Bar would accomplish in support of the goals of Strategic Plan.³

In 2020, the State Bar added three new objectives to the Strategic Plan:

- 2(p) Develop recommended statutory, rule, policy, or guideline changes to encourage the timely and complete payment of restitution.
- 4(p) Support public education about key problems not recognized as legal issues.
- 4(q) Support efforts to attract and retain lawyers in legal aid organizations.

These objectives were developed to address the need for more effective payment of restitution to victims of attorney misconduct and in response to findings of the California Justice Gap Study published at the end of 2019. The Justice Gap Study found that, in addition to a substantial lack of resources to meet the need, another barrier to low- and moderate-income Californians receiving needed legal services is a “knowledge gap,” i.e., individuals may not even recognize that a problem they are

³ The State Bar’s Strategic Plan is available online at:

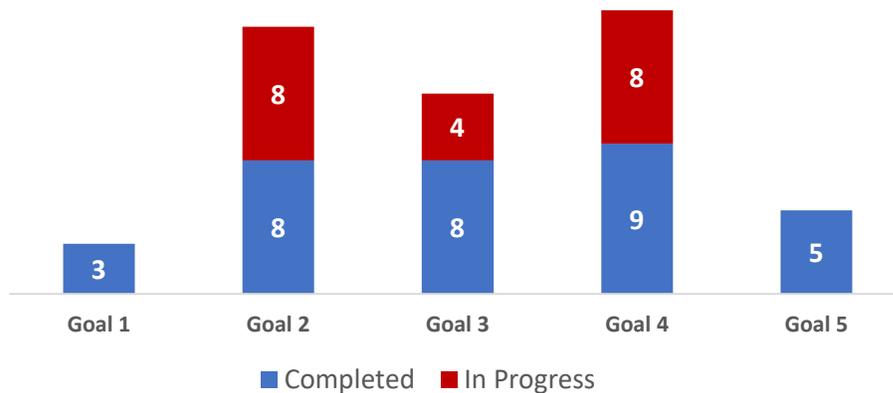
<https://www.calbar.ca.gov/Portals/0/documents/bog/Updated-2017-2022-Strategic-Plan.pdf>

experiencing might have a legal remedy. In addition, the Justice Gap Study found that recruitment and retention of attorneys to work in legal aid organizations is a chronic problem for meeting the supply side of the justice gap equation. A discussion of plans to address these new objectives is described above in the section on funding included in the 2021 budget to advance State Bar strategic objectives.

Before reviewing individual accomplishments associated with the Strategic Plan, Figure 1 below provides a brief summary of the overall status of implementation of the plan. Of the 53 objectives in the plan, almost two-thirds (33) have been completed including all of the objectives under Goals 1 and 5, concerning the internal organization, structure, and purpose of the organization (Goal 1), and the communication of the State Bar’s work to stakeholders (Goal 5).

Figure 1

33 of 53 Objectives in the State Bar's Strategic Plan Have Been Completed



Below are highlights of actions taken in 2020 to advance the Strategic Plan.

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

- Launch of the Attorney Supervision and Assistance Redesign (ASAR):** As part of the reorganization of the Office of Probation, the ASAR was launched in the latter part of 2019 with the goal of reorienting the supervision of probationers using evidence-based practices. In 2020, staff analyzed data on probationers to understand the factors associated with success and failure on probation and is now assessing whether this information can be used to construct a risk assessment. The ASAR project has also involved developing policies and procedures including revised conditions of probation designed to provide case managers with the authority to impose a system of targeted rewards and sanctions on probationers. These revised conditions are currently being reviewed by the State Bar Court.
- Transition of All Meetings of the Board and Its Committees to a Virtual, Online Format:** Meetings of the Board of Trustees, its committees, and subentities supporting the work of the State Bar moved entirely online, providing greater access to members of the public and allowing

for a more dynamic public comment process from any location with a phone or Internet connection.

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

In the area of Admissions:

- **Finalization of Four Major Reports on the Bar Exam:** The Board of Trustees received four important studies, approved recommendations related to these studies, and proposed the formation of a Blue Ribbon Commission on the Future of the Bar Exam to address larger policy issues raised by the reports:
 - **A Differential Item Functioning Analysis** was conducted to evaluate whether questions on the Bar Exam produced biased results (differential item functioning). This report evaluated over 100 individual questions used on California Bar Exams over the last 10 years to explore whether questions on the exam exhibited bias. The Board of Trustees approved a recommendation to convene a panel to review questions that demonstrated bias in the analysis and to develop guidelines for writing questions that will minimize the risk of future differential item functioning.
 - **A review of the California Bar Examination and related components** conducted at the request of the State Bar by the Department of Consumer Affairs, Division of Programs and Policy Review, made a number of recommendations approved by the Board of Trustees including recommendations to revisit grader eligibility criteria and compensation policy, revise the timelines for the development of content of grading rubrics, and revise the State Bar’s policy on flagrant cheating.
 - **A report on phased grading of the Bar Exam** found that the phased grading process employed on the California Bar Exam was inefficient and made very little difference in determining whether examinees passed. The report on phased grading recommended modifications to the grading of exams to streamline the grading process, which were implemented in grading of the October 2020 bar exam.
 - **The California Attorney Practice Analysis Working Group** submitted its findings on the type of work and areas of law that can be expected of entry-level attorneys. This report presented the findings of a comprehensive, multimethod, empirical study of the legal profession to define a level of minimum competence for licensure. The report’s many recommendations included changing the legal topics tested on the Bar Exam and changing the emphasis of skills assessed on the Exam. The Board of Trustees approved a staff recommendation to adopt a construct statement on the Bar Exam—definitions of “minimum competence” and “entry-level attorney”—and to establish a Blue Ribbon Commission on the Future of the Bar Exam to tackle the larger, longer-term policy questions raised by these reports.
- **Adoption of New Policies and Procedures Related to Moral Character Evaluation:** The Moral Character Working Group concluded its work and presented recommendations to the Board of Trustees to improve the consistency, equity, and transparency of the moral character evaluation process. The Board of Trustees approved new policies contained in the Moral Character Statement and Guidelines, approved a Decision Matrix for Moral Character Determinations, and approved a set of best practices and talking points related to moral character for law schools. The Board further directed the State Bar to revise its policies and procedures to reflect the information contained in the newly approved guidelines and decision matrix.
- **Administration of Remote, Online First-Year Law Students’ Exam and Bar Exam:** At the

direction of the Supreme Court, the State Bar moved both the First-Year Law Students' Exam and the Bar Exam online, administering the First-Year Law Students' Exam remotely in June and November 2020 to hundreds of students and the Bar Exam in October to nearly 9,000 applicants.

- **Creation of the Provisional Licensure Program:** In response to the challenges of the COVID-19 pandemic, in July 2020, the California Supreme Court directed the State Bar “to implement, as soon as possible, a temporary supervised provisional licensure program—a limited license to practice specified areas of law under the supervision of a licensed attorney.” In October the Supreme Court issued an administrative order approving New Rule 9.49, which implemented a Provisional Licensure Program for 2020 law school graduates. The program launched on November 17, and by the end of 2020, had enrolled more than 600 provisionally licensed attorneys.
- **Modernization of Law School Accreditation Rules and Requirements:** Working closely with law school representatives, the State Bar finalized draft rules to replace the existing rules governing accreditation of law schools in California. The new rules were developed consistent with best practices in accreditation and were structured to support newly defined purposes for accreditation: (1) consumer protection and transparency; (2) student success; (3) diversity, equity, and inclusion; and (4) preparation for licensure. These rules were circulated for public comment in late 2020 and will come to the Board of Trustees for final adoption in 2021.

In the area of the attorney discipline system:

- **Direction to Explore and Expand on Principles of Risk-Based Regulation:** The Governance in the Public Interest Task Force concluded its work and presented a report to the Board of Trustees and the Legislature outlining the principles of Risk-Based Regulation, and recommending that the State Bar explore opportunities to employ Risk-Based Regulation. Unlike more traditional forms of regulation which tend to be reactive and focus on imposing sanctions for violations, Risk-Based Regulation draws on administrative data to identify the characteristics of the regulated population that predict the risk of violation. Using this information, a Risk-Based Regulation approach seeks to intervene—through educational programming or informational campaigns—to reduce the number of violations. The Board of Trustees approved the report from the Governance in the Public Interest Task Force and directed staff to begin developing plans to incorporate the concepts of Risk-Based Regulation into the attorney discipline system.
- **Implementation of Policies to Eliminate Disproportionate Discipline:** Throughout 2020 the Board of Trustees received numerous reports on the State Bar's efforts to address the problem of disproportionate discipline identified in the November 2019 report to the Board. The Board directed staff to take action on these reports, resulting in several important changes to the operation of the attorney discipline system including:
 - **Reducing the potential bias created by a prior record of complaints filed against attorneys even when those complaints are closed without discipline:** Given the disproportionate number of complaints filed against Black male attorneys, the Board directed staff to devise a mechanism for “blinding” complaints against an attorney that are more than five years old and did not result in discipline. Over 500,000 closed complaints were archived and no longer appear in an initial review of an attorney's discipline history in the Office of Chief Trial Counsel.
 - **Providing resources to attorneys to improve client trust accounting:** Looking at the disproportionate number of Reportable Action Bank matters against African American male attorneys transmitted to the State Bar—reports to the Office of Chief Trial Counsel

from banks about overdrafts on client trust accounts—the Board directed staff to evaluate whether to raise the threshold on overdrafts to limit the exposure of attorneys to the discipline system. Analysis conducted by State Bar staff found that even low-level overdrafts can be predictive of future discipline. Staff then proposed, and the Board approved, the delivery of resources to all attorneys who are flagged for Reportable Action Bank matters. This approach takes advantage of a preventative, Risk-Based Regulation approach for addressing disproportionate discipline.

- **Encouraging attorneys to seek representation when facing a disciplinary investigation:** Recognizing that one of the mechanisms driving disproportionate discipline was the fact that Black male attorneys were less likely to be represented by counsel when facing charges, the State Bar devised informational letter to attorneys to inform them of the risk of being unrepresented when facing disciplinary proceedings and to encourage them to seek representation.
- **Formation of an Ad Hoc Commission on the Discipline System:** The Board of Trustees directed the formation of Ad Hoc Commission on the Discipline System, the overarching goal of which will be to make the system more fair and effective for both the public and the participants while ensuring public protection.
- **Reduction of Inventory in the Client Security Fund and Record Payouts to Victims:** The Client Security Fund (CSF) paid out more than \$11 million in claims to victims of attorney theft or fraud and reduced its inventory of cases from 2,369 at the end of 2019 to 1,596 at the end of 2020, a decline of approximately one-third. The increase in payments was made possible by a one-time increase of \$40 in the attorney licensing fee paid in 2020, earmarked specifically to pay down outstanding claims on the CSF.
- **Authorized the Implementation of an Attorney Self-Assessment Program:** The Board of Trustees authorized the launch of a self-assessment tool for attorneys and approved the first topic to be covered by the tool: client trust accounting duties. The program will raise attorneys' awareness of essential issues in prudent law office management practices and compliance with professional responsibilities.
- **Created a New Unit in the Office of Chief Trial Counsel Devoted to Immigration Matters:** Recognizing the vulnerability of immigrants to fraud and misconduct, the Office of Chief Trial Counsel created a dedicated unit to focus on immigration matters. The new unit is staffed with an experienced immigration attorney who will help orient other attorneys to the nuances of immigration law.

In the area of attorney regulation:

- **Launch of an Online Portal for Providers of Continuing Legal Education:** The State Bar launched its portal for providers of Minimum Continuing Legal Education (MCLE) to report attorney attendance in MCLE courses. Full implementation of this system, including the integration of all MCLE providers and all courses into the system, will continue into 2021. This system will enable the State Bar, for the first time, to begin auditing compliance with MCLE obligations for 100 percent of attorneys in each compliance period.

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

- **Completion of Key Components of an Enterprise Resource Planning System:** The State Bar

made great strides in implementing a modern Enterprise Resource Planning system. Key components implemented in 2020 include payroll, procurement (including submission and approval of requisitions and invoice payments) a budgeting module, and expense reporting. Further modules to be finalized in 2021 include recruiting and performance management.

- **Restructuring of State Bar Debt to Take Advantage of Low Interest Rates:** The Board of Trustees approved the refinancing and restructuring of the State Bar’s loan on the Los Angeles office building, cutting the interest rate in half and reducing the annual debt service by \$1.2 million annually.
- **Improvement of Internal Communication Efforts:** In recognition of the impact that remote working can have on employee engagement and a sense of connectedness with the overall work of the State Bar, internal communication efforts were improved to regularly share information with all staff, including more detailed messages from State Bar leadership and more frequent staff e-newsletters.
- **Transitioned State Bar Staff to Remote Working Arrangements in Response to the COVID-19 Pandemic:** In mid-March the State Bar acquired and distributed the information technology necessary to enable staff to work remotely. More than 200 staff who had not previously worked remotely were set up for remote access to the State Bar’s tools and network, which required providing loaner laptops to nearly 60 staff and hotspots for Internet access to some. During this transition, the State Bar’s information technology team successfully completed a personal computer refresh, eliminating desktop computers and improving network security in the process.
- **Established Policies and Procedures for Conducting Remote Appearances in State Bar Court:** State Bar Court leadership created policies and procedures necessary to enable the court to operate remotely. As a result, the court was able to conduct over 1,300 remote court events—an average of 145 events each month—including settlement conferences, status conferences, trials, and oral arguments.

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

In the area of access to Justice:

- **Submission of the Final Report and Recommendations of the Access Through Innovation of Legal Services Task Force (ATILS):** The Board of Trustees received the final report of the ATILS Task Force in March. The ATILS Task Force was charged with identifying possible regulatory changes to enhance the delivery of, and access to, legal services through the use of technology, including artificial intelligence and online legal service delivery models. In its final report, the ATILS Task Force presented a number of recommendations including:
 - **Launch of a Working Group on Closing the Justice Gap:** Charged with exploring a wide range of issues to improve access to justice in California, the charter of the Closing the Justice Gap Working Group includes evaluating how a regulatory sandbox might function to promote innovation in the delivery of legal services; considering amendments to State Bar rules regarding fee sharing and the delivery of nonlegal services provided by lawyers and businesses owned or affiliated with lawyers; considering recommendations for amendments to the Certified Lawyer Referral Service statutes and Rules of the State Bar, and considering recommendations for amendments to the rules governing advertising and solicitation.
- **Formation of the California Paraprofessional Program Working Group:** In response to the

findings of the California Justice Gap Study, the Board of Trustees directed the formation of a California Paraprofessional Program Working Group. The working group is charged with exploring how a thoughtfully designed and appropriately regulated paraprofessionals program can provide a solution to the access to legal services crisis in California by expanding the pool of available and affordable legal service providers. The working group is developing detailed recommendations related to specific areas of the law and tasks within those areas that could be addressed by paraprofessionals and will submit its final report and recommendations by September 30, 2021.

- **Selection of the First Class of Leadership Banks:** Building on recommendations from 2019 to incentivize financial institutions to support the legal services community by exceeding the statutory obligations on the interest rates they apply to attorney client trust accounts under California’s IOLTA program, the State Bar highlighted three banks—Wells Fargo, Bank of Southern California, and Chase Bank—as its first class of Leadership Banks. Meeting the eligibility criteria later in the year, eight additional financial institutions were admitted to ranks of State Bar Leadership Banks.

In the area of diversity and inclusion:

- **Expanded MCLE Requirements on the Elimination of Bias:** The Board of Trustees adopted new requirements for the MCLE requirements of attorneys, mandating an additional hour of training related to the elimination of bias to include one hour of training on implicit bias.
- **Produced the First Report Card on the Diversity of California’s Legal Profession:** The State Bar produced the first diversity report card for the legal profession in California. Based on data from a recently implemented attorney census, the State Bar’s diversity report card provides a clear picture of the state of the profession’s diversity and inclusion, establishing a baseline of information on which the State Bar will seek to improve. While incoming cohorts of new attorneys are increasingly diverse, the entire attorney population has not changed at a pace that matches the demographic change of the state.
- **Hosted Two Diversity Summits:** Building on the Diversity Summits convened in 2018 and 2019, the State Bar hosted two sector-specific Diversity Summits in 2020, with the goal of allowing for more relevant discussion and more open sharing of information. One summit focused on the private sector, the other on the nonprofit sector. Participants discussed issues specific to their sector, including challenges of maintaining and improving a diverse and inclusive workforce during the pandemic. Both summits included discussions of the data and the calls to action from the diversity report card and recommendations for next steps.
- **Expanded the Reporting Requirements for California Accredited Law Schools and Registered Law Schools:** As part of its efforts to shore up the pipeline leading into the legal profession, the State Bar expanded the reporting requirements that it applies to California Registered and Accredited Law Schools. The new reporting requirements will help the State Bar develop a better understanding of attrition rates among students of color and guide efforts to recruit, support, and retain such students.

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

- **Published an Updated and Expanded Set of Consumer Pamphlets:** The State Bar developed and updated information for consumers on a range of critical topics to the legal system including information on finding legal help, avoiding fraud, and knowing how to report misconduct. The

State Bar also created new legal services resources for groups with special needs, including veterans and active duty military, immigrants, seniors, and those who need legal services in the wake of disasters. The legal guide pamphlets were made available in English, Spanish, Tagalog, Chinese, Korean, Russian, and Vietnamese.

- **Launched a Digital Annual Report:** In an effort to highlight the progress that the State Bar has made in its second year since transitioning to a purely regulatory agency focused on public protection, the State Bar launched an innovative digital annual report spotlighting the agency's accomplishments and progress in 2019, a pivotal year that featured measurable progress in meeting its expansive mission of public protection.
- **Expanded the Use of Social Media for Outreach:** The State Bar continued its expansion of the use of social media to communicate with attorneys, applicants, and the public. Since 2018, followers of State Bar social channels have more than doubled, and the State Bar has used targeted, paid placements on social media to reach Spanish speakers.
- **Created a Print-on-Demand Portal to Facilitate and Encourage Information Dissemination:** The State Bar launched an innovative print-on-demand portal to enable partner organizations—including law enforcement, law libraries, legal aid organizations, and court self-help centers—to cobrand printed consumer materials facilitating and encouraging the dissemination of information.

OUTLINE OF KEY 2021 INITIATIVES

The Board of Trustees received regular reports on Strategic Plan progress during the course of 2020. In January 2021, the Board conducted its annual planning session, during which it focused on two key initiatives undertaken in 2020: the creation of an Ad Hoc Commission on the Discipline System and the work of the Paraprofessional Program Working Group.

In addition to the 2021 strategic objectives identified above, key 2021 initiatives will build on last year's accomplishments with a continued focus on improving the discipline system, expanding access to justice, increasing diversity and inclusion in the legal profession, and strengthening the internal operations of the State Bar by:

- continuing efforts to improve the investigation of Unauthorized Practice of Law (UPL) matters to ensure protection of vulnerable populations,
- strengthening partnerships with law enforcement to ensure appropriate prosecution of UPL matters,
- continued offering of the *Productive Mindset: Strategies & Stories Program* to Bar Exam takers,
- tracking the impact of reforms implemented to eliminate disproportionate discipline,
- Implementing the remaining components of the Enterprise Resource Planning System,
- finalizing the MCLE portal to include all MCLE providers in California,
- increasing the support for legal aid provided by banks through the leadership bank program,
- producing and releasing the second Annual Diversity Report Card with data visualization to enable closer examination of the data by sector and other variables relevant to attorneys seeking to improve the diversity of their firms, and
- releasing the biennial Diversity Plan and report to the Legislature.

STATE BAR BACKGROUND

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

HISTORY

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

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

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

BOARD OF TRUSTEES

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

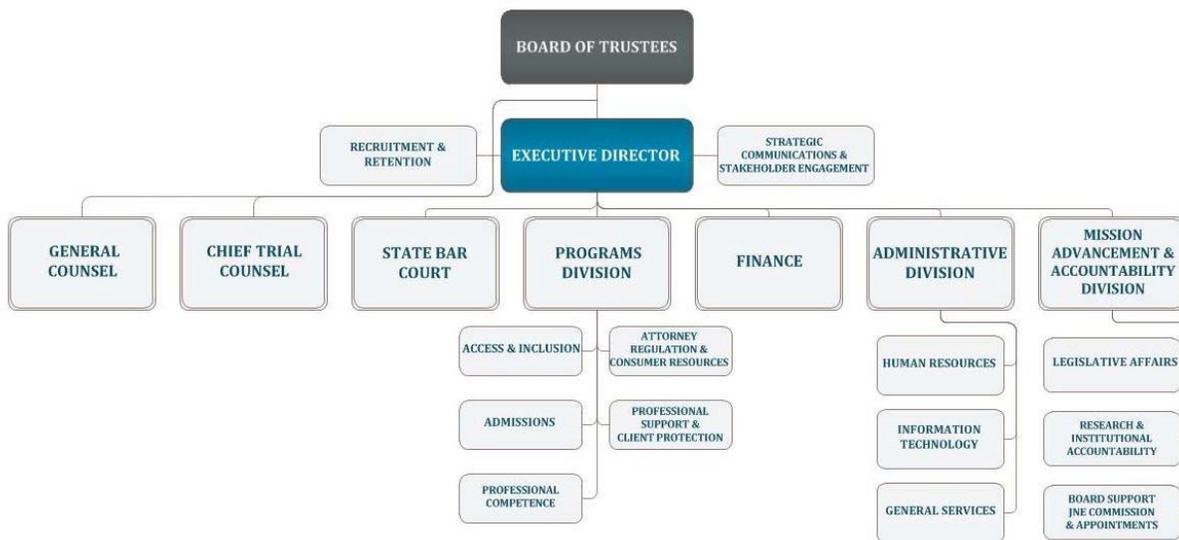
The Board is comprised of 13 trustees, including:

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

ORGANIZATIONAL STRUCTURE

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

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



LICENSEES

With over 250,000 licensed attorneys, the State Bar of California is the largest State Bar in the country. To practice law in California attorneys must pass the California Bar Exam, meet moral character requirements, satisfy triennial Minimum Continuing Legal Education (MCLE) requirements, and pay annual licensing fees to the State Bar.

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

FISCAL 2021 BUDGET OVERVIEW

SOURCES OF FUNDS

The State Bar's 2021 Adopted Budget reflects \$206.9 million in total revenue and \$194.7 million in total expenses. The graphs and tables below report the major revenues and expenses budgeted in 2021. Variances in budgeted amounts compared to the prior year are discussed below.

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

Figure 1: Break-out of 2021 Projected Revenues

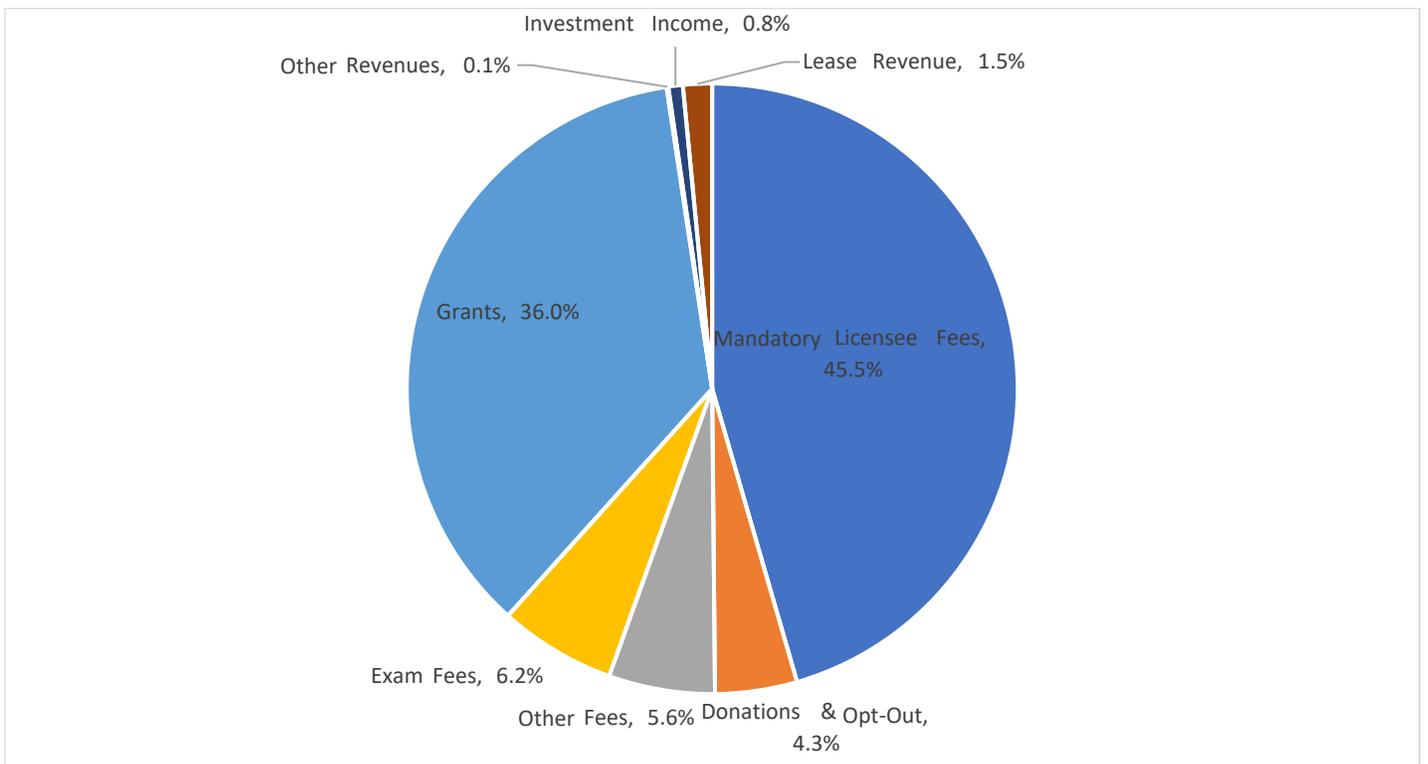


Table 1 provides a detailed breakdown of 2020, 2021, and 2022 projected revenues by funding source.

Table 1: Comparison of Revenue Budget

	2020 Budget	2021 Budget	2022 Forecast
Mandatory Licensee Fees	\$101,144,621	\$94,184,400	\$94,184,400
Donations & Opt-Out	5,751,700	8,970,000	8,970,000
Other Fees	11,474,110	11,642,152	11,804,639
Exam Fees	13,889,080	12,785,930	12,785,930
Grants	71,678,329	74,389,306	74,389,306
Other Revenues	450,210	185,950	188,739
Investment Income	3,287,778	1,582,500	1,606,243
Lease Revenue	4,198,019	3,179,369	3,227,059
Total Fund Sources	\$211,873,847	\$206,919,607	\$207,156,316

Mandatory Fees

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

Grants

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

Exam Fees

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

Voluntary Fees and Donations

The State Bar generates revenue through voluntary fees from licensees, and donations. Voluntary fees and donations fund specific program areas including the Legal Services Trust Fund, Elimination of Bias Fund, and Legislative Activities Fund. The 2021 adopted budget represents a 56 percent increase from the prior year’s voluntary fees and donations revenue, because the 2020 budget assumed that mandatory fee increases effective January 1, 2020, would negatively impact voluntary donations, but this negative impact did not materialize.

Other Revenues

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

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

USE OF FUNDS

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

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

Table 2 below outlines the projected expenses for 2020, 2021, and 2022.

Table 2: State Bar Expenses by Cost Type

	2020 Budget	2021 Budget	2022 Forecast
Personnel Costs	\$96,818,250	\$96,591,086	\$102,324,900
Building Operations	5,631,150	6,875,446	7,214,999
Services	10,273,428	11,467,709	11,637,997
Grants Expenses	98,463,237	59,677,420	59,677,420
Supplies	1,276,617	1,357,326	1,377,705
Equipment	6,744,614	3,497,624	3,550,103
Other Expenses	2,718,187	1,456,227	1,478,091
Exam Related Expenses	7,931,070	8,014,223	8,134,440
CSF - Payments	13,600,000	6,900,000	6,900,000
Reimbursements	(1,685,000)	(2,036,700)	(2,036,700)
Debt Related	1,035,100	917,730	827,200
Total Expenses	\$242,806,653	\$194,718,091	\$201,086,155

Personnel Costs

Personnel costs include salary and benefits, supplemental staffing, employee health care, and retirement. These expenses total \$96.6 million of the State Bar’s 2021 budget. The adopted budget represents a \$0.2 million decrease from the prior year resulting from offsetting expenses of cost-of-living and merit increases, an increase in the assumed vacancy rate and a one-year hiring freeze on 8.5 FTE positions.

Services

Services expense includes professional services, other outside services, exam graders, and exam proctors. Services account for \$11.5 million of the State Bar's 2021 Budget. The adopted budget represents a 12 percent increase from the prior year services expenses, occurring primarily due to the use of exam developers by Legal Specialization.

Grants Expenses

Grants expenses reflect the distribution of grants generated through Interest on Lawyers' Trust Accounts, Equal Access Fund, and bank settlements to legal services entities. Grants account for \$59.7 million of the State Bar's 2021 Budget. These expenses represent a 39 percent decrease in 2021 compared to the prior year, due to decreases in Legal Services Trust Fund grant distributions as a result of reduced interest rates on IOLTA accounts driving down available revenues.

Supplies and Equipment

Supplies and equipment expense includes exam and software licensing, supplies and postage, computers and software, building improvements, equipment, and telecommunications. This category accounts for \$4.8 million of the State Bar's 2021 budget. The adopted budget represents a 40 percent decrease from the prior year's supplies and equipment budget. This is primarily due to the State Bar's intent to finance IT projects and building improvements via a bank loan.

The current funding for critical building improvements and IT projects authorized by the Legislature is provided in smaller amounts over a multiyear period as opposed to providing all the needed funding at once. As a result, the amount of funding available each year is not sufficient to fund the expenses anticipated to be incurred. To undertake these projects in a timely manner, the State Bar intends to finance IT projects and building improvements in the amount of \$18.5 million. Amounts collected for IT projects and building improvements as authorized by statute would be used to repay the loan. The financing is expected to be completed in mid-2021, and a budget amendment may be necessary to appropriate 2021 debt payments, including the amounts collected from licensee fees for building improvements and IT projects in 2020 (approximately \$1.8 million).

Other Expenses and Client Security Fund Payments

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

Debt Related

In 2012, the State Bar acquired an office building located at 845 South Figueroa Street in Los Angeles and entered into a 15-year loan agreement in the initial amount of \$25.5 million with Bank of America with a 4.6 percent interest rate. In 2020, this loan was refinanced for 15 years in the amount of \$14.2 million at 2.3 percent, resulting in a net present value savings of \$0.8 million. The outstanding balance as of December 2020 is approximately \$14.0 million.

In 2016, the State Bar entered into a 10-year loan agreement with Bank of America for \$10 million to finance the costs of tenant improvements of its 180 Howard Street building in San Francisco. These

improvements were needed in order to restore vacant floors to lease-ready status. The annual interest rate on this loan is 4.26 percent and the outstanding balance as of December 2020 is approximately \$5.9 million.

Annual interest expense for these loans is approximately \$0.6 million for 2021; the costs are charged to individual program funds through indirect cost allocation based on space occupancy.

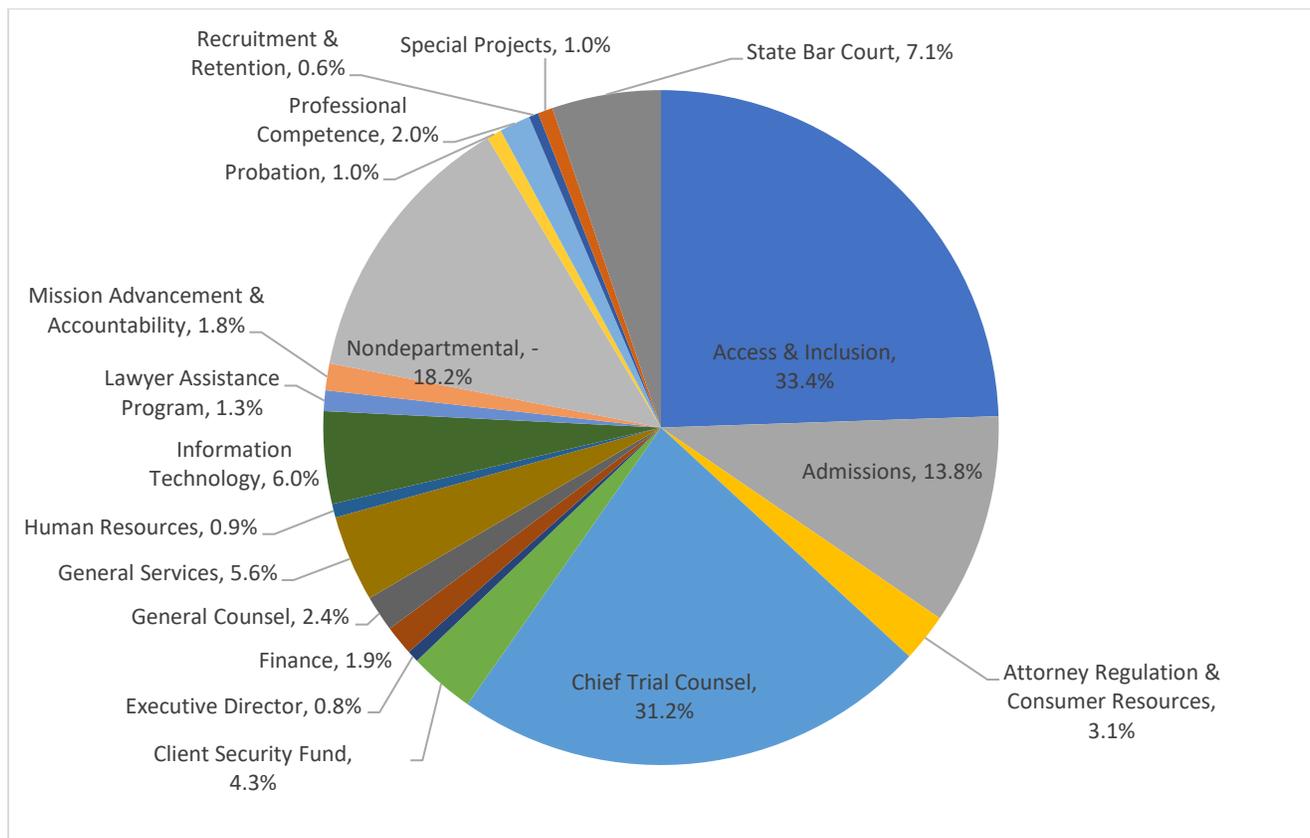
Depreciation

Depreciation is not shown as part of the operating budget, because it does not utilize financial resources.

Total Operating Budget

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

Figure 2: Operations Budgets

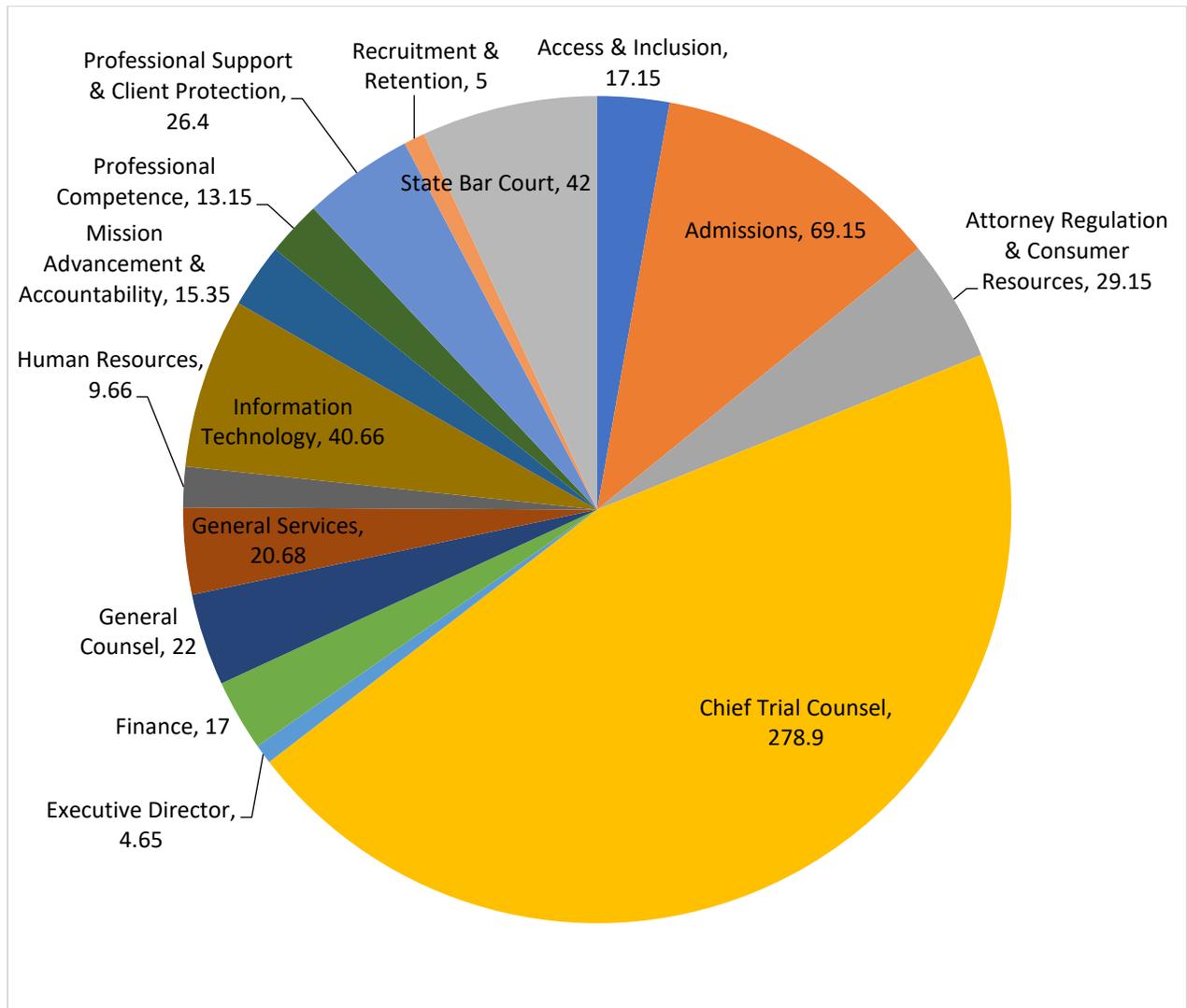


Total Staffing For 2021

The 2021 adopted budget funds 610.9 full-time equivalent positions, compared to 608.9 budgeted for 2020.

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

Figure 3: Distribution of Full Time Employees



Staffing History

Table 3 shows a three-year history of staffing. The 2021 budget has an increase of 2 total FTEs. This increase is comprised primarily of two new funded FTEs in the Office of Chief Trial Counsel, five new funded FTEs in the Office of Admissions, two in State Bar Court, and two in Information Technology offset by a one-year hiring freeze on 8.5 FTE positions.

Table 3: Three-Year Staffing History

Division/Office	2019	2020	2021
Access & Inclusion	19	19	17
Admissions	65	64	69
Attorney Regulation & Consumer Resources	29	30	29
Chief Trial Counsel	256	277	279
Executive Director	8	5	5
Finance	17	17	17
General Counsel	24	24	22
General Services	22	21	21
Human Resources	7	9	10
Information Technology	34	39	41
Mission Advancement & Accountability	24	16	15
Professional Competence	13	13	13
Professional Support & Client Protection	26	26	26
Programs	-	1	-
Recruitment & Retention	-	6	5
Special Projects	1	-	-
State Bar Court	39	41	42
Total FTE	584.0	608.9	610.9

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

BUDGET ASSUMPTIONS

The 2021 budget reflects the following significant assumptions:

Mandatory Licensee Fees & Voluntary Donations

The Fee Bill authorized \$463 of mandatory fees per active attorney in 2021. Budgeted licensee fees and voluntary donations, including late penalties, total \$103.2 million, as compared to \$106.9 million in the 2020 adopted budget, reflecting a \$3.7 million decrease. This decrease reflects a decrease of \$7.9 million in Client Security Fund mandatory fees resulting from the temporary \$80 fee in 2020 reverting to \$40, offset by an increase of \$1.8 million in Lawyer Assistance Program mandatory fees, resulting from the expiration of the 2020 fee holiday. Voluntary fees are budgeted at \$3.2 million higher due to the fact that Legal Services and Justice Gap donations have not been adversely impacted by the 2020 fee increase. The 2021 budget assumes no increase in the number of attorneys paying fees.

Personnel Expense

Personnel expense is the largest single component of the State Bar's costs. The 2021 personnel expense budget decreased by \$0.2 million, or less than 1 percent, from \$96.8 million in 2020 to \$96.6 million. The increase is due to offsetting expenses of cost-of-living and merit increases, an increase in the assumed vacancy rate and a one-year hiring freeze on 8.5 FTE positions

Affinity and Insurance Program Revenues

The 2018 Fee Bill redirected virtually all of the State Bar's affinity and insurance program revenue. In 2019, revenue received from insurance programs was split as follows: 25 percent to California Change Lawyers, 25 percent to qualified legal services projects and support centers, and 50 percent to support discipline functions of the State Bar or the Client Security Fund

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 in 2020 and 2021 will go to the California Commission on Access to Justice. 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).

Professional Services, Temporary Help

Zero-based budgeting continues in 2021 for professional services and temporary help line items. Professional service expenses are budgeted at \$9.3 million, up from last year's budget of \$7.9 million; the increase occurs primarily in Legal Specialization. Temporary help expenses are budgeted at \$2.3 million, compared to last year's budget of \$1.6 million, reflecting increases in Chief Trial Counsel and State Bar Court.

Legal Specialization Fund

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

included in the 2021 budget.

Capital Maintenance

The State Bar has a multiyear capital improvement program to ensure that its 180 Howard Street headquarters building operates safely and efficiently and complies with updated building codes. The Fee Bill funds building improvements at \$4 per attorney over 10 years and IT projects at \$5 per attorney over 5 years. Building and IT projects funded by the Fee Bill will be financed with a bank loan of approximately \$18.5 million. Collection of Fee Bill related attorney fees will be used to repay the loan.

Inflation

Inflation is assumed to increase costs by 1.5% in 2021.

Collections

\$0.5 million of collections from the Franchise Tax Board is budgeted in the Client Security Fund (CSF) based on \$169 million of non-court-ordered debt being referred in March 2021. This is in addition to the \$350 thousand of CSF collections budgeted for court-ordered debt.

Strategic Plan initiatives

- \$2.1 million for post-implementation work on the Case Management System.
- \$300 thousand for a fully articulated preventative education approach to include a self-assessment component as well as client trust accounting modules.
- \$50 thousand for a California specific job analysis to determine the knowledge, skills, and abilities for entry level attorneys. Upon completion, conduct a new content validation study.
- \$350 thousand to scope and plan for implementation of a new Licensee Information Management System.
- \$1.2 million to implement a phased upgrade to the State Bar's Information Technology infrastructure (networks, servers, desktops, telecommunications and audio/visual), for enhanced capacity, functionality and security.
- \$150 thousand for study and implementation of improved programmatic approaches to increasing access to justice.

Pandemic Implications

The pandemic will continue to affect the finances of the State Bar in 2021. Some of the assumptions included in the budget are:

- The Bar Exam continues to be administered remotely.
- Because of declining interest rates, earnings on IOLTA accounts is expected to decline \$22.4 million in the Legal Services Trust Fund (from \$40.4 million to \$18.0 million). Interest revenue in the General Fund is expected to decline \$1 million.
- Travel and catering one-half of normal (down \$850 thousand).
- Tenant lease revenue will decline \$1 million due to loss of tenants.
- Janitorial and cleaning will increase \$0.3 million for extra cleaning, including cleaning

during the day and deep cleanings.

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 Executive Director, Chief Trial Counsel, State Bar Court, the Mission Advancement & Accountability Division, Admissions, Attorney Regulation & Consumer Resources, Access & Inclusion, Professional Competence, Lawyer Assistance Program, Probation, Client Security Fund, and General Services. Indirect costs are not readily identifiable with a specific operating program, but rather, are incurred for a joint purpose that benefits more than one program. Common examples of indirect costs include finance, human resources, recruitment & retention, information technology, insurance, and building maintenance. Indirect costs of \$9.5 million are allocated from the General Fund to other funds. The total amount of the 2021 indirect cost pool, to be allocated to programs, is \$40.2 million compared to \$38.6 million in the 2020 budget. The tables below provide detail on both the indirect cost pool components, and amounts charged to individual funds.

Fund	2020 Budget	2021 Budget	2020 vs 2021
Admissions	\$5,236,698	\$6,130,032	\$893,334
Bank Settlement	58,525	65,903	7,378
Client Security	886,175	723,309	(162,866)
Elimination of Bias	131,294	115,097	(16,197)
Equal Access	325,777	271,225	(54,552)
General Fund	30,359,191	30,751,349	392,158
Grants Fund	-	17,915	17,915
Justice Gap	4,226	13,719	9,493
Lawyer Assistance Program	547,890	607,314	59,424
Legal Specialization	439,485	689,867	250,382
Legal Services Trust	421,506	703,816	282,310
Legislative Activities	171,302	162,862	(8,440)
	\$38,582,069	\$40,252,408	\$1,670,339

Indirect Cost Pool	2020 Budget	2021 Budget	2020 vs 2021
General Services - LA	\$4,560,064	\$4,316,507	(\$243,557)
General Services - SF	5,084,840	6,349,261	1,264,421
Licensee Billing	508,862	951,600	442,738
Building/Capital Improvements	507,500	-	(507,500)
General Counsel	4,903,586	4,588,817	(314,769)
Ex. Dir./BOT	4,419,116	2,849,152	(1,569,964)
Information Technology	13,297,554	11,740,071	(1,557,483)
Human Resources	2,412,337	1,732,400	(679,937)
Recruitment & Retention	-	1,227,700	1,227,700
Finance	2,888,220	2,836,900	(51,320)
OPEB	-	3,660,000	3,660,000
	\$38,582,079	\$40,252,408	\$1,670,329

BUDGET CALENDAR

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

The Office of Finance reviews the budget requests, compares against projected revenues, and prepares the budget document. With the approval of the executive director, the State Bar's proposed budget is presented to the Board of Trustees for adoption in January.

The Office of Finance submits the budget to the Legislature by February 28.

BUDGET DEVELOPMENT

Each year, the State Bar's budget is prepared in accordance with Business and Professions Code section 6140.1. The State Bar's Budget Policies and Procedures Manual documents in detail budget preparation, formulation, submission and approval processes. The budget expresses, in terms of dollars, the funded programs and plans of the State Bar for the budget year and the estimated income by sources necessary to finance these programs and plans. The budget is the primary instrument of fiscal control and, accordingly, contains all 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 or to correct technical or clerical errors.

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

BUDGET MANAGEMENT

The Office of Finance is responsible for monitoring budget spending on a monthly basis. It conducts analytical studies to support the planning and budget development processes and produces management information related to the State Bar's operations. The Office of Finance strives to create efficient and productive methods of budget preparation, using sound budget and management practices, financial planning that supports management decision making, developing innovative solutions to challenging problems, and ensuring the State Bar's budget is aligned with the State Bar's Strategic Plan.

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

BUDGET VARIANCES AND ADJUSTMENTS

The State Bar's Board of Trustees Policy Manual and the Budget Policies and Procedures Manual set guidance for budget control and amendment. Quarterly financial reports and midyear forecasting, and budget-to-actual variance reports are required to be presented to the Board of Trustees for review.

A significant variance is defined in the Board Policy Manual as a year-to-date budget-to-actual variance that is greater than \$100,000 over the budgeted line item. When significant variances arise, the Office of Finance is responsible for investigating and identifying such items and activities. Corrective actions and reporting to the Board of Trustees are necessary depending on the extent to which the variances impact overall expenditure authority.

FUND STRUCTURE AND FINANCIAL POLICIES

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

FUND STRUCTURE

The State Bar's budget represents a complex combination of 21 funding sources supporting over 40 distinct functions within the organization. Pursuant to Board action in 2015, each of these sources is categorized into the following fund types:

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

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

funded by the General Fund.

Restricted Funds are primarily generated through either separate statutory authority (for example, the Client Security and Lawyer Assistance Program Funds), or grant or settlement sources, or are self-supporting and sustained by fees paid by licensees or applicants. While Restricted Funds differ in their underlying revenue sources, they are not used to support General Fund activity, other than as charged for administrative support services through the allocation of indirect costs.

ACCRUAL BASIS ACCOUNTING

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

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

RESERVES

The State Bar adopted a new fund structure in 2015 and revised its Reserve Policy the following year. The fund structure, which utilizes the concept of “fund balance” for Enterprise Funds under 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, the State Bar is required to maintain a net minimum reserve balance that equates to two months—or a level of 17 percent—of operating expenses for all nongrant funds.

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

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

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

PROCUREMENT

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

INVESTMENT POLICY

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

Under the investment policy, the State Bar's investment portfolio will remain sufficiently liquid to enable the State Bar to meet all operating requirements that might be reasonably anticipated.

The State Bar's investment policy is designed to attain a market rate of return throughout budgetary and economic cycles, commensurate with the State Bar's investment risk constraints and the cash flow characteristics of the portfolio. Investments are made with the intent to hold to maturity unless the liquidity needs of the portfolio require that the security be sold, or a capital gain be realized in a manner that better positions the overall portfolio in achieving investment policy goals.

The CFO is designated as the official with responsibility for authorizing the sale or liquidation of investments in advance of their scheduled maturity dates. The CFO makes quarterly reports to the Board of Trustees on the status of the State Bar's investment portfolio. These reports include information as to the type of investment, the amount of money invested with various institutions, market value for securities with a maturity of more than 12 months, purchase and maturity dates, rate of interest, and statement of portfolio liquidity, as required by California law.

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

Commission all required economic interests for that year.

CASH RECEIPTS POLICY

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

STATE BAR OPERATIONS BUDGET DETAIL

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

- Overview
- Division or office objectives
- Organizational structure
- 2020 accomplishments
- 2021 projects and objectives
- Adopted budget expenditures by cost type
- Staffing requirements

OPERATING AREA PROFILES

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

Table 1: State Bar Expenses by Operating Area

Expenses	2020 Budget	2021 Budget
Access & Inclusion	\$103,572,909	\$65,002,151
Administration	18,813	-
Admissions	24,559,265	26,817,841
Attorney Regulation & Consumer Resources	5,536,871	6,119,238
Chief Trial Counsel	63,309,621	60,721,383
Client Security Fund	15,930,216	8,371,439
Executive Director	1,618,551	1,491,700
Finance	3,358,073	3,788,500
General Counsel	4,929,394	4,588,817
General Services	10,732,541	10,997,791
Human Resources	1,631,601	1,732,400
Information Technology	13,342,060	11,740,071
Lawyer Assistance Program	2,464,913	2,617,948
Mission Advancement & Accountability	4,973,736	3,421,663
Nondepartmental	(37,420,298)	(35,507,326)
Probation	2,110,098	1,901,032
Professional Competence	3,320,896	3,938,486
Programs	348,689	-
Recruitment & Retention	1,127,280	1,227,700
Special Projects	3,651,415	1,889,093
State Bar Court	13,690,010	13,858,164
Total Expenses	\$242,806,654	\$194,718,091

OFFICE OF THE EXECUTIVE DIRECTOR

OVERVIEW

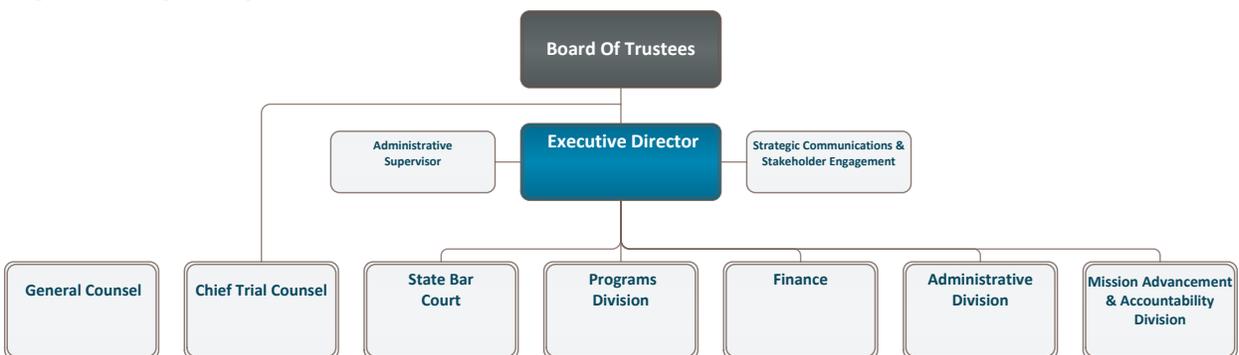
The Office of the Executive Director (OED) is responsible for ensuring the State Bar achieves the goals and objectives outlined in the State Bar’s Strategic Plan; the OED is responsible for supporting the Board of Trustees in setting the strategic vision and policy for the State Bar; the OED sets the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

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

OFFICE OBJECTIVES

- Ensure the State Bar achieves the goals and objectives outlined in its Strategic Plan.
- Ensure the State Bar is an accountable and transparent organization.
- Ensure the responsible use of funds.
- Ensure the effective operation of the State Bar including supporting and ensuring a productive and engaged staff.

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

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

knowledge, skills, and abilities necessary for entry level attorneys in California.

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

2021 BUDGETED REVENUE

Budgeted Revenue for the Office of Executive Director is generated by the MCLE self-study test.

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Other Fees	\$148,700	\$100,000	\$101,500
Other Revenues	(178,935)	-	-
Investment Income	178,935	78,400	79,576
General Fund Total	148,700	178,400	181,076
Total Fund Sources	\$148,700	\$178,400	\$181,076

2021 BUDGET BY EXPENSE CATEGORY

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

Table 2: Expenses

Expense Categories	2020 Budget	2021 Budget	2022 Forecast
Personnel Costs	\$964,326	\$825,700	\$882,800
Building Operations	28,138	6,000	6,400
Services	315,900	349,500	354,700
Supplies	31,917	37,100	37,659
Equipment	21,259	6,600	6,700
Other Expenses	48,400	15,500	15,734
Indirect Costs	208,610	251,300	265,780
Total Expenses	\$1,618,551	\$1,491,700	\$1,569,773

PERSONNEL

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

Table 3: Staffing

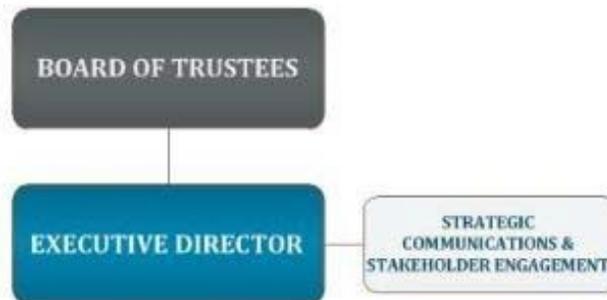
	Positions			Salaries	
	2020 Budget	2021 Budget	2022 Forecast	2021 Budget	2022 Forecast
Executive Director	0.90	0.90	0.90	\$228,375	\$230,659
Principal Program Analyst	0.00	1.00	1.00	137,704	139,081
Program Supervisor	1.00	0.00	0.00	-	-
Senior Program Analyst	0.50	0.50	0.50	52,328	55,494
Public Information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

OFFICE OF STRATEGIC COMMUNICATIONS & STAKEHOLDER ENGAGEMENT

OVERVIEW

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

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

OFFICE OF GENERAL COUNSEL

OVERVIEW

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

OFFICE OBJECTIVES

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

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

- The CRU consistently achieved its target of resolving an average of 60 “second-look” requests for review of OCTC closed cases, with a monthly average of [89] matters resolved. Additionally, the Complaint Review Unit maintained the turnaround time for completion of “second-look” reviews at or below 75 days.
- Continued to develop niche expertise within OGC in various substantive legal areas such as antitrust, bankruptcy, ethics, and privacy.

- Further developed Rule 2201 program, including recruitment of additional Special Deputy Trial Counsels (SDTCs), and coordinated with the SDTC Administrator on procedural matters such as updating case information in Odyssey Case Management System, obtaining automated reports of Odyssey data, reporting to the Regulation and Discipline Committee regarding the status of the cases, obtaining approval to retain new SDTCs, setting up training, and providing other support or resources as needed. In 2020, 189 complaints were referred by the Chief Trial Counsel to the SDTC Administrator, an increase from the 139 complaints that were referred in 2019, and a decrease from the 223 complaints that were referred in 2018.
- Expanded on its judgment and collections related work, which includes conducting and reviewing property search results, seeking the entry of new judgments for debtors with real property, filing abstracts for new judgments in the counties in which such real property is located, renewing judgments, and providing acknowledgments of satisfaction of judgment when there has been a payoff. OGC has also continued to work with the Office of Finance with implementing the Franchise Tax Board's (FTB)
- Court-Ordered Debt (COD) Program and Interagency Intercept Collection (IIC) Program and responding to debtors regarding debt owed, ways to reduce the debt, and address legal challenges to debt collection.
- OGC also drafted proposed new statutory amendments to allow the State Bar to collect debt owed to the Client Security Fund that was not part of a disciplinary order (i.e., non-court-ordered restitution) and to provide victims of attorney misconduct the right to seek a money judgment for court ordered restitution. These amendments became part of the fee bill and for the first time will allow the State Bar the ability to collect on over \$175 million in overdue debt and will allow victims of attorney misconduct the right to enforce CSF restitution orders.
- Successfully defended two lawsuits challenging the October 2020 Bar Exam, (which was modified from its usual structure due to the COVID-19 pandemic). In *Gordon v. State Bar of California et al*, OGC successfully defended the legality of the State Bar's program for limited in-person administration of the October 2020 Bar Exam to certain applicants who could not meet the remote testing criteria (including the disabled applicants who brought the lawsuit). In *Kohn v. State Bar of California*, OGC successfully defended the State Bar's testing accommodations approval process and obtained a court finding of first impression that the State Bar enjoys sovereign immunity as to certain federal disability law claims.

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

2021 BUDGET BY EXPENSE CATEGORY

The total budget for the Office of General Counsel for 2021 is \$4.6 million. **Table 1** provides

detailed and comparative information regarding budgeted 2021 expenses for the Office of General Counsel.

Table 1: Expenses

Expense Category	2020	2021	2022
	Budget	Budget	Forecast
Personnel Costs	\$4,626,909	\$4,286,400	\$4,807,600
Building Operations	15,750	15,740	16,500
Services	189,500	189,500	192,300
Supplies	15,777	15,777	16,015
Equipment	14,058	14,000	14,210
Other Expenses	67,400	67,400	68,411
Total Expenses	\$4,929,394	\$4,588,817	\$5,115,036

PERSONNEL

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

Table 2: Staffing

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

OFFICE OF CHIEF TRIAL COUNSEL

OVERVIEW

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

OCTC is staffed with attorney and nonattorney staff. Together, OCTC's staff comprise 45 percent of the State Bar's workforce.

OFFICE OBJECTIVES

- To protect the public by fairly, efficiently, and aggressively investigating and prosecuting misconduct and ethics violations committed by California-licensed attorneys and by working proactively to prevent attorney misconduct;
- Aggressively seek to respond to the unauthorized practice of law by nonattorneys, coordinate with law enforcement partners to do so, and focus on protecting those victims who are the most vulnerable to harm;
- Prioritize complaints which put the client or the general public at the most significant risk, and addressing as many complaints of misconduct as quickly, completely, and capably as possible;
- Ensure appropriate allocation of resources to address high priority cases;
- Maximize efficiency and operational effectiveness in public protection;
- Provide the Board of Trustees with necessary and appropriate information and reports (e.g. productivity and performance reports, age of case reports, etc.) needed for appropriate management and oversight;
- Maintain OCTC operations within annual budget.

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

- Continue to fine-tune the case prioritization system that is centered on public protection by prioritizing complaints that put the client or the general public at the most significant risk, and addressing as many complaints of misconduct as quickly, completely, and capably as possible;
- Fully train newly onboarded staff and integrate them as fully functional employees;
- Along with ORIA, evaluate measures implemented to address disparities in the discipline system and further refine and expand, as necessary and appropriate;
- Continue to customize the new Odyssey Case Management System and adapt internal processes to leverage the enhanced capabilities of a modern case management system;
- Work to develop additional reports focused on monitoring the inventory, ensuring compliance with policies and procedures, and emphasizing our mission;
- Leverage lessons learned from biannual audits, appeals, stipulations, and other sources to reduce errors and increase compliance with policy.

2021 BUDGETED REVENUE

The total budget for the Office of Chief Trial Counsel for 2021 is \$45,000. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue 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	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Other Fees	\$42,346	\$40,000	\$40,600
Other Revenues	200,000	5,000	5,075
General Fund Total	242,346	45,000	45,675
Total Fund Sources	\$242,346	\$45,000	\$45,675

2021 BUDGET BY EXPENSE CATEGORY

The total budget for the Office of Chief Trial Counsel for 2021 is \$60.7 million, a decrease of \$2.6 million from prior year. This decrease occurs in personnel expense because a greater percentage of vacancies are assumed –7 percent compared to 5 percent. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Chief Trial Counsel.

Table 2: Expenses

Expense Categories	2020 Budget	2021 Budget	2022 Forecast
Personnel Costs	\$43,221,997	\$40,850,600	\$42,961,800
Building Operations	114,214	115,927	121,700
Services	605,800	782,953	794,850
Supplies	207,050	168,735	171,266
Equipment	175,755	178,391	181,067
Other Expenses	185,700	127,940	129,857
Payouts and Reimbursements	(1,200,000)	(1,200,000)	(1,200,000)
Indirect Costs	19,999,105	19,696,837	20,783,933
Total Expenses	\$63,309,621	\$60,721,383	\$63,944,473

PERSONNEL

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

Table 3: Staffing

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

STATE BAR COURT

OVERVIEW

The California State Bar is the only State Bar in the United States with independent professional judges dedicated to ruling on attorney disciplinary and regulatory cases. The State Bar Court impartially adjudicates matters filed by the Office of Chief Trial Counsel (OCTC) and has the power to recommend that the California Supreme Court suspend or disbar those attorneys found to have committed acts of professional misconduct or to have been convicted of serious crimes. For lesser offenses, public or private reprimands may be issued. In regulatory matters, the State Bar Court adjudicates attorney reinstatements, matters where applicants for admission are challenging an adverse moral character determination, or challenges to the denial of certification for a lawyer referral service.

HEARING DEPARTMENT

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

REVIEW DEPARTMENT

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

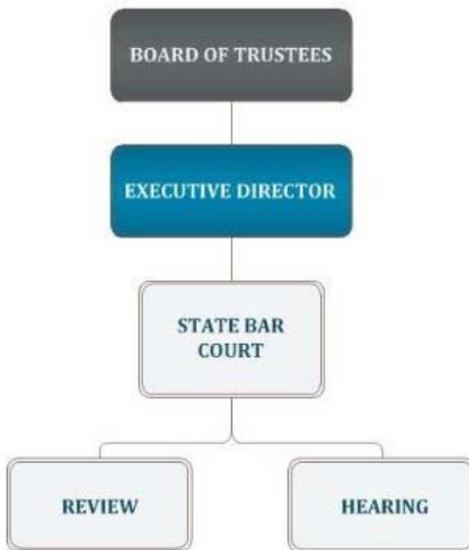
EFFECTUATION UNIT

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

STATE BAR COURT OBJECTIVES

- To hear and adjudicate cases fairly, correctly, and efficiently for the protection of the public, the courts, and the legal profession.
- To meet identified Court Performance Standards including but not limited to:
 - Achieve a caseload clearance ratio of 1:1, meaning the total number of cases closed each year is equivalent to the total number of cases filed.
 - Achieve “on time” case processing of 90 percent for Hearing and Review Department matters and 100 percent for the Effectuations Unit, thus ensuring that respondents are given timely due process and the public is protected from any attorney misconduct as rapidly as possible.

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

2021 BUDGETED REVENUE

The total revenue budget for State Bar Court for 2021 is \$4,000. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for State Bar Court 2021. The revenue is comprised of State Bar Court Reporter subscriptions, along with CD sales, rules booklet sales, certification fees, and photocopies.

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Other Revenues	\$20,542	\$4,000	\$4,060
General Fund Total	20,542	4,000	4,060
Total Fund Sources	\$20,542	\$4,000	\$4,060

2021 BUDGET BY EXPENSE CATEGORY

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

Table 2: Expenses

Expense Categories	2020 Budget	2021 Budget	2022 Forecast
Personnel Costs	\$7,946,892	\$7,865,886	\$8,138,500
Building Operations	80,511	83,275	87,500
Services	50,125	299,570	304,100
Supplies	81,500	51,655	52,431
Equipment	35,713	51,350	52,122
Other Expenses	169,900	118,514	120,294
Indirect Costs	5,325,369	5,387,914	5,679,200
Total Expenses	\$13,690,010	\$13,858,164	\$14,434,147

PERSONNEL

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

Table 3: Staffing

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

MISSION ADVANCEMENT & ACCOUNTABILITY DIVISION

OVERVIEW

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

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

constituent services.

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

DIVISION OBJECTIVES

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

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

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

evaluation of all applicants to judgeships; and review of candidates by RJNE.

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

2021 BUDGETED REVENUE

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

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Other Revenue	\$15,000	\$0	\$0
General Fund Total	15,000	-	-
Legislative Activities			
Voluntary Fees & Donations	775,000	750,000	750,000
Other Revenue	11,167	6,300	6,395
Legislative Activities Total	786,167	756,300	756,395
Total Fund Sources	\$801,167	\$756,300	\$756,395

2021 BUDGET BY EXPENSE CATEGORY

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

Table 2: Expenses

Expense Categories	2020	2021	2022
	Budget	Budget	Forecast
Personnel Costs	\$2,879,260	\$2,576,700	\$3,011,300
Building Operations	12,827	6,480	6,900
Services	580,900	362,450	367,800
Supplies	76,655	50,302	51,057
Equipment	22,892	13,350	13,551
Other Expenses	426,600	136,400	138,448
Exam Related Expenses	100	-	-
Indirect Costs	974,501	275,981	353,068
Total Expenses	\$4,973,736	\$3,421,663	\$3,942,124

PERSONNEL

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

Table 3: Staffing

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

PROGRAMS DIVISION**OVERVIEW**

The Programs Division comprises the Office of Admissions, Office of Attorney Regulation & Consumer Resources, Office of Access & Inclusion, Office of Professional Competence, and

Office of Professional Support & Client Protection (Client Security Fund, Lawyer Assistance Program, and Probation).

2021 BUDGET BY EXPENSE CATEGORY

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

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

Table 1: Expenses

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

PERSONNEL REQUIREMENTS

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

Table 2: Staffing

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

OFFICE OF ADMISSIONS

OVERVIEW

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

EXAMINATIONS

Staff in this area is responsible for the acquisition, development, editing, and production of examination questions. This unit also processes petitions and determines reasonable testing accommodations for applicants with disabilities, which includes the preparation of agenda items for applicants appealing staff determinations to the Committee of Bar Examiners.

OPERATIONS AND MANAGEMENT

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

EXAMINATION GRADING

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

MORAL CHARACTER DETERMINATIONS

Staff in this area are responsible for processing the receipt of moral character applications from applicants seeking admission to practice law in California, completing the moral character investigations of applicants, conducting informal conferences for applicants when appropriate, and preparing all necessary material for applicants electing to petition the Committee of Bar

Examiners for review of staff determinations.

EDUCATIONAL STANDARDS

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

LEGAL SPECIALIZATION

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

OFFICE OBJECTIVES

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

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

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

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

2021 BUDGETED REVENUE

The total revenue budget for the Office of Admissions for 2021 is \$21.8 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for the Office of Admissions. Revenue derives primarily from Examination Fees followed by Other Revenue.

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
Admissions			
Other Fees	\$6,698,100	\$6,580,700	\$6,667,262
Exam Fees	13,889,080	12,785,930	12,785,930
Grants	1,000	100	100
Other Revenues	-	-	-
Investment Income	297,462	127,300	129,210
Admissions Total	20,885,642	19,494,030	19,582,502
Legal Specialization Fund			
Other Fees	2,039,854	2,228,152	2,261,576
Exam Fees	-	-	-
Grants	-	-	-
Other Revenues	2,000	-	-
Investment Income	89,622	35,500	36,033
Legal Specialization Fund Total	2,131,476	2,263,652	2,297,609
Total Fund Sources	\$23,017,119	\$21,757,682	\$21,880,111

2021 BUDGET BY EXPENSE CATEGORY

The total budget for the Office of Admissions for 2021 is \$26.8 million. **Table 2** provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Admissions.

Table 2: Expenses

Expense Categories	2020 Budget	2021 Budget	2022 Forecast
Personnel Costs	\$8,742,873	\$9,262,700	\$9,716,500
Building Operations	109,123	77,500	81,600
Services	1,793,150	2,759,324	2,800,300
Supplies	185,457	102,578	104,121
Equipment	442,818	483,211	490,463
Other Expenses	604,500	434,406	440,924
Exam Related Expenses	7,005,170	6,878,223	6,981,400
Indirect Costs	5,676,175	6,819,899	7,211,245
Total Expenses	\$24,559,265	\$26,817,841	\$27,826,553

2021 INTERFUND TRANSACTIONS

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

Table 3: Interfund Transactions

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

PERSONNEL

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

Table 4: Staffing

	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Administrative Assistant I	2.00	2.00	2.00	\$128,357	\$132,638
Administrative Assistant II	3.00	2.00	2.00	151,818	153,336
Administrative Supervisor	1.00	2.00	2.00	176,698	187,389
Attorney	1.00	1.00	1.00	105,064	111,420
Chief Programs Officer	0.15	0.15	0.15	33,034	35,033
Fiscal Services Specialist	1.00	1.00	1.00	80,682	82,668
Investigator I	4.00	3.00	3.00	230,359	244,296
Investigator II	5.00	5.00	5.00	449,320	468,776
Investigator III	0.00	1.00	1.00	93,384	99,034
Office Assistant II	4.00	4.00	4.00	217,843	230,437
Office Assistant III	1.00	1.00	1.00	71,907	71,907
Principal Program Analyst	1.00	1.00	1.00	147,726	147,726
Program Analyst	3.00	6.00	6.00	532,470	564,685
Program Assistant II	9.00	6.00	6.00	363,532	379,456
Program Assistant III	6.00	3.00	3.00	221,048	223,258
Program Coordinator	1.00	2.00	2.00	177,023	183,121
Senior Program Analyst	0.00	1.00	1.00	99,584	105,609
Program Director I	1.00	1.00	1.00	168,653	178,857
Program Director III	1.00	1.00	1.00	207,704	217,219
Program Manager I	3.00	3.00	3.00	388,439	406,844
Program Manager III	1.00	1.00	1.00	159,134	160,726
Program Specialist	6.00	12.00	12.00	896,728	940,504
Program Supervisor	7.00	7.00	7.00	815,916	847,839
Senior Administrative Assistant	3.00	3.00	3.00	218,952	229,794
Total FTE	64.15	69.15	69.15	6,135,376	6,402,571

OFFICE OF ATTORNEY REGULATION & CONSUMER RESOURCES

OVERVIEW

The Office of Attorney Regulation & Consumer Resources (ARCR) maintains, on behalf of the Supreme Court, the official “Roll of Attorneys”—the list of all attorneys who are licensed to practice in California. ARCR also manages the registration of law corporations and limited law partnerships and is responsible for ensuring the compliance of all licensees with various administrative requirements, including requirements for continuing legal education. The office also operates the State Bar’s call center, handling calls from those wishing to make a complaint against an attorney, attorneys with questions about their fees or MCLE requirements, applicants inquiring about registering for the bar examination, and other calls.

OFFICE OBJECTIVES

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

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

2021 BUDGETED REVENUE

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

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Other Fees	\$1,022,661	\$803,000	\$815,045
Other Revenue	10,168	-	-
General Fund Total	1,032,829	803,000	815,045
Total Fund Sources	\$1,032,829	\$803,000	\$815,045

2021 BUDGET BY EXPENSE CATEGORY

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

Table 2: Expenses

Expense Categories	2020	2021	2022
	Budget	Budget	Forecast
Personnel Costs	\$3,703,206	\$3,626,900	\$3,726,400
Building Operations	12,817	12,000	12,600
Services	113,400	113,000	114,700
Supplies	122,737	107,850	109,469
Equipment	7,880	9,100	9,237
Other Expenses	4,000	1,400	1,421
Indirect Costs	1,572,831	2,248,988	2,368,500
Total Expenses	\$5,536,871	\$6,119,238	\$6,342,327

PERSONNEL

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

Table 3: Staffing

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

OFFICE OF ACCESS & INCLUSION

OVERVIEW

The Office of Access & Inclusion (OA&I) operates several programs intended to ensure that all Californians have appropriate access to the legal system and that the State Bar's diversity and inclusion goals are advanced. The programs administered by the office are supported by a combination of General Fund, grants, and voluntary contributions.

ACCESS TO JUSTICE

OA&I works to expand, support, and improve the delivery of legal services to low- and moderate- income Californians, and develops and administers a range of programs that support and promote the direct delivery of legal services to low- and moderate- income Californians. This work includes the development of policy initiatives and other programs in collaboration with institutions working to expand access to justice for low-income Californians. These efforts also include encouraging increased pro bono participation and designing and facilitating free high-quality substantive and skill-based training for legal services lawyers, pro bono counsel, law students, and other advocates on a variety of topics. OA&I also coordinates a statewide Disaster Legal Services Response network and cosponsors a comprehensive, statewide legal services conference every three years.

LEGAL SERVICES FUNDING

OA&I focuses on attorney and bank compliance with Interest on Lawyers' Trust Accounts (IOLTA) requirements, including ensuring banks are paying rates comparable to non-IOLTA accounts, and that attorneys are meeting their ethical obligations to hold client and third party funds in an IOLTA account when those funds cannot earn interest for the benefit of that client or third party. In addition, staff are responsible for the administration and distribution of grants generated through IOLTA, the Equal Access Fund, the Justice Gap Fund, and other revenue sources, including the National Mortgage Settlement Fund for homelessness prevention legal assistance and bank settlements with the U.S. Department of Justice for foreclosure prevention and community development legal services. These grants fund the provision of free legal services to low-income Californians through several programs—some of which distribute funds according to a statutory formula and some of which are discretionary subject to programmatic guidelines.

DIVERSITY AND INCLUSION

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

OFFICE OBJECTIVES

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

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

Access to Justice

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

Diversity & Inclusion

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

efforts.

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

2021 BUDGETED REVENUE

The total revenue for the Office of Access & Inclusion for 2021 is \$83.0 million. **Table 1** provides detailed and comparative information regarding budgeted 2021 revenue for the Office of Access & Inclusion. The \$5.3 million increase compared to 2020 is driven primarily by Voluntary Donations and Grants.

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Other Fees	\$ -	\$ -	\$ -
Other Revenues	68,787	-	-
General Fund Total	68,787	-	-
EOB & Bar Relations			
Voluntary Fees & Donations	320,000	320,000	320,000
Other Revenues	2,619	-	-
Investment Income	4,334	2,800	2,842
EOB & Bar Relations Total	326,952	322,800	322,842
Equal Access			
Grants	31,263,500	26,657,881	26,657,881
Investment Income	18,800	18,000	18,270
Equal Access Total	31,282,300	26,675,881	26,676,151
Justice Gap			
Voluntary Fees & Donations	856,700	1,500,000	1,500,000
Investment Income	66,500	30,600	31,059
Justice Gap Total	923,200	1,530,600	1,531,059
Legal Services Trust			
Voluntary Fees & Donations	3,800,000	6,400,000	6,400,000
Grants	40,413,543	18,000,000	18,000,000
Other Revenues	157,253	-	-
Investment Income	720,000	196,400	199,346
Legal Services Trust Total	45,090,796	24,596,400	24,599,346
Bank Settlement Fund			
Grants	285	-	-
Investment Income	69,100	170,500	173,058
Bank Settlement Fund Total	69,385	170,500	173,058
Grants			
Grants	-	29,731,325	29,731,325
Grants Total	-	29,731,325	29,731,325
Total Fund Sources	\$ 77,761,421	\$ 83,027,506	\$ 83,033,781

2021 BUDGET BY EXPENSE CATEGORY

The total budget for the Office of Access & Inclusion for 2021 is \$65.0 million. **Table 2** provides detailed and comparative information regarding budgeted expenses for 2021 for the Office Access & Inclusion.

Table 2: Expenses

Expense Categories	2020	2021	2022
	Budget	Budget	Forecast
Personnel Costs	\$2,874,717	\$2,755,800	\$3,158,500
Building Operations	20,296	18,705	19,600
Services	541,153	856,311	868,025
Grants Expenses	98,463,237	59,677,420	59,677,420
Supplies	19,244	19,127	19,415
Equipment	16,280	10,669	10,831
Other Expenses	459,600	60,200	61,110
Indirect Costs	1,178,381	1,603,919	1,810,812
Total Expenses	\$103,572,909	\$65,002,151	\$65,625,713

2021 INTERFUND TRANSACTIONS

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

Table 3: Interfund Transactions

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

PERSONNEL

The Office of Access & Inclusion employs 17.15 full-time employees. **Table 4** provides prior and current year staffing information for the Office of Access & Inclusion.

Table 4: Staffing

	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Chief Programs Officer	0.15	0.15	0.15	\$33,034	\$35,033
Program Analyst	2.00	2.00	2.00	172,198	182,616
Program Coordinator	1.00	1.00	1.00	90,928	91,887
Program Director II	1.00	1.00	1.00	171,552	181,931
Program Specialist	2.00	1.00	2.00	81,327	155,067
Program Supervisor	3.00	3.00	3.00	371,617	378,661
Senior Financial Analyst	1.00	2.00	2.00	199,168	211,218
Senior Program Analyst	9.00	7.00	8.00	713,329	848,171
Total FTE	19.15	17.15	19.15	\$1,833,154	\$2,084,583

OFFICE OF PROFESSIONAL COMPETENCE

OVERVIEW

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

ETHICS HOTLINE

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

COMMITTEE SUPPORT

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

OUTREACH & EDUCATION

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

MANDATORY FEE ARBITRATION

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

LAWYER REFERRAL SERVICE CERTIFICATION

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

OFFICE OF OBJECTIVES

- Facilitate the competent practice of the law by providing research information and resources on professional responsibility issues through the Ethics Hotline, ethics opinions, and other activities.
- Set and maintain high standards of professional responsibility by assisting the Board of Trustees and Supreme Court in considering proposed amendments to the Rules of Professional Conduct and other laws governing lawyers.
- Help protect against abusive activities in ADA construction-related accessibility claims by monitoring demand letters sent by plaintiff attorneys pursuant to statute.
- Ensure the effective operation of the Mandatory Fee Arbitration Program.
- Ensure the effective operation of Lawyer Referral Service Certification processes.

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

2021 BUDGETED REVENUE

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

Table 1: Source of Revenue by Fund

	2020	2021	2022
Fund	Budget	Budget	Forecast
General Fund			
Other Fees	\$32,000	\$32,000	\$32,480
Other Revenues	6,660	76,200	77,343
General Fund Total	38,660	108,200	109,823
Total Fund Sources	\$38,660	\$108,200	\$109,823

2021 BUDGET BY EXPENSE CATEGORY

The total expense budget for the Office of Professional Competence for 2021 is \$3.9 million.

Table 2 provides detailed and comparative information regarding budgeted 2021 expenses for the Office of Professional Competence.

Table 2: Expenses

	2020	2021	2022
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$2,195,236	\$2,238,900	\$2,341,000
Building Operations	15,914	16,660	17,500
Services	278,300	452,000	458,600
Supplies	14,459	11,800	11,978
Equipment	12,697	15,150	15,378
Other Expenses	53,700	62,830	63,774
Indirect Costs	750,589	1,141,146	1,207,331
Total Expenses	\$3,320,896	\$3,938,486	\$4,115,561

PERSONNEL

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

Table 3: Staffing

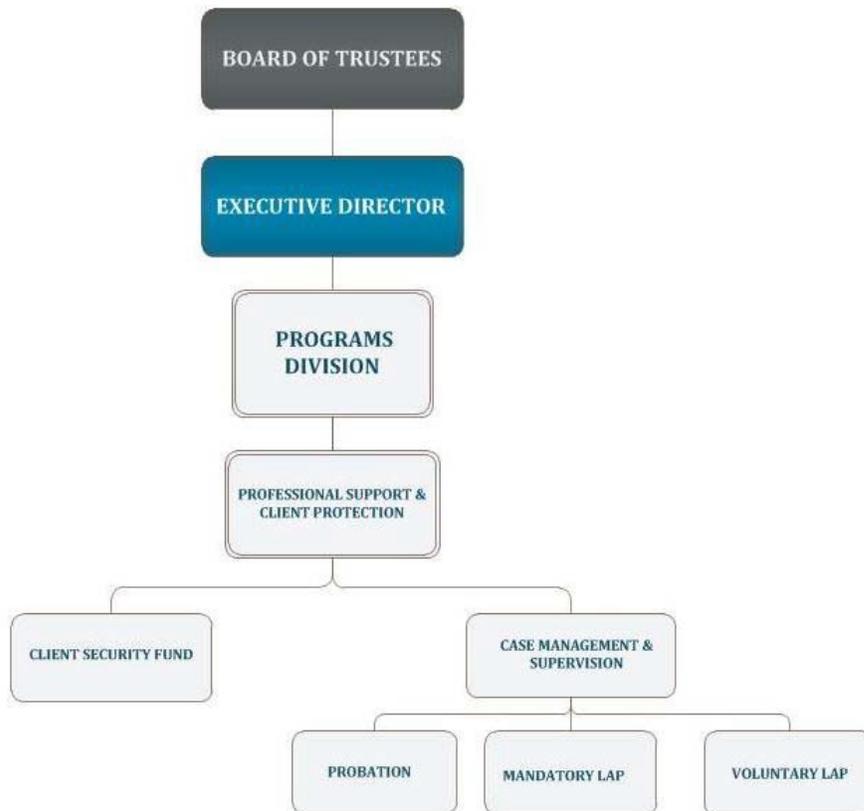
	Positions			Salaries	
	2020	2021	2022	2021	2022
	Budget	Budget	Forecast	Budget	Forecast
Attorney	1.00	1.00	1.00	\$115,380	\$122,360
Chief Programs Officer	0.15	0.15	0.15	33,034	35,033
Program Coordinator	1.00	1.00	1.00	86,356	90,673
Program Director II	0.00	1.00	1.00	187,682	197,376
Program Manager III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

OFFICE OF PROFESSIONAL SUPPORT & CLIENT PROTECTION

OVERVIEW

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

ORGANIZATIONAL CHART



CLIENT SECURITY FUND

OVERVIEW

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

OFFICE OBJECTIVES

To protect the public and maintain public confidence in the legal profession by reimbursing clients who have lost money or property due to theft or other misconduct by a California lawyer. The CSF achieves this objective by:

- Making legal decisions on applications in a fair, efficient, and effective manner.
- Ensuring that the CSF system is user-friendly and accessible.
- Staffing the CSF Commission to ensure appropriate policies are set and decisions made.
- Monitoring the fiscal integrity of the CSF Fund to ensure its viability.

FISCAL YEAR 2020 ACCOMPLISHMENTS

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

LAWYER ASSISTANCE PROGRAM

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

Orientation and Assessment

Attorneys, former attorneys, law students, and bar applicants are eligible to receive a free professional mental health assessment by a licensed clinician without making a longer-term commitment to participate in the program. Participants are also entitled to attend up to three free sessions of a facilitated group support session without obligation to continue further.

Monitored LAP

Monitored LAP is for attorneys, law students, and State Bar applicants who must satisfy a specific monitoring or verification requirement imposed by an employer, the Office of Chief Trial Counsel, State Bar Court, the Committee of Bar Examiners, or another entity, or who otherwise desire the additional oversight. The program offers long-term structure and the support of a professional Clinical Rehabilitation Coordinator. Attendance at LAP group meetings and lab testing are typically required as conditions of participating in Monitored LAP.

Support LAP

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

Transition Assistance Services

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

OFFICE OBJECTIVES

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

FISCAL YEAR 2020 ACCOMPLISHMENTS

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

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

CASE MANAGEMENT & SUPERVISION

OVERVIEW

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

PROBATION

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

OFFICE OBJECTIVES

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

by disciplined attorneys with ordered conditions.

FISCAL YEAR 2020 ACCOMPLISHMENTS

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

MANDATORY LAWYER ASSISTANCE PROGRAM

OVERVIEW

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

OFFICE OBJECTIVES

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

FISCAL YEAR 2020 ACCOMPLISHMENTS

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

2021 BUDGET BY REVENUE CATEGORY

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

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
Client Security			
Mandatory Licensee Fees	\$15,854,052	\$8,009,300	\$8,009,300
Other Revenues	(10,000)	750	761
Investment Income	76,357	36,100	36,642
Client Security Total	15,920,409	8,046,150	8,046,703
Lawyer Assistance Program			
Mandatory Licensee Fees	216,843	2,102,800	2,102,800
Investment Income	76,163	35,500	36,033
Lawyer Assistance Program Total	293,006	2,138,300	2,138,833
Total Fund Sources	\$16,213,415	\$10,184,450	\$10,185,536

2021 BUDGET BY EXPENSE CATEGORY

The total budget for the Office of Professional Support and Client Protection for 2021 is \$12.9 million, for Probation, the Client Security Fund, and LAP. The increase for 2021 is because of the

increase in the mandatory fee to support the Client Security Fund. **Table 2** provides aggregate and comparative information regarding budgeted 2021 expenses for the Office of Professional Support & Client Protection.

Table 2: Expenses

Expense Categories	2020 Budget	2021 Budget	2022 Forecast
Personnel Costs	\$4,577,742	\$4,071,400	\$4,185,800
Building Operations	127,482	165,341	168,299
Services	305,500	530,819	538,722
Supplies	26,475	25,854	26,242
Equipment	12,383	17,618	17,884
Other Expenses	142,297	71,938	73,019
CSF - Payments	13,600,000	6,900,000	6,900,000
Reimbursements	(485,000)	(836,700)	(836,700)
Indirect Costs	2,198,348	1,944,149	2,041,798
Total Expenses	\$20,505,227	\$12,890,419	\$13,115,064

PERSONNEL

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

Table 3: Staffing

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

ADMINISTRATIVE DIVISION

OVERVIEW

The Administrative Division comprises the core support Offices of General Services, Human Resources, Recruitment & Retention, and Information Technology. The Administrative Division develops policies and strategies for these support functions, ensuring that they are coordinated, aligned with the State Bar's strategic goals and objectives, and effectively supporting the State Bar's mission-critical programs.

OFFICE OF GENERAL SERVICES

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

OFFICE OF HUMAN RESOURCES

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

OFFICE OF RECRUITMENT & RETENTION

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

OFFICE OF INFORMATION TECHNOLOGY

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

DIVISION OBJECTIVES

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

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

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

environment.

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

FISCAL YEAR 2021 PROJECTS AND INITIATIVES

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

OFFICE OF GENERAL SERVICES

2021 BUDGET BY REVENUE CATEGORY

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

Table 1: Source of Revenue by Fund

Fund	2020 Budget	2021 Budget	2022 Forecast
General Fund			
Mandatory Licensee Fees	\$810,494	\$801,900	\$801,900
Other Revenues	6,117	-	-
Investment Income	156,620	97,500	98,963
Lease Revenue	4,198,019	3,179,369	3,227,059
General Fund Total	5,171,250	4,078,769	4,127,922
LA Facility			
Investment Income	-	6,400	6,496
LA Facility Total	-	6,400	6,496
Total Fund Sources	\$5,171,250	\$4,085,169	\$4,134,418

2021 BUDGET BY EXPENSE CATEGORY

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

Table 2: Expenses

Expense Categories	2020	2021	2022
	Budget	Budget	Forecast
Personnel Costs	\$2,613,779	\$2,354,800	\$2,623,200
Building Operations	4,916,336	5,660,693	5,944,300
Services	758,900	676,169	686,400
Supplies	419,125	513,200	520,899
Equipment	1,185,601	22,099	22,431
Other Expenses	80,500	33,000	33,495
Exam Related Expenses	925,800	1,136,000	1,153,040
Indirect Costs	(1,202,600)	(315,900)	(297,500)
Debt Related	1,035,100	917,730	827,200
Total Expenses	\$10,732,541	\$10,997,791	\$11,513,465

PERSONNEL

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

Table 3: Staffing

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

OFFICE OF HUMAN RESOURCES

2021 BUDGET BY EXPENSE CATEGORY

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

Table 1: Expenses

Expense Categories	2020	2021	2022
	Budget	Budget	Forecast
Personnel Costs	\$1,454,757	\$1,651,400	\$1,803,800
Building Operations	10,564	10,000	10,500
Services	88,000	31,000	31,500
Supplies	14,500	19,000	19,285
Equipment	10,281	500	508
Other Expenses	53,500	20,500	20,808
Total Expenses	\$1,631,601	\$1,732,400	\$1,886,401

PERSONNEL

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

Table 2: Staffing

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

OFFICE OF RECRUITMENT & RETENTION

2021 BUDGET BY EXPENSE CATEGORY

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

Table 1: Expenses

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

PERSONNEL

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

Table 2: Staffing

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

OFFICE OF INFORMATION TECHNOLOGY

2021 BUDGET BY REVENUE CATEGORY

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

Table 1: Source of Revenue by Fund

	2020	2021	2022
Fund	Budget	Budget	Forecast
Technology			
Mandatory Fees	\$1,016,222	\$1,004,300	\$1,004,300
Other Revenue	61,150	37,700	38,266
Technology Total	1,077,372	1,042,000	1,042,566
Total Fund Sources	\$1,077,372	\$1,042,000	\$1,042,566

2021 BUDGET BY EXPENSE CATEGORY

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

Table 2: Expenses

	2020	2021	2022
Expense Categories	Budget	Budget	Forecast
Personnel Costs	\$7,203,805	\$7,027,700	\$7,190,200
Building Operations	596,323	674,125	707,900
Services	1,267,600	1,147,413	1,164,500
Supplies	15,956	171,948	174,528
Equipment	4,172,000	2,642,385	2,682,021
Other Expenses	86,375	76,500	77,649
Total Expenses	\$13,342,060	\$11,740,071	\$11,996,798

PERSONNEL

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

Table 3: Staffing

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

OFFICE OF FINANCE

OVERVIEW

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

FINANCIAL REPORTING, BUDGETING, AND ANALYSIS

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

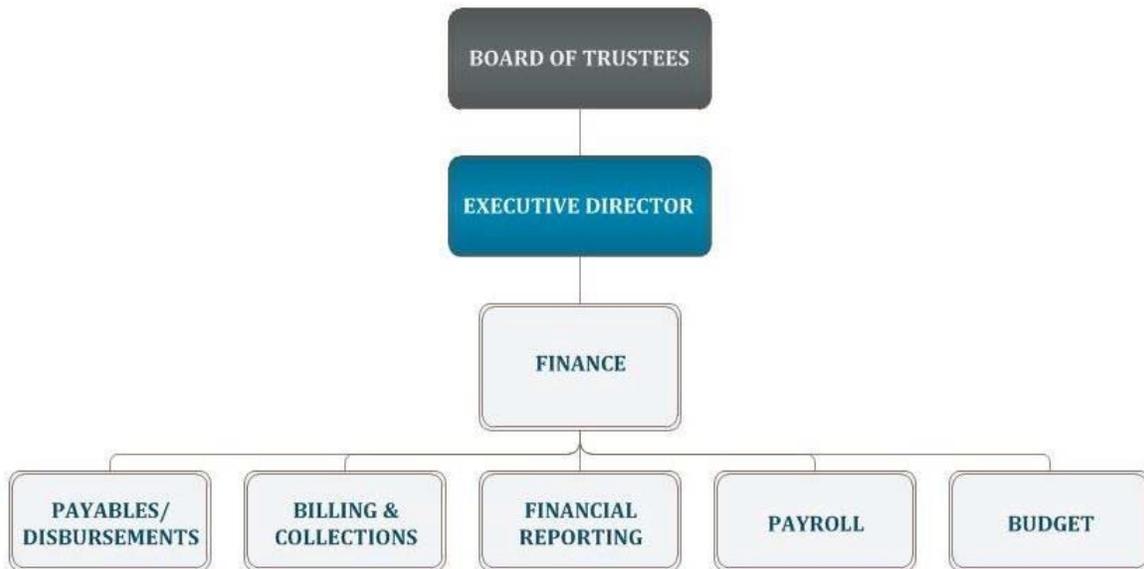
LICENSEE BILLING AND COLLECTIONS MANAGEMENT

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

OFFICE OBJECTIVES

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

ORGANIZATIONAL CHART



FISCAL YEAR 2020 ACCOMPLISHMENTS

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

FISCAL YEAR 2021 PROJECTS AND OBJECTIVES

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

2021 BUDGET BY EXPENSE CATEGORY

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

Table 1: Expenses

Expense Categories	2020	2021	2022
	Budget	Budget	Forecast
Personnel Costs	\$2,706,004	\$2,690,000	\$2,787,600
Building Operations	12,225	13,000	13,700
Services	540,100	1,013,700	1,029,000
Supplies	33,445	53,400	54,203
Equipment	3,375	4,700	4,772
Other Expenses	62,925	13,700	13,907
Total Expenses	\$3,358,073	\$3,788,500	\$3,903,182

PERSONNEL

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

Table 2: Staffing

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

[Page left intentionally blank]

**The State Bar of California
State Bar-wide Budget**

State Bar of California Budget-Bar-wide

	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Revenues					
40-Mandatory Licensee Fees	\$76,792,546	\$101,144,621	\$100,311,344	\$94,184,400	\$94,184,400
41-Voluntary Fees & Donations	8,842,641	5,751,700	9,333,660	8,970,000	8,970,000
42-Other Fees	13,028,715	11,474,110	13,947,809	11,642,152	11,804,639
43-Exam Fees	14,058,872	13,889,080	14,579,384	12,785,930	12,785,930
44-Grants	87,554,263	71,678,329	57,252,396	74,389,306	74,389,306
45-Other Revenues	2,918,257	450,210	1,128,182	185,950	188,739
47-Investment Income	4,525,160	3,287,778	2,597,490	1,582,500	1,606,243
48-Lease Revenue	3,391,708	4,198,019	4,233,643	3,179,369	3,227,059
Total Revenues	211,112,163	211,873,847	203,383,908	206,919,607	207,156,316
Expenses					
50-Personnel Costs	92,234,468	96,818,250	85,225,358	96,591,086	102,324,900
51-Building Operations	5,459,725	5,631,150	4,908,049	6,875,446	7,214,999
52-Services	8,550,411	10,273,428	9,531,451	11,467,709	11,637,997
53-Grants Expenses	71,483,139	98,463,237	96,969,428	59,677,420	59,677,420
54-Supplies	977,782	1,276,617	823,292	1,357,326	1,377,705
55-Equipment	2,397,912	6,744,614	4,884,851	3,497,624	3,550,103
56-Other Expenses	1,921,413	2,718,205	2,949,967	1,456,227	1,478,091
57-Exam Related Expenses	7,212,563	7,931,070	5,890,832	8,014,223	8,134,440
581-CSF - Payments	5,202,532	13,600,000	10,049,703	6,900,000	6,900,000
582-Reimbursements	-	(1,685,000)	(0)	(2,036,700)	(2,036,700)
59-Indirect Costs	3,857,489	(18)	-	-	-
61-Depreciation	1,025,825	-	4,970,000	-	-
62-Debt Related	-	1,035,100	887,756	917,730	827,200
Total Expenses	200,323,258	242,806,653	227,090,686	194,718,091	201,086,155
Interfund Transactions					
49-Transfer In	3,933,846	1,973,272	1,966,035	1,600,000	1,600,000
69-Transfer Out	(3,933,846)	(1,975,000)	(1,966,035)	(1,600,000)	(1,600,000)
Total Interfund Transactions	-	(1,728)	-	-	-
Change in Net Position	\$10,788,905	(\$30,934,534)	(\$23,706,778)	\$12,201,516	\$6,070,161

Budget-by Fund

State Bar of California Budget-by Fund

General Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Revenues					
40-Mandatory Licensee Fees	\$66,753,407	\$85,073,726	\$84,111,280	\$84,072,300	\$84,072,300
41-Voluntary Fees & Donations		-	4,273,958	-	-
42-Other Fees	3,451,544	2,736,156		2,833,300	2,875,801
44-Grants	-	-	(1,914)	-	-
45-Other Revenues	2,726,879	298,338	1,118,988	185,200	187,978
47-Investment Income	2,591,908	1,858,274	939,481	917,100	930,859
48-Lease Revenue	3,391,708	4,198,019	4,233,643	3,179,369	3,227,059
Total Revenues	78,915,446	94,164,513	94,675,436	91,187,269	91,293,997
Expenses					
50-Personnel Costs	79,536,645	82,117,481	72,757,468	82,018,186	86,711,100
51-Building Operations	5,187,174	5,389,440	4,718,457	6,628,377	6,960,700
52-Services	5,651,174	7,498,225	7,324,127	7,384,499	7,495,150
54-Supplies	836,443	1,049,440	761,273	1,222,744	1,241,098
55-Equipment	2,309,753	6,278,517	4,858,589	2,993,337	3,038,246
56-Other Expenses	1,278,371	1,534,307	1,779,802	903,422	916,983
57-Exam Related Expenses	1,034,834	925,900	990,211	1,136,000	1,153,040
582-Reimbursements	(1,261,533)	(1,200,000)	(1,074,376)	(1,200,000)	(1,200,000)
59-Indirect Costs	(8,323,800)	(8,222,888)	(8,222,874)	(9,501,059)	(10,181,628)
61-Depreciation	3,854,231	-	4,970,000	-	-
62-Debt Related	689,508	695,100	590,914	665,900	622,500
Total Expenses	90,792,800	96,065,523	89,453,589	92,251,406	96,757,189
Interfund Transactions					
49-Transfer In	1,077,726	724,236	785,594	-	-
69-Transfers Out	(1,080,420)	(150,000)	(137,059)	-	-
Total Interfund Transactions	(2,694)	574,236	648,535	-	-
Change in Net Position	(\$11,880,048)	(\$1,326,774)	\$5,870,382	(\$1,064,137)	(\$5,463,192)

Bank Settlement Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Revenues					
44-Grants	\$601	\$285	\$42,788	\$0	\$0
47-Investment Income	497,098	69,100	306,418	170,500	173,058
Total Revenues	497,699	69,385	349,206	170,500	173,058
Expenses					
50-Personnel Costs	311,778	145,212	89,247	138,800	159,900
53-Grants Expenses	9,452,789	11,545,482	11,111,629	2,272,758	2,272,758
54-Supplies	-	1,300	-	750	762
55-Equipment	-	10,000	-	4,500	4,568
56-Other Expenses	-	4,500	-	2,500	2,539
59-Indirect Costs	31,800	58,525	58,525	65,903	75,514
Total Expenses	9,796,367	11,765,019	11,259,400	2,485,211	2,516,041
Change in Net Position	(\$9,298,667)	(\$11,695,633)	(\$10,910,195)	(\$2,314,711)	(\$2,342,983)

Client Security Fund	2019	2020	2020	2021	2022
	Actual	Budget	Projection	Budget	Forecast
<u>Revenues</u>					
40-Mandatory Licensee Fees	\$7,952,208	\$15,854,052	\$16,001,564	\$8,009,300	\$8,009,300
45-Other Revenues	10,150	(10,000)	7,578	750	761
47-Investment Income	105,134	76,357	47,986	36,100	36,642
Total Revenues	8,067,492	15,920,409	16,057,128	8,046,150	8,046,703
<u>Expenses</u>					
50-Personnel Costs	1,458,429	1,881,755	1,460,137	1,492,100	1,568,600
51-Building Operations	7,327	6,660	1,727	6,760	7,100
52-Services	6,519	10,900	3,563	59,611	60,500
54-Supplies	7,301	13,000	6,808	13,209	13,408
55-Equipment	5,529	4,626	32	7,750	7,867
56-Other Expenses	7,348	12,100	1,810	5,400	5,481
581-CSF - Payments	6,888,776	13,600,000	11,124,079	6,900,000	6,900,000
582-Reimbursements	(424,710)	(485,000)		(836,700)	(836,700)
59-Indirect Costs	581,800	886,175	886,175	723,309	760,360
Total Expenses	8,538,317	15,930,216	13,484,331	8,371,439	8,486,616
<u>Interfund Transactions</u>					
49-Transfers In	4,870	(767)	5,310	-	-
69-Transfers Out	(1,592)	-	(2,485)	-	-
Total Interfund Transactions	3,278	(767)	2,825	-	-
Change in Net Position	(\$467,547)	(\$10,574)	\$2,575,621	(\$325,289)	(\$439,913)

Elimination of Bias Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Revenues					
41-Voluntary Fees & Donations	\$314,750	\$320,000	\$322,859	\$320,000	\$320,000
45-Other Revenues	2,554	2,619	-	-	-
47-Investment Income	8,285	4,334	5,387	2,800	2,842
Total Revenues	325,589	326,952	328,246	322,800	322,842
Expenses					
50-Personnel Costs	87,893	205,766	127,710	192,700	219,100
51-Building Operations	1,333	1,275	-	1,275	1,300
52-Services	40	215,000	20,000	195,000	197,900
54-Supplies	952	944	-	945	959
55-Equipment	615	586	-	585	594
56-Other Expenses	18,089	27,900	472	15,300	15,532
59-Indirect Costs	58,000	131,294	131,294	115,097	127,900
Total Expenses	166,923	582,766	279,476	520,902	563,285
Interfund Transactions					
49-Transfers In	-	150,000	75,000	-	-
Total Interfund Transactions	-	150,000	75,000	-	-
Change in Net Position	\$158,666	(\$105,813)	\$123,770	(\$198,102)	(\$240,443)

Equal Access Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Revenues					
44-Grants	\$40,834,311	\$31,263,500	\$32,923,733	\$26,657,881	\$26,657,881
47-Investment Income	52,697	18,800	240,284	18,000	18,270
Total Revenues	40,887,008	31,282,300	33,164,017	26,675,881	26,676,151
Expenses					
50-Personnel Costs	386,341	690,866	434,772	643,800	764,600
52-Services	212,910	215,053	240,113	220,000	223,300
53-Grants Expenses	34,567,326	31,336,721	30,555,980	23,587,294	23,587,294
56-Other Expenses	(13,239)	351,800	-	-	-
59-Indirect Costs	16,800	325,777	325,777	271,225	324,830
Total Expenses	35,170,137	32,920,218	31,556,643	24,722,319	24,900,024
Change in Net Position	\$5,716,871	(\$1,637,918)	\$1,607,374	\$1,953,562	\$1,776,127

Justice Gap Fund	2019	2020	2020	2021	2022
	Actual	Budget	Projection	Budget	Forecast
<u>Revenues</u>					
41-Voluntary Fees & Donations	\$1,537,668	\$856,700	\$1,820,008	\$1,500,000	\$1,500,000
47-Investment Income	89,068	66,500	47,845	30,600	31,059
Total Revenues	1,626,736	923,200	1,867,853	1,530,600	1,531,059
<u>Expenses</u>					
59-Indirect Costs	7,000	4,226	4,226	13,719	13,881
Total Expenses	7,000	4,226	4,226	13,719	13,881
<u>Interfund Transactions</u>					
69-Transfers Out	(2,750,000)	(1,000,000)	(1,000,000)	(1,500,000)	(1,500,000)
Total Interfund Transactions	(2,750,000)	(1,000,000)	(1,000,000)	(1,500,000)	(1,500,000)
Change in Net Position	(\$1,130,264)	(\$81,026)	\$863,627	\$16,881	\$17,178

Lawyer Assistance Program Fund	2019	2020	2020	2021	2022
	Actual	Budget	Projection	Budget	Forecast
<u>Revenues</u>					
40-Mandatory Licensee Fees	\$2,086,931	\$216,843	\$198,499	\$2,102,800	\$2,102,800
45-Other Revenues	-	-	500	-	-
47-Investment Income	103,527	76,163	55,513	35,500	36,033
Total Revenues	2,190,458	293,006	254,512	2,138,300	2,138,833
<u>Expenses</u>					
50-Personnel Costs	1,143,486	1,397,819	1,161,650	1,354,600	1,387,300
51-Building Operations	149,898	113,966	164,344	150,934	153,199
52-Services	192,687	266,600	244,370	430,700	437,122
54-Supplies	4,352	6,075	3,309	5,100	5,176
55-Equipment	3,653	4,865	652	5,300	5,380
56-Other Expenses	115,457	127,697	10,252	64,000	64,962
59-Indirect Costs	483,400	547,890	547,890	607,314	638,896
Total Expenses	2,092,933	2,464,913	2,132,467	2,617,948	2,692,035
<u>Interfund Transactions</u>					
49-Transfers In	1,250	(197)	131	-	-
Total Interfund Transactions	1,250	(197)	131	-	-
Change in Net Position	\$98,775	(\$2,172,104)	(\$1,877,824)	(\$479,648)	(\$553,202)

Legal Services Trust Fund	2019	2020	2020	2021	2022
	Actual	Budget	Projection	Budget	Forecast
<u>Revenues</u>					
41-Voluntary Fees & Donations	\$6,255,553	\$3,800,000	\$6,430,692	\$6,400,000	\$6,400,000
44-Grants	46,454,116	40,413,543	24,078,174	18,000,000	18,000,000
45-Other Revenues	177,141	157,253	914	-	-
47-Investment Income	572,672	720,000	648,766	196,400	199,346
Total Revenues	53,459,482	45,090,796	31,158,545	24,596,400	24,599,346
<u>Expenses</u>					
50-Personnel Costs	834,393	1,065,360	865,867	931,000	1,052,000
51-Building Operations	10,610	10,262	479	10,600	11,100
52-Services	108,396	107,200	58,932	161,850	164,300
53-Grants Expenses	27,463,024	55,581,034	55,301,819	23,951,697	23,951,697
54-Supplies	6,655	12,000	4,295	12,000	12,181
55-Equipment	5,303	3,050	839	2,940	2,985
56-Other Expenses	36,015	54,700	1,295	31,200	31,670
59-Indirect Costs	845,600	421,506	421,506	703,816	776,405
Total Expenses	29,309,995	57,255,111	56,655,030	25,805,103	26,002,338
<u>Interfund Transactions</u>					
49-Transfers In	2,750,000	1,000,000	1,000,000	1,500,000	1,500,000
69-Transfers Out	-	-	-	-	-
Total Interfund Transactions	2,750,000	1,000,000	1,000,000	1,500,000	1,500,000
Change in Net Position	\$26,899,487	(\$11,164,315)	(\$24,496,485)	\$291,297	\$97,008

Legal Specialization Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Revenues					
42-Other Fees	\$2,223,705	\$2,039,854	\$2,183,440	\$2,228,152	\$2,261,576
45-Other Revenues	1,533	2,000	203	-	-
47-Investment Income	109,417	89,622	72,774	35,500	36,033
Total Revenues	2,334,655	2,131,476	2,256,417	2,263,652	2,297,609
Expenses					
50-Personnel Costs	414,513	753,506	505,597	860,700	902,300
51-Building Operations	5,278	4,870	2,038	5,358	5,600
52-Services	122,917	101,500	309,147	1,231,422	1,249,800
54-Supplies	5,273	28,634	948	6,570	6,668
55-Equipment	9,820	381,542	18,895	223,802	227,159
56-Other Expenses	47,549	156,800	23,812	56,237	57,081
57-Exam Related Expenses	130,733	242,200	-	343,294	348,445
59-Indirect Costs	743,300	439,485	439,485	689,867	731,989
Total Expenses	1,479,384	2,108,537	1,299,923	3,417,249	3,529,042
Interfund Transactions					
49-Transfers In	100,000	100,000	100,000	100,000	100,000
Total Interfund Transactions	100,000	100,000	100,000	100,000	100,000
Change in Net Position	\$955,271	\$122,940	\$1,056,495	(\$1,053,597)	(\$1,131,433)

Legislative Activities Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
Revenues					
41-Voluntary Fees & Donations	\$734,670	\$775,000	\$760,101	\$750,000	\$750,000
47-Investment Income	18,296	11,167	9,809	6,300	6,395
Total Revenues	752,966	786,167	769,910	756,300	756,395
Expenses					
50-Personnel Costs	351,611	571,117	534,463	352,600	541,200
51-Building Operations	415	425	113	-	-
52-Services	162,077	167,300	151,500	180,000	182,700
54-Supplies	-	8,400	84	-	-
55-Equipment	2,688	123	701	-	-
56-Other Expenses	2,576	700	1,033	-	-
59-Indirect Costs	135,500	171,302	171,302	162,862	233,513
Total Expenses	654,867	919,367	859,195	695,462	957,413
Interfund Transactions					
69-Transfers Out	(383)	-	-	-	-
Total Interfund Transactions	(383)	-	-	-	-
Change in Net Position	\$97,716	(\$133,200)	(\$89,285)	\$60,838	(\$201,018)

Admissions Fund	2019	2020	2020	2021	2022
	Actual	Budget	Projection	Budget	Forecast
<u>Revenues</u>					
42-Other Fees	\$7,353,466	\$6,698,100	\$7,490,411	\$6,580,700	\$6,667,262
43-Exam Fees	14,058,872	13,889,080	14,579,384	12,785,930	12,785,930
44-Grants	235	1,000	77,922	100	100
47-Investment Income	352,071	297,462	207,958	127,300	129,210
Total Revenues	21,764,644	20,885,642	22,355,675	19,494,030	19,582,502
<u>Expenses</u>					
50-Personnel Costs	7,339,965	7,989,367	7,267,677	8,402,000	8,814,200
51-Building Operations	93,620	104,252	20,892	72,143	76,000
52-Services	1,930,537	1,691,650	1,153,278	1,527,902	1,550,500
54-Supplies	116,771	156,824	46,576	96,009	97,453
55-Equipment	60,521	61,276	5,142	259,409	263,304
56-Other Expenses	386,660	447,700	177,206	378,169	383,843
57-Exam Related Expenses	6,046,995	6,762,970	4,900,621	6,534,929	6,632,955
59-Indirect Costs	5,420,600	5,236,690	5,236,694	6,130,032	6,479,256
Total Expenses	21,395,668	22,450,729	18,808,086	23,400,592	24,297,511
<u>Interfund Transactions</u>					
69-Transfers Out	(101,451)	(825,000)	(826,491)	(100,000)	(100,000)
Total Interfund Transactions	(101,451)	(825,000)	(826,491)	(100,000)	(100,000)
Change in Net Position	\$267,525	(\$2,390,086)	\$2,721,098	(\$4,006,562)	(\$4,815,009)

SF Tenant Improvement Fund	2019 Actual	2020 Budget	2020 Projection	2021 Budget	2022 Forecast
<u>Revenues</u>					
47-Investment Income	\$18,761	\$0	\$15,270	\$6,400	\$6,496
Total Revenues	18,761	-	15,270	6,400	6,496
<u>Expenses</u>					
56-Other Expenses	-	-	953,772	-	-
61-Depreciation	3,258	-	-	-	-
62-Debt Related	336,317	340,000	296,842	251,830	204,700
Total Expenses	339,575	340,000	1,250,614	251,830	204,700
Change in Net Position	(\$320,814)	(\$340,000)	(\$1,235,344)	(\$245,430)	(\$198,204)

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

	Projected Reserve Bal 12/31/20	2021 Budgeted Revenues	2021 Budgeted Expenses	2021 Indirect Costs	2021 Expenses & Indirect Costs	2021 Interfund Transfers	2021 Budgeted Surplus/ (Deficit)	Projected Reserve Bal 12/31/21	Reserve Level (%) *
General Fund	\$ 18,488,926	\$ 91,187,300	\$(101,752,500)	\$ 9,501,100	\$(92,251,400)	\$ -	\$ (1,064,100)	\$ 17,424,826	18.9%
Restricted Funds									
Admissions Fund (320)	11,368,768	19,494,000	(17,270,600)	(6,130,000)	(23,400,600)	(100,000)	(4,006,600)	7,362,168	31.5%
Bank Settlement Fund (237)	9,557,902	170,500	(2,419,300)	(65,900)	(2,485,200)	-	(2,314,700)	7,243,202	NA
Client Security Fund (227)	2,677,215	8,046,200	(7,648,100)	(723,300)	(8,371,400)	-	(325,200)	2,352,015	159.8%
Elimination of Bias Fund (217)	414,222	322,800	(405,800)	(115,100)	(520,900)	-	(198,100)	216,122	41.5%
Equal Access Fund (229)	10,095,763	26,675,900	(24,451,100)	(271,200)	(24,722,300)	-	1,953,600	12,049,363	NA
Grants Fund (312)	242,522	29,731,300	(10,147,000)	(17,900)	(10,164,900)	-	19,566,400	19,808,922	NA
Justice Gap Fund (232)	3,834,846	1,530,600	-	(13,700)	(13,700)	(1,500,000)	16,900	3,851,746	NA
Lawyer Assistance Program Fund (221)	1,815,304	2,138,300	(2,010,600)	(607,300)	(2,617,900)	-	(479,600)	1,335,704	51.0%
Legal Services Trust Fund (228)	22,398,124	24,596,400	(25,101,300)	(703,800)	(25,805,100)	1,500,000	291,300	22,689,424	NA
Legal Specialization Fund (224)	5,426,442	2,263,700	(2,727,400)	(689,900)	(3,417,300)	100,000	(1,053,600)	4,372,842	128.0%
Legislative Activities Fund (216)	399,340	756,300	(532,600)	(162,900)	(695,500)	-	60,800	460,140	66.2%
Tenant Improvement Fund (338)	(3,248,177)	6,400	(251,800)		(251,800)	-	(245,400)	(3,493,577)	NA
Restricted Funds Total	64,982,271	115,732,400	(92,965,600)	(9,501,000)	(102,466,600)	-	13,265,800	78,248,071	
Grand Total	\$ 83,471,197	\$206,919,700	\$(194,718,100)	\$ 100	\$(194,718,000)	\$ -	\$ 12,201,700	\$ 95,672,897	

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

Budget-by Cost Center

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

Executive Director	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$198,140	\$148,700	\$106,172	\$100,000	\$101,500
45-Other Revenues	\$679,106	(\$178,935)	\$1,316,743	(\$0)	(\$0)
47-Investment Income	\$175	\$178,935	\$141,355	\$78,400	\$79,576
Revenue Total	\$877,421	\$148,700	\$1,564,269	\$178,400	\$181,076
50-Personnel Costs	\$1,009,467	\$964,326	\$898,377	\$825,700	\$882,800
51-Building Operations	\$29,329	\$28,138	\$1,915	\$6,000	\$6,400
52-Services	\$194,300	\$315,900	\$369,935	\$349,500	\$354,700
54-Supplies	\$32,909	\$31,917	\$23,441	\$37,100	\$37,659
55-Equipment	\$5,937	\$21,259	\$4,369	\$6,600	\$6,700
56-Other Expenses	\$23,041	\$48,400	\$12,125	\$15,500	\$15,734
59-Indirect Costs	\$244,700	\$208,610	\$208,610	\$251,300	\$265,780
69-Transfers Out	\$283,822	-	\$497	-	-
Expenses Total	\$1,823,505	\$1,618,551	\$1,519,270	\$1,491,700	\$1,569,773
Executive Director Surplus/(Deficit)	(\$946,084)	(\$1,469,851)	\$45,000	(\$1,313,300)	(\$1,388,697)

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

<u>1110 - Executive Director</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$562,352	\$432,808	\$420,475	\$332,100	\$355,800
51-Building Operations	\$12,902	\$11,302	\$1,597	\$5,000	\$5,300
52-Services	\$81,556	\$98,500	\$102,754	\$146,500	\$148,600
54-Supplies	\$13,760	\$6,517	\$10,953	\$9,300	\$9,441
55-Equipment	\$5,044	\$6,153	\$3,922	\$6,500	\$6,598
56-Other Expenses	\$17,645	\$46,900	\$10,881	\$13,500	\$13,704
69-Transfers Out	\$383	-	\$497	-	-
Expenses Total	\$693,643	\$602,181	\$551,079	\$512,900	\$539,443
1110 - Executive Director Surplus/(Deficit)	(\$693,643)	(\$602,181)	(\$551,079)	(\$512,900)	(\$539,443)

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

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

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

<u>1130 - Professional Liab Insurance</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	\$351,599	\$2,110,946	(\$0)	(\$0)
Revenue Total	-	\$351,599	\$2,110,946	(\$0)	(\$0)
Expenses Total	-	-	\$0	\$0	\$0
1130 - Professional Liab Insurance Surplus/(Deficit)	-	\$351,599	\$2,110,946	(\$0)	(\$0)

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

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

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

<u>1150 - Affinity & Insurance Fund</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	-	\$178,935	\$140,305	\$78,400	\$79,576
Revenue Total	-	\$178,935	\$140,305	\$78,400	\$79,576
Expenses Total	-	-	-	\$0	\$0
1150 - Affinity & Insurance Fund Surplus/(Deficit)	-	\$178,935	\$140,305	\$78,400	\$79,576

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

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

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

<u>1210 - Strategic Communications</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$198,140	\$148,700	\$106,172	\$100,000	\$101,500
Revenue Total	\$198,140	\$148,700	\$106,172	\$100,000	\$101,500
50-Personnel Costs	\$442,905	\$531,518	\$477,902	\$493,600	\$527,000
51-Building Operations	\$3,289	\$3,369	\$318	\$1,000	\$1,100
52-Services	\$179,972	\$217,400	\$267,181	\$203,000	\$206,100
54-Supplies	\$19,149	\$25,400	\$12,488	\$27,800	\$28,218
55-Equipment	\$892	\$15,106	\$447	\$100	\$102
56-Other Expenses	\$5,073	\$1,500	\$1,244	\$2,000	\$2,030
59-Indirect Costs	\$244,700	\$208,610	\$208,610	\$251,300	\$265,780
Expenses Total	\$895,980	\$1,002,903	\$968,191	\$978,800	\$1,030,330
1210 - Strategic Communications Surplus/(Deficit)	(\$697,840)	(\$854,203)	(\$862,019)	(\$878,800)	(\$928,830)

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

Chief Trial Counsel	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$47,750	\$42,346	\$55,627	\$40,000	\$40,600
45-Other Revenues	\$8,025	\$200,000	\$11,232	\$5,000	\$5,075
Revenue Total	\$55,775	\$242,346	\$66,859	\$45,000	\$45,675
50-Personnel Costs	\$36,591,121	\$43,221,997	\$37,925,689	\$40,850,600	\$42,961,800
51-Building Operations	\$114,197	\$114,214	\$4,854	\$115,927	\$121,700
52-Services	\$557,180	\$605,800	\$560,050	\$782,953	\$794,850
54-Supplies	\$134,612	\$207,050	\$92,121	\$168,735	\$171,266
55-Equipment	\$674,662	\$175,755	\$10,234	\$178,391	\$181,067
56-Other Expenses	\$173,374	\$185,700	\$33,336	\$127,940	\$129,857
58-Payouts and Reimbursements	(\$1,261,533)	(\$1,200,000)	(\$1,074,376)	(\$1,200,000)	(\$1,200,000)
59-Indirect Costs	\$16,235,600	\$19,999,105	\$19,999,107	\$19,696,837	\$20,783,933
69-Transfers Out	\$40,091	-	\$45,700	-	-
Expenses Total	\$53,259,304	\$63,309,621	\$57,596,713	\$60,721,383	\$63,944,473
Chief Trial Counsel Surplus/(Deficit)	(\$53,203,529)	(\$63,067,275)	(\$57,529,855)	(\$60,676,383)	(\$63,898,798)

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

6110 - Chief Trial Counsel	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$47,750	\$42,346	\$55,627	\$40,000	\$40,600
45-Other Revenues	\$8,025	\$200,000	\$11,232	\$5,000	\$5,075
Revenue Total	\$55,775	\$242,346	\$66,859	\$45,000	\$45,675
50-Personnel Costs	\$36,532,325	\$43,221,597	\$37,915,943	\$40,850,600	\$42,961,800
51-Building Operations	\$114,197	\$114,214	\$4,854	\$115,927	\$121,700
52-Services	\$398,195	\$480,500	\$319,265	\$532,953	\$541,100
54-Supplies	\$134,612	\$206,850	\$92,121	\$168,735	\$171,266
55-Equipment	\$674,662	\$175,755	\$10,234	\$178,391	\$181,067
56-Other Expenses	\$167,737	\$182,700	\$32,160	\$127,940	\$129,857
58-Payouts and Reimbursements	(\$1,261,533)	(\$1,200,000)	(\$1,074,376)	(\$1,200,000)	(\$1,200,000)
59-Indirect Costs	\$16,202,900	\$19,974,785	\$19,974,787	\$19,680,918	\$20,766,720
69-Transfers Out	\$40,091	-	\$45,700	-	-
Expenses Total	\$53,003,185	\$63,156,401	\$57,320,688	\$60,455,464	\$63,673,510
6110 - Chief Trial Counsel Surplus/(Deficit)	(\$52,947,410)	(\$62,914,055)	(\$57,253,829)	(\$60,410,464)	(\$63,627,835)

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

<u>6120 - Rule 2201 Conflict Cases</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$58,796	\$400	\$9,746	-	-
52-Services	\$158,985	\$125,300	\$240,784	\$250,000	\$253,750
54-Supplies	-	\$200	-	-	-
56-Other Expenses	\$5,637	\$3,000	\$1,175	-	-
59-Indirect Costs	\$32,700	\$24,320	\$24,320	\$15,919	\$17,213
Expenses Total	\$256,119	\$153,220	\$276,026	\$265,919	\$270,963
6120 - Rule 2201 Conflict Cases Surplus/(Deficit)	(\$256,119)	(\$153,220)	(\$276,026)	(\$265,919)	(\$270,963)

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

State Bar Court	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	(\$2,004)	(\$0)	-
45-Other Revenues	\$15,515	\$20,542	\$1,765	\$4,000	\$4,060
49-Transfer In	\$9,646	(\$543)	-	-	-
Revenue Total	\$25,161	\$19,999	(\$238)	\$4,000	\$4,060
50-Personnel Costs	\$7,732,748	\$7,946,892	\$7,465,176	\$7,865,886	\$8,138,500
51-Building Operations	\$80,966	\$80,511	\$5,964	\$83,275	\$87,500
52-Services	\$36,797	\$50,125	\$35,874	\$299,570	\$304,100
54-Supplies	\$64,106	\$81,500	\$44,494	\$51,655	\$52,431
55-Equipment	\$21,531	\$35,713	\$7,112	\$51,350	\$52,122
56-Other Expenses	\$101,593	\$169,900	\$35,701	\$118,514	\$120,294
59-Indirect Costs	\$5,253,100	\$5,325,369	\$5,252,418	\$5,387,914	\$5,679,200
69-Transfers Out	\$8,129	-	\$5,425	-	-
Expenses Total	\$13,298,970	\$13,690,010	\$12,852,164	\$13,858,164	\$14,434,147
State Bar Court Surplus/(Deficit)	(\$13,273,808)	(\$13,670,011)	(\$12,852,402)	(\$13,854,164)	(\$14,430,087)

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

7110 - Clerk of the Court	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$10,275	\$9,825	-	-	-
49-Transfer In	\$5,325	-	-	-	-
Revenue Total	\$15,600	\$9,825	-	-	-
50-Personnel Costs	\$567,234	\$564,424	\$457,855	\$483,100	\$528,700
51-Building Operations	\$3,696	\$3,510	\$725	\$3,696	\$3,900
52-Services	\$12,123	\$17,625	\$6,590	\$38,705	\$39,300
54-Supplies	\$29,879	\$38,700	\$23,001	\$9,100	\$9,237
55-Equipment	\$2,755	\$2,726	\$1,092	\$3,350	\$3,401
56-Other Expenses	\$7,963	\$16,200	\$3,306	\$13,652	\$13,857
59-Indirect Costs	\$301,600	\$421,863	\$421,863	\$340,688	\$361,995
69-Transfers Out	\$1,433	-	\$497	-	-
Expenses Total	\$926,682	\$1,065,049	\$914,930	\$892,291	\$960,390
7110 - Clerk of the Court Surplus/(Deficit)	(\$911,082)	(\$1,055,224)	(\$914,930)	(\$892,291)	(\$960,390)

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

7120 - Hearing Administration SF	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$84	\$1,008	-	(\$0)	-
49-Transfer In	\$1,256	(\$121)	-	-	-
Revenue Total	\$1,340	\$887	-	(\$0)	-
50-Personnel Costs	\$1,050,320	\$1,135,365	\$1,087,754	\$1,187,800	\$1,118,800
51-Building Operations	\$23,217	\$23,855	\$3,598	\$24,361	\$25,600
52-Services	\$3,706	\$1,100	\$3,181	\$216,065	\$219,200
54-Supplies	\$11,301	\$10,500	\$8,444	\$12,270	\$12,454
55-Equipment	\$9,277	\$9,977	\$5,740	\$16,000	\$16,240
56-Other Expenses	\$7,007	\$16,400	\$6,447	\$7,450	\$7,562
59-Indirect Costs	\$1,325,100	\$846,375	\$846,375	\$1,229,479	\$1,292,272
69-Transfers Out	\$3,750	-	-	-	-
Expenses Total	\$2,433,678	\$2,043,572	\$1,961,539	\$2,693,425	\$2,692,128
7120 - Hearing Administration SF Surplus/(Deficit)	(\$2,432,338)	(\$2,042,684)	(\$1,961,539)	(\$2,693,425)	(\$2,692,128)

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

7130 - Hearing Counsel LA/SF	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,659,048	\$1,578,359	\$1,454,052	\$1,618,200	\$1,710,500
51-Building Operations	\$4,284	\$4,134	\$684	\$3,302	\$3,500
52-Services	\$319	-	\$525	\$0	-
54-Supplies	-	-	\$515	\$0	-
55-Equipment	\$1,370	\$1,876	-	\$2,700	\$2,741
56-Other Expenses	\$8,608	\$10,700	\$5,156	\$13,600	\$13,804
59-Indirect Costs	\$711,100	\$954,248	\$954,248	\$787,553	\$832,297
69-Transfers Out	\$1,915	-	\$2,485	-	-
Expenses Total	\$2,386,644	\$2,549,317	\$2,417,664	\$2,425,355	\$2,562,842
7130 - Hearing Counsel LA/SF Surplus/(Deficit)	(\$2,386,644)	(\$2,549,317)	(\$2,417,664)	(\$2,425,355)	(\$2,562,842)

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

7140 - Hearing Judges	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,132,170	\$1,448,778	\$1,195,307	\$1,248,100	\$1,312,500
51-Building Operations	\$14,770	\$13,883	-	\$15,000	\$15,800
52-Services	\$11,435	\$25,000	\$14,544	\$30,000	\$30,600
54-Supplies	\$3,561	\$5,100	\$2,858	\$6,500	\$6,598
55-Equipment	\$200	\$13,909	\$21	\$13,200	\$13,398
56-Other Expenses	\$32,285	\$52,400	\$8,250	\$38,300	\$38,875
59-Indirect Costs	\$725,600	\$875,414	\$802,463	\$685,256	\$724,942
69-Transfers Out	\$324	-	\$680	-	-
Expenses Total	\$1,920,344	\$2,434,483	\$2,024,122	\$2,036,356	\$2,142,713
7140 - Hearing Judges Surplus/(Deficit)	(\$1,920,344)	(\$2,434,483)	(\$2,024,122)	(\$2,036,356)	(\$2,142,713)

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

7150 - Hearing/Effec/Admin LA	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	(\$2,004)	(\$0)	-
45-Other Revenues	\$5,157	\$9,709	\$1,765	\$4,000	\$4,060
49-Transfer In	\$3,065	(\$422)	-	-	-
Revenue Total	\$8,222	\$9,287	(\$238)	\$4,000	\$4,060
50-Personnel Costs	\$1,348,018	\$1,226,744	\$1,256,655	\$1,302,900	\$1,347,700
51-Building Operations	\$18,740	\$19,853	\$969	\$20,665	\$21,700
52-Services	\$8,407	\$4,600	\$5,995	\$12,900	\$13,100
54-Supplies	\$17,465	\$23,400	\$7,911	\$19,435	\$19,727
55-Equipment	\$5,185	\$4,567	\$248	\$11,000	\$11,165
56-Other Expenses	\$3,554	\$9,100	\$2,583	\$2,140	\$2,172
59-Indirect Costs	\$1,054,200	\$941,838	\$941,838	\$1,047,579	\$1,098,733
Expenses Total	\$2,455,569	\$2,230,101	\$2,216,199	\$2,416,619	\$2,514,297
7150 - Hearing/Effec/Admin LA Surplus/(Deficit)	(\$2,447,347)	(\$2,220,815)	(\$2,216,438)	(\$2,412,619)	(\$2,510,237)

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

7160 - Presiding/Review Judges	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$914,178	\$950,274	\$879,155	\$815,100	\$859,300
51-Building Operations	\$6,507	\$6,114	(\$12)	\$6,500	\$6,800
52-Services	\$662	\$300	\$4,621	\$500	\$500
54-Supplies	\$1,897	\$3,200	\$1,659	\$3,750	\$3,806
55-Equipment	\$911	\$818	-	\$1,000	\$1,015
56-Other Expenses	\$34,217	\$51,700	\$9,469	\$39,200	\$39,789
59-Indirect Costs	\$422,400	\$557,329	\$557,329	\$402,780	\$426,335
69-Transfers Out	\$324	-	\$272	-	-
Expenses Total	\$1,381,096	\$1,569,735	\$1,452,493	\$1,268,830	\$1,337,545
7160 - Presiding/Review Judges Surplus/(Deficit)	(\$1,381,096)	(\$1,569,735)	(\$1,452,493)	(\$1,268,830)	(\$1,337,545)

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

7170 - Review Counsel/Clerk	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,061,780	\$1,042,948	\$1,134,399	\$1,210,686	\$1,261,000
51-Building Operations	\$9,751	\$9,162	-	\$9,751	\$10,200
52-Services	\$145	\$1,500	\$419	\$1,400	\$1,400
54-Supplies	\$3	\$600	\$106	\$600	\$609
55-Equipment	\$1,833	\$1,840	\$11	\$4,100	\$4,162
56-Other Expenses	\$7,960	\$13,400	\$489	\$4,172	\$4,235
59-Indirect Costs	\$713,100	\$728,303	\$728,303	\$894,579	\$942,626
69-Transfers Out	\$383	-	\$1,491	-	-
Expenses Total	\$1,794,956	\$1,797,753	\$1,865,217	\$2,125,288	\$2,224,232
7170 - Review Counsel/Clerk Surplus/(Deficit)	(\$1,794,956)	(\$1,797,753)	(\$1,865,217)	(\$2,125,288)	(\$2,224,232)

The State Bar of California
Budget-by Cost Center
Programs

Programs	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$114,389	\$213,767	\$90,562	\$0	\$281,900
51-Building Operations	\$275	\$176	\$3,194	-	-
52-Services	\$77	\$100	\$40	-	-
54-Supplies	\$948	\$1,527	\$12	-	-
55-Equipment	\$155	\$55	-	-	-
56-Other Expenses	\$24,012	\$30,000	\$4,801	-	-
59-Indirect Costs	-	\$103,063	\$103,063	\$0	\$0
69-Transfers Out	\$383	-	-	-	-
Expenses Total	\$140,237	\$348,689	\$201,673	\$0	\$281,900
Programs Surplus/(Deficit)	(\$140,237)	(\$348,689)	(\$201,673)	(\$0)	(\$281,900)

The State Bar of California
Budget-by Cost Center
Programs

8110 - Programs	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$114,389	\$213,767	\$90,562	\$0	\$281,900
51-Building Operations	\$275	\$176	\$3,194	-	-
52-Services	\$77	\$100	\$40	-	-
54-Supplies	\$948	\$1,527	\$12	-	-
55-Equipment	\$155	\$55	-	-	-
56-Other Expenses	\$24,012	\$30,000	\$4,801	-	-
59-Indirect Costs	-	\$103,063	\$103,063	\$0	\$0
69-Transfers Out	\$383	-	-	-	-
Expenses Total	\$140,237	\$348,689	\$201,673	\$0	\$281,900
8110 - Programs Surplus/(Deficit)	(\$140,237)	(\$348,689)	(\$201,673)	(\$0)	(\$281,900)

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

Access & Inclusion	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	-	\$4,976,700	\$7,973,490	\$8,220,000	\$8,220,000
42-Other Fees	\$180	-	-	(\$0)	-
44-Grants	\$87,289,028	\$71,677,329	\$57,044,695	\$74,389,206	\$74,389,206
45-Other Revenues	\$109,336	\$228,658	\$93,866	(\$0)	-
47-Investment Income	\$625,146	\$878,734	\$1,243,083	\$418,300	\$424,575
49-Transfer In	-	\$1,150,000	\$1,075,000	\$1,500,000	\$1,500,000
Revenue Total	\$88,023,690	\$78,911,421	\$67,430,134	\$84,527,506	\$84,533,781
50-Personnel Costs	\$2,397,609	\$2,874,717	\$2,095,030	\$2,755,800	\$3,158,500
51-Building Operations	\$21,572	\$20,296	\$530	\$18,705	\$19,600
52-Services	\$762,640	\$541,153	\$454,222	\$856,311	\$868,025
53-Grants Expenses	\$71,483,139	\$98,463,237	\$96,969,428	\$59,677,420	\$59,677,420
54-Supplies	\$9,344	\$19,244	\$5,380	\$19,127	\$19,415
55-Equipment	\$11,288	\$16,280	\$1,332	\$10,669	\$10,831
56-Other Expenses	\$76,884	\$459,600	\$8,834	\$60,200	\$61,110
59-Indirect Costs	\$1,462,900	\$1,178,381	\$1,176,334	\$1,603,919	\$1,810,812
69-Transfers Out	\$383	\$1,000,000	\$1,000,497	\$1,500,000	\$1,500,000
Expenses Total	\$76,225,759	\$104,572,909	\$101,711,588	\$66,502,151	\$67,125,713
Access & Inclusion Surplus/(Deficit)	\$11,797,931	(\$25,661,488)	(\$34,281,454)	\$18,025,355	\$17,408,068

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

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

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

8211 - Access & Inclusion	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$68,403	\$68,787	\$92,953	(\$0)	-
Revenue Total	\$68,403	\$68,787	\$92,953	(\$0)	-
50-Personnel Costs	\$777,204	\$767,512	\$576,788	\$644,900	\$758,300
51-Building Operations	\$7,655	\$6,829	\$51	\$6,830	\$7,200
52-Services	\$441,295	\$3,900	\$128,360	\$202,736	\$205,800
54-Supplies	\$1,737	\$5,000	\$1,085	\$5,432	\$5,513
55-Equipment	\$4,332	\$2,644	\$494	\$2,644	\$2,684
56-Other Expenses	\$11,784	\$20,700	\$5,097	\$11,200	\$11,369
59-Indirect Costs	\$537,800	\$237,053	\$237,052	\$416,244	\$473,198
69-Transfers Out	\$383	-	\$497	-	-
Expenses Total	\$1,782,190	\$1,043,638	\$949,425	\$1,289,986	\$1,464,064
8211 - Access & Inclusion Surplus/(Deficit)	(\$1,713,787)	(\$974,851)	(\$856,473)	(\$1,289,986)	(\$1,464,064)

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

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

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

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

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

8219 - LSTF Administration	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$834,393	\$1,065,360	\$857,646	\$931,000	\$1,052,000
51-Building Operations	\$10,610	\$10,262	\$479	\$10,600	\$11,100
52-Services	\$108,364	\$107,200	\$58,983	\$161,850	\$164,300
53-Grants Expenses	-	-	\$27,647,072	\$0	-
54-Supplies	\$6,655	\$12,000	\$4,295	\$12,000	\$12,181
55-Equipment	\$5,303	\$3,037	\$839	\$2,940	\$2,985
56-Other Expenses	\$36,015	\$54,700	\$2,377	\$31,200	\$31,670
59-Indirect Costs	\$816,100	\$402,759	\$402,759	\$645,282	\$717,179
Expenses Total	\$1,817,439	\$1,655,317	\$28,974,449	\$1,794,872	\$1,991,415
8219 - LSTF Administration Surplus/(Deficit)	(\$1,817,439)	(\$1,655,317)	(\$28,974,449)	(\$1,794,872)	(\$1,991,415)

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

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

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

8223 - LSTF Asset BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	-	\$3,800,000	\$6,377,957	\$6,400,000	\$6,400,000
45-Other Revenues	-	\$157,253	\$914	(\$0)	-
49-Transfer In	-	\$1,000,000	\$1,000,000	\$1,500,000	\$1,500,000
Revenue Total	-	\$4,957,253	\$7,378,870	\$7,900,000	\$7,900,000
50-Personnel Costs	-	-	\$8,221	-	-
59-Indirect Costs	-	\$18,747	\$17,185	\$58,534	\$59,226
Expenses Total	-	\$18,747	\$25,406	\$58,534	\$59,226
8223 - LSTF Asset BU Surplus/(Deficit)	-	\$4,938,506	\$7,353,465	\$7,841,466	\$7,840,774

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

8224 - Equal Access -Admin	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	\$145,413	(\$0)	-
Revenue Total	-	-	\$145,413	(\$0)	-
50-Personnel Costs	\$386,341	\$690,866	\$430,383	\$643,800	\$764,600
52-Services	\$212,910	\$215,053	\$238,486	\$220,000	\$223,300
56-Other Expenses	(\$13,239)	\$351,800	-	\$0	-
59-Indirect Costs	\$16,800	\$325,777	\$325,777	\$271,225	\$324,830
Expenses Total	\$602,812	\$1,583,497	\$994,647	\$1,135,025	\$1,312,730
8224 - Equal Access -Admin Surplus/(Deficit)	(\$602,812)	(\$1,583,497)	(\$849,233)	(\$1,135,025)	(\$1,312,730)

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

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

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

8227 - Justice Gap Fund - BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	-	\$856,700	\$1,275,420	\$1,500,000	\$1,500,000
47-Investment Income	-	\$66,500	\$47,099	\$30,600	\$31,059
Revenue Total	-	\$923,200	\$1,322,519	\$1,530,600	\$1,531,059
59-Indirect Costs	-	\$4,226	\$3,874	\$13,719	\$13,881
69-Transfers Out	-	\$1,000,000	\$1,000,000	\$1,500,000	\$1,500,000
Expenses Total	-	\$1,004,226	\$1,003,874	\$1,513,719	\$1,513,881
8227 - Justice Gap Fund - BU Surplus/(Deficit)	-	(\$81,026)	\$318,646	\$16,881	\$17,178

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

8228 - BofA-Second Settlement	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$601	\$285	\$42,788	(\$0)	-
Revenue Total	\$601	\$285	\$42,788	(\$0)	-
50-Personnel Costs	\$311,778	\$145,212	\$88,350	\$138,800	\$159,900
53-Grants Expenses	\$9,452,789	\$11,545,482	\$11,111,629	\$2,272,758	\$2,272,758
54-Supplies	-	\$1,300	-	\$750	\$762
55-Equipment	-	\$10,000	-	\$4,500	\$4,568
56-Other Expenses	-	\$4,500	-	\$2,500	\$2,539
59-Indirect Costs	\$31,800	\$58,525	\$58,525	\$65,903	\$75,514
Expenses Total	\$9,796,367	\$11,765,019	\$11,258,503	\$2,485,211	\$2,516,041
8228 - BofA-Second Settlement Surplus/(Deficit)	(\$9,795,766)	(\$11,764,733)	(\$11,215,715)	(\$2,485,211)	(\$2,516,041)

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

8229 - Bank Settlement Fund	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	-	\$69,100	\$301,632	\$170,500	\$173,058
Revenue Total	-	\$69,100	\$301,632	\$170,500	\$173,058
50-Personnel Costs	-	-	\$897	-	-
Expenses Total	-	-	\$897	\$0	\$0
8229 - Bank Settlement Fund Surplus/(Deficit)	-	\$69,100	\$300,735	\$170,500	\$173,058

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

8231 - Stakeholder Outreach	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
56-Other Expenses	-	\$4,100	-	\$4,100	\$4,162
59-Indirect Costs	\$300	\$367	\$367	\$261	\$282
Expenses Total	\$300	\$4,467	\$367	\$4,361	\$4,444
8231 - Stakeholder Outreach Surplus/(Deficit)	(\$300)	(\$4,467)	(\$367)	(\$4,361)	(\$4,444)

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

8233 - Center for Access & Fairness	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$2,554	\$2,619	-	(\$0)	-
Revenue Total	\$2,554	\$2,619	-	(\$0)	-
50-Personnel Costs	\$87,893	\$205,766	\$126,396	\$192,700	\$219,100
51-Building Operations	\$1,333	\$1,275	-	\$1,275	\$1,300
52-Services	\$40	\$215,000	\$20,000	\$195,000	\$197,900
54-Supplies	\$947	\$944	-	\$945	\$959
55-Equipment	\$615	\$586	-	\$585	\$594
56-Other Expenses	\$12,494	\$9,000	-	\$4,500	\$4,568
59-Indirect Costs	\$55,000	\$128,027	\$128,027	\$111,482	\$124,196
Expenses Total	\$158,323	\$560,598	\$274,423	\$506,487	\$548,617
8233 - Center for Access & Fairness Surplus/(Deficit)	(\$155,769)	(\$557,980)	(\$274,423)	(\$506,487)	(\$548,617)

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

8234 - Council on Access & Fairness	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
54-Supplies	\$5	-	-	-	-
56-Other Expenses	\$5,595	\$14,800	\$757	\$6,700	\$6,802
59-Indirect Costs	\$1,200	\$1,321	\$1,321	\$427	\$461
Expenses Total	\$6,801	\$16,121	\$2,079	\$7,127	\$7,263
8234 - Council on Access & Fairness Surplus/(Deficit)	(\$6,801)	(\$16,121)	(\$2,079)	(\$7,127)	(\$7,263)

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

8235 - EOB & Bar Relations	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	-	\$320,000	\$320,113	\$320,000	\$320,000
47-Investment Income	-	\$4,334	\$5,302	\$2,800	\$2,842
49-Transfer In	-	\$150,000	\$75,000	-	-
Revenue Total	-	\$474,334	\$400,415	\$322,800	\$322,842
50-Personnel Costs	-	-	\$1,314	-	-
59-Indirect Costs	-	\$1,579	\$1,447	\$2,927	\$2,961
Expenses Total	-	\$1,579	\$2,761	\$2,927	\$2,961
8235 - EOB & Bar Relations Surplus/(Deficit)	-	\$472,755	\$397,654	\$319,873	\$319,881

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

8218 - LSTF Grants	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$46,454,116	\$40,413,543	\$24,078,174	\$18,000,000	\$18,000,000
47-Investment Income	\$572,672	\$720,000	\$648,766	\$196,400	\$199,346
Revenue Total	\$47,026,788	\$41,133,543	\$24,726,940	\$18,196,400	\$18,199,346
52-Services	\$31	-	-	\$0	-
53-Grants Expenses	\$27,463,024	\$55,581,034	\$27,654,747	\$23,951,697	\$23,951,697
55-Equipment	\$1	-	-	\$0	-
Expenses Total	\$27,463,056	\$55,581,034	\$27,654,747	\$23,951,697	\$23,951,697
8218 - LSTF Grants Surplus/(Deficit)	\$19,563,732	(\$14,447,491)	(\$2,927,807)	(\$5,755,297)	(\$5,752,351)

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

8225 - Equal Access -Grants	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	\$40,834,311	\$31,263,500	\$32,778,319	\$26,657,881	\$26,657,881
47-Investment Income	\$52,474	\$18,500	\$240,284	\$18,000	\$18,270
Revenue Total	\$40,886,785	\$31,282,000	\$33,018,604	\$26,675,881	\$26,676,151
52-Services	-	-	\$1,627	-	-
53-Grants Expenses	\$34,567,326	\$31,336,721	\$30,555,980	\$23,587,294	\$23,587,294
Expenses Total	\$34,567,326	\$31,336,721	\$30,557,607	\$23,587,294	\$23,587,294
8225 - Equal Access -Grants Surplus/(Deficit)	\$6,319,460	(\$54,721)	\$2,460,997	\$3,088,587	\$3,088,857

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

8236 - Equal Access - Homeless Prevention II	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	-	\$29,731,325	\$29,731,325
Revenue Total	-	-	-	\$29,731,325	\$29,731,325
50-Personnel Costs	-	-	-	\$204,600	\$204,600
52-Services	-	-	-	\$76,725	\$76,725
53-Grants Expenses	-	-	-	\$9,865,671	\$9,865,671
59-Indirect Costs	-	-	-	\$17,915	\$19,084
Expenses Total	-	-	-	\$10,164,911	\$10,166,080
8236 - Equal Access - Homeless Prevention II Surplus/(Deficit)	-	-	-	\$19,566,414	\$19,565,245

The State Bar of California
Budget-by Cost Center
Admissions

Admissions	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	\$8,737,954	\$9,673,876	\$8,808,852	\$8,928,838
43-Exam Fees	-	\$13,889,080	\$14,579,384	\$12,785,930	\$12,785,930
44-Grants	-	\$1,000	\$78,012	\$100	\$100
45-Other Revenues	-	\$2,000	\$203	-	-
47-Investment Income	-	\$387,084	\$280,732	\$162,800	\$165,243
49-Transfer In	-	\$100,000	\$100,000	\$100,000	\$100,000
Revenue Total	-	\$23,117,119	\$24,712,207	\$21,857,682	\$21,980,111
50-Personnel Costs	\$7,339,965	\$8,742,873	\$7,184,591	\$9,262,700	\$9,716,500
51-Building Operations	\$93,620	\$109,123	\$22,785	\$77,500	\$81,600
52-Services	\$1,987,898	\$1,793,150	\$1,469,015	\$2,759,324	\$2,800,300
54-Supplies	\$116,771	\$185,457	\$39,911	\$102,578	\$104,121
55-Equipment	\$60,363	\$442,818	\$24,038	\$483,211	\$490,463
56-Other Expenses	\$386,358	\$604,500	\$214,304	\$434,406	\$440,924
57-Exam Related Expenses	\$6,046,995	\$7,005,170	\$4,900,621	\$6,878,223	\$6,981,400
59-Indirect Costs	\$5,417,800	\$5,676,175	\$5,386,466	\$6,819,899	\$7,211,245
69-Transfers Out	\$1,451	\$825,000	\$826,491	\$100,000	\$100,000
Expenses Total	\$21,451,222	\$25,384,265	\$20,068,223	\$26,917,841	\$27,926,553
Admissions Surplus/(Deficit)	(\$21,451,222)	(\$2,267,147)	\$4,643,984	(\$5,060,159)	(\$5,946,442)

The State Bar of California
Budget-by Cost Center
 Admissions

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

The State Bar of California
Budget-by Cost Center
Admissions

8310 - Admissions Assets BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	-	\$67,362	-	-	-
Revenue Total	-	\$67,362	-	-	-
50-Personnel Costs	-	-	\$66,402	-	-
52-Services	-	-	\$123	-	-
56-Other Expenses	-	-	\$1,127	-	-
59-Indirect Costs	-	\$82	\$75	\$0	\$0
69-Transfers Out	-	\$825,000	\$825,000	\$100,000	\$100,000
Expenses Total	-	\$825,082	\$892,727	\$100,000	\$100,000
8310 - Admissions Assets BU Surplus/(Deficit)	-	(\$757,720)	(\$892,727)	(\$100,000)	(\$100,000)

The State Bar of California
Budget-by Cost Center
Admissions

8311 - Admissions Overhead	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$716,776	\$670,010	\$623,959	\$695,800	\$759,000
51-Building Operations	\$3,957	\$8,402	\$6,038	\$6,300	\$6,700
52-Services	\$189,362	\$133,900	\$398,243	\$165,100	\$167,500
54-Supplies	\$552	\$4,000	\$699	\$3,200	\$3,249
55-Equipment	\$1,411	\$5,579	\$9	\$222,500	\$225,838
56-Other Expenses	\$103,803	\$156,800	\$22,127	\$106,650	\$108,251
57-Exam Related Expenses	-	\$500	-	\$600	\$609
59-Indirect Costs	\$383,300	\$295,143	\$295,143	\$431,027	\$458,660
69-Transfers Out	\$638	-	-	-	-
Expenses Total	\$1,399,799	\$1,274,335	\$1,346,217	\$1,631,177	\$1,729,807
8311 - Admissions Overhead Surplus/(Deficit)	(\$1,399,799)	(\$1,274,335)	(\$1,346,217)	(\$1,631,177)	(\$1,729,807)

The State Bar of California
Budget-by Cost Center
Admissions

8312 - Admissions Operations	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,820,607	\$2,075,889	\$1,574,107	\$2,572,400	\$2,669,100
51-Building Operations	\$51,998	\$49,955	\$10,703	\$24,500	\$25,700
52-Services	\$1,413,016	\$748,100	\$386,927	\$661,500	\$671,300
54-Supplies	\$105,380	\$85,000	\$34,270	\$70,000	\$71,050
55-Equipment	\$36,713	\$32,786	\$2,432	\$16,350	\$16,596
56-Other Expenses	\$162,533	\$146,900	\$104,767	\$151,489	\$153,762
57-Exam Related Expenses	\$4,472,763	\$5,012,769	\$3,852,483	\$4,690,079	\$4,760,432
59-Indirect Costs	\$1,923,900	\$1,971,918	\$1,807,592	\$1,908,145	\$2,015,244
Expenses Total	\$10,986,910	\$10,123,318	\$7,773,281	\$10,094,463	\$10,383,184
8312 - Admissions Operations Surplus/(Deficit)	(\$10,986,910)	(\$10,123,318)	(\$7,773,281)	(\$10,094,463)	(\$10,383,184)

The State Bar of California
Budget-by Cost Center
Admissions

<u>8313 - Admissions Administration</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
44-Grants	-	-	\$165	-	-
Revenue Total	-	-	\$165	-	-
50-Personnel Costs	\$586,685	\$730,643	\$569,055	\$875,300	\$904,000
51-Building Operations	\$8,654	\$7,732	\$1,069	\$3,500	\$3,700
52-Services	\$214,197	\$299,250	\$281,720	\$415,500	\$421,700
54-Supplies	\$4,174	\$45,100	\$1,242	\$10,000	\$10,150
55-Equipment	\$880	\$1,828	-	\$1,500	\$1,523
56-Other Expenses	\$1,024	\$700	\$4,700	\$1,000	\$1,015
57-Exam Related Expenses	-	-	\$725	-	-
59-Indirect Costs	\$609,000	\$425,040	\$425,040	\$674,582	\$711,763
Expenses Total	\$1,424,614	\$1,510,293	\$1,283,551	\$1,981,382	\$2,053,851
8313 - Admissions Administration Surplus/(Deficit)	(\$1,424,614)	(\$1,510,293)	(\$1,283,386)	(\$1,981,382)	(\$2,053,851)

The State Bar of California
Budget-by Cost Center
Admissions

8315 - Law School Regulation	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	\$127,811	-	-
Revenue Total	-	-	\$127,811	-	-
50-Personnel Costs	\$378,136	\$412,257	\$328,823	\$339,800	\$352,200
51-Building Operations	\$2,947	\$2,771	\$648	\$2,811	\$3,000
52-Services	\$14,810	\$60,200	\$5,774	\$88,202	\$89,500
54-Supplies	\$263	\$1,000	\$9	\$1,135	\$1,152
55-Equipment	\$187	\$84	-	\$90	\$91
56-Other Expenses	\$10,771	\$30,000	\$20,034	\$28,580	\$29,008
59-Indirect Costs	\$216,200	\$164,782	\$164,782	\$203,110	\$214,756
69-Transfers Out	\$430	-	\$497	-	-
Expenses Total	\$623,744	\$671,093	\$520,566	\$663,728	\$689,707
8315 - Law School Regulation Surplus/(Deficit)	(\$623,744)	(\$671,093)	(\$392,755)	(\$663,728)	(\$689,707)

The State Bar of California
Budget-by Cost Center
Admissions

8316 - Admissions Revenue	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	\$6,698,100	\$7,362,625	\$6,580,700	\$6,667,262
43-Exam Fees	-	\$13,889,080	\$14,579,384	\$12,785,930	\$12,785,930
44-Grants	-	\$1,000	\$77,847	\$100	\$100
47-Investment Income	-	\$230,100	\$207,958	\$127,300	\$129,210
Revenue Total	-	\$20,818,280	\$22,227,814	\$19,494,030	\$19,582,502
52-Services	-	-	(\$3,681)	(\$90,000)	(\$91,400)
55-Equipment	-	\$146	-	-	-
56-Other Expenses	-	-	(\$46)	-	-
59-Indirect Costs	-	-	\$4	\$305	(\$92)
Expenses Total	-	\$146	(\$3,722)	(\$89,695)	(\$91,492)
8316 - Admissions Revenue Surplus/(Deficit)	-	\$20,818,134	\$22,231,536	\$19,583,725	\$19,673,994

The State Bar of California
Budget-by Cost Center
Admissions

8317 - Examination Development	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$385,713	\$354,433	\$345,297	\$331,100	\$333,000
51-Building Operations	\$2,763	\$3,845	\$672	\$3,500	\$3,700
52-Services	\$123,321	\$294,000	\$85,069	\$232,100	\$235,600
54-Supplies	\$252	\$1,100	\$369	\$1,500	\$1,524
55-Equipment	\$1,170	\$924	\$314	\$1,500	\$1,523
56-Other Expenses	\$13,954	\$16,500	\$7,952	\$9,500	\$9,643
57-Exam Related Expenses	\$269,095	\$269,200	\$289,966	\$372,000	\$377,580
59-Indirect Costs	\$253,800	\$237,001	\$237,001	\$227,159	\$240,334
69-Transfers Out	\$383	-	\$497	-	-
Expenses Total	\$1,050,451	\$1,177,002	\$967,138	\$1,178,359	\$1,202,904
8317 - Examination Development Surplus/(Deficit)	(\$1,050,451)	(\$1,177,002)	(\$967,138)	(\$1,178,359)	(\$1,202,904)

The State Bar of California
Budget-by Cost Center
Admissions

8318 - Examination Grading	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$705,514	\$725,308	\$567,011	\$591,100	\$613,400
51-Building Operations	\$11,864	\$19,493	\$692	\$19,500	\$20,500
52-Services	\$12,395	\$91,600	\$2,669	\$11,600	\$11,800
54-Supplies	\$2,915	\$15,000	\$748	\$4,400	\$4,467
55-Equipment	\$12,497	\$12,375	\$1,802	\$10,000	\$10,151
56-Other Expenses	\$62,174	\$86,400	\$5,915	\$70,500	\$71,558
57-Exam Related Expenses	\$1,305,137	\$1,480,500	\$757,447	\$1,472,250	\$1,494,334
59-Indirect Costs	\$620,700	\$638,170	\$638,170	\$623,494	\$660,409
Expenses Total	\$2,733,195	\$3,068,846	\$1,974,453	\$2,802,844	\$2,886,619
8318 - Examination Grading Surplus/(Deficit)	(\$2,733,195)	(\$3,068,846)	(\$1,974,453)	(\$2,802,844)	(\$2,886,619)

The State Bar of California
Budget-by Cost Center
Admissions

8319 - Moral Character Determinations	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,528,578	\$2,702,830	\$2,352,796	\$2,776,400	\$2,953,600
51-Building Operations	\$9,818	\$10,532	\$925	\$10,532	\$11,100
52-Services	\$20,798	\$64,400	\$2,609	\$43,700	\$44,300
54-Supplies	\$3,234	\$5,524	\$1,623	\$5,674	\$5,759
55-Equipment	\$7,094	\$7,169	\$477	\$7,169	\$7,277
56-Other Expenses	\$32,099	\$10,400	\$20,268	\$10,100	\$10,251
59-Indirect Costs	\$1,184,700	\$1,327,585	\$1,216,953	\$1,851,377	\$1,955,966
69-Transfers Out	-	-	\$497	-	-
Expenses Total	\$2,786,322	\$4,128,439	\$3,596,147	\$4,704,951	\$4,988,253
8319 - Moral Character Determinations Surplus/(Deficit)	(\$2,786,322)	(\$4,128,439)	(\$3,596,147)	(\$4,704,951)	(\$4,988,253)

The State Bar of California
Budget-by Cost Center
 Admissions

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

The State Bar of California
Budget-by Cost Center
Admissions

8321 - Special Admissions	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$217,955	\$317,998	\$255,164	\$220,100	\$229,900
51-Building Operations	\$1,620	\$1,522	-	\$1,500	\$1,600
52-Services	-	\$200	-	\$200	\$200
54-Supplies	-	\$100	\$1	\$100	\$102
55-Equipment	\$412	\$385	\$108	\$300	\$305
56-Other Expenses	-	-	\$1,126	\$350	\$355
59-Indirect Costs	\$226,200	\$176,969	\$162,222	\$210,833	\$222,216
Expenses Total	\$446,187	\$497,174	\$418,621	\$433,383	\$454,678
8321 - Special Admissions Surplus/(Deficit)	(\$446,187)	(\$497,174)	(\$418,621)	(\$433,383)	(\$454,678)

The State Bar of California
Budget-by Cost Center
Admissions

8399 - Legal Specialization	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	\$2,039,854	\$2,183,440	\$2,228,152	\$2,261,576
45-Other Revenues	-	\$2,000	\$203	-	-
47-Investment Income	-	\$48,257	\$72,774	\$35,500	\$36,033
Revenue Total	-	\$2,090,111	\$2,256,417	\$2,263,652	\$2,297,609
50-Personnel Costs	-	\$753,506	\$497,190	\$860,700	\$902,300
51-Building Operations	-	\$4,870	\$2,038	\$5,358	\$5,600
52-Services	-	\$101,500	\$309,495	\$1,231,422	\$1,249,800
54-Supplies	-	\$28,634	\$948	\$6,570	\$6,668
55-Equipment	-	\$381,542	\$18,895	\$223,802	\$227,159
56-Other Expenses	-	\$156,800	\$26,130	\$56,237	\$57,081
57-Exam Related Expenses	-	\$242,200	-	\$343,294	\$348,445
59-Indirect Costs	-	\$439,485	\$439,485	\$689,867	\$731,989
Expenses Total	-	\$2,108,537	\$1,294,180	\$3,417,249	\$3,529,042
8399 - Legal Specialization Surplus/(Deficit)	-	(\$18,426)	\$962,237	(\$1,153,597)	(\$1,231,433)

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

Attorney Regulation & Consumer Resources	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$1,131,539	\$1,022,661	\$2,253,817	\$803,000	\$815,045
45-Other Revenues	\$10,671	\$10,168	\$7,260	-	-
Revenue Total	\$1,142,210	\$1,032,829	\$2,261,077	\$803,000	\$815,045
50-Personnel Costs	\$3,318,245	\$3,703,206	\$3,343,030	\$3,626,900	\$3,726,400
51-Building Operations	\$17,555	\$12,817	\$6,483	\$12,000	\$12,600
52-Services	\$133,696	\$113,400	\$160,703	\$113,000	\$114,700
54-Supplies	\$66,498	\$122,737	\$42,234	\$107,850	\$109,469
55-Equipment	\$7,932	\$7,880	\$2,653	\$9,100	\$9,237
56-Other Expenses	\$5,261	\$4,000	\$5,319	\$1,400	\$1,421
59-Indirect Costs	\$2,257,400	\$1,572,831	\$1,572,831	\$2,248,988	\$2,368,500
69-Transfers Out	\$383	-	-	-	-
Expenses Total	\$5,806,970	\$5,536,871	\$5,133,253	\$6,119,238	\$6,342,327
Attorney Regulation & Consumer Resources Surplus/(Deficit)	(\$4,664,760)	(\$4,504,042)	(\$2,872,176)	(\$5,316,238)	(\$5,527,282)

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

8410 - Attorney Regulation & Consumer Resources	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$426,107	\$245,137	\$1,612,227	\$275,000	\$279,125
45-Other Revenues	\$10,671	\$10,168	\$7,260	-	-
Revenue Total	\$436,778	\$255,305	\$1,619,487	\$275,000	\$279,125
50-Personnel Costs	\$3,251,599	\$3,628,753	\$3,270,233	\$3,549,800	\$3,651,600
51-Building Operations	\$17,555	\$12,817	\$6,483	\$12,000	\$12,600
52-Services	\$119,002	\$110,100	\$152,303	\$109,700	\$111,400
54-Supplies	\$63,044	\$101,137	\$41,733	\$101,650	\$103,176
55-Equipment	\$5,954	\$6,245	\$2,653	\$7,700	\$7,816
56-Other Expenses	\$5,261	\$3,000	\$5,319	\$400	\$406
59-Indirect Costs	\$2,216,500	\$1,544,016	\$1,544,016	\$2,207,534	\$2,325,182
69-Transfers Out	\$383	-	-	-	-
Expenses Total	\$5,679,297	\$5,406,068	\$5,022,740	\$5,988,784	\$6,212,180
8410 - Attorney Regulation & Consumer Resources Surplus/(Deficit)	(\$5,242,520)	(\$5,150,763)	(\$3,403,253)	(\$5,713,784)	(\$5,933,055)

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

8420 - MCLE Regulation	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$705,432	\$777,524	\$641,590	\$528,000	\$535,920
Revenue Total	\$705,432	\$777,524	\$641,590	\$528,000	\$535,920
50-Personnel Costs	-	\$2,500	-	-	-
52-Services	\$53	\$600	-	\$600	\$600
54-Supplies	\$2,801	\$20,400	\$345	\$5,000	\$5,075
55-Equipment	\$1,775	\$1,439	-	\$1,200	\$1,218
56-Other Expenses	-	\$1,000	-	\$1,000	\$1,015
59-Indirect Costs	\$4,400	\$1,915	\$1,915	\$2,619	\$2,684
Expenses Total	\$9,029	\$27,855	\$2,260	\$10,419	\$10,592
8420 - MCLE Regulation Surplus/(Deficit)	\$696,403	\$749,670	\$639,330	\$517,581	\$525,328

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

8430 - Child & Family Support	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$66,646	\$71,953	\$72,797	\$77,100	\$74,800
52-Services	\$41	\$2,700	-	\$2,700	\$2,700
54-Supplies	\$653	\$1,200	\$157	\$1,200	\$1,218
55-Equipment	\$202	\$196	-	\$200	\$203
59-Indirect Costs	\$36,500	\$26,900	\$26,900	\$38,835	\$40,634
Expenses Total	\$104,043	\$102,949	\$99,853	\$120,035	\$119,555
8430 - Child & Family Support Surplus/(Deficit)	(\$104,043)	(\$102,949)	(\$99,853)	(\$120,035)	(\$119,555)

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

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

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

<u>Professional Support & Client Protection</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	-	\$216,843	\$196,685	\$2,102,800	\$2,102,800
45-Other Revenues	-	-	\$500	-	-
47-Investment Income	-	\$76,163	\$54,643	\$35,500	\$36,033
49-Transfer In	-	(\$197)	\$131	-	-
Revenue Total	-	\$292,809	\$251,959	\$2,138,300	\$2,138,833
50-Personnel Costs	-	\$1,397,819	\$999,620	\$1,354,600	\$1,387,300
51-Building Operations	-	\$113,966	\$151,002	\$150,934	\$153,199
52-Services	-	\$266,600	\$224,710	\$430,700	\$437,122
54-Supplies	-	\$6,075	\$3,227	\$5,100	\$5,176
55-Equipment	-	\$4,865	\$652	\$5,300	\$5,380
56-Other Expenses	-	\$127,697	\$10,718	\$64,000	\$64,962
59-Indirect Costs	-	\$547,890	\$502,233	\$607,314	\$638,896
Expenses Total	-	\$2,464,913	\$1,892,161	\$2,617,948	\$2,692,035
Professional Support & Client Protection Surplus/(Deficit)	-	(\$2,172,104)	(\$1,640,202)	(\$479,648)	(\$553,202)

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

<u>Lawyer Assistance Program</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	-	\$216,843	\$196,685	\$2,102,800	\$2,102,800
45-Other Revenues	-	-	\$500	-	-
47-Investment Income	-	\$76,163	\$54,643	\$35,500	\$36,033
49-Transfer In	-	(\$197)	\$131	-	-
Revenue Total	-	\$292,809	\$251,959	\$2,138,300	\$2,138,833
50-Personnel Costs	-	\$1,397,819	\$999,620	\$1,354,600	\$1,387,300
51-Building Operations	-	\$113,966	\$151,002	\$150,934	\$153,199
52-Services	-	\$266,600	\$224,710	\$430,700	\$437,122
54-Supplies	-	\$6,075	\$3,227	\$5,100	\$5,176
55-Equipment	-	\$4,865	\$652	\$5,300	\$5,380
56-Other Expenses	-	\$127,697	\$10,718	\$64,000	\$64,962
59-Indirect Costs	-	\$547,890	\$502,233	\$607,314	\$638,896
Expenses Total	-	\$2,464,913	\$1,892,161	\$2,617,948	\$2,692,035
Lawyer Assistance Program Surplus/(Deficit)	-	(\$2,172,104)	(\$1,640,202)	(\$479,648)	(\$553,202)

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

8610 - Lawyer Assist Program-Asset BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	-	\$216,843	\$196,685	\$2,102,800	\$2,102,800
47-Investment Income	-	\$76,163	\$54,643	\$35,500	\$36,033
49-Transfer In	-	(\$197)	\$131	-	-
Revenue Total	-	\$292,809	\$251,459	\$2,138,300	\$2,138,833
50-Personnel Costs	-	-	\$11,418	-	-
59-Indirect Costs	-	\$1,035	\$949	\$19,232	\$19,460
Expenses Total	-	\$1,035	\$12,367	\$19,232	\$19,460
8610 - Lawyer Assist Program-Asset BU Surplus/(Deficit)	-	\$291,774	\$239,092	\$2,119,068	\$2,119,373

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

8611 - Lawyer Assistance Program - Voluntary	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	-	\$933,000	\$948,500
51-Building Operations	-	-	-	\$147,684	\$149,900
52-Services	-	-	-	\$391,250	\$397,111
54-Supplies	-	-	-	\$2,550	\$2,588
55-Equipment	-	-	-	\$2,650	\$2,690
56-Other Expenses	-	-	-	\$36,000	\$36,541
59-Indirect Costs	-	-	-	\$398,616	\$419,752
Expenses Total	-	-	-	\$1,911,750	\$1,957,082
8611 - Lawyer Assistance Program - Voluntary Surplus/(Deficit)	-	-	-	(\$1,911,750)	(\$1,957,082)

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

8612 - Case Management & Supervision - Mandatory Lawyer Assistance Program	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	-	-	-	\$421,600	\$438,800
51-Building Operations	-	-	-	\$3,250	\$3,299
52-Services	-	-	-	\$39,450	\$40,011
54-Supplies	-	-	-	\$2,550	\$2,588
55-Equipment	-	-	-	\$2,650	\$2,690
56-Other Expenses	-	-	-	\$28,000	\$28,421
59-Indirect Costs	-	-	-	\$189,466	\$199,684
Expenses Total	-	-	-	\$686,966	\$715,493
8612 - Case Management & Supervision - Mandatory Lawyer Assistance Program Surplus/(Deficit)	-	-	-	(\$686,966)	(\$715,493)

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

8620 - Lawyer Assistance Program	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	-	\$500	-	-
Revenue Total	-	-	\$500	-	-
50-Personnel Costs	-	\$1,397,819	\$988,202	-	-
51-Building Operations	-	\$113,966	\$151,002	-	-
52-Services	-	\$266,600	\$224,710	-	-
54-Supplies	-	\$6,075	\$3,227	-	-
55-Equipment	-	\$4,865	\$652	-	-
56-Other Expenses	-	\$127,697	\$10,718	-	-
59-Indirect Costs	-	\$546,855	\$501,284	\$0	\$0
Expenses Total	-	\$2,463,878	\$1,879,795	\$0	\$0
8620 - Lawyer Assistance Program Surplus/(Deficit)	-	(\$2,463,878)	(\$1,879,295)	(\$0)	(\$0)

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

Professional Competence	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$38,444	\$32,000	\$16,867	\$32,000	\$32,480
45-Other Revenues	\$13,217	\$6,660	\$3,200	\$76,200	\$77,343
49-Transfer In	\$3,104	(\$221)	-	-	-
Revenue Total	\$54,764	\$38,440	\$20,067	\$108,200	\$109,823
50-Personnel Costs	\$1,829,767	\$2,195,236	\$1,725,691	\$2,238,900	\$2,341,000
51-Building Operations	\$16,474	\$15,914	\$1,407	\$16,660	\$17,500
52-Services	\$144,921	\$278,300	\$6,248	\$452,000	\$458,600
54-Supplies	\$6,255	\$14,459	\$3,052	\$11,800	\$11,978
55-Equipment	\$8,923	\$12,697	\$141	\$15,150	\$15,378
56-Other Expenses	\$102,240	\$53,700	\$36,854	\$62,830	\$63,774
59-Indirect Costs	\$1,046,700	\$750,589	\$750,589	\$1,141,146	\$1,207,331
69-Transfers Out	(\$284)	-	\$1,491	-	-
Expenses Total	\$3,154,995	\$3,320,896	\$2,525,474	\$3,938,486	\$4,115,561
Professional Competence Surplus/(Deficit)	(\$3,100,231)	(\$3,282,456)	(\$2,505,407)	(\$3,830,286)	(\$4,005,738)

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

8810 - Professional Competence	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	\$9,581	(\$0)	-
45-Other Revenues	\$193	\$72	-	\$60,000	\$60,900
49-Transfer In	\$129	(\$10)	-	-	-
Revenue Total	\$322	\$61	\$9,581	\$60,000	\$60,900
50-Personnel Costs	\$1,829,767	\$2,195,236	\$1,725,691	\$2,238,900	\$2,341,000
51-Building Operations	\$12,566	\$11,986	\$1,407	\$12,800	\$13,400
52-Services	\$76,701	\$203,100	\$826	\$377,500	\$383,100
54-Supplies	\$2,244	\$7,500	\$1,258	\$5,500	\$5,583
55-Equipment	\$5,586	\$9,805	\$104	\$7,500	\$7,613
56-Other Expenses	\$66,231	\$10,000	\$29,163	\$40,530	\$41,138
59-Indirect Costs	\$1,032,200	\$740,752	\$740,752	\$1,133,564	\$1,199,147
69-Transfers Out	\$766	-	\$1,491	-	-
Expenses Total	\$3,026,062	\$3,178,379	\$2,500,693	\$3,816,294	\$3,990,981
8810 - Professional Competence Surplus/(Deficit)	(\$3,025,740)	(\$3,178,318)	(\$2,491,112)	(\$3,756,294)	(\$3,930,081)

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

8820 - OPC Publications	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	\$3,985	\$9,589	\$1,675	\$8,200	\$8,323
49-Transfer In	\$2,975	(\$210)	-	-	-
Revenue Total	\$6,960	\$9,378	\$1,675	\$8,200	\$8,323
52-Services	\$11,011	\$14,800	\$518	\$13,800	\$13,900
54-Supplies	\$1,149	\$2,200	\$57	\$2,000	\$2,030
55-Equipment	\$494	\$506	\$38	\$5,000	\$5,075
59-Indirect Costs	\$2,000	\$1,328	\$1,328	\$1,324	\$1,425
69-Transfers Out	(\$1,050)	-	-	-	-
Expenses Total	\$13,604	\$18,834	\$1,941	\$22,124	\$22,430
8820 - OPC Publications Surplus/(Deficit)	(\$6,644)	(\$9,456)	(\$266)	(\$13,924)	(\$14,107)

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

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

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

8840 - COPRAC	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	\$898	-	-
45-Other Revenues	\$6,480	(\$6,000)	-	\$5,000	\$5,075
Revenue Total	\$6,480	(\$6,000)	\$898	\$5,000	\$5,075
51-Building Operations	\$161	\$365	-	\$360	\$400
52-Services	\$1,581	\$3,000	\$5	\$3,300	\$3,300
54-Supplies	\$301	\$459	-	\$0	-
55-Equipment	\$146	\$140	-	\$150	\$152
56-Other Expenses	\$25,441	\$36,000	\$7,594	\$18,000	\$18,271
59-Indirect Costs	\$4,200	\$3,100	\$3,100	\$1,686	\$1,802
Expenses Total	\$31,829	\$43,064	\$10,699	\$23,496	\$23,925
8840 - COPRAC Surplus/(Deficit)	(\$25,349)	(\$49,064)	(\$9,801)	(\$18,496)	(\$18,850)

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

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

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

8860 - Mandatory Fee Arbitration	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	\$38,444	\$32,000	\$6,389	\$32,000	\$32,480
45-Other Revenues	\$2,559	\$3,000	\$1,525	\$3,000	\$3,045
Revenue Total	\$41,003	\$35,000	\$7,914	\$35,000	\$35,525
51-Building Operations	\$3,259	\$3,063	-	\$3,500	\$3,700
52-Services	\$53,854	\$57,400	\$4,891	\$57,400	\$58,300
54-Supplies	\$2,544	\$4,300	\$1,599	\$4,300	\$4,365
55-Equipment	\$2,594	\$2,141	-	\$2,500	\$2,538
56-Other Expenses	\$1,144	\$7,700	\$97	\$4,300	\$4,365
59-Indirect Costs	\$6,600	\$5,410	\$5,409	\$4,572	\$4,957
Expenses Total	\$69,995	\$80,014	\$11,996	\$76,572	\$78,225
8860 - Mandatory Fee Arbitration Surplus/(Deficit)	(\$28,993)	(\$45,014)	(\$4,082)	(\$41,572)	(\$42,700)

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

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

The State Bar of California
Budget-by Cost Center
Administration

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

The State Bar of California
Budget-by Cost Center
Administration

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

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

General Services	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	-	\$810,494	\$794,042	\$801,900	\$801,900
45-Other Revenues	-	\$6,117	\$1,384	-	-
47-Investment Income	-	\$156,620	\$213,054	\$103,900	\$105,459
48-Lease Revenue	\$2,992,974	\$4,198,019	\$4,200,415	\$3,179,369	\$3,227,059
Revenue Total	\$2,992,974	\$5,171,250	\$5,208,895	\$4,085,169	\$4,134,418
50-Personnel Costs	\$2,383,147	\$2,613,779	\$2,104,834	\$2,354,800	\$2,623,200
51-Building Operations	\$4,518,486	\$4,916,336	\$4,421,235	\$5,660,693	\$5,944,300
52-Services	\$626,546	\$758,900	\$586,144	\$676,169	\$686,400
54-Supplies	\$416,698	\$419,125	\$104,827	\$513,200	\$520,899
55-Equipment	\$203,662	\$1,185,601	\$1,164,111	\$22,099	\$22,431
56-Other Expenses	\$56,545	\$80,500	\$2,452,822	\$33,000	\$33,495
57-Exam Related Expenses	\$1,034,834	\$925,800	\$943,576	\$1,136,000	\$1,153,040
59-Indirect Costs	-	(\$1,202,600)	(\$1,102,383)	(\$315,900)	(\$297,500)
61-Depreciation	\$625	-	-	-	-
62-Debt Related	-	\$1,035,100	\$812,893	\$917,730	\$827,200
Expenses Total	\$9,240,543	\$10,732,541	\$11,488,059	\$10,997,791	\$11,513,465
General Services Surplus/(Deficit)	(\$6,247,569)	(\$5,561,291)	(\$6,279,164)	(\$6,912,622)	(\$7,379,047)

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

5510 - General Services SF	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	\$4,500	-	-	-
Revenue Total	-	\$4,500	-	-	-
50-Personnel Costs	\$1,245,178	\$1,419,340	\$1,217,330	\$1,369,900	\$1,532,100
51-Building Operations	\$2,171,572	\$2,417,908	\$2,087,210	\$2,812,900	\$2,953,800
52-Services	\$397,772	\$492,600	\$280,828	\$439,169	\$445,800
54-Supplies	\$5,876	\$9,400	(\$306,153)	\$40,100	\$40,702
55-Equipment	\$72,532	\$118,792	\$5,412	(\$30,808)	(\$31,270)
56-Other Expenses	\$58,290	\$75,200	\$47,969	\$33,000	\$33,495
57-Exam Related Expenses	\$576,258	\$495,800	\$547,198	\$585,000	\$593,775
61-Depreciation	\$625	-	-	-	-
Expenses Total	\$4,528,104	\$5,029,040	\$3,879,794	\$5,249,261	\$5,568,402
5510 - General Services SF Surplus/(Deficit)	(\$4,528,104)	(\$5,024,540)	(\$3,879,794)	(\$5,249,261)	(\$5,568,402)

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

5520 - General Services LA	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	\$1,617	\$1,384	-	-
Revenue Total	-	\$1,617	\$1,384	-	-
50-Personnel Costs	\$1,137,969	\$1,194,439	\$887,504	\$984,900	\$1,091,100
51-Building Operations	\$1,483,504	\$1,499,427	\$1,763,799	\$1,701,700	\$1,787,100
52-Services	\$228,773	\$266,300	\$182,031	\$237,000	\$240,600
54-Supplies	\$410,821	\$409,725	\$410,980	\$473,100	\$480,197
55-Equipment	\$131,131	\$341,810	\$222,165	\$52,907	\$53,701
56-Other Expenses	(\$1,745)	\$5,300	\$33,642	\$0	-
57-Exam Related Expenses	\$458,576	\$430,000	\$396,379	\$551,000	\$559,265
Expenses Total	\$3,849,028	\$4,147,001	\$3,896,499	\$4,000,607	\$4,211,963
5520 - General Services LA Surplus/(Deficit)	(\$3,849,028)	(\$4,145,384)	(\$3,895,115)	(\$4,000,607)	(\$4,211,963)

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

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

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

5610 - Building -Asset BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	-	\$810,494	\$794,042	\$801,900	\$801,900
47-Investment Income	-	\$131,067	\$121,869	\$61,600	\$62,524
Revenue Total	-	\$941,561	\$915,911	\$863,500	\$864,424
51-Building Operations	-	\$150,000	-	\$46,093	\$48,400
55-Equipment	-	\$725,000	\$935,476	-	-
59-Indirect Costs	-	(\$507,500)	(\$465,208)	\$0	\$0
62-Debt Related	-	-	-	\$350,000	\$325,000
Expenses Total	-	\$367,500	\$470,268	\$396,093	\$373,400
5610 - Building -Asset BU Surplus/(Deficit)	-	\$574,061	\$445,643	\$467,407	\$491,024

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

5620 - SF Facilities Management	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
48-Lease Revenue	\$2,992,974	\$3,798,511	\$3,834,909	\$2,779,369	\$2,821,059
Revenue Total	\$2,992,974	\$3,798,511	\$3,834,909	\$2,779,369	\$2,821,059
55-Equipment	-	-	\$1,058	-	-
Expenses Total	-	-	\$1,058	-	-
5620 - SF Facilities Management Surplus/(Deficit)	\$2,992,974	\$3,798,511	\$3,833,851	\$2,779,369	\$2,821,059

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

5630 - SF Tenant Improvement Fund	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	-	-	\$15,029	\$6,400	\$6,496
Revenue Total	-	-	\$15,029	\$6,400	\$6,496
56-Other Expenses	-	-	\$953,772	-	-
62-Debt Related	-	\$340,000	\$272,866	\$251,830	\$204,700
Expenses Total	-	\$340,000	\$1,226,638	\$251,830	\$204,700
5630 - SF Tenant Improvement Fund Surplus/(Deficit)	-	(\$340,000)	(\$1,211,609)	(\$245,430)	(\$198,204)

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

5640 - LA Facility Fund	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	-	\$25,552	\$76,157	\$35,900	\$36,439
48-Lease Revenue	-	\$399,508	\$365,507	\$400,000	\$406,000
Revenue Total	-	\$425,060	\$441,663	\$435,900	\$442,439
52-Services	-	-	\$123,285	-	-
56-Other Expenses	-	-	\$1,417,439	-	-
59-Indirect Costs	-	(\$695,100)	(\$637,175)	(\$315,900)	(\$297,500)
62-Debt Related	-	\$695,100	\$540,027	\$315,900	\$297,500
Expenses Total	-	\$0	\$1,443,577	\$0	\$0
5640 - LA Facility Fund Surplus/(Deficit)	-	\$425,060	(\$1,001,913)	\$435,900	\$442,439

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

Human Resources	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	(\$609)	-	-
45-Other Revenues	-	-	(\$418,203)	-	-
Revenue Total	-	-	(\$418,812)	-	-
50-Personnel Costs	\$1,674,150	\$1,454,757	\$1,264,339	\$1,651,400	\$1,803,800
51-Building Operations	\$10,808	\$10,564	\$7,848	\$10,000	\$10,500
52-Services	\$114,511	\$88,000	\$39,946	\$31,000	\$31,500
54-Supplies	\$28,686	\$14,500	\$32,009	\$19,000	\$19,285
55-Equipment	\$11,246	\$10,281	\$3,571	\$500	\$508
56-Other Expenses	\$278,872	\$53,500	\$38,433	\$20,500	\$20,808
Expenses Total	\$2,118,273	\$1,631,601	\$1,386,147	\$1,732,400	\$1,886,401
Human Resources Surplus/(Deficit)	(\$2,118,273)	(\$1,631,601)	(\$1,804,959)	(\$1,732,400)	(\$1,886,401)

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

5210 - Human Resources	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
42-Other Fees	-	-	(\$609)	-	-
45-Other Revenues	-	-	(\$418,203)	-	-
Revenue Total	-	-	(\$418,812)	-	-
50-Personnel Costs	\$1,674,150	\$1,454,757	\$1,264,339	\$1,651,400	\$1,803,800
51-Building Operations	\$10,781	\$10,540	\$5,048	\$10,000	\$10,500
52-Services	\$114,511	\$88,000	\$39,946	\$31,000	\$31,500
54-Supplies	\$28,686	\$14,500	\$20,690	\$19,000	\$19,285
55-Equipment	\$11,246	\$10,281	\$3,571	\$500	\$508
56-Other Expenses	\$278,163	\$53,500	\$38,433	\$20,500	\$20,808
Expenses Total	\$2,117,537	\$1,631,578	\$1,372,028	\$1,732,400	\$1,886,401
5210 - Human Resources Surplus/(Deficit)	(\$2,117,537)	(\$1,631,578)	(\$1,790,840)	(\$1,732,400)	(\$1,886,401)

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

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

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

Information Technology	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$6,355,276	\$7,203,805	\$5,506,050	\$7,027,700	\$7,190,200
51-Building Operations	\$340,251	\$596,323	\$131,247	\$674,125	\$707,900
52-Services	\$817,243	\$1,267,600	\$988,030	\$1,147,413	\$1,164,500
54-Supplies	\$64,763	\$15,956	\$398,751	\$171,948	\$174,528
55-Equipment	\$2,400,653	\$4,172,000	\$3,491,527	\$2,642,385	\$2,682,021
56-Other Expenses	\$79,734	\$86,375	\$103,626	\$76,500	\$77,649
Expenses Total	\$10,057,919	\$13,342,060	\$10,619,230	\$11,740,071	\$11,996,798
Information Technology Surplus/(Deficit)	(\$10,057,919)	(\$13,342,060)	(\$10,619,230)	(\$11,740,071)	(\$11,996,798)

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

5310 - Information Technology	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$6,355,276	\$7,203,805	\$5,506,050	\$7,027,700	\$7,190,200
51-Building Operations	\$340,251	\$596,323	\$131,247	\$674,125	\$707,900
52-Services	\$817,243	\$1,267,600	\$988,030	\$1,147,413	\$1,164,500
54-Supplies	\$64,763	\$15,956	\$398,751	\$171,948	\$174,528
55-Equipment	\$2,400,653	\$4,172,000	\$3,491,527	\$2,642,385	\$2,682,021
56-Other Expenses	\$79,734	\$86,375	\$103,626	\$76,500	\$77,649
Expenses Total	\$10,057,919	\$13,342,060	\$10,619,230	\$11,740,071	\$11,996,798
5310 - Information Technology Surplus/(Deficit)	(\$10,057,919)	(\$13,342,060)	(\$10,619,230)	(\$11,740,071)	(\$11,996,798)

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

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

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

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

The State Bar of California
Budget-by Cost Center
 Finance

Finance	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$2,356,344	\$2,706,004	\$2,504,155	\$2,690,000	\$2,787,600
51-Building Operations	\$15,334	\$12,225	\$2,068	\$13,000	\$13,700
52-Services	\$1,028,741	\$540,100	\$363,480	\$1,013,700	\$1,029,000
54-Supplies	(\$730)	\$33,445	(\$36,529)	\$53,400	\$54,203
55-Equipment	\$3,697	\$3,375	\$2,579	\$4,700	\$4,772
56-Other Expenses	\$82,982	\$62,925	\$5,939	\$13,700	\$13,907
69-Transfers Out	\$90	-	-	-	-
Expenses Total	\$3,486,458	\$3,358,073	\$2,841,692	\$3,788,500	\$3,903,182
Finance Surplus/(Deficit)	(\$3,486,458)	(\$3,358,073)	(\$2,841,692)	(\$3,788,500)	(\$3,903,182)

The State Bar of California
Budget-by Cost Center
 Finance

3110 - Finance	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$1,905,118	\$2,259,142	\$2,036,365	\$2,103,500	\$2,195,500
51-Building Operations	\$10,794	\$8,277	\$1,918	\$9,000	\$9,500
52-Services	\$868,144	\$529,100	\$274,355	\$696,200	\$706,700
54-Supplies	(\$12,250)	\$18,945	(\$48,465)	\$21,100	\$21,418
55-Equipment	\$1,718	\$1,074	\$467	\$2,400	\$2,437
56-Other Expenses	\$82,212	\$59,425	\$5,125	\$4,700	\$4,771
69-Transfers Out	\$90	-	-	-	-
Expenses Total	\$2,855,827	\$2,875,963	\$2,269,763	\$2,836,900	\$2,940,326
3110 - Finance Surplus/(Deficit)	(\$2,855,827)	(\$2,875,963)	(\$2,269,763)	(\$2,836,900)	(\$2,940,326)

The State Bar of California
Budget-by Cost Center
 Finance

3120 - Licensee Billing	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$451,225	\$446,862	\$467,790	\$586,500	\$592,100
51-Building Operations	\$4,540	\$3,948	\$150	\$4,000	\$4,200
52-Services	\$160,597	\$11,000	\$89,126	\$317,500	\$322,300
54-Supplies	\$11,521	\$14,500	\$11,936	\$32,300	\$32,785
55-Equipment	\$1,979	\$2,301	\$2,113	\$2,300	\$2,335
56-Other Expenses	\$770	\$3,500	\$814	\$9,000	\$9,136
Expenses Total	\$630,631	\$482,111	\$571,929	\$951,600	\$962,856
3120 - Licensee Billing Surplus/(Deficit)	(\$630,631)	(\$482,111)	(\$571,929)	(\$951,600)	(\$962,856)

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

General Counsel	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$3,796,338	\$4,626,909	\$3,862,637	\$4,286,400	\$4,807,600
51-Building Operations	\$17,368	\$15,750	\$3,959	\$15,740	\$16,500
52-Services	\$119,235	\$189,500	\$27,229	\$189,500	\$192,300
54-Supplies	\$10,696	\$15,777	\$9,244	\$15,777	\$16,015
55-Equipment	\$11,683	\$14,058	\$339	\$14,000	\$14,210
56-Other Expenses	\$37,842	\$67,400	\$7,127	\$67,400	\$68,411
69-Transfers Out	\$6,322	-	\$7,455	-	-
Expenses Total	\$3,999,486	\$4,929,394	\$3,917,989	\$4,588,817	\$5,115,036
General Counsel Surplus/(Deficit)	(\$3,999,486)	(\$4,929,394)	(\$3,917,989)	(\$4,588,817)	(\$5,115,036)

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

4110 - General Counsel	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$3,796,338	\$4,626,909	\$3,862,637	\$4,286,400	\$4,807,600
51-Building Operations	\$17,368	\$15,750	\$3,959	\$15,740	\$16,500
52-Services	\$119,235	\$189,500	\$27,229	\$189,500	\$192,300
54-Supplies	\$10,696	\$15,777	\$9,244	\$15,777	\$16,015
55-Equipment	\$11,683	\$14,058	\$339	\$14,000	\$14,210
56-Other Expenses	\$37,842	\$67,400	\$7,127	\$67,400	\$68,411
69-Transfers Out	\$6,322	-	\$7,455	-	-
Expenses Total	\$3,999,486	\$4,929,394	\$3,917,989	\$4,588,817	\$5,115,036
4110 - General Counsel Surplus/(Deficit)	(\$3,999,486)	(\$4,929,394)	(\$3,917,989)	(\$4,588,817)	(\$5,115,036)

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

Mission Advancement & Accountability	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	-	\$775,000	\$753,651	\$750,000	\$750,000
44-Grants	\$265,000	-	\$131,693	-	-
45-Other Revenues	-	\$15,000	-	-	-
47-Investment Income	-	\$11,167	\$9,654	\$6,300	\$6,395
Revenue Total	\$265,000	\$801,167	\$894,998	\$756,300	\$756,395
50-Personnel Costs	\$3,084,307	\$2,879,260	\$2,295,710	\$2,576,700	\$3,011,300
51-Building Operations	\$15,385	\$12,827	\$7,599	\$6,480	\$6,900
52-Services	\$528,947	\$580,900	\$927,002	\$362,450	\$367,800
54-Supplies	\$9,554	\$76,655	\$2,284	\$50,302	\$51,057
55-Equipment	\$25,515	\$22,892	\$3,525	\$13,350	\$13,551
56-Other Expenses	\$282,224	\$426,600	\$63,067	\$136,400	\$138,448
57-Exam Related Expenses	-	\$100	-	-	-
59-Indirect Costs	\$155,800	\$974,501	\$974,182	\$275,981	\$353,068
69-Transfers Out	\$766	-	\$497	-	-
Expenses Total	\$4,102,498	\$4,973,736	\$4,273,868	\$3,421,663	\$3,942,124
Mission Advancement & Accountability Surplus/(Deficit)	(\$3,837,498)	(\$4,172,569)	(\$3,378,870)	(\$2,665,363)	(\$3,185,729)

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

2110 - Mission Advancement & Accountability	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$826,748	\$577,543	\$553,831	\$751,700	\$777,600
51-Building Operations	\$2,999	\$2,966	\$3,169	\$1,200	\$1,300
52-Services	\$26,638	\$103,700	\$434,321	\$2,000	\$2,000
54-Supplies	\$4,873	\$4,452	\$1,290	\$600	\$609
55-Equipment	\$12,675	\$11,564	\$1,827	-	-
56-Other Expenses	\$14,433	\$6,500	\$6,316	\$1,250	\$1,269
59-Indirect Costs	-	\$159,781	\$159,780	\$0	\$0
69-Transfers Out	\$383	-	\$497	-	-
Expenses Total	\$888,749	\$866,507	\$1,161,031	\$756,750	\$782,778
2110 - Mission Advancement & Accountability Surplus/(Deficit)	(\$888,749)	(\$866,507)	(\$1,161,031)	(\$756,750)	(\$782,778)

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

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

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

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

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

<u>2210 - Leg. Activities -Assets BU</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
41-Donations & Opt-Out	-	\$775,000	\$753,651	\$750,000	\$750,000
47-Investment Income	-	\$11,167	\$9,654	\$6,300	\$6,395
Revenue Total	-	\$786,167	\$763,305	\$756,300	\$756,395
50-Personnel Costs	-	-	\$5,315	-	-
59-Indirect Costs	-	\$3,823	\$3,504	\$6,859	\$6,941
Expenses Total	-	\$3,823	\$8,819	\$6,859	\$6,941
2210 - Leg. Activities -Assets BU Surplus/(Deficit)	-	\$782,344	\$754,486	\$749,441	\$749,454

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

2220 - Legislative Affairs	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$351,611	\$571,117	\$529,148	\$352,600	\$541,200
51-Building Operations	\$47	\$49	-	-	-
52-Services	-	\$5,000	\$30,000	\$180,000	\$182,700
54-Supplies	-	\$3,700	\$84	-	-
55-Equipment	\$2,688	\$123	\$701	-	-
56-Other Expenses	\$1,357	\$400	\$1,033	-	-
59-Indirect Costs	\$61,900	\$154,401	\$154,401	\$156,003	\$226,572
69-Transfers Out	\$383	-	-	-	-
Expenses Total	\$417,986	\$734,789	\$715,367	\$688,603	\$950,472
2220 - Legislative Affairs Surplus/(Deficit)	(\$417,986)	(\$734,789)	(\$715,367)	(\$688,603)	(\$950,472)

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

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

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

2310 - Research & Institutional Acct.	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	\$15,000	-	-	-
Revenue Total	-	\$15,000	-	-	-
50-Personnel Costs	\$1,131,560	\$1,370,736	\$975,558	\$1,252,400	\$1,456,500
51-Building Operations	\$3,285	\$3,250	\$204	\$3,300	\$3,500
52-Services	\$162,552	\$228,800	\$234,376	\$178,650	\$181,300
54-Supplies	\$2,014	\$48,503	\$42	\$48,502	\$49,230
55-Equipment	\$4,504	\$5,426	\$821	\$7,950	\$8,070
56-Other Expenses	\$41,181	\$30,600	\$3,349	\$18,900	\$19,185
59-Indirect Costs	-	\$477,515	\$477,515	\$0	\$0
Expenses Total	\$1,345,097	\$2,164,831	\$1,691,865	\$1,509,702	\$1,717,785
2310 - Research & Institutional Acct. Surplus/(Deficit)	(\$1,345,097)	(\$2,149,831)	(\$1,691,865)	(\$1,509,702)	(\$1,717,785)

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

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

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

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

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

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

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

2410 - Judicial Evaluation	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$241,677	\$261,397	\$201,017	\$220,000	\$236,000
51-Building Operations	\$4,003	\$5,559	\$4,114	\$1,980	\$2,100
52-Services	\$955	\$10,100	\$1,290	\$1,200	\$1,200
54-Supplies	\$2,138	\$13,400	\$662	\$600	\$609
55-Equipment	\$4,340	\$4,438	\$17	\$3,600	\$3,654
56-Other Expenses	\$107,406	\$208,600	\$32,570	\$51,250	\$52,019
57-Exam Related Expenses	-	\$100	-	-	-
59-Indirect Costs	\$39,500	\$122,826	\$122,826	\$113,119	\$119,555
Expenses Total	\$400,019	\$626,420	\$362,496	\$391,749	\$415,137
2410 - Judicial Evaluation Surplus/(Deficit)	(\$400,019)	(\$626,420)	(\$362,496)	(\$391,749)	(\$415,137)

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

Special Projects	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	-	\$1,016,222	\$997,204	\$1,004,300	\$1,004,300
47-Investment Income	-	\$61,150	\$87,486	\$37,700	\$38,266
Revenue Total	-	\$1,077,372	\$1,084,689	\$1,042,000	\$1,042,566
50-Personnel Costs	\$277,150	\$1,500	\$7,387	-	-
51-Building Operations	\$800	-	-	-	-
52-Services	\$2,655,656	\$2,845,000	\$2,926,266	\$1,742,000	\$1,768,100
54-Supplies	-	-	\$4,701	-	-
55-Equipment	\$111,611	\$611,063	\$59,474	\$28,000	\$28,420
56-Other Expenses	\$6,382	-	-	\$6,000	\$6,090
59-Indirect Costs	\$76,800	\$193,852	\$193,852	\$113,093	\$122,278
Expenses Total	\$3,128,399	\$3,651,415	\$3,191,680	\$1,889,093	\$1,924,888
Special Projects Surplus/(Deficit)	(\$3,128,399)	(\$2,574,043)	(\$2,106,991)	(\$847,093)	(\$882,322)

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

5410 - Technology Improvemt- Asset BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	-	\$1,016,222	\$997,204	\$1,004,300	\$1,004,300
47-Investment Income	-	\$61,150	\$87,486	\$37,700	\$38,266
Revenue Total	-	\$1,077,372	\$1,084,689	\$1,042,000	\$1,042,566
Expenses Total	-	-	-	\$0	\$0
5410 - Technology Improvemt- Asset BU Surplus/(Deficit)	-	\$1,077,372	\$1,084,689	\$1,042,000	\$1,042,566

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

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

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

5430 - Admission System	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
52-Services	\$856,596	\$725,000	\$742,058	-	-
55-Equipment	\$20,609	-	-	\$25,000	\$25,375
56-Other Expenses	\$100	-	-	-	-
59-Indirect Costs	-	\$88,860	\$88,860	\$1,593	\$1,721
Expenses Total	\$877,305	\$813,860	\$830,918	\$26,593	\$27,096
5430 - Admission System Surplus/(Deficit)	(\$877,305)	(\$813,860)	(\$830,918)	(\$26,593)	(\$27,096)

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

<u>5440 - Case Management System</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
50-Personnel Costs	\$253,078	-	\$7,387	-	-
51-Building Operations	\$800	-	-	-	-
52-Services	\$855,944	\$1,720,000	\$116,000	\$1,742,000	\$1,768,100
55-Equipment	\$32,501	\$11,063	-	\$3,000	\$3,045
56-Other Expenses	\$1,007	-	-	\$6,000	\$6,090
59-Indirect Costs	\$76,800	-	-	\$111,500	\$120,557
Expenses Total	\$1,220,129	\$1,731,063	\$123,387	\$1,862,500	\$1,897,792
5440 - Case Management System Surplus/(Deficit)	(\$1,220,129)	(\$1,731,063)	(\$123,387)	(\$1,862,500)	(\$1,897,792)

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

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

The State Bar of California
Budget-by Cost Center
Nondepartmental

Nondepartmental	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	-	\$83,247,010	\$81,607,538	\$82,266,100	\$82,266,100
42-Other Fees	-	\$1,490,448	\$1,447,465	\$1,858,300	\$1,886,176
45-Other Revenues	-	\$150,000	\$100,703	\$100,000	\$101,500
47-Investment Income	-	\$1,461,569	\$504,693	\$703,500	\$714,054
49-Transfer In	-	\$725,000	\$785,594	-	-
Revenue Total	-	\$87,074,027	\$84,445,991	\$84,927,900	\$84,967,830
50-Personnel Costs	-	-	\$859,903	\$3,660,000	\$3,843,000
51-Building Operations	-	(\$444,463)	-	-	-
52-Services	-	-	\$7,209	-	-
54-Supplies	-	-	\$2,626	-	-
55-Equipment	-	-	\$4,414	-	-
56-Other Expenses	-	\$2,407	(\$176,882)	-	-
59-Indirect Costs	-	(\$36,978,242)	(\$33,896,711)	(\$39,167,326)	(\$41,546,445)
61-Depreciation	-	-	\$252,202	-	-
69-Transfers Out	-	\$150,000	\$75,000	-	-
Expenses Total	-	(\$37,270,298)	(\$32,872,240)	(\$35,507,326)	(\$37,703,445)
Nondepartmental Surplus/(Deficit)	-	\$124,344,325	\$117,318,231	\$120,435,226	\$122,671,275

The State Bar of California
Budget-by Cost Center
 Nondepartmental

0001 - Admin & Discipline Fund	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
40-Mandatory Licensee Fees	-	\$83,247,010	\$81,607,538	\$82,266,100	\$82,266,100
42-Other Fees	-	\$1,490,448	\$1,447,465	\$1,858,300	\$1,886,176
45-Other Revenues	-	\$150,000	\$100,703	\$100,000	\$101,500
47-Investment Income	-	\$1,382,967	\$300,717	\$612,400	\$621,586
49-Transfer In	-	\$725,000	\$785,594	-	-
Revenue Total	-	\$86,995,424	\$84,242,015	\$84,836,800	\$84,875,362
50-Personnel Costs	-	-	\$709,390	\$3,660,000	\$3,843,000
51-Building Operations	-	(\$444,463)	-	-	-
52-Services	-	-	\$7,209	-	-
54-Supplies	-	-	\$2,626	-	-
55-Equipment	-	-	\$4,414	-	-
56-Other Expenses	-	\$2,407	(\$176,882)	-	-
59-Indirect Costs	-	(\$4,017,879)	(\$3,683,056)	(\$2,079,970)	(\$2,614,468)
69-Transfers Out	-	\$150,000	\$75,000	-	-
Expenses Total	-	(\$4,309,935)	(\$3,061,300)	\$1,580,030	\$1,228,532
0001 - Admin & Discipline Fund Surplus/(Deficit)	-	\$91,305,359	\$87,303,315	\$83,256,770	\$83,646,830

The State Bar of California
Budget-by Cost Center
 Nondepartmental

0002 - Fixed Assets OH BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
61-Depreciation	-	-	\$252,202	-	-
Expenses Total	-	-	\$252,202	-	-
0002 - Fixed Assets OH BU Surplus/(Deficit)	-	-	(\$252,202)	-	-

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

0003 - Support & Admin.- Asset BU	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	-	\$17,441	\$8,993	\$14,900	\$15,124
Revenue Total	-	\$17,441	\$8,993	\$14,900	\$15,124
50-Personnel Costs	-	-	\$150,513	-	-
59-Indirect Costs	-	(\$32,960,363)	(\$30,213,655)	(\$37,087,356)	(\$38,931,977)
Expenses Total	-	(\$32,960,363)	(\$30,063,142)	(\$37,087,356)	(\$38,931,977)
0003 - Support & Admin.- Asset BU Surplus/(Deficit)	-	\$32,977,804	\$30,072,135	\$37,102,256	\$38,947,101

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

<u>0004 - Public Protection - Asset BU</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	-	-	\$29,273	\$14,700	\$14,921
Revenue Total	-	-	\$29,273	\$14,700	\$14,921
0004 - Public Protection - Asset BU Surplus/(Deficit)	-	-	\$29,273	\$14,700	\$14,921

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

<u>0005 - Info Tech Special Fund - BU</u>	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	-	-	(\$49)	-	-
Revenue Total	-	-	(\$49)	-	-
0005 - Info Tech Special Fund - BU Surplus/(Deficit)	-	-	(\$49)	-	-

The State Bar of California
Budget-by Cost Center
 Nondepartmental

0006 - Benefit Reverse Fund	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
47-Investment Income	-	\$61,162	\$165,759	\$61,500	\$62,423
Revenue Total	-	\$61,162	\$165,759	\$61,500	\$62,423
0006 - Benefit Reverse Fund Surplus/(Deficit)	-	\$61,162	\$165,759	\$61,500	\$62,423

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

0000 - No Department	2019	2020	2020	2021	2022
	Actual	Amended Budget	Projection	Budget	Forecast
45-Other Revenues	-	-	\$1,600	-	-
Revenue Total	-	-	\$1,600	-	-
52-Services	-	\$0	\$3,336	-	-
55-Equipment	-	\$0	\$8,400	-	-
56-Other Expenses	-	\$0	\$256	-	-
61-Depreciation	-	-	\$12,263,440	-	-
Expenses Total	-	\$0	\$12,275,432	\$0	\$0
0000 - No Department Surplus/(Deficit)	-	(\$0)	(\$12,273,832)	(\$0)	(\$0)