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March 15, 2018

Secretary Daniel Alvarez Secretary of the California State Senate State Capitol, Room 3044 Sacramento, CA 95814

Ms. Diane F. Boyer-Vine Legislative Counsel State of California State Capitol, Room 3021 Sacramento, CA 95814 Mr. E. Dotson Wilson Chief Clerk of the Assembly State Capitol, Room 3196 Sacramento, CA 95814

Dear Secretary Alvarez, Mr. Wilson, and Ms. Boyer-Vine:

The State Bar is pleased to submit the attached 2018 Client Security Fund Report (Report) in accordance with Business and Professions Code section 6140.56. The Client Security Fund (CSF or Fund), which reimburses victims of attorney misconduct for financial losses they have suffered, is one of the most important ways in which the State Bar carries out its public protection mission.

After 30 years of stability and timely reimbursements, with the onset of the loan modification crisis in the mid-2000s, applications to the Fund, which totaled just under \$12 million in 2007, began growing steadily, eventually reaching \$50 million by 2012. The State Bar continued to fully reimburse victims, however such payments have depleted the Fund surplus. At the present time the Fund has an outstanding balance of applications currently eligible for payment totaling \$12 million, with an average time to payout of 3 years.

This Report is noteworthy in a number of ways. It provides a comprehensive administrative and operational overview of the CSF, perhaps for the first time in the Fund's history. The Report also articulates the one-time and on-going CSF funding needs required to pay out all eligible claims within 12 months of final discipline. Lastly, the Report provides a number of options for accelerating time to payout through revenue enhancement strategies, changes in eligibility requirements, and business process reengineering efforts.

The State Bar has bolstered the amount of funding available for CSF payouts in recent years through General Fund transfers and maximizing use of Fund reserves. In addition, after several years of dormancy, the Bar significantly ramped up collections efforts in 2016, dedicating staff to the task of producing collectible judgments and entering into a new agreement with a

Secretary Daniel Alvarez Mr. E. Dotson Wilson Ms. Diane F. Boyer-Vine Page 2

collections vendor. Unfortunately, due in part to the limited nature of the enforcement tools that are available to collect State Bar debt, this enhanced effort has not translated into significant revenue.

While the Bar has endeavored to identify additional CSF resources over the last several years, it is clear that absent a significant one-time CSF fee increase these efforts will only have a marginal impact on the health of the Fund. Depending on the approach taken to address the CSF application backlog, these one-time amounts range from an *additional* \$5 to \$67 per licensed attorney. Further, in order to achieve the 12-month identified time to payout goal, a much more modest \$10 ongoing CSF fee increase is needed. Absent these needed increases, there is no way to address the fact that the demands on the Fund do not match its revenue and the ability to provide important reimbursements to victims is thus delayed and limited.

The State Bar has an obligation to all California consumers to be honest about its financial situation. After 20 years without a fee increase, the State Bar's ability to fulfill its mission is increasingly threatened by costs that exceed licensing fee revenue. Revenue losses associated with the recent, monumental reorganization of the State Bar have had an impact. Attorney fraud and the needs of the Office of Chief Trial Counsel have become more complex and have increased. The Consumer Price Index and personnel costs for represented employees have outstripped General Fund revenue generated by a flat licensing fee over the years, resulting in the need for increasing levels of deficit spending.

In order to consider the full array of options for addressing the challenges facing the CSF, the Report addresses the issue of personnel spending at the State Bar, particularly executive salary costs as directed by statute. This review indicated that the State Bar has lower percentages of executive compensation to total salary costs when compared to a sample of other state agencies, as well as a lower ratio of executive to non-executive staff. The Report also identifies the issue of compaction and concludes that any salary reductions that align with best practices in government compensation would impact represented staff salaries -- a proposition that is both untenable and unfair.

Ultimately, this Report offers an important look at the status of the Client Security Fund. Understanding the fiscal challenges and realities facing the Fund will help the State Bar and our stakeholders be better poised to ensuring its solvency, and in doing so addressing the financial losses of those who have suffered from attorney misconduct.

Sincerely,

Leah T. Wilson

Enclosure



Title of Report: The State Bar of California 2018 Client Security Fund Report

Statutory Citation: Business and Professions Code Section 6140.56

Date of Report: March 15, 2018

The State Bar of California has submitted a report to the Legislature in accordance with Business and Professions Code section 6140.56, which directs the State Bar to "conduct a thorough analysis of the Client Security Fund, including a review of the State Bar's oversight of the Client Security Fund (CSF or Fund), to ensure that the structure provides for the most effective and efficient operation of the fund," including:

- a determination of the ongoing needs of the fund to satisfy claims in a timely manner;
- a review of additional efforts that can be taken to increase the collection of payments from the responsible attorneys; and
- a review of other State Bar expenditures to determine whether other expenditures that do not directly impact the State Bar's public protection functions, including, but not limited to, executive salaries and benefits, can be reduced or redirected in order to better fund the Client Security Fund through existing revenue, and, whether;
- after all other options have been fully and thoroughly exhausted, an increase in membership dues is necessary to ensure that the Client Security Fund can timely pay claims.

After 30 years of stability and timely reimbursements, with the onset of the loan modification crisis in the mid-2000s, applications to the Fund, which totaled just under \$12 million in 2017, began growing steadily, eventually reaching \$50 million by 2012. The State Bar continued to fully reimburse victims, however such payments have depleted the fund surplus. At the present time the Fund has an outstanding balance of applications currently eligible for payment totaling \$12 million, with an average time to payout of 3 years.

In order to consider the full array of options for addressing the challenges facing the CSF, the Report identifies a number of options for consideration including:

- Initiatives that would provide additional resources to the CSF;
- Modification of executive and represented staff salaries; and
- One-time and on-going CSF fee increases ranging from \$5 to \$67 per licensed attorney.

As noted in the Report, the Bar will advance some of the options for increasing CSF resources in the near term, resulting in an increase in the number of payouts that will be made this year; thus, the production of the Report itself will result in immediate and positive outcomes for victims of attorney misconduct.

This summary of the report and the Report are submitted in compliance with Government Code section 9795. Report attachments are only available online.

The full report and attachments are available for download on the State Bar's website at: http://www.calbar.ca.gov/About-Us/Our-Mission/Protecting-the-Public/Reports.

A printed copy may be obtained by calling (213) 765-1375.

EXECUTIVE SUMMARY

Business and Professions Code 6140.56 directs the State Bar to "conduct a thorough analysis of the Client Security Fund, including a review of the State Bar's oversight of the Client Security Fund (CSF or Fund), to ensure that the structure provides for the most effective and efficient operation of the fund," including:

- "a determination of the ongoing needs of the fund to satisfy claims in a timely manner,
- a review of additional efforts that can be taken to increase the collection of payments from the responsible attorneys, and
- a review of other State Bar expenditures to determine whether other expenditures that do not directly impact the State Bar's public protection functions, including, but not limited to, executive salaries and benefits, can be reduced or redirected in order to better fund the Client Security Fund through existing revenue, and, whether,
- after all other options have been fully and thoroughly exhausted, an increase in membership dues is necessary to ensure that the Client Security Fund can timely pay claims."

The report that follows is submitted in compliance with this section of the Business & Professions Code and includes the following findings:

Structure and Operation of the Fund

- The structure and operation of the Client Security Fund has been shaped by a Supreme Court ruling *Saleeby v State Bar* which established that applicants are entitled to *independent* review of requests for reimbursement and specified certain minimum due process requirements affecting decisions regarding payments from the CSF;
- The resolution of a CSF applications involves two principal components: 1) determining that
 the applicant has realized a qualified loss as the result of the respondent attorney's
 misconduct; and 2) determining that the attorney satisfies the status requirements of the
 Rules, i.e., the attorney has been disbarred, disciplined, or voluntarily resigned from the
 State Bar, or met other defined statuses;
- In most instances payments to applicants, however, cannot be made until discipline is final. Because the attorney discipline process can often last for an extended period of time, this requirement often delays payment from the CSF to victims of attorney misconduct;
- Despite the heightened due-process protections established as a result of the *Saleeby* decision in the late 1980 and the requirements regarding payment, the CSF has functioned efficiently for most of its history. Until the late 2000s, the CSF generally paid applications in less than a year following final discipline;

- When compared to other states' client protection funds, California's CSF has the second lowest nominal operating cost per application of the ten other largest client protection funds in the country;
- The loan modification crisis of the late 2000s generated applications to the CSF that
 outstripped its capacity to continue making payments in a timely manner. The crisis
 exhausted the CSF's reserves and created delays in the payment to victims of attorney
 misconduct.

The Ongoing Needs of the Fund to Satisfy Claims in a Timely Manner

- Although applications to the CSF have subsided and now appear much more consistent with the period prior to the loan modification crisis, the nominal value of outstanding applications is \$52.3 million;
- The discounted value (the estimated amount that will actually be paid out) currently stands at \$23.4 million, approximately \$14.2 million of which is currently eligible for payment (because discipline has been finalized);
- The CSF's on-going shortfall is considerably smaller and exceeds the annual funding for the CSF by \$1.8 million.

Additional Efforts That Can Be Taken to Increase Collection of Payments from Responsible Attorneys or Reduce Demand

The Bar has identified a number of initiatives that would provide additional resources to the CSF including:

- Reducing the minimum reserve amount for the CSF;
- Transferring surplus Lawyer Assistance Program (LAP) funding to the CSF;
- Requiring certain categories of out-of-state attorneys who practice in California to pay the CSF assessment;
- Increasing collections through the implementation of additional assessments on attorneys who are disciplined;
- Requesting voluntary contributions to the Fund;
- Eliminating the fee reduction that lower-income attorneys are currently granted for the CSF assessment.

In addition to these options for increasing the supply of resources for CSF payments, the Bar has also outlined a number of alternatives that would work on the demand side of the equation, including:

- Limiting payments only to residents of California;
- Implementing means testing for reimbursement from the CSF;
- Eliminating or limiting the types of losses that are reimbursed;
- Capping the amount paid on unearned fee cases;
- Excluding more categories of applicants;
- Reducing the maximum payment or establishing a pro-rata schedule for payments from the CSF.

Review of Other State Bar Expenditures That Do Not Directly Impact the State Bar's Public Protection Functions, Including, but not Limited to, Executive Salaries and Benefits

The report describes the impact of reducing executive and represented staff salaries as one approach to increasing available CSF revenue, as well as assesses the viability of making other General Fund transfers augment the CSF. As related to both potential approaches to increasing CSF funding, the report concludes that neither are viable solutions to the challenges facing the Fund.

Whether, after All Other Options Have Been Fully and Thoroughly Exhausted, an Increase in CSF Fees Is Necessary to Ensure That the Client Security Fund Can Timely Pay Claims.

The report identifies a one-time funding additional funding need of between \$5 and \$107 per licensed attorney, and an on-going assessment increase of \$10 per active licensed attorney.

HISTORY OF THE CLIENT SECURITY FUND

The Client Security Fund (Fund) was established by Bar-sponsored legislation which became effective on March 4, 1972 (Stats 1971, ch. 1338). Section 6140.5 established the Fund to reimburse individuals for pecuniary losses caused by dishonest lawyers arising from or connected with the practice of law.¹

At the time of the Fund's inception, the maximum allowable payment to an applicant was \$25,000. A decade later, in 1982, the Board increased the maximum allowable applicant payment from \$25,000 to \$50,000 and in 2008 the maximum allowable amount was increased again, to \$100,000, where it stands today. The statute creating the Fund allowed the Board to include in annual licensing fees an additional amount per active member "not to exceed \$25" to provide the necessary resources to the Fund and the Board initially set the fee at \$10. Subsequent legislation in 1988 increased the maximum allowable fee to \$40 per active member and in 1989 the Board set the fee at \$40. Apart from four years, from 2002 through 2005 when the fee was reduced to \$35, it has remained at \$40 since that time.

In 1985, the Supreme Court of California issued a decision with significant implications for the operation of the Fund. In *Saleeby v. State Bar* (1985) 39 C3d 547, the Court established that applicants are entitled to *independent* review of requests for reimbursement and specified certain minimum due process requirements affecting decisions regarding payments from the Fund, including the need for findings of fact and conclusions of law. The Court held that CSF decisions are reviewable in the superior courts through administrative mandamus.

In response to *Saleeby*, in the same year, the Board of Trustees created a Client Security Fund Commission (CSFC) and adopted new rules for the operation of the CSF. The new rules were patterned after the ABA Model Rules for Client Protection, but also provided both applicants and respondent attorneys the opportunity to object to Commission tentative decisions. Under the then-entitled Rules of Procedure for Client Security Fund Matters, the appointed Commission is delegated all decisions regarding application payments. Under these rules, both applicants and respondent attorneys have the right to object to Commission tentative decisions.

In 1988, the Legislature amended section 6140.5 to require the State Bar to add the amount of payouts, plus interest and processing costs, to licensee fee bills if the lawyer is publicly reproved or suspended. For any lawyer who resigns with disciplinary charges pending, or for a lawyer who is suspended or disbarred, restitution of any reimbursed amount, along with applicable interest and costs, must be paid as a condition of reinstatement.

¹ The full text of section 6140.5 is provided as Attachment A.

² The *Saleeby* decision is provided as Attachment B.

In 1992, the Commission undertook a major revision of the rules governing the CSF. In part the rules revisions addressed technical changes related to proceedings that used to involve the State Bar Court. More significantly, the rules revisions clarified that *both* applicants and respondent attorneys could challenge Fund decisions through a petition for writ of mandamus in the superior court. Previously the rule had stated that only applicants could file such petitions.

In 1996, a comprehensive actuarial evaluation of the fund was conducted by William M. Mercer, Inc. This study was commissioned for the purpose of assisting in determining what CSF assessment should be charged to the members of the State Bar, as well as to determine if the Fund could increase the maximum reimbursable amount higher than \$50,000.

The study determined that raising the cap would necessitate an increase in the assessment above \$40. Based on the key findings and conclusions of the actuarial study, the Commission decided not to recommend an increase in either maximum payment or assessment levels.

In 2006, section 6140.5(a) was amended to expand the purpose of the Client Security Fund to include relieving or mitigating pecuniary losses caused by the dishonest conduct of Foreign Legal Consultants (FLC) registered with the State Bar and attorneys registered with the State Bar under the Multi-Jurisdictional Practice Program (MJP).

At the same time, section 6140.55 was amended to authorize an assessment of up to \$10 per year for *inactive* members of the State Bar in addition to the existing assessment of up to \$40 per year for active members.³ This change increased the size of the CSF surplus and, after a 2008 actuarial analysis, led the Board to increase the maximum allowable payment from \$50,000 to \$100,000.

Figure 1 summarizes changes in the annual assessment and maximum allowable payout over the last 20 years.

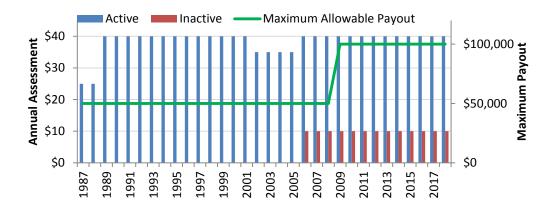


Figure 1 – Annual CSF Assessment and Maximum Payout

³ From 2002 through 2005, the CSF assessment was reduced from \$40 to \$35 per active licensee.

SECTION I: OVERVIEW OF CURRENT ISSUES FACING THE FUND

The increase in the maximum allowable payment coincided with the onset of the loan modification crisis which manifested in a staggering increase in CSF applications: in 2009, the number of applications to the CSF more than tripled, growing from less than 1,000 in 2008 to over 3,000 in 2009. In 2010, the number of applications grew again, this time by almost 30 percent. Applications to the CSF remained well above the historic average through 2013.

Because the CSF operated in surplus for its entire history prior to 2009, the Fund was able to withstand the increased demand on its resources, paying more than the annual assessment revenue generated for a number of years. By 2014, however, the Fund's surplus was exhausted and, apart from one-time infusions from other sources as described in footnotes 4 and 5, the CSF has been able to pay only the amount generated by the annual fee – approximately \$6 million per year after taking into account administrative costs.

Table 1, below, provides information regarding CSF fund balance, revenue and expenses since 2009.

	2009	2010	2011	2012	2013	2014	2015	2016	2017
Beginning Fund Balance	4,304,519	2,678,965	2,322,315	11,921,822	11,105,023	5,575,541	2,208,554	2,200,438	1,426,267
Revenue	7,024,573	7,080,589	7,202,601	7,353,107	7,489,244	7,614,250	7,737,572	8,256,058 ⁴	9,530,603 ⁵
Total Revenue	7,024,573	7,080,589	7,202,601	7,353,107	7,489,244	7,614,250	7,737,572	8,256,058	9,530,603
Expenses									
Applications Paid/Accruals	7,345,373	6,239,103	15,336,212	6,870,643	11,016,657	9,007,803	6,005,388	8,007,676	6,339,398
Administration Expenses	1,304,753	1,198,137	1,403,985	1,299,263	2,002,069	1,973,434	1,740,299	1,022,553	1,544,146
Total Expenses	8,650,127	7,437,239	16,740,197	8,169,906	13,018,726	10,981,237	7,745,688	9,030,229	7,883,544
Ending Fund Balance	2,678,965	2,322,315	11,921,822 ⁶	11,105,023	5,575,541	2,208,554	2,200,438	1,426,267	3,073,326

The combination of several years with substantial increases in the number of applications and a significantly depleted Fund balance has created a backlog of CSF applications. The exact backlog changes as cases are adjudicated and the CSF assumes jurisdiction, but as of March 2018, the pending inventory of cases is estimated at 3,400 applications totaling \$52.3 million in

⁴ In 2016 CSF received a transfer of \$400,000 from the Legislative Activities Fund.

⁵ In 2017 CSF received a transfer of \$1,600,000 from the General Fund.

⁶ In prior years, the State Bar reported an estimated liability of expected CSF payments based on historical payout ratios and the number of outstanding applications at year-end. This liability was reported as other current liabilities and noncurrent claims payable in the State Bar's consolidated financial statements even though CSF payouts are discretionary. In 2012, the State Bar updated its legal analysis of the CSF and the governing rules of the program and determined that no liability should be recorded in the financial statements because the State Bar did not have any outstanding obligations, as associated with approved applications at year-end. Accordingly, the Bar's net position was restated and increased as of December 31, 2011.

outstanding applications. This number actually represents an improvement from the pending inventory in the years immediately following the economic crisis because the number of new applications to the Fund has returned to historically normal levels and the CSF is now processing more applications annually than it receives. Nonetheless, the CSF does not currently have sufficient funding to both eliminate the backlog and expeditiously process new applications.

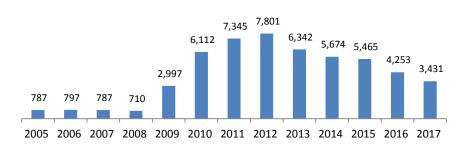
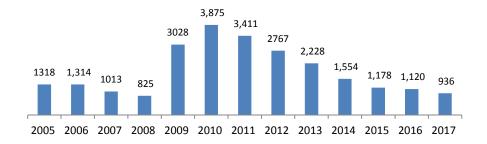


Figure 2 - CSF Applications Pending at Year End





SECTION II: THE MECHANICS OF THE FUND AND HOW IT COMPARES TO OTHER SIMILAR REIMBURSEMENT PROGRAMS

ADMINISTRATION OF THE CLIENT SECURITY FUND

Rule 3.421 of the Rules of the State Bar of California, "the Client Security Fund Rules" provides that:

(A) To administer the Client Security Fund, the Board of Trustees of the State Bar of California has established a Client Security Fund Commission ("Commission") to which it appoints seven members who serve at its pleasure or until the expiration of a term set by the Board. Four members at most may be present or former members of the State Bar or admitted to practice before any court in the United States. The Commission has sole and final authority to determine whether to grant an application for reimbursement from the Client Security Fund and the extent and manner of any payment.

The Commission meets six times per year and makes decisions on applications for reimbursement according to the Client Security Fund rules.

The Fund is governed by substantive and procedural rules and the operation of the Fund is strongly influenced by the *Saleeby* decision provided as Attachment B.⁷ Saleeby v. State Bar established that the actions of the Fund and the Commission constitute legal proceedings in which applicants and respondents have due process rights that result in legal adjudications (Commission Tentative and Final Decisions and Notices of Intention to Pay). The *Saleeby* decision also established that applicants to the Fund are entitled to independent review of a reimbursement request ⁸ and Fund decisions must include findings of fact and conclusions of law upon which review can be made.⁹

A case may be closed administratively by staff if it clearly falls outside the rules of the Fund. A matter may also be resolved by way of the default Notice of Intention to Pay procedure pursuant to Rule 3.442 (discussed more fully later). Finally, cases can be brought before the CSF Commission by way of the Tentative Decision/Final Decision process. CSF decisions are reviewable in superior court mandamus proceedings. ¹⁰ Fund decisions have collateral estoppel effect, ¹¹ form the basis of collections actions, ¹² and are used in reinstatement proceedings. ¹³

Resolving CSF Applications

The resolution of a CSF application involves two principal components: 1) determining that the applicant has realized a qualified loss as the result of the respondent attorney's misconduct; and 2) determining that the attorney satisfies the status requirements of the Rules, i.e., the attorney has been disbarred, disciplined, or voluntarily resigned from the State Bar, or met other defined statuses.

With respect to qualified loss, the Fund does not reimburse for alleged negligence or malpractice. The Fund can only reimburse amounts received and wrongfully retained by the respondent attorney as a result of dishonest conduct; documentary evidence to establish that

⁷ Rules of the State Bar of California, Title 3. Programs and Services, Division 4. Consumers, Chapter 1. Client Security Fund (adopted effective January 1, 2010. These rules were formerly called Rules of Procedure, Client Security Fund Matters.

⁸ Saleeby, supra, 39 Cal.3d at 562-568.

⁹ Id. at 562-568, 575.

¹⁰ Id. at 557-562.

¹¹ State Bar v. Statile (2008) 168 Cal. App. 4th 650, 670-671.

¹² Subdivisions (b) – (d) of Business and Professions Code Section 6140.5; Rules of the State Bar, rules 3.451 and 3.452; and *Statile*, *supra*, 39 Cal.3d 547.

¹³ Rules of the State Bar of California, rule 5.441(B)(2).

the attorney actually received the money is required. In addition, the burden is on the applicant to establish loss of money or property that was received by an active California attorney who was acting as an attorney or in a fiduciary capacity customary to the practice of law.

With these qualifications in mind, the types of dishonest conduct covered are broad and include theft or embezzlement of money, the wrongful taking or conversion of money or property or a comparable act; failure to refund unearned fees when the attorney performed no work or an insignificant portion of work; borrowing money from a client without the intention or reasonable ability to repay it; obtaining money or property from a client for an investment that was not in fact made; or other acts of intentional dishonesty or deceit that proximately lead to the loss of money or property.

With regard to the status of the attorney, Client Security Fund Rule 3.432(A)¹⁴ states that in order to qualify for reimbursement, an application must establish that an attorney whose dishonest conduct is alleged has:

- (1) been disbarred, disciplined, or voluntarily resigned from the State Bar;
- (2) died or been adjudicated mentally incompetent; or
- (3) because of the dishonest conduct become a judgment debtor of the applicant in a contested proceeding or been convicted of a crime.

This is often referred to as the "discipline requirement." In practice it means that CSF must wait until the discipline process is complete against a respondent attorney or until one of the other elements of the Rule has been met.

Application of Rule 3.432(A)

<u>Disbarred Attorneys or Attorneys Who Voluntarily Resign (Resigned with Charges Pending):</u> Rule 3.432(A)(1)

Once a respondent attorney has been disbarred by the California Supreme Court, and that disbarment decision has become effective, the CSF has jurisdiction triggering the ability to begin application processing.

It is important to note that although discipline is one of the requirements for reimbursement under the CSF rules, the applications do not have to be related to the specific conduct for which the attorney was disbarred, and need not have been part of the disbarment decision. ¹⁵ Nor is it

¹⁴ Although Rule 3.432(B) gives the Commission the ability to waive the requirements of 3.432(A), in practice, the rules are waived only in limited instances. In the majority of cases, the Fund does not resolve an application until the requirements of Rule 3.432(A) have been met, or it is clear that the requirement will not be met (i.e. in cases where the discipline complaint is closed and there will not be any discipline against the attorney).

¹⁵ One key reason for this is that, in exercising its discretion in how to process cases, the Office of the Chief Trial Counsel (OCTC) may elect to proceed on only one or two complaints against an attorney, even though it has

necessary for restitution to have been ordered on the applications. The applications may have been filed prior to the disbarment and had corresponding discipline complaints, or the applications may have been filed with CSF after the disbarment was ordered. While some CSF applications are directly related to disbarment proceedings, the majority of CSF applications are against disbarred attorneys where the applicants' matters were not part of the disbarment proceedings. Consequently, a majority of CSF applications do not include Supreme Court ordered restitution.

The above is also true for attorneys who resign with charges pending, though there have been very few cases involving resignations in the last several years.

The Fund can also pay against respondent attorneys who have been "disciplined" (less than disbarment or resignation with charges pending). However, unlike the application of Rule 3.432(A)(1) for disbarred attorneys or attorneys who resign with charges pending, for purposes of this part of the Rule discipline means disciplined on the matter for which applicant has filed a CSF application. ¹⁶ CSF, again, does not proceed until the discipline is final and effective. For example, if a respondent were suspended for his conduct with regard to CSF applicant X, then CSF can proceed on CSF applicant X's application. If CSF also has an application filed by CSF applicant Y, then CSF could not reimburse on that matter until there is final discipline on that matter, unless the respondent is disbarred during the intervening period.

Deceased Attorneys or Attorneys Adjudicated Mentally Incompetent: Rule 3.432(A)(2)

The Fund can reimburse against attorneys who are deceased. Often these attorneys were involved in the discipline system facing charges and then died. A pending disciplinary investigation is not required though, and sometimes cases involve attorneys against whom complaints were not pending. In these situations it is often the case that the dishonesty was not discovered until after the attorney passed away and the clients learn that work was not performed on their matters and their funds were misappropriated. There is, obviously, no restitution ordered in these types of cases.

Rarely if ever has an attorney with applications before the Fund been adjudicated mentally incompetent. The Fund does have cases where attorneys have been placed on inactive status under section 6007(b) (mental infirmity or illness), but those matters do not technically fall under this category as outlined in the discussion of Rule 3.3432(B) below.

Judgment Debtor or Convicted of a Crime: Rule 3.432(A)(3)

This section applies where an attorney has been convicted of a crime involving dishonest conduct (fraud, grand theft) that is related to the application before the Fund. This section also

received numerous complaints against that same attorney, because in its judgment, those are all that is necessary to secure the disbarment. Once the respondent is disbarred, OCTC will close all other pending complaints.

¹⁶ This is different than with regard to disbarred attorneys because if an attorney is disbarred OCTC will not proceed on other complaints; the same is not true for other types of discipline. OCTC is required to investigate and pursue as appropriate, all complaints. CSF Rules require the discipline process to conclude because, with limited exceptions, if the OCTC complaint closes with no discipline, CSF does not pay out on an application.

applies if the applicant has obtained a contested judgment against the attorney for fraud or other similar conduct on the same matter that the application is requesting reimbursement. Usually there is a corresponding discipline matter to the criminal conviction or judgment case.

Note that the fact that an applicant successfully obtained a judgment against his or her attorney is not sufficient for the Fund to reimburse. All of the other elements for reimbursement must still be met. Applicants will sometimes file with the Fund to enforce a malpractice judgment that they have obtained, or a default judgment they have been awarded against the attorney. While such judgments might be relevant evidence in determining the outcome of an application, their existence alone does not satisfy the requirement of Rule 3.432(A) defining the required status of the attorney, and thus do not automatically qualify someone for reimbursement.

Waiving Rule 3.432(A): Rule 3.432(B)

The CSF Commission has the power to waive the requirements of Rule 3.432(A), but does so sparingly. The Commission has adopted a policy regarding when it will waive this requirement as follows:

The evidence clearly establishes that the money or property received by the attorney was lost as a result of the dishonest conduct of the attorney as defined in the rules;

AND

All other requirements under the Client Security Fund rules have been met;

The attorney is subject to a proceeding under Business and Professions Code §§ 6007 (b) or (c);

OR

The Office of the Chief Trial Counsel has filed a Notice of Disciplinary Charges or a Stipulation against the attorney in the State Bar Court.

The most common use of the waiver is when respondent attorneys are put on inactive status under section 6007(b)(1) or (b)(3) due to mental infirmity or illness.

If a lawyer is inactive on one of these statuses the lawyer is not disciplined and does not meet any of the other categories of Rule 3.432(A). The lawyer could remain in this status indefinitely which would effectively preclude the victims from being eligible for reimbursement. Therefore, if all of the other requirements for reimbursement are met, the Commission could waive the requirements of Rule 3.432(A) and proceed with the reimbursement.

The Commission might also, although rarely does, waive the requirements of Rule 3.432(A) if all of the other requirements have been met and the Notice of Disciplinary Charges or a Stipulation has been filed but discipline is not yet final. This waiver might occur if an applicant were very elderly or terminally ill such that waiting for the discipline might impose a significant hardship or render the reimbursement moot.

Adjudication of CSF Applications

After appropriate legal review and investigation, CSF applications can be resolved in three ways: Administrative Closing, Notice of Intention to Pay, or Commission Tentative then Final Decision.

In making resolution determinations, the Commission considers the level of discipline received by the attorney and whether restitution was considered and/or ordered by the Supreme Court; such factors are not however dispositive. Pursuant to *Saleeby*, the Commission evaluates the application under the Fund's own rules and standard of proof which are lower than the standards of proof required for attorney discipline: where the standard of proof for attorney discipline requires clear and convincing evidence, the standard of proof for the CSF is a preponderance of the evidence.

Administrative Closing

If a CSF application is clearly outside the scope of the Fund's coverage, or key requirements have not been met, CSF staff will write to the applicant and explain that the matter is not reimbursable and the file is being closed. Such closures are without prejudice. This analysis is done on newly received applications as part of the initial file review, but is also done throughout the CSF process as the case is investigated and/or the corresponding discipline complaint is resolved. For example, legal staff reviews the application when it is received to determine if the request falls within the Fund's rules. If the matter clearly does not qualify, CSF notifies the applicant as soon as possible. CSF staff also continually review the open pending inventory of applications to monitor the status of the corresponding discipline complaint. If the corresponding matter is closed without discipline, or without disbarment on another case, then the applicant is notified that the CSF application is being closed for lack of jurisdiction under Rule 3.432(A).

Notice of Intention to Pay

Under Rule 3.442, the Commission delegates authority to the Client Security Fund Director to issue Notices of Intention to Pay. A Notice of Intention to Pay advises an attorney of the allegations made by an applicant and the intention to reimburse the applicant in a stated amount. The Notice of Intention to Pay contains a summary of the factual allegations, a proposed amount of reimbursement, and also a notice to the respondent attorney that if reimbursement is made from the Fund the attorney is required to repay the Fund under section 6140.5.

Notices of Intention to Pay are served by mail. If no objection is received from a respondent attorney within the 30-day time period allowed, reimbursement is made to the applicant in the amount stated in the Notice. The applicant then has 30 days to submit an objection if he or she does not agree with the amount reimbursed.

¹⁷

 $^{^{17}}$ If the applicant objects, then the case will proceed through the Tentative/Final Decision process.

The Notice of Intention to Pay procedure is used for cases where all of the requirements for reimbursement are clearly met, and where it is anticipated that there will not be objections from either the applicant or respondent attorney. If either objects, the matter is brought to the Commission through the Tentative/Final Decision process.

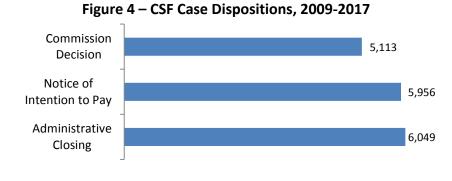
Tentative Decision/Final Decision

If CSF staff determines that a matter should be presented to the Commission, and/or if either party objects to a Notice of Intention to Pay, staff prepares a Tentative Decision including findings of fact and conclusions of law. The Commission, with the assistance of CSF staff, makes a legal determination as to whether or not the request for reimbursement falls within the rules of the Fund.

The Tentative Decision, after approval by the Commission, is served on the applicant and the respondent. Both the applicant and the respondent have the right under the Rules to object to the Tentative Decision. If written objections are submitted then the entire administrative record, including the written objections and all supporting materials, are prepared for the Commission to review at a subsequent meeting.

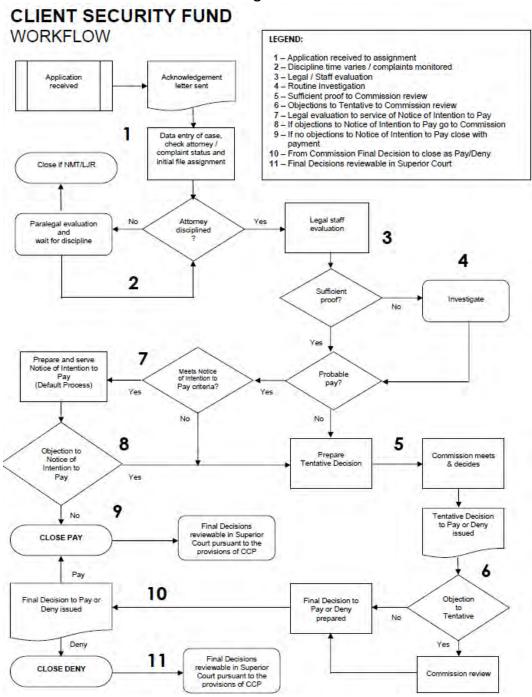
After the Commission issues its Tentative Decision and no objection is received, or after the Commission reviews and decides on any objections received, ¹⁸ a Final Decision is written and served either approving or denying reimbursement. The Final Decision constitutes a final legal adjudication by the Commission and constitutes the State Bar's final action on the application for reimbursement.

Once the Final Decision has been issued, if the parties still do not agree with the decision, their recourse is to file a petition for writ of mandamus in superior court. As Figure 4 shows, over the course of the last nine years, there have been roughly equal numbers of cases resolved by each of the three methods discussed above. The flowchart on the following page provides a detailed description of the steps through which an application to the CSF passes and the different routes that it may follow.



¹⁸ Rule 3.443 of the Rules of the State Bar provides that the parties can request an oral hearing as part of the objection; the Commission has the discretion to grant or deny such a request. Generally, the CSF Commission conducts its hearings on documentary evidence submitted; oral hearings are rarely granted.

Figure 5



Current Staffing and Administrative Costs

The CSF is supported by eight State Bar staff at a total cost of approximately \$2 million annually. This amount covers the salaries and benefits of the eight employees as well as the CSF share of State Bar indirect costs. The Fund's legal team consists of a Manager/Senior Counsel who carries a full caseload while also overseeing and performing the tasks related to administration of the Fund, two Senior Counsel, and one Staff Counsel. The administrative team consists of one Investigator, and three administrative professionals. The Staff Counsel and Investigator are new positions, established to support expedited application review.

Among other duties, CSF legal and administrative staff open new files, correspond with applicants and respondents, monitor applications pending discipline, investigate and conduct legal analysis of files, write legal decisions, present cases to the Commission, serve decisions, organize and present objections to decisions to the Commission, order reimbursement checks, close and store the files, monitor repayments from respondents to CSF, and provide the information necessary to pursue collection to other offices of the State Bar.

The duties of the CSF Commission include reviewing and approving written legal decisions, giving guidance to the legal staff on individual case handling as well as overall policy. The CSF Commission makes the ultimate decision on which applications qualify for reimbursement, and provides information to and makes recommendations regarding the Fund to the Board of Trustees. Typical Commission meetings include 75 to 100 separate matters including Tentative Decisions and objections. Commission expenses total approximately \$10,000 annually.

COMPARISON TO OTHER STATES' CLIENT PROTECTION FUNDS

Each state has established a fund for client protection, the purpose of which is to promote public confidence in the administration of justice and the integrity of the legal profession by reimbursing losses caused by the dishonest conduct of lawyers licensed or otherwise authorized to practice law. ¹⁹ A review of the rules that govern administration of funds in the twenty states with the highest number of licensed attorneys ²⁰ as well as a review of the recently-completed American Bar Association survey of client protection funds ²¹ show that client protection funds are typically governed in the same manner as California's CSF: by a board or commission that is empowered to review and decide on applications for reimbursement.

(https://www.americanbar.org/groups/professional responsibility/resources/client protection/preamble.html).

 $^{^{\}mathrm{19}}$ ABA Model Rules for Lawyers' Funds for Client Protection

²⁰ Client protection fund rules from the following states were included in this review: California, Colorado, District of Columbia, Florida, Georgia, Illinois, Maryland, Massachusetts, Michigan, Minnesota, Missouri, New Jersey, New York, North Carolina, Ohio, Pennsylvania, Texas, Virginia, Washington and Wisconsin.

²¹ Standing Committee on Client Protection of the ABA Center for Professional Responsibility, 2014-2016 Survey of Lawyers' Funds for Client Protection (2017). See Attachment C, 2014-2016 Survey of Lawyers' Funds for Client Protection.

All reviewed client protection funds have staff that conduct an initial review of applications and follow up with applicants to obtain additional information that may be required to evaluate the application. Some states allow staff to deny applications that do not, *prima facie*, meet the eligibility requirements for reimbursement, but many require a ruling on all applications, whether approved or denied, by the respective fund's board. With the exception of California, which permits the issuance of Notices of Intention to Pay by staff, approval of the governing board is required for reimbursement to be paid on an application.

A comparison between California and other selected states on several key indicators is provided in Table 2 below. In 2016, California alone processed almost as many CSF applications as the nine other states with the greatest number of admitted attorneys *combined*, and awarded more compensation than any state other than New York. Notably, CSF operating costs per application are the second lowest of the ten largest states in the country.

Table 2 - Key CSF Indicators for Select States, 2016²²

	Annual				Operating
	Assessment	Cap per	Award	Applications	Cost per
	per Attorney	Application	Payouts	Processed	Application
California	\$40	\$100,000	\$8 million	2,332	\$986
District of Columbia	N/A	\$100,000	\$232,273	28	\$0
Florida	N/A	N/A	\$1,890,34 9	236	\$1,221
Georgia	\$100 total (\$25 per year) ²³	\$25,000	\$495,338	58	\$1,259
Illinois	\$25	\$100,000	\$3,094,00 0	278	\$899
Massachusetts	\$35	N/A	\$846,842	50	\$0
New Jersey	\$25 - \$50 ²⁴	\$400,000	\$1,980,77 0	912	\$3,883
New York	\$30	\$400,000	\$9,241,39 4	579	\$1,351
Pennsylvania	\$75	\$100,000	\$4,394,00 8	200	\$3,717
Texas	N/A	\$40,000	\$0	171	\$0

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Table 2 provides a summary of 10 jurisdictions based the on the 2014-2016 Survey of Lawyers' Funds for Client Protection produced by the Standing Committee on Client Protection of the American Bar Association's Center for Professional Responsibility. Attachment D provides the summary of all jurisdictions covered in the survey; Attachment C provides the full report.

²³ Attorneys in Georgia pay four annual assessments up to \$100; this represents their lifetime contribution to the program.

²⁴ Annual assessment varies by years in practice.

Comparison to California Victim Compensation Fund

The California Victim Compensation Board (VCB) is a state program that provides reimbursement to victims of violent crime. This fund is similar to the CSF in that it provides compensation to those who are victims of wrongdoing. To qualify for compensation, victims must show proof of injury and losses incurred as a result of a violent crime. Additionally, the crime must have occurred in California, or the victim must be a California resident; the application must be filed within three years of the crime or the discovery of the crime; applicants must cooperate with law enforcement during prosecution of the crime; and victims must cooperate with the VCB by providing information needed to review the application and expenses.

Unlike the CSF, which generally requires attorney discipline before compensation is awarded, a criminal conviction is not required for a victim to be eligible for compensation from the VCB. Compensation may be paid to direct victims of crime, as well as to derivative victims, which may include relatives, minor witnesses, roommates, and those who assume legal or financial liability for a deceased victim's expenses. Compensation is capped at \$70,000.

The VCB compensates victims by helping to pay for crime-related expenses; examples of compensated expense include medical treatment, mental health services, income loss, residential security systems, home or vehicle modifications for victims who become disabled as a result of the crime, and loss of support for dependents of a killed or disabled victim. The VCB does not pay expenses that are covered by insurance, and does not reimburse victims for lost, stolen, or damaged property.

Funding for the VCB comes from four sources:

- 1. Restitution fines ordered in every criminal conviction, absent a compelling and extraordinary reason; a percentage of these fines go to the VCB;²⁵
- 2. Restitution orders made on behalf of victims which require the offender to compensate their losses; if a victim receives financial assistance from the VCB, the VCB seeks reimbursement from the offender;
- 3. State and local penalty assessments which are part of every fine; a portion of these assessments go to the VCB; and
- 4. Federal grant funds from penalties paid by offenders convicted of federal crimes.

²⁵ Note that restitution *fines* are different from restitution *orders*. Fines are based on the crime that was committed rather than the victim's losses, and are not intended to compensate the victim but are seen as part of the offender's "debt to society."

SECTION III: FUNDING NEEDS AND OPTIONS FOR ADDRESSING TIME TO PAYOUT AND FUNDING NEEDS

For over 30 years the CSF functioned within its budget and frequently accumulated surpluses from unspent annual fees. During this time the CSF generally paid applications in less than a year. As described in Section I above, with the onset of the loan modification crisis applications to the Fund, which totaled just under \$12 million in 2007, began growing steadily, eventually reaching a total outstanding value of over \$50 million by 2012. Similarly, the length of time that it took for applicants to be compensated for their losses increased. While the average number of days that it took for the CSF to process a case from the date it was opened until the date it was closed was less than 300 in 2007, by 2017 the average exceeded 1,600 days.

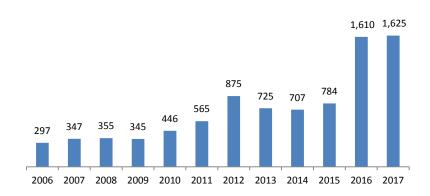


Figure 6 – Average Number of Days to CSF Case Closing

As outlined in Section I, the current face value of the 3,400 outstanding CSF applications is \$52.3 million.

Because the CSF denies applications that are not eligible for reimbursement, or determines that the amount requested is not the amount that qualifies for payment under the rules, the Fund estimates a running average liability by looking at a rolling average of the previous 24 months of payments. The average percentage of applications paid in each of the previous 24 months is used to discount the total amount that has been requested to determine the percentage of pending amounts that will likely be paid out. Using this formula, the CSF currently pays approximately 45 percent of claimed amounts.

Thus, the best estimate of the total amount that will ever qualify for payment is:

\$52.3 million * .45 = \$23.4 million

To determine the number of applications that are currently eligible for review and payment requires an additional adjustment to take into account whether final discipline has been imposed on cases. Applicants to the Fund frequently submit their applications well in advance of the date when the CSF would be able to pay. Often this happens because the Bar encourages victims of attorney misconduct to file an application with the CSF when they file a complaint against an attorney. Because the CSF typically does not make payments until final discipline is imposed, these applications are essentially on hold pending the adjudication of the discipline matter.

Of the current outstanding application balance of \$52.3 million, only \$31.6 million is eligible for payment pursuant to the final discipline requirement. Applying the current 24 month rolling percentage of 45 percent to this amount, it is estimated that \$14.2 million represents the portion of the \$52.3 million outstanding application balance that is eligible for payment at the present time.

\$31.6 million * .45 = \$14.2 million

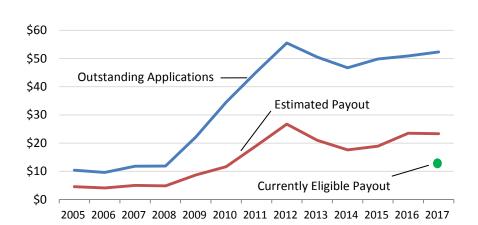


Figure 7 – Value of Outstanding Applications and Estimated Payout (millions of \$)

With just over 190,000 active and 42,000 paying inactive attorneys, that amount could be generated with a one-time *additional* fee of \$32 per active attorney (for a one-time annual total of \$72) and a one-time *additional* fee of \$5 per inactive attorneys (for a one-time annual total of \$15).

²⁶ Note that this is an estimate of the one-time amount needed to address the portion of the CSF application balance that is *currently* eligible for payment (\$14.2 million). The one-time amount needed to address the remaining application balance that is estimated to become eligible for payment sometime in the future (\$23.4 million) would be significantly higher.

In addition to the one-time needs associated with reducing the backlog of applications currently eligible for payment, there is a smaller ongoing funding need associated with the goal of application payout within 12 months of final discipline.

A review of recent annual application filings indicates that, absent another event akin to the loan modification crisis, the CSF can expect approximately \$17.5 million in annual applications. Application of the 24 month average payout rate of 45 percent results in an estimated actual annual need of \$7.8 million. This figure exceeds the annual applications budget of \$6 million by \$1.8 million. This amount could be generated with an additional \$10 added to the annual fee of active attorneys.

OPTIONS FOR ADDRESSING CSF FUNDING NEEDS

1. Reduce Minimum Reserve Amount

In 2016 the Board of Trustees adopted a reserve policy setting a minimum reserve target level of 17 percent and a maximum reserve target level of 30 percent of operating costs. At its March 2016 meeting the policy was amended to exclude certain funds²⁷. Under the current policy, the CSF is required to maintain a \$2 million reserve because reimbursements are included as CSF operating costs for reserve calculation purposes. If the reserve policy were amended to *exclude* budgeted reimbursements, and thus capture administrative costs only — arguably a more accurate approach — the CSF maximum reserve would total only \$630,000, making an additional \$1.4 million for immediately available for reimbursement. At its March 2018 meeting, the Board of Trustees directed staff to prepare a reserve policy and budget amendments implementing this proposal.²⁸

2. Transfer surplus LAP funding to the CSF

As part of its efforts to identify additional funds available to support the CSF, the Legislature amended section 6140.9 to allow excess funds in the Lawyer Assistance Program (LAP) budget to be transferred to support the needs of the Client Security Fund. Specifically, the statute was amended to provide: "Any excess funds not needed to support the [LAP] program, including reserve funds, may be transferred to fund the Client Security Fund established pursuant to Section 6140.5, provided there are sufficient funds available to fully support the program."

The Bar's 2018 budget, submitted to the Legislature on February 15, 2018, projected the LAP 2017 ending fund balance at \$3.6 million. After taking into account current budgeted expenditures, as well as estimated expenditures necessary to support the implementation of the LAP Strategic Plan, Workforce Planning recommendations, and other recommendations for

 $^{^{27}}$ The Grants, Legal Services Trust, Equal Access, Justice Gap, and Bank Settlement Funds.

²⁸ The remaining calculations in this report assume reserve policy modification and budget amendment implementation.

program growth and improvement, and leaving the LAP Fund with an appropriate level of reserves, there could be as much as \$2.7 million eligible for transfer to the Client Security Fund.

The Board will review this potential transfer in May 2018. As the LAP reserves were built over many years and the program is running a current year deficit, any such transfer — at least in an amount this large — would likely be a one-time occurrence and not a reliable source of substantial ongoing funding.

Complicating the possibility of a transfer of funds, however, is the question currently under review of whether the LAP, and its potential clients, would be better served if the voluntary portion of LAP were either contracted out to independent entities or entirely separated from the Bar. This question will be addressed in the review of Bar sub-entities being conducted pursuant to the recommendations of the 2017 Governance in the Public Interest Taskforce. Those recommendations will be presented to the Board in September 2018. Should the decision be made that the best interests of the program would be served by contracting out or otherwise separating the voluntary portion of the LAP from the State Bar, the calculus of how much of the excess reserves should be made available for transfer to the CSF might be quite different. If the LAP were to operate on its own, for example, it would likely need much of its reserves as startup capital.

3. <u>Include CSF Assessment in Foreign Legal Consultant and Multi-Jurisdictional Practice</u> Registration Fees

Non-California attorneys licensed in other jurisdictions can practice in California if they meet certain requirements under the Foreign Legal Consultant (FLC) or certain Multi-Jurisdictional Practice programs. Section 6140.5 was amended in 2006 to make clients of FLCs and specified MJP attorneys eligible for CSF reimbursement. Unlike California licensed attorneys who pay a \$40 CSF assessment annually, the CSF assessment has not been added to FLC or MJP registration costs. Few attorneys participate in these programs — a little more than 1,500 in 2017.

Charging the CSF fee to FLC and MJP participants would bring in approximately \$61,000 in new CSF revenue annually.

4. Increase Collections by Adopting Rules Implementing B&P section 6086.13

Business and Professions Code section 6086.13(a) permits certain disciplinary orders to include monetary sanctions not to exceed \$5,000 for each violation, subject to a total limit of fifty thousand dollars \$50,000. Any monetary sanctions collected must be deposited into the Client Security Fund. Pursuant to section 6086.3(c), the State Bar should have already adopted rules, approved by the Supreme Court, setting forth guidelines for the imposition and collection of these monetary sanctions.

The State Bar does not have rules that set forth such guidelines. Moreover, disciplinary orders have never included these monetary sanctions. Staff is working to draft these required rules to be in full compliance with section 6086.13. To do so, staff is analyzing the State Bar's current disciplinary rules and procedures, the Standards for Attorney Sanctions for Professional Misconduct, and evaluating the practical impact of imposing discipline sanctions. After completing the review, staff will draft proposed rules for the Board of Trustees to approve, which also must be approved by the California Supreme Court pursuant to section 6086.13(c).

It should be noted, however, that in recent years the Bar has undertaken a number of initiatives designed to reinvigorate collections efforts. These include engaging an outside collections vendor to pursue outstanding debt, obtaining superior court judgments for eligible debt, recording abstracts of judgment with county recorders' offices, and participation in the Franchise Tax Board's (FTB) Tax Intercept Program. Despite these efforts, success has been limited.

Third-party collections vendors have limited ability to collect the Bar's debt for two principal reasons: (1) the Bar is statutorily prohibited from sharing social security numbers (SSN), creating a challenge in identifying and tracking down debtors or using the full panoply of collection tools that would be available with an SSN (e.g., wage garnishments); and (2) third-party collections agencies cannot enforce judgments on behalf of the Bar absent a writ of execution from a court. Collections vendors have determined that it is not cost-effective to pursue this course of action, especially absent social security numbers required to verify identity. As illustrated in the figure below, the Bar's collections vendor collected 0.1 percent of debt assigned to it in 2017, while FTB's Tax Intercept Program and debt collected through property liens yielded slightly better results.

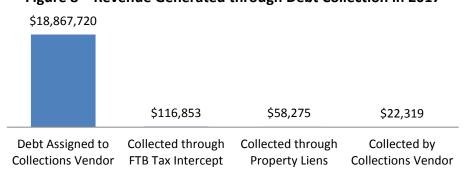


Figure 8 – Revenue Generated through Debt Collection in 2017

The Bar has identified several statutory amendments that could remedy these limitations and improve collections, including: (1) allowing the Bar to share attorneys' and former attorneys' social security numbers with collections vendors;²⁹ and (2) allowing the FTB to collect Supreme Court- and Superior Court-ordered debt arising from State Bar disciplinary proceedings through

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²⁹ Section 30.

the FTB's court-ordered debt program.³⁰ While the Bar currently participates in the FTB's Tax Intercept program, recovered funds are only available when the debtor is due a state tax refund. Further, all funds recovered through this program are statutorily dedicated to the support of qualified legal services programs and support centers, and cannot be used to reimburse the CSF or to support the discipline system.³¹ The FTB's Court-Ordered Debt Program has broad collections authority and has had some success with the collection of court-ordered fines and fees and child support obligations. Staff has had preliminary discussions with FTB, which is supportive of a statutory amendment.

Much of the debt owed to the Bar is enforceable as a money judgment; superior court judgments can automatically be obtained for discipline costs and restitution payments included in Supreme Court disciplinary orders. If CSF reimburses a victim for whom there is a restitution order, the Supreme Court order expressly provides that payment is due directly to the CSF, through subrogation rights established in the CSF rules. However, as discussed in Section II above, the majority of debt arising from CSF reimbursement is not included in Supreme Court disciplinary orders. The Bar would be required to file a subrogation action, subject to opposition by the respondent attorney. Because of the low yield of the Bar's collection efforts, pursuing such civil actions has generally not been deemed cost effective. If the Bar is authorized to participate in the FTB's Court-Ordered Debt program, and these efforts prove successful, the Bar would consider filing such actions.

5. Only Pay California Residents

The Fund has always protected the public by reimbursing for the harm caused by a licensed California attorney, even if the attorney is illegally practicing in another state. Client Protection Funds in other states have varying rules on residency. Some states like California will pay no matter where the victim is located. Others only pay residents of their own state, and some require a nexus between the lawyer's representation of the client and the state. Similarly, as outlined above, the State Victim Compensation's Board requires a clear nexus with California.

Over the past 3 years approximately 20 percent of reimbursed applications were filed by non-California residents.

Assuming that the applications from non-California residents are for amounts similar to those of California residents, denying payment to these applications could result in savings of \$1.2 million annually.

6. Implement a Means Test

CSF rules do exclude some applicants from reimbursement including, among others, relatives of respondent attorneys, law and business partners of respondent attorneys, creditors,

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³⁰ Revenue and Tax Code section 19280.

³¹ Section 6034.

lienholders and government agencies. The Commission also has the discretion to deny applications for various reasons including that reimbursement would not satisfy the purposes of the Fund.

One factor not currently considered in determining eligibility is the income and assets of the applicant. CSF could request financial data from applicants and only reimburse those whose income and/or assets fall below a certain threshold.

It is unclear how much money a means test would free up to pay other applications to the CSF.

7. Eliminate Or Limit Types of Reimbursable Losses

CSF rules allow reimbursement on applications involving loans and/or investments with the respondent attorney. The applications involving loans and investments often involve large losses and can be difficult to investigate. The Fund requires that the loss arise out of and in the scope of the attorney-client relationship and that the loss would not have occurred but for that relationship. These cases often involve conduct that is not necessarily customary to the practice of law, such as speculative, high-yield investments.

Over the past 3 years the Fund has paid out over \$250,000 on these types of applications. Eliminating coverage for these types of losses would result in small savings to the Fund.

8. Cap Amount Eligible on Unearned Fee Cases

By far, the largest portion of CSF applications reimbursed in the last few years involved reimbursements for failure to refund unearned advance fees. In 2016, \$7 million of the \$8 million reimbursed was paid out on unearned fee cases. In these cases the respondent attorney takes fees from the applicant and performs little or no work.

The majority of these applications request reimbursement for amounts less than \$10,000. However, there are cases where the applicants have entered into agreements with the respondent attorneys to pay tens of thousands of dollars in advance fees. The CSF could impose a cap for fee cases of \$10,000 or \$25,000, leaving more funds available for misappropriation applications and other matters.

It is not clear how much additional funding could be generated from placing a cap on the amount eligible for compensation on unearned fee cases.

9. Exclude More Categories of Applicants

Fund rules currently require that, in most instances, applicants file discipline complaints against respondent attorneys. However, for applications involving deceased attorneys, or already disbarred or resigned attorneys, applicants do not need to file discipline complaints as the complaints would be immediately closed by the Office of the Chief Trial Counsel. The Fund

could require that applicants have filed a complaint against an attorney prior to his death or disbarment/resignation to be eligible for reimbursement.³²

CSF could also revise and/or more strictly enforce the rule of limitation that requires an application for reimbursement to be filed no more than four years after the loss was, or through reasonable diligence should have been, discovered.³³

10. Deny Fee Waivers of CSF Assessment Amount

Some attorneys do not pay the full CSF assessment amount as a result of fee waivers or scaling applied to their licensing fees. It is possible that some additional revenue could be generated by eliminating the option for attorneys to waive any portion of the \$40 CSF assessment. However, because the CSF assessment is set by statute as part of the licensing fee, excluding the assessment from the scaling provision in section 6141.1(b) would require a statutory amendment. For those waivers, however, under section 6141.1(a), the Board could explore ways to deny waiver of the CSF portion of the assessment by rule.³⁴

If implemented, this change would yield approximately \$100,000 in additional CSF revenue annually.

11. Voluntary Contributions to CSF

CSF could explore the possibility of obtaining voluntary contributions to supplement its funding. The voluntary contribution program could take the form of an "opt-in" or "opt-out" option on the annual licensing statement, similar to the option for contributions to legal services. Implementation of this type of approach may require legislative approval; additional concerns include fears of legal services providers that the addition of donation options on the fee statement will dilute and redirect, rather than increase, overall voluntary contributions.

Alternatively, CSF could seek voluntary contributions from law firms and individual attorneys through a campaign not tied to the licensing fee statement.

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³² One concern with this approach is that in some instances a victim does not learn about an attorney's misconduct for some time. An example is a case in which an immigration attorney told the client the case was progressing, and only years later, after the attorney's disbarment on other matters, did the client learn that the attorney had taken no action on the matter since the initial consultation. In such cases, a requirement that a complaint have been filed in advance would harm a faultless victim.

³³ Rules of the State Bar, rule 3.440(D).

³⁴ This distinction is because 6141(a), which applies generally to waivers, allows the Board to provide by rule for waivers of the licensing fee *or any portion thereof*, whereas the scaling provision in 6141(b) refers only to a "waiver of 25 percent of the annual membership fee."

12. Reduce Maximum Payment or Only Pay Pro Rata Amount

Since its inception, the Fund has reimbursed 100 percent of qualifying losses (up to the maximum reimbursable amount). However, the Commission has the power under its rules to use its discretion to decrease the amount reimbursed, and/or to pay a pro rata share of the amounts that qualify for reimbursement. Rule 3.435 of the Rules of the State Bar broadly authorizes the Commission to deny reimbursement in whole or in part where the nature of the applicant's loss, its amount, or the financial or administrative circumstances of the Fund require that reimbursement be limited or denied.

One scenario might involve capping the maximum reimbursement below its current level. Based on a review of 2016 and 2017 reimbursements, a reduction of the maximum payout from \$100,000 to \$50,000 for example would result in approximately \$500,000 in annual savings. As points of comparison, the average maximum payout nationwide is \$90,152, ranging from a low of \$10,000 to a high of \$400,000; the VCB maximum is \$70,000.

Another option would be to reimburse only 50 percent of qualifying losses. Given the current wait time for reimbursement of approximately 36 months, such an approach would reduce the time to payout to 18 months. Such an approach could however also result in increased numbers of applicant objections.

13. Reduce Time to Payout Through Changes to CSF Processes

As part of CSF's efforts to handle applications more quickly, CSF has hired an Investigator and a new staff attorney to review and conduct certain investigative tasks early in the process so that applications will be ready to move forward to legal decision more quickly when CSF has jurisdiction to order payment.

In addition to process changes already implemented, others could be on the horizon. The 2017 Governance in the Public Interest Task Force Bar sub-entity review will assess the role of the Client Security Fund Commission. Topics under study include the number of Commission meetings and the possibility of using the Commission only to review objections/appeals rather than both initial funding decisions and objections/appeals. If the CSF rules were changed to provide that only matters in which objections are filed on Notices of Intention to Pay and Tentative Decisions were presented to the Commission, it is estimated that processing time for cases could be reduced by up to 2 months. This should reduce staff time in supporting the Commission and may therefore reduce the administrative costs charged to Fund revenues.

OTHER APPROACHES TO INCREASING CSF FUNDING

1. Modifications to State Bar Staff Compensation

In 2017, the Bar completed a legislatively mandated report on employee classification and compensation. CPS-HR Consulting — an independent entity with 30 years of expertise in public sector classification and compensation — conducted the study, which involved all State Bar employees and used 16 public sector agencies as labor market wage comparators. The public sector agencies were recommended by CPS-HR Consulting as being the most appropriate comparators and were agreed to by the State Bar's labor union. They included city, county, judicial branch, and state agencies. The results of the 2017 study indicated that, in general, State Bar attorney staff are compensated under-market, while non-attorney staff are compensated over-market. The study also highlighted the fact that the State Bar's non-attorney staff did not work a 40-hour work week.

In January 2018 the Bar reached an agreement for new Memoranda of Understanding (MOUs) with the Bar's labor union implementing the classification and compensation structure recommended by the 2017 study, and reflecting a transition to a 40-hour work week for all staff. Generally speaking, with respect to compensation, new salary ranges were put into effect for all employees; those staff with current salaries above the newly adopted ranges were "redcircled," meaning that their salaries were not reduced, but effectively capped. Consequently, no State Bar employee realized a pay reduction related to implementation of the new compensation structure. Future salary savings will however be realized due to a sizeable number of staff being red-circled and ineligible for annual increases as well as new non-attorney hires being limited to lower salary ranges. These position caps will remain until eroded by inflation or until these employees migrate to other positions in the Bar.

As indicated, the 2017 class and compensation analysis, which is reflected in the Bar's recently agreed to MOUs, relied on 16 public sector agencies that included city, county, and judicial branch entities. For purposes of this report, however, the State Bar has been asked to compare executive salaries only to State Executive Branch agencies.³⁵

Legislative concerns have also been raised regarding the number of State Bar executives with salaries above that of the Governor of California (\$195,803).

the less-costly Sacramento market, unlike most State Executive Branch agencies. 27

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³⁵ CPS-HR Consulting did not recommend such an approach, indicating that there are few if any executive branch agencies that operate as an independent organization such as the Bar, with responsibility for Finance, Human Resources, Information Technology and General Services, as well as providing expansive externally-facing services. Further, the State Bar's offices are in the relatively costly San Francisco and Los Angeles labor markets, rather than

To better understand how the Bar's executive compensation structure compares to other state agencies and to be responsive to the specific requirements of section 6140.56³⁶, analyses were undertaken in 2018 to: (1) identify State Bar executive staff making more than the Governor;

- (2) identify all State Executive Branch personnel with salaries in excess of the Governor's; and
- (3) compare State Bar executive compensation to selected State Executive Branch agencies.

Together then, over the course of the last year, the State Bar has completed a legislatively mandated classification and compensation analysis (2017 Classification and Compensation Study), a 2018 State Executive Branch Agency Study³⁷, and a Governor's Salary Comparison analysis.

The table below identifies the salary savings that would be realized if the State Bar reduced salaries: (1) to align with 2017 Classification and Compensation Study results; (2) to align with 2018 State Executive Branch Agency Study results; and (3) such that no State Bar employee earned in excess of the Governor.

Table 3 – Potential Salary Savings Resulting from Salary Reductions

Employee Classification	2017 Study Reduction	2018 Study Reduction	Governor Salary Reduction
Represented Employees	(370,420)	(5,383,733)	_
Confidential Employees	(109,303)	(874,042)	
Executive Employees	(71,295)	(1,847,927)	(269,000)
Total:	(551,018)	(8,105,702)	(269,000)

With respect to the Governor's Salary Comparison analysis, the State Bar has 8 executive staff with salaries greater than the Governor's. If the Bar were to reduce these 8 staff members' pay to match the Governor's salary, the Bar would realize a savings of \$269,000. This amount equates to \$1.16 per licensee. With respect to other possible bases for salary reductions at the State Bar, Table 3 clearly illustrates the challenge of an attempt to isolate executive compensation: any class structure, regardless of salary levels, must be organized such that as an employee's classification level increases, so does their salary. When appropriate equity is not applied so that salary is reflective of required skills, knowledge, and abilities, compaction results. This discourages employees from seeking promotions, creates morale problems, and is generally destabilizing for a workforce. It is not a strategy than can be expected to attract and retain skilled managers.

Industry standards suggest that classification range increases of between 5 and 15 percent are appropriate in a typical government. A reduction in executive compensation, without change to

³⁶The full text of section 6140.56 is provided as Attachment E.

³⁷Attachment F provides the full report.

³⁸ The value of a salary cap set at the Governor's compensation level is however questionable, particularly given the fact that CPS-HR Consulting identified over 1,500 State Executive Branch personnel with salaries in excess of the Governor's. A list of these positions is provided as Attachment G.

non-executive pay, would result in unsupportable compaction, with executive staff making less than those they supervise. The alternate approach, across the board salary reductions, is equally untenable, particularly given the Bar's commitment to its employees and its recently executed MOUs negotiated after lengthy and difficult negotiations following the conclusions of the 2017 class and compensation study that were unwelcome to many employees. There are other ways to evaluate the reasonableness of State Bar Executive compensation. One of these would be to assess executive compensation as a percentage of overall salary costs. Currently, executive pay comprises 15.8 percent of the Bar's total salary costs. As reflected in the table below, this is the second lowest percentage of any of the agencies used in the 2018 State Executive Branch Agency Study.

Table 4 – Executive Compensation as Percentage of Total Compensation 40

	Executive	Percentage	Non-Executive	Percentage
Agency	Salaries	of Total	Salaries	of Total
Medical Board	2,540,484	20.6%	9,799,140	79.4%
Department of Business Oversight	9,659,247	18.2%	43,311,996	81.8%
DCA (administration)	6,159,699	16.8%	30,611,070	83.2%
State Bar	7,791,080	15.8%	41,520,770	84.2%
Attorney General's Office	52,991,346	15.1%	297,986,269	84.9%

Another approach looks to the ratio of non-executive to executive staff. As reflected in the table below, the Bar's current ratio of 10.53 non-executive staff for every executive staff position is the highest of any of the agencies reviewed in the 2018 State Executive Branch Study.

Table 5 – Ratios of Non-Executive Staff to Executive Staff⁴⁰

	Number of	Number of Non-	Non-Executive per
Department	Executives	executives	Executive
State Bar	45	474	10.53
Attorney General's Office	385	3,963	10.29
DCA (administration)	58	520	8.97
Department of Business Oversight	81	556	6.86
Medical Board	25	159	6.36

Together, these ratios suggest that both the number of executive staff at the State Bar and their salaries as a percentage of all employee salaries are reasonable. In fact, the Bar is outperforming virtually all other comparator executive branch agencies with respect to both factors.

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³⁹ While such scenarios present on a limited basis when comparing *elected* "supervisors" to those they supervise, they are wholly atypical in organizations without any elected personnel.

⁴⁰ Data obtained from California State Controllers website http://publicpay.ca.gov

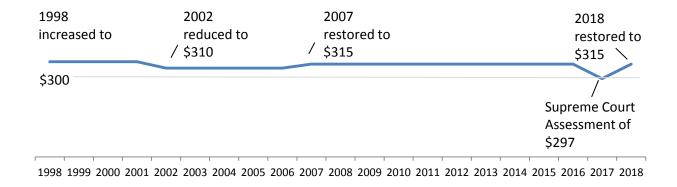
One final point of comparison would be with other state bar associations. The National Association of Bar Executives (NABE) compiles salary and benefits information on the Executive Director / CEO of state bar associations. These data are organized by the size of the state bar, placing California in a group of two with a membership greater than 50,000. The 2017 study by NABE found that California's Executive Director makes less than her counterpart in this group (See Attachment H).

2. Transfer Funds from Other General Fund Sources to the CSF

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

The Bar's discretionary funding source is its General Fund, the vast majority of which is generated by annual licensing fees. After 20 years without a fee increase, the State Bar's ability to fulfill its mission is increasingly threatened by costs that exceed licensing fee revenue. This funding gap jeopardizes the State Bar's ability to effectively perform critical public protection work.

Figure 9: State Bar General Fund Licensing Fee, 1998-2018⁴¹



⁴¹ The mandatory fee referred to in Figure 9 reflects the attorney licensing fee only. The amounts do not include other mandatory fees that attorneys are required to pay including the CSF fee of \$40, the disciplinary system fee of \$25, or the Lawyer Assistance Program fee of \$10. In addition, opt-in and opt-out donations, including those that support the Bar's legislative activities or Elimination of Bias programs, are not reflected in Figure 9.

Detailed expense and revenue information is only available dating back to 2010. During this period:

- The number of licensed attorneys has increased at an annual average rate of 1.4 percent.
- Meanwhile, the Bar's labor costs, driven primarily by contractually-obligated annual salary increases for represented staff, have grown by an annual average of 2.2 percent.

Personnel costs comprise nearly 70 percent of the State Bar's non-grant budget. Of that amount, over 70 percent of costs are for represented staff. Much of the remaining 30 percent are for non-management employees in confidential and classifications as well State Bar Court judges.

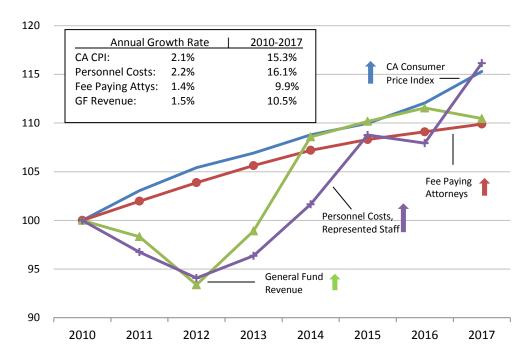


Figure 10: Selected State Bar Costs and General Revenue

Figure 10 shows that the increase in the Consumer Price Index and personnel costs for represented employees have outstripped General Fund revenue generated by a flat licensing fee. The relatively small, annual average difference in the growth rate of these different indicators has compounded over time, creating a significant shortfall in resources needed to sustain the Bar.

Between 2010 and 2017 personnel costs for represented employees increased by 16.1 percent while General Fund revenue increased by only 10.5 percent.

The divergence between costs and General Fund revenues has been exacerbated by the loss of non-licensing fee General Fund revenue. With the recent separation of the State Bar Sections and the loss of affinity and insurance program revenue, General Fund revenues declined by

more than \$4 million, which effectively represents an annual \$4 million gap going forward. As a result of the compounding factors of a flat licensing fee, escalating negotiated labor costs, and significant revenue losses, the State Bar will be required to deficit-spend in the General Fund absent a licensing fee increase. The Bar's recently submitted 2018 budget reflects these realities, with nearly \$9 million in General Fund deficit spending. At the end of 2018, the Bar projects its General Fund reserve will be under the 17 percent floor mandated by the Board's reserve policy established pursuant to recommendations of the California State Auditor. Continuing at a status quo pace of operations and absent a licensing fee increase, the Bar will close 2019 with less than \$6 million in General Fund reserves — a 7 percent fund balance, less than half of the recommended minimum reserve. This translates to a reserve level of less than one month of operating costs. At that time, the State Bar would be forced to lay off or furlough represented staff who make up the majority of the workforce, reduce the number of attorney discipline cases that could be investigated, limit unauthorized practice of enforcement, and reduce staff available to help callers file attorney misconduct complaints and access other resources. Like any agency, the Bar cannot accomplish its statutory missions without adequate funding.

Given these facts, a General Fund transfer to support the CSF cannot be reasonably considered at this time.

To facilitate review of the possibility of the Bar accessing other existing funding sources to increase support for the CSF, a number of materials are provided as follows:

An overview of the Bar's projected reserve balances by fund is provided as Attachment I.

The State Bar Spending Plan, completed in April 2016, which addressed the question of the Bar's ability to redirect General Fund monies to increase investment in the discipline system, is provided as Attachment J.

The State Bar's 2018 Budget, which includes a detailed description of the fiscal challenges facing the State Bar as well as revenue, expense, and fund condition information, is provided as Attachment K.

3. Request Additional License Fees from the Legislature

The current significant challenges facing the CSF is primarily one-time in nature. Prior to action taken by the Board of Trustees at its March 2018 meeting, the one-time current CSF funding need totaled \$14.2 million. The Board approved \$800,000 in additional 2018 payouts at its March meeting. At that meeting staff was also asked to revise the Bar's reserve policy, which will result in an additional \$1.4 million in funding available for CSF payouts this year. Together these amounts reduce the one-time current need from \$14.2 million to \$12 million. Similarly, the amount of the current application balance that is estimated to become eligible for payment

in the future - \$23.4 million - has been reduced to \$21.2 million as a result of the Board's recent action. These amounts could be generated by *additional* one time licensing fees as follows⁴²:

Table 6 - One-Time CSF Fee Increases Needed to Eliminate Backlog

	\$12 million	\$21.2 million (estimated
	(amount currently	amount that will become
	eligible for payment)	eligible for payment)
Active	\$20	\$67
Inactive	\$5	\$15

In addition to these one-time costs, however, annual expected payouts will exceed available budgeted amounts by \$1.8 million on an ongoing basis assuming a goal of payout within 12 months of final discipline. In order to achieve this goal, an ongoing CSF fee increase of \$10 for active attorneys is needed.

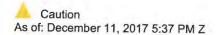
To comply with the mandate in Business and Professions Code section 6040.56 "to conduct a thorough analysis of the Client Security Fund," the Bar assembled a multi-division team of Bar staff who participated in the collection, analysis, synthesis, and presentation of the information contained in this 2018 Client Security Fund Report . The Report also benefitted from the thoughtful review and discussion by the Board of Trustees. This collaborative exercise has produced, for the first time, a comprehensive overview of the structure, functioning, and financial position of this vital component of the attorney discipline system. As noted in the Report, the Bar will advance some of the options for increasing CSF resources in the near term, resulting in an increase in the number of payouts that will be made this year; thus, the production of the Report itself will result in immediate and positive outcomes for victims of attorney misconduct. In addition, the Bar will continue to study the remaining options identified, and will use the Report to facilitate monitoring of the condition of the Fund in an effort to continuously improve its operation.

⁴² Note that these figures do not take into account administrative expenses of approximately \$2 million per year. Additional staff may be needed to process claims at an accelerated rate should CSF funding increase significantly, resulting in administrative expenses in excess of \$2 million. Before any final determination is made regarding a CSF fee increase further assessment of requisite administrative support and costs is needed.

State of California BUSINESS AND PROFESSIONS CODE Section 6140.5

- (a) The board shall establish and administer a Client Security Fund to relieve or mitigate pecuniary losses caused by the dishonest conduct of active members of the State Bar, Foreign Legal Consultants registered with the State Bar, and attorneys registered with the State Bar under the Multijurisdictional Practice Program, arising from or connected with the practice of law. Any payments from the fund shall be discretionary and shall be subject to regulation and conditions as the board shall prescribe. The board may delegate the administration of the fund to the State Bar Court, or to any board or committee created by the board of trustees.
- (b) Upon making a payment to a person who has applied to the fund for payment to relieve or mitigate pecuniary losses caused by the dishonest conduct of an active member of the State Bar, the State Bar is subrogated, to the extent of that payment, to the rights of the applicant against any person or persons who, or entity that, caused the pecuniary loss. The State Bar may bring an action to enforce those rights within three years from the date of payment to the applicant.
- (c) Any attorney whose actions have caused the payment of funds to a claimant from the Client Security Fund shall reimburse the fund for all moneys paid out as a result of his or her conduct with interest, in addition to payment of the assessment for the procedural costs of processing the claim, as a condition of continued practice. The reimbursed amount, plus applicable interest and costs, shall be added to and become a part of the membership fee of a publicly reproved or suspended member for the next calendar year. For a member who resigns with disciplinary charges pending or a member who is suspended or disbarred, the reimbursed amount, plus applicable interest and costs, shall be paid as a condition of reinstatement of membership.
- (d) Any assessment against an attorney pursuant to subdivision (c) that is part of an order imposing a public reproval on a member or is part of an order imposing discipline or accepting a resignation with a disciplinary matter pending, may also be enforced as a money judgment. This subdivision does not limit the power of the Supreme Court to alter the amount owed or to authorize the State Bar Court, in the enforcement of a judgment under this subdivision, to approve an agreement for the compromise of that judgment.

(Amended by Stats. 2011, Ch. 417, Sec. 48. (SB 163) Effective January 1, 2012.)



Saleeby v. State Bar

Supreme Court of California July 25, 1985 S.F. No. 24695

Reporter

39 Cal. 3d 547 *; 702 P.2d 525 **; 216 Cal. Rptr. 367 ***; 1985 Cal. LEXIS 321 ****

CHARLES SALEEBY, Petitioner, v. THE STATE BAR OF CALIFORNIA, Respondent

Subsequent History: [****1] As Modified August 15, 1985.

Disposition: Let a peremptory writ of mandate issue commanding the bar to (1) reformulate the existing rules to conform generally to such procedural requirements as are described herein, (2) afford petitioner a reasonable opportunity to be heard thereunder, and (3) provide sufficient findings upon which review may be based. Jurisdiction is reserved for the purpose of awarding attorney fees as may be hereinafter determined.

Core Terms

reimbursement, mandamus, attorneys, applicants, due process, review department, decisions, recommendations, Professions, regulations, attorney's fees, determinations, claimants, requirements, proceedings, procedures, conclusions, asserts, matters, administrative mandamus, disciplinary proceeding, disciplinary, discipline, benefits, courts, Com, limitations, losses, judicial review, superior court

Case Summary

Procedural Posture

In this original proceeding petitioner sought an order requiring the State Bar, (California) to adopt rules governing its exercise of discretion in administering the Client Security Fund (CSF) and to set aside its order granting petitioner less than the full amount of reimbursement which he requested.

Overview

Petitioner was represented by an attorney who retained virtually all of an award obtained for petitioner. That attorney was later disbarred. Petitioner then sought compensation from the Client Security Fund (CSF) administered by the State Bar. Petitioner received a portion of the funds he lost to his attorney, but not all that he requested. Petitioner sought an order requiring the State Bar to adopt rules governing its exercise of discretion in administering the CSF and to set aside its order pertaining to petitioner's request. The court concluded that the procedures followed by the bar were insufficient because they failed to provide a record for judicial review and denied due process. Therefore, the court directed that the bar formulate new rules. The court also concluded that decisions relating to reimbursement from the CSF were reviewable by a writ of mandamus heard in the first instance in the superior court. Finally, as to attorney fees, the court held that the wholesale prohibition against payment of such fees in CSF matters was impermissible, and that petitioner's attorney was entitled under private attorney general principles to fees in an amount to be fixed later.

Outcome

The court ordered the State Bar to revise its rules pertaining to how it hears and issues decisions pertaining to reimbursements from the Client Security Fund and the allowance of attorneys fees, and then afford petitioner a reasonable opportunity to be heard under the new rules.

LexisNexis® Headnotes

Administrative Law > Judicial Review > Remedies > Mandamus

Civil Procedure > ... > Writs > Common Law Writs > Mandamus

Governments > Courts > Rule Application & Interpretation

Administrative Law > Judicial Review > Reviewability > General Overview

Legal Ethics > Client Relations > Billing & Collection

HN1[2] Remedies, Mandamus

Rule 952 of the Rules of Court, which describes the means by which decisions of the State Bar in matters of discipline and admission are directly reviewable in the California Supreme Court, does not apply to decisions pertaining to reimbursements from the Client Security Fund (CSF) because the bar's determination of CSF matters does not involve its administrative role in aiding the court in matters of discipline and admissions. Claimants should instead seek review should proceed by writ of mandamus filed in the superior court.

Administrative Law > Judicial Review > Reviewability > General Overview

Civil Procedure > ... > Declaratory Judgments > State Declaratory Judgments > Appellate Review

Administrative Law > Judicial Review > Remedies > Mandamus

Civil Procedure > ... > Declaratory Judgments > State Declaratory Judgments > General Overview

Civil Procedure > Remedies > Writs > General Overview

HN2[] Judicial Review, Reviewability

Cal. Civ. Proc. Code § 1094.5, the provision for administrative mandamus, is used to review adjudicatory determinations. This form of mandamus is not available to review quasi-legislative actions of administrative agencies. Quasi-legislative acts are reviewable only by an action for declaratory relief (Cal. Civ. Proc. Code § 1060) or for traditional mandamus.

Administrative Law > Judicial Review > Remedies > Mandamus

Civil Procedure > ... > Writs > Common Law Writs > Mandamus

Civil Procedure > Remedies > Writs > General Overview

HN3[] Remedies, Mandamus

Traditional mandamus is the appropriate method of review in situations where there is no clear statutory requirement for hearing or of a record sufficient for Cal. Civ. Proc. Code § 1094.5 review. It is appropriate where the

claim fundamentally is a challenge to the bar's adoption of the existing rules and thus is a challenge to the bar's quasi-legislative actions. Traditional mandamus will, of course, not lie to compel a particular method of exercising discretion and the selection of a method to process claims and determine which claims will be granted are matters clearly within the bar's proper exercise of authority under the statutory mandate. However, mandamus will lie to correct an abuse of discretion or the actions of an administrative agency which exceed the agency's legal powers.

Administrative Law > Judicial Review > Reviewability > General Overview

HN4[₺] Judicial Review, Reviewability

Cal. Bus. & Prof. Code § 6140.5 specifically authorizes the establishment of a fund to relieve or mitigate pecuniary losses caused by the dishonest conduct of those active members of the bar. Payment is to be discretionary and the bar is free to prescribe applicable regulations and conditions for payments. With this grant, the Legislature did not intend the bar's powers to be limitless. The bar's exercise of discretion is reviewable to assure conformance to the purposes of the fund and to avoid the potential for arbitrary or discriminatory decisions.

Constitutional Law > ... > Fundamental Rights > Procedural Due Process > General Overview

<u>HN5</u>[♣] Fundamental Rights, Procedural Due Process

No firm rule can be established to ascertain what due process protections are necessary in a particular situation. Rather the relief to be afforded depends upon balancing the various interests involved. Generally, the dictates of due process necessitate considering (1) the private interest that will be affected by the official action, (2) the risk of an erroneous deprivation of such interest through the procedures used, and the probable value, if any, of additional or substitute procedural safeguards, (3) the dignitary interest in informing individuals of the nature, grounds and consequences of the action and in enabling them to present their side of the story before a responsible governmental official, and (4) the governmental interest, including the function involved and the fiscal and administrative burdens that the additional or substitute procedural requirement would entail.

Constitutional Law > ... > Fundamental Rights > Procedural Due Process > General Overview

HN6[₺] Fundamental Rights, Procedural Due Process

In order to comport with due process requirements, applicants for reimbursement from the Client Security Fund must be afforded an opportunity to be heard and respond to the bar's determinations and the bar must issue sufficient findings to afford review.

Constitutional Law > ... > Fundamental Rights > Procedural Due Process > General Overview

HN7 2 Fundamental Rights, Procedural Due Process

The opportunity to be heard is a fundamental requirement of due process. However, there is no precise manner of hearing which must be afforded; rather the particular interests at issue must be considered in determining what kind of hearing is appropriate. A formal hearing, with full rights of confrontation and cross-examination is not necessarily required. What must be afforded is a reasonable opportunity to be heard.

Constitutional Law > ... > Fundamental Rights > Procedural Due Process > General Overview

Legal Ethics > Client Relations > Billing & Collection

HN8[] Fundamental Rights, Procedural Due Process

With respect to applications for reimbursement from the Client Security Fund, the bar is not required to hold a formal hearing, but is required to give applicants an opportunity to respond to the bar's proposed disposition of the request for reimbursement.

Administrative Law > Judicial Review > General Overview

HN9[] Administrative Law, Judicial Review

While the bar is not required to make findings as formal as those required of a court, it must provide information sufficient to apprise interested parties and the courts of the bases for the administrative action.

Administrative Law > Judicial Review > General Overview

Legal Ethics > Client Relations > General Overview

HN10[♣] Administrative Law, Judicial Review

In order to comply with procedural due process, the state bar cannot flatly prohibit the compensation of attorneys assisting applicants for the Client Security Fund, but must reformulate its rules to permit attorneys assisting applicants to the fund to be compensated.

Civil Procedure > Remedies > Costs & Attorney Fees > General Overview

HN11[基] Remedies, Costs & Attorney Fees

See Cal. Civ. Proc. Code § 1021.5.

Headnotes/Syllabus

Summary CALIFORNIA OFFICIAL REPORTS SUMMARY

An aggrieved client who reported his attorney's conduct to the State Bar, following which disciplinary proceedings were commenced, petitioned the Supreme Court for an order requiring the State Bar to adopt rules governing its exercise of discretion in administering the Client Security Fund (*Bus. & Prof. Code, § 6140.5*) (established to compensate clients injured by attorney misconduct) and to set aside its order granting petitioner less than the full amount of reimbursement which he requested. Petitioner was represented by his former attorney in an age discrimination action. Following trial, petitioner was awarded damages and reinstatement to his former position. The fee agreement contemplated payment of 40 percent of sums recovered after trial. However, the attorney was also awarded a substantial sum by the court as attorney fees for his services. After the attorney refused to pay petitioner any of the award, except for a small portion, petitioner reported this conduct to the State Bar. Petitioner also applied for reimbursement from the fund in a sum equal to the full amount of the award, less the small portion which he

received from his attorney. Although petitioner appeared as a witness during the disciplinary proceedings, he was not given an opportunity independently to present evidence in support of his reimbursement application or to make arguments in favor thereof. The hearing panel recommended that the attorney be disbarred. As to the application to the fund, the panel recommended, without making separate findings, that petitioner be granted reimbursement in an amount equal to only 60 percent of the damages award and subtracting the sum received by petitioner from the attorney.

The Supreme Court issued a peremptory writ of mandate commanding the State Bar to reformulate the existing rules to conform generally to such procedural requirements as stated in the opinion, afford petitioner a reasonable opportunity to be heard under such procedures, and provide sufficient findings upon which review may be based. The court held that the procedures followed by the State Bar were insufficient because they failed to provide a record upon which judicial review may be had and denied due process. Thus, the Bar must formulate new rules. Also, decisions relating to applications for reimbursement from the fund are reviewable by a writ of mandamus heard in the first instance in the superior court, because such decisions are not an integral part of the high court's regulatory jurisdiction over the State Bar. Finally, the court held that the wholesale provision against payment of attorney fees in fund matters is impermissible, and that the attorney representing petitioner in the reimbursement matter was entitled, under private attorney general principles, to fees in a sum yet to be fixed. (Opinion by Lucas, J., expressing the unanimous view of the court.)

Headnotes CALIFORNIA OFFICIAL REPORTS HEADNOTES

Classified to California Digest of Official Reports, 3d Series

CA(1)[1] (1)

Attorneys at Law § 3—State Bar Act, State Bar Association, and Bar Fees—Client Security Fund—Applications for Reimbursement—Judicial Review.

--Decisions of the State Bar relating to applications for reimbursement from the Client Security Fund (Bus. & Prof. Code, § 6140.5) (established to compensate clients injured by attorney misconduct) are reviewable by a writ of mandamus heard in the first instance in the superior court. This is in contrast to determinations and recommendations of the State Bar in matters of discipline and admission, which are directly reviewable in the state Supreme Court (Cal. Rules of Court, rule 952). Unlike the State Bar's determinations regarding such matters, the State Bar's power to grant or deny reimbursement is vested pursuant to powers directly granted by the Legislature. Also, there is nothing in the allocation of fund monies that necessarily invokes state Supreme Court inherent powers. Thus, rule 952 does not apply in the context of reimbursement, because the State Bar's determination of such matters does not involve its administrative role in aiding the high court in matters of discipline and admissions.

CA(2a)[(2a) CA(2b) (2b) CA(2c) (2c)

Attorneys at Law § 3—State Bar Act, State Bar Association, and Bar Fees—Client Security Fund—Applications for Reimbursement—Judicial Review—Mandamus.

--Due to the absence of a clear statutory requirement for hearing or of a record sufficient for review under <u>Code Civ. Proc., § 1094.5</u> (administrative mandamus), traditional mandamus (<u>Code Civ. Proc., § 1085</u>) was the appropriate method of review, as to a decision of the State Bar granting petitioner, an aggrieved client, less than the full amount of reimbursement which he requested from the Client Security Fund (<u>Bus. & Prof. Code, § 6140.5</u>) (established to compensate clients injured by attorney misconduct). Petitioner's claim was fundamentally a challenge to the State Bar's adoption of the existing rules and thus to the State Bar's quasilegislative actions. However, traditional mandamus will not lie to compel a particular method of exercising discretion. Also, the

selection of a method to process claims and determine which claims will be granted are matters clearly within the State Bar's proper exercise of authority under the statutory mandate. Nevertheless, mandamus will lie to correct an abuse of discretion or the actions of an administrative agency which exceed the agency's legal powers. If some review is indeed appropriate, then at the minimum there must be a reasonable record upon which review may be based. In the future, individual fund decisions may be reviewed by administrative mandamus (<u>Code Civ. Proc., §</u> 1094.5).

CA(3)[1] (3)

Administrative Law § 100—Judicial Review and Relief—Methods—Administrative Mandamus—Availability of Remedy.

--The statutory provision for administrative mandamus, <u>Code Civ. Proc., § 1094.5</u>, is used to review adjudicatory determinations. This form of mandamus is not available to review quasi-legislative actions of administrative agencies. Quasi-legislative acts are reviewable only by an action for declaratory relief (<u>Code Civ. Proc., § 1060</u>) or for traditional mandamus (<u>Code Civ. Proc., § 1085</u>.)

CA(4)[1 (4)

Administrative Law § 95—Judicial Review and Relief—Methods—Mandamus—Applicable Rules.

--Mandamus pursuant to <u>Code Civ. Proc.</u>, § <u>1094.5</u>, commonly denominated administrative mandamus, is nevertheless mandamus. It is not possessed of a separate and distinctive legal personality. It is not a remedy removed from the general law of mandamus or exempted from the established principles, requirements and limitations of mandamus. The full panoply of rules applicable to ordinary mandamus applies to administrative mandamus proceedings, except when modified by statute.

CA(5)[*] (5)

Administrative Law § 103—Judicial Review and Relief—Methods—Administrative Mandamus—Administrative Record.

--Ordinarily, review by administrative mandate is based only on the administrative record.

CA(6)[1/2] (6)

Administrative Law § 100—Judicial Review and Relief—Methods—Administrative Mandamus—Availability of Remedy—Nongovernmental Agencies.

--Administrative mandamus is not limited, on its face at least, to governmental as opposed to nongovernmental agencies. As to the scope of both versions of mandamus, traditional mandamus (<u>Code Civ. Proc., § 1085</u>) is available not only to compel official acts on the part of governmental agencies, but also to compel nongovernmental bodies or officers to perform their legal duties. Administrative mandamus (<u>Code Civ. Proc., § 1094.5</u>), by using substantially identical language, was intended to apply to the same spectrum of agencies.

<u>CA(7a)</u>[♣] (7a) <u>CA(7b)</u>[♣] (7b) <u>CA(7c)</u>[♣] (7c)

Attorneys at Law § 3—State Bar Act, State Bar Association, and Bar Fees—Client Security Fund—Applications for Reimbursement—Due Process.

--The procedures followed by the State Bar, as to decisions on applications for reimbursement from the Client Security Fund (*Bus. & Prof. Code, § 6140.5*) (established to compensate clients injured by attorney misconduct), denied due process and thus the State Bar must formulate new rules. Although the Legislature granted to the State Bar discretion to administer the fund, it did not insulate the State Bar's decisions from review. In order to comport with due process requirements, applicants to the fund must be afforded an opportunity to be heard and respond to the State Bar's determinations, and the State Bar must issue sufficient findings to afford review. Although a formal hearing is not required, the State Bar is required to give applicants an opportunity to respond to the proposed disposition of the request for reimbursement. The goal the State Bar must achieve is to afford applicants a reasonable opportunity to raise objections to the particular action the State Bar desires to take.

CA(8)[1 (8)

Constitutional Law § 107—Procedural Due Process—Procedures Required.

--The dictates of due process necessitate considering the private interest that will be affected by the official action, the risk of an erroneous deprivation of such interest through the procedures used, and the probable value, if any, of additional or substitute procedural safeguards, the dignitary interest in informing individuals of the nature, grounds and consequences of the action and in enabling them to present their side of the story before a responsible governmental official, and the governmental interest, including the function involved in the fiscal and administrative burdens that the additional or substitute procedural requirement would entail.

CA(9)[1 (9)

Constitutional Law § 109—Procedural Due Process—Manner of Hearing.

--The opportunity to be heard is a fundamental requirement of due process. However, there is no precise manner of hearing which must be afforded; rather, the particular interests at issue must be considered in determining what kind of hearing is appropriate. A formal hearing, with full rights of confrontation and cross-examination, is not necessarily required. What must be afforded is a reasonable opportunity to be heard.

CA(10a)[1] (10a) CA(10b)[1] (10b)

Attorneys at Law § 3—State Bar Act, State Bar Association, and Bar Fees—Client Security Fund—Applications for Reimbursement—Judicial Review—Grounds for Decision.

--An aggrieved client does not have a right to a reimbursement award from the Client Security Fund (Bus. & Prof. Code, § 6140.5) (established to compensate clients injured by attorney misconduct). There is no entitlement to any sum until the State Bar has decided that reimbursement should be made and has set the amount. Thus, the State Bar is free to exercise its discretion and to set any guidelines it sees fit which advance the legislative policy behind the fund. Nonetheless, an applicant may be entitled to relief if the announced grounds for the State Bar's decision have been patently arbitrary or discriminatory. However, the existing procedures do not require the State Bar to announce grounds in a manner which would permit judicial review. Thus, the procedures followed by the State Bar are insufficient and the State Bar must formulate new rules pursuant to its authority under § 6140.5. While the State Bar is not required to make findings as formal as those required by a court, it must provide information sufficient to apprise interested parties and the courts of the bases for the administrative action.

CA(11)[1] (11)

Administrative Law § 70—Administrative Actions—Adjudication—Findings, Decisions, and Orders—Purpose and Necessity.

--A findings requirement, with regard to administrative decisions, serves to conduce the administrative body to draw legally relevant subconclusions supportive of its ultimate decision. The intended effect is to facilitate orderly analysis and minimize the likelihood that the agency will randomly leap from evidence to conclusions. Requiring findings also assists a reviewing court in following the agency's mode of analysis and the parties in deciding whether and on what basis review should be sought. They additionally serve to persuade the parties that administrative decisionmaking is careful, reasoned and equitable.

CA(12a)[1/2] (12a) CA(12b)[1/2] (12b)

Attorneys at Law § 27—Attorney-client Relationship—Compensation of Attorneys—Client Security Fund—Applications for Reimbursement—Attorney Fee Provision—Due Process.

--The prohibition set forth in Rules Proc. of State Bar, rule 686, which states that no attorney shall be compensated from any source for prosecuting an application against the Client Security Fund (established, by *Bus. & Prof. Code*, § 6140.5, to compensate clients injured by an attorney's misconduct), must be revised by the State Bar to conform to minimal due process standards. The State Bar is not necessarily restrained from choosing either reasonable regulation of compensation or the establishment of an alternate method of assuming adequate assistance to applicants for compensation from the fund. The Bar may determine in non-discriminatory fashion to whom and to what degree payments shall be made. However, it may not prevent those seeking relief from assuring that the State Bar has adhered to the requirements that it provide proper and fair distribution. Thus, the State Bar must reconsider its prohibition on the compensation of attorneys and reformulate its rules to permit attorneys assisting applicants to the fund to be compensated.

CA(13)[1] (13)

Attorneys at Law § 27—Attorney-client Relationship—Compensation of Attorneys—Limitations on Fees.

--Limitations may be placed on the amount of fees to which an attorney is entitled when he represents clients, particularly those seeking benefits. The purpose of such limitations is to protect claimants before commissions from the exaction of excessive fees.

CA(14)[1 (14)

Attorneys at Law § 27—Attorney-client Relationship—Compensation of Attorneys—Client Security Fund—Applications for Reimbursement—Private Attorney General Doctrine.

--In proceedings to require the State Bar to adopt rules governing its exercise of discretion in administering the Client Security Fund (*Bus. & Prof. Code, § 6140.5*) (established to compensate clients injured by attorney misconduct), and to set aside the State Bar's order granting petitioner less than the full amount of reimbursement which he requested, petitioner's attorney was entitled under private attorney general principles (*Code Civ. Proc., § 1021.5*), to attorney fees in an amount yet to be fixed. Petitioner vindicated an important right of significant benefit to all future fund applicants. However, as to the necessity and financial burden of private enforcement, petitioner sought to vindicate personal rights and his claim to a particular sum in addition to challenging the general regulatory scheme utilized by the State Bar. Thus, it was necessary to reserve further jurisdiction for the purpose of setting those fees pending consideration of factual issues relevant to the fixing of that reimbursement award.

Counsel: Philip Martin for Petitioner.

Herbert M. Rosenthal, Truitt A. Richey, Jr., and Ellen A. Pansky for Respondent.

Judges: Opinion by Lucas, J., expressing the unanimous view of the court. Bird, C. J., Mosk, J., Kaus, J., Broussard, J., Reynoso, J., and Grodin, J., concurred.

Opinion by: LUCAS

Opinion

[*553] [**527] [***369] In this original proceeding petitioner Charles Saleeby seeks an order requiring the State Bar (bar) to adopt rules governing its exercise of discretion in administering the Client Security Fund (*Bus. & Prof. Code, § 6140.5*, hereinafter CSF) and to set aside its order granting petitioner less than the full amount of reimbursement which he requested. We will conclude that the procedures followed by the bar are insufficient [****2] because they fail to provide a record upon which judicial review may be had and deny due process and that the bar therefore must formulate new rules. We will also conclude that decisions relating to applications for reimbursement from the CSF are reviewable by a writ of mandamus heard in the first instance in the superior court. Finally, as to attorney fees, we will hold that the wholesale prohibition against payment of such fees in CSF matters is impermissible, and that petitioner's attorney is entitled under private attorney general principles to fees in an amount to be hereafter fixed.

The Claim

Petitioner was represented by Robert A. Tarver in an age discrimination action. (Tarver's misconduct in this case formed part of the basis for disciplinary proceedings leading to his disbarment [Tarver v. State Bar (1984) 37 Cal.3d 122 (207 Cal. Rptr. 302, 688 P.2d 911)].) Their fee agreement contemplated payment of 40 percent of "sums recovered" after trial. Following trial in 1976, petitioner was awarded \$ 31,243.24 in damages and reinstatement to his former position. On November 19, 1976, Tarver was also awarded \$ 20,600 by the court as attorney fees for his services. [****3] On December 3, after holding the \$ 31,243.24 check for petitioner's damages for almost one month, Tarver met with petitioner and asked him to endorse the check, claiming that the entire amount was owed to him as fees. Tarver did not inform petitioner of the court's attorney fee award. Petitioner first refused to endorse the check and Tarver then threatened to take it all, asserting he could cash the check without petitioner's endorsement. Finally, petitioner agreed to sign the check when Tarver agreed to give him a check for \$ 8,500. Tarver then took the endorsed draft and used a substantial part of the money to cure a default and prevent the foreclosure sale of his office building which was calendared for that same afternoon.

Petitioner consulted other attorneys about the legality of the division of the award. Tarver thereafter billed petitioner for additional fees of [*554] \$ 24,240.24 based on the value of the future income he projected petitioner would receive following reinstatement to his job. Petitioner reported this conduct to the bar which commenced disciplinary proceedings. Petitioner also applied for reimbursement from the CSF in the sum of \$ 22,743.24, the [****4] difference between the total damages awarded in the trial, and the \$ 8,500 which he received. The CSF application originally was consolidated with the disciplinary proceedings. Although petitioner appeared as a witness during those proceedings, he was not given an opportunity independently to present evidence in support of his reimbursement application or to make arguments in favor thereof. The bar's hearing panel filed its findings and conclusions on February 22, 1983, recommending that Tarver be disbarred. As to the CSF application, the panel recommended, without making separate [***370] findings, that petitioner be granted reimbursement in the sum of \$ 10,246. 1

[****5] Both the disciplinary proceeding and CSF application were heard before the bar's review department (Rules Proc. of State Bar, rules 450-452, 680) before which the bar examiner unsuccessfully requested separate

¹ Because of the absence of findings, no indication of the basis for this award can be discerned with certainty. However, the amount recommended appears to have been reached by taking 60 percent of the damages award and subtracting the \$ 8,500 received by petitioner from Tarver. As petitioner argues, it does not appear to take into account the award of attorney fees made by the trial court and paid by the defendant directly to Tarver.

findings of fact and conclusions of law regarding the CSF claim. The examiner also recommended full reimbursement in the sum requested by petitioner. The review department rendered its decision in the disciplinary matter recommending disbarment, but severed consideration of the CSF application. It adopted the hearing panel's conclusions in the disciplinary matter with certain additions, and concluded that Tarver was "guilty of overreaching in his negotiations with his client in persuading him to take substantially less than the client believed he was entitled to receive by making statements that he was not entitled to receive anything." Observing that "A [**528] substantial question has been raised as to the legality of any attorney's fees in addition to the amount awarded by the court," the review department found the bar examiner's authorities supported a conclusion of illegality but "this conclusion is not clearly established by case law, and there is no evidence that [****6] [Tarver] was aware that such additional fee might be illegal." Finally, the review department concluded that "The fee collected by [Tarver] was unconscionable."

Petitioner thereafter was separately informed by letter of the bar's "final" decision that his CSF application had been denied on the ground that he had "not suffered a reimbursable loss as defined by the Rules of Procedure of the State Bar." The letter specifically noted that while the "reviewing body" had found the fee taken to be unconscionable, petitioner's loss did [*555] not arise from "dishonest conduct by the lawyer as defined by Rule 671C" After commenting that the review department was divided on the appropriate action, the letter invited petitioner to consider requesting reconsideration.

On September 1, 1983, petitioner accepted the invitation and submitted a written request for reconsideration. He ultimately was notified by letter dated December 27, 1983, that his request had been approved in part and that reimbursement in the sum of \$ 10,246 was being ordered to cover the portion of his loss deemed reimbursable.

Because this represented only a portion of the reimbursement he requested, petitioner [****7] through counsel filed a petition for writ of review or mandamus directly in this court. We issued an alternative writ of mandate.

The Client Security Fund

The concept of a fund established by attorneys to compensate clients injured by the misconduct of members of the legal profession was first translated into practice in New Zealand in 1929. (Sterling, *The Argument for A Clients' Security Fund* (1961) 36 State Bar J. 957, 961.) In 1958, the Vermont and Oregon bars became the first associations in the United States to vote to establish such funds. California, where the propriety of a CSF was the subject of debate, did not join the growing number of states providing such protection until 1971. (See Sterling, *supra*, [arguing that the bar should establish a CSF as a matter of moral principle, as well as to improve public relations]; McKnight, *The Argument Against Clients' Security Fund* (1961) 36 State Bar J. 963 [adoption of a CSF will demean the profession in the public eye and encourage claims].) By the time the bar successfully sought legislation empowering it to create a CSF, it was "a relative latecomer" following in the footsteps of over 30 state and 20 local [****8] bar associations. (Outcault & Peterson, *Lawyer Discipline & Professional Standards in California: Progress and Problems* (1973) 24 Hastings L.J. 675, 686.)

[***371] In 1971, the Legislature enacted *Business and Professions Code section 6140.5* authorizing the creation of the CSF. That provision states that the bar "may establish and administer a Client Security Fund to relieve or mitigate pecuniary losses caused by the dishonest conduct of those active members of the bar. Any payments from the fund shall be discretionary and shall be subject to such regulation and conditions as the board shall prescribe." The Board of Governors of the bar is also authorized to delegate the fund's administration to the existing disciplinary board or any other board or committee which it might create. (*Id.*, subd. (a).) Subdivision (b) [*556] of the section allows the collection of up to \$ 10 from each member of the bar for the purpose of funding the CSF.

The next year, the bar established and promulgated rules for the administration of the CSF. (Resolution by the Bd. of Governors of the State Bar of Cal. Establishing a Client Security Fund (June 17, 1971); see Rules Proc. of State [****9] Bar, rules 670-688.) Under the procedures set forth, an applicant must file an application for reimbursement on a form which includes in bold face type a statement that the bar "has no legal responsibility for the acts of individual lawyers. Payments from the [CSF] shall be made in the sole discretion" of the bar. (Rule 672 C.) After an application has been filed, it may be rejected by the review department of the bar disciplinary arm if the

responsible staff attorney so recommends and forwards a report to the review department briefly stating the reason for the opinion. (Rule 673 A, B.) The report *may* rely on information outside that supplied in the application. (*Id.*, subd. B.) If a majority of the review department concurs, no further hearing or other proceeding is required and the decision is final. (*Ibid.*; rule 685.)

[**529] "In all other cases" the matter is referred (apparently by the staff attorney) to a hearing panel or referee or to the review department. (Rule 673 C.) The reviewer *may* take and hear evidence, administer oaths, and compel the presence of witnesses through the use of a subpoena. (Rule 674.) A hearing panel or referee is entitled [****10] to conduct investigations and hold hearings as deemed necessary. (Rule 678 A.) After affording the application such consideration as it finds fit, the panel or referee must transmit "to the appropriate office of the State Bar" its report describing the proceedings, which includes findings of fact, conclusions and recommendations. (*Id.*, subd. B.) Before any payments from the fund are ordered, the lawyer involved must be notified and afforded an opportunity to be heard and present evidence and to file a written statement regarding the report submitted by the hearing panel or referee. (Rules 679, 680.) In contrast, the applicant for reimbursement *may* be advised of the progress of his application but is not entitled to any notice of a particular hearing or to see or respond to recommendations or other reports which may be internally submitted. (See rule 684.) The applicant is only entitled to be advised of the bar's final decision. (*Ibid.*)

In carrying out its duties, the review department is required to "find that a reimbursable loss as defined in these rules has been established and the extent of said loss." (Rule 681 B.) "Reimbursable losses" are defined as those caused [****11] by the dishonest conduct of an attorney. (Rule 671 D.) "Dishonest conduct" is defined in the same provision as including "wrongful acts committed by a lawyer in the manner of defalcation or embezzlement [*557] of money; or the wrongful taking or conversion of money, property or other things of value" (Id., subd. C.)

As to the right to payment, the rules specify repeatedly that "All payments from the fund shall be a matter of grace and not of right and shall be in the sole discretion of the State Bar of California. No client or member of the public shall have any right in the fund as a third party beneficiary or otherwise." (Rule 682; see rule 672 C.) Consistent with the statement on the application form, the rules further recite that the review department is vested with "the sole and final authority to determine whether and to what extent any application [***372] for reimbursement shall be granted" (Rule 681 A.) Finally, for further emphasis, the rules declare that once an application is rejected by the review department at any point, such rejection "is final and no further consideration shall be given by the State Bar to said application or another based [****12] upon the same alleged facts." (Rule 685.) We turn first to the issue of the proper forum for review of CSF determinations.

Where May Review of CSF Decisions Be Had?

In 1927, the Legislature adopted the State Bar Act (*Bus. & Prof. Code, § 6000 et seq.*) establishing "what is known as an 'integrated' bar, i.e., an organization of members of the legal profession of the state with a large measure of self-government, performing such functions as examining applicants for admission, formulating rules of professional conduct, disciplining members for misconduct, preventing unlawful practice of the law, and engaging in study and recommendation of changes in procedural law and improvement of the administration of justice." (1 Witkin, Cal. Procedure (2d ed. 1970) Attorneys, § 157, p. 168.) We have described the bar as "a public corporation created . . . as an administrative arm of this court for the purpose of assisting in matters of admission and discipline of attorneys." (*Emslie v. State Bar (1974) 11 Cal.3d 210, 224 [113 Cal. Rptr. 175, 520 P.2d 991].*) In those two areas, the bar's role has consistently been articulated as that of an administrative assistant to or adjunct [*****13] of this court, which nonetheless retains its inherent judicial authority to disbar or suspend attorneys. (*Bus. & Prof. Code, § 6100*; *Jacobs v. State Bar (1977) 20 Cal.3d 191, 196 [141 Cal. Rptr. 812, 570 P.2d 1230]*; *Brotsky v. State Bar (1962) 57 Cal.2d 287, 301 [19 Cal. Rptr. 153, 368 P.2d 697, 94 A.L.R.2d 1310]*.) In the area of admission to practice, an applicant is admitted only by order of the Supreme Court which, upon certification by the bar's examining committee that the applicant fulfills the admission requirements, "may admit such applicant as an attorney at law in all the courts of this State " (*Bus. & Prof. Code, § 6064.*)

CA(1)[1] (1) Determinations and recommendations of the bar in matters of discipline and admission are directly reviewable in this court. Rule 952 of the [*558] Rules of Court describes the means by which such review may be

sought. After designating the methods of [**530] seeking review of decisions recommending disbarment, suspension, or setting aside a stay of suspension (subds. (a), (b)), the rule next provides: "A petition to the Supreme Court to review any other action of the Board of Governors of the State Bar, or of any [****14] board or committee appointed by it and authorized to make a determination pursuant to the provisions of the State Bar Act, shall be filed within 60 days after written notice of the action" (Subd. (c).) The "Draftsman's Explanatory Notes" to the rule explain that this language "applies to admissions, readmissions, and reinstatements, and takes care of situations not covered by the old rule, where no certified copy of a decision is filed with the Sup. Ct."

Both parties contend that this provision governs review of CSF determinations. As a matter of policy, the bar also urges that permitting review of CSF decisions in the lower courts would cause confusion and inconsistencies because such determinations are frequently made in connection with a disciplinary decision which would be reviewable only in this court. Moreover, the bar stresses, the standard of review utilized by us in disciplinary matters differs from that which might be utilized in a lower court should review be obtained through use of the writ of mandamus.

Consideration of the method by which the CSF was created, its purpose, and historical principles regarding the appropriateness of direct review in this court [****15] lead us to conclude that the provisions for direct review provided in the rules of court do not necessarily extend to CSF determinations. The CSF was enacted at the request of the bar which, "[recognizing] that occasionally a lawyer might engage in dishonest conduct in violation of his oath which could result in pecuniary loss to his client or others, and that disciplining the guilty attorney [***373] does not alleviate the injury to the person sustaining such a loss, . . . resolved to join thirty-four other states" already maintaining funds to compensate such losses. (Plant, Annual Report of the Board of Governors (1971) 46 State Bar J. 578, 581-582; see Smith, The Client's Security Fund: A Debt of Honor Owed by the Profession (1958) 44 A.B.A. J. 125.) Thus the bar sought legislative authorization for the CSF in order to create a remedy in addition to disciplinary measures and civil actions to reimburse clients for losses caused by the wrongful conduct of attorneys. In so acting, the bar sought to advance the legal profession's role as a "public profession devoted to serving the public" for whom the "spirit of public service" acts as a motivating force. (Resolution [****16] by the Bd. of Governors of the State Bar of Cal. Establishing a Client Security Fund (June 17, 1971).)

Because the grant or denial of reimbursement from the CSF does not involve discipline or admission of attorneys and there is no legislative requirement [*559] for direct review of such determinations here, we decline to hold that our direct review of such decisions is appropriate as a matter of course. (Compare Jacobs v. State Bar, supra, 20 Cal.3d 193, 198 [Bus. & Prof. Code, §§ 6049-6051] entitle only the bar to initiate action in superior court to enforce subpoena it has issued].) There is nothing in the allocation of CSF monies that necessarily would invoke our "inherent" powers. Unlike the bar's determinations regarding disciplinary matters and decisions involving admission, the bar's power to grant or deny reimbursement is vested pursuant to powers directly granted by the Legislature. In fact, the difference between the bar's traditional role in assisting this court and its role here is emphasized by the bar's own arguments in this action where it contends that it has virtually limitless discretion not subject to our usual standards of review of its recommendations. [****17] ²

²We recognize that the American Bar Association (ABA) in its Model Rules for Clients' Security Funds (Standing Com. on Client's Security Funds, approved by the ABA's House of Delegates on Aug. 12, 1981) takes a somewhat different view of the role of the courts in establishing CSFs. In its comment to rule 1, the ABA observes that "it is the Court which bears the responsibility for establishing qualifications for practice and for seeing that lawyers subject to its jurisdiction adhere to the standards of conduct the Court mandates." It then notes that courts have been found to have "inherent power to establish a client's security fund and require lawyers admitted to practice in the state to contribute to it." The ABA comment finally suggests that "Where the Court has declined to exercise its inherent power to establish a client reimbursement system, it is necessary for a professional organization of lawyers to provide such a system." (*Id.*, com., rule 1.)

In Hersh v. State Bar (1972) 7 Cal.3d 241 [101 Cal. Rptr. 833, 496 P.2d 1201], we held that the fee increase imposed by the State Bar to fund the CSF was prematurely imposed but otherwise permissible. In the course of that discussion, we relied upon the legislative authority granted to the bar to impose fees in determining the propriety of the bar's actions. (See 7 Cal.3d at pp. 243, 245-246.) The ABA approach, in contrast, treats creation of the CSF as within the "inherent power" of the court, and has

[****18] [**531] We therefore conclude that <code>HN1[]</code> rule 952 does not apply in this context because the [***374] bar's determination of CSF matters does not involve its "administrative" role in aiding this court in matters of discipline and admissions. In the future, claimants seeking review should proceed by writ of mandamus filed in the superior court.

[*560] Mandamus

CA(2a) (2a) Having already issued an alternative writ of mandamus, we turn now to the bar's claims that neither administrative nor traditional mandamus (Code Civ. Proc., §§ 1094.5 and 1085, respectively) will presently lie. The bar asserts that section 1094.5 is inapplicable because that section applies only "Where the writ is issued for the purpose of inquiring into the validity of any final administrative order or decision made as a result of a proceeding in which by law a hearing is required to be given, evidence is required to be taken, and discretion in the determination of facts is vested in the inferior tribunal" (Italics added.) Because no hearing is mandated by either Business and Professions Code section 6140.5 or the rules formulated by the bar, the bar contends that administrative mandamus is prima facie [****19] inappropriate. 3

[****20] California has consistently differentiated "legislative" and "adjudicatory" actions and the manner in which they may be reviewed. In *Horn v. County of Ventura* (1979) 24 Cal.3d 605, 613 [156 Cal. Rptr. 718, 596 P.2d 1134], we "distinguished 'adjudicatory' matters in which 'the government's action affecting an individual [is] determined by facts peculiar to the individual case' from 'legislative' decisions which involve the adoption of a 'broad, generally applicable rule of conduct on the basis of [**532] general public policy." (Quoting San Diego Bldg. Contractors Assn. v. City Council (1974) 13 Cal.3d 205, 212-213 [118 Cal. Rptr. 146, 529 P.2d 570, 72 A.L.R.3d 973]; see also Wilson v. Hidden Valley Mun. Water Dist. (1967) 256 Cal. App. 2d 271 [63 Cal. Rptr. 889] [extended discussion of distinction between adjudicatory and legislative actions]; Cal. Administrative Mandamus (Cont. Ed. Bar 1966) § 2.8, p. 17 and (Supp. 1984) pp. 17-18 [defining quasi-legislative acts].)

CA(3) (3) HN2 Section 1094.5 of the Code of Civil Procedure, the provision for "administrative mandamus," is used to review adjudicatory determinations. This form of mandamus "is not available [****21] to review quasi-legislative actions [*561] of administrative agencies. [Citation.] [para.].... Quasi-legislative acts are reviewable only by an action for declaratory relief (Code Civ. Proc., § 1060) or for traditional mandamus (id., § 1085)." (Pacific Legal Foundation v. California Coastal Com. (1982) 33 Cal.3d 158, 168-169 [188 Cal. Rptr. 104, 655 P.2d 306];

been echoed by courts in other states. For example, in *In re Member of Bar (Del. 1969) 257 A.2d 382*, the Delaware high court addressed a constitutional challenge to establishment of that state's CSF made on the grounds the court's powers over bar members extended only to discipline for misconduct and requiring payment for the fund was an improper levy of a tax on bar members. It concluded that the stated purpose of the CSF "to establish as far as practicable the collective responsibility of the Profession in respect to losses caused to the public . . ." fell within the court's "inherent power" because it was meant "to insure the Bar's reputation" and maintain its standards. (257 A.2d at pp. 383-384.) Similarly in *Folly Farms I, Inc. v. Trustees of Clients' Sec., Etc.* (1976) 278 Md. 297 [363 A.2d 479, 481], the Maryland court described its state's CSF as "peculiarly subject to the supervision of the Court" but in that instance the Legislature had granted to the court directly the authorization to create the CSF.

Each state's bar system is different. Here, as noted, the CSF authorization was solicited from the Legislature by the bar itself and the powers related to establishing the fund were vested by statute in the bar rather than in this court and by the Legislature rather than by this court. We, therefore, decline to follow the alternative approach described herein.

³ The bar also asserts *Business and Professions Code section 6001* is a bar to use of administrative mandamus. In relevant part, that section states "[no] law of this state restricting, or prescribing a mode of procedure for the exercise of powers of state public bodies or state agencies, or classes thereof, including, but not by way of limitation [various Gov. Code provisions] shall be applicable to the State Bar, unless the Legislature expressly so declares." What is at issue here is not a requirement that the bar follow a specified mode or procedure but rather the method by which the procedures adopted by the bar and the decisions it renders pursuant thereto may be reviewed. The bar's argument, if taken to its ultimate conclusion, would mean that there could be no review of its CSF decisions because *any* review would constitute a prohibited restriction on the bar's exercise of power pursuant to this section. (Compare *Chronicle Pub. Co. v. Superior Court (1960) 54 Cal.2d 548 [7 Cal. Rptr. 109, 354 P.2d 637]* [holding "open meetings" and "public records" laws did not apply to bar proceedings because of § *6001*].)

Clean Air Constituency v. California State Air Resources Bd. (1974) 11 Cal.3d 801, 809 [114 Cal. Rptr. 577, 523 P.2d 617].)

The two avenues to mandamus in fact bear many similarities. CA(4)[1] (4) As described in Woods v. Superior Court (1981) 28 Cal.3d 668, 673-674 [170 Cal. Rptr. 484, 620 P.2d 1032]: "Of course, mandamus pursuant to section 1094.5, commonly denominated 'administrative' mandamus, is mandamus still. It is not possessed of a 'separate and distinctive legal personality. It is not a remedy removed from the general law of mandamus or exempted from the latter's established principles, requirements and limitations.' [Citations.] The full panoply of rules applicable to 'ordinary' mandamus applies [***375] to 'administrative' mandamus proceedings, except when modified by [****22] statute. [Citations.]" In the present action, petitioner's request for relief is not clear regarding the "form" of mandamus relief sought.

<u>CA(2b)</u>[(2b) No hearing is presently required by the statute or the rules. The former grants discretion to the bar to make payments and formulate regulations; the latter reiterate that hearing *may* be granted and evidence *may* be taken at the discretion of the decisionmaker. (See Rules Proc. of State Bar, rules 674, 680.) Petitioner argues that this absence of hearing and lack of notice and statement of reasons renders the rules unconstitutional in general. Such a challenge is one to the "quasi-legislative" actions of the bar in formulating and adopting the particular rules in effect. However, petitioner also challenges the particular application of the rules to him and one could consider this an appropriate subject of administrative mandamus because it constitutes a challenge to the decision in an individual's case.

We conclude that <code>HN3[]</code> traditional mandamus is the appropriate method of review at this time because of the absence of a clear statutory requirement for hearing or of a record sufficient for <code>section 1094.5</code> review. Petitioner's claim fundamentally <code>[****23]</code> is a challenge to the bar's adoption of the existing rules and thus is a challenge to the bar's quasi-legislative actions. (See <code>Pacific Legal Foundation v. California Coastal Com., supra, 33 Cal.3d at p. 168.)</code> Traditional mandamus will, of course, not lie to compel a particular method of exercising discretion (see <code>Women Organized for Employment v. Stein (1980) 114 Cal. App. 3d 133, 140 [170 Cal. Rptr. 176]; State of California v. Superior Court (1974) 12 Cal.3d 237, 247 [115 Cal. Rptr. 497, 524 P.2d 1281]; Cal. Civil Writs (Cont. Ed. Bar 1970) § 5.25, p. 79 and (Supp. 1983) p. 40) and the selection of a method to process claims and determine which <code>[*562]</code> claims will be granted are matters clearly within the bar's proper exercise of authority under the statutory mandate. However, mandamus will lie to correct an abuse of discretion or the actions of an administrative agency which exceed the agency's legal powers. (See <code>Clean Air Constituency v. Cal. State Air Resources Bd., supra, 11 Cal.3d at p. 809; 5 Witkin, Cal. Procedure (2d ed. 1971) Extraordinary Writs, § 77, pp. 3853-3854; Cal. Civil Writs, <code>supra, § 5.35, pp. 87-88.)</code> Here, the bar <code>[****24]</code> asserts that it has complete and limitless discretion, <code>[**533]</code> but nevertheless concedes that judicial review is also appropriate. ⁴</code></code>

⁴ The confusion under which the bar appears to labor is demonstrated by its concession that some review is appropriate and its simultaneous assertion that its payments are a matter of grace. In other words, the bar can do whatever it wishes, but that decision is in some manner "reviewable." If the bar has complete discretion and that discretion is limitless, what is there for this or any court to review? Moreover, what, if anything, can be reviewed if there is no record upon which to base review?

⁵ Note, too, that ordinarily review by administrative mandate is based only on the administrative record. (*Vernon Fire Fighters v. City of Vernon (1980) 107 Cal. App. 3d 802, 808 [165 Cal. Rptr. 908]*; Cal. Administrative Mandamus, *supra*, § 13.5, p. 218, and (Supp. 1984) at p. 161.) Here, there is no "administrative record" from which meaningful review could be made.

⁶ We do not give much weight to the bar's claim that it is not an administrative agency subject to administrative mandamus. In *Anton v. San Antonio Community Hosp. (1977) 19 Cal.3d 802, 816 [140 Cal. Rptr. 442, 567 P.2d 1162]*, we observed that administrative mandamus "is not limited, on its face at least, to governmental as opposed to nongovernmental agencies." As to

[****26] [***376] Procedural Due Process and the CSF

CA(7a) (7a) Petitioner asserts that the bar has erroneously arrogated to itself unbridled and unreviewable discretion in distributing awards from the CSF and, in its regulations and practice, has failed to comport with minimum [*563] applicable standards of due process. The bar responds that CSF payments are a "matter of grace" and it has sole discretion to make such payments, but that some judicial review is appropriate. Moreover, it asserts that no vested rights were created by the Legislature when it authorized the bar to create a fund to compensate injured clients, further demonstrating the inapplicability of due process requirements.

Business and Professions Code section 6140.5 specifically authorizes the establishment of a fund "to relieve or mitigate pecuniary losses caused by the dishonest conduct of those active members of the bar." Payment is to be "discretionary" and the bar is free to prescribe applicable regulations and conditions for payments. We conclude that the Legislature did not intend the bar's powers to be limitless and that the bar's exercise of discretion is reviewable to assure conformance to the purposes of [****27] the fund and to avoid the potential for arbitrary or discriminatory decisions.

Essentially, petitioner is insisting that once he has demonstrated "eligibility," he is entitled to an award from the CSF in the amount that he has requested. However, the bar is statutorily entrusted with full power to prescribe and determine under what circumstances reimbursement will be made from CSF money. The present regulations define "reimbursable losses" (Rules Proc. of State Bar, rule 671), but they reserve to the bar "the sole and final authority to determine whether and to what extent any application for reimbursement shall be granted" (id., rule 681 A). It therefore appears that there is nothing approaching an "entitlement" to any sum, at least until the bar has decided that reimbursement should be made and has set the amount.

[**534] The fact that petitioner is not entitled to a specific sum is not, however, dispositive. Although the Legislature granted to the bar discretion to administer the fund, it did not insulate the bar's decisions from review. In *Manjares v. Newton (1966) 64 Cal.2d 365 [49 Cal. Rptr. 805, 411 P.2d 901]*, a school board argued that because it was [****28] granted discretion by the Education Code to decide whether transportation should be supplied to students, its decisions on the subject were "conclusive." Speaking for the court, Justice Mosk succinctly responded: "The board is, in effect, claiming that whenever an administrative body has been granted discretionary powers, the manner in which it exercises that discretion is beyond judicial review. This argument is clearly untenable. That mandate will lie whenever an administrative board has abused its discretion is a rule so well established as to be beyond question." (64 Cal.2d at p. 370.)

The requirements of due process, as has long been reiterated, are not inflexible. (Civil Service Assn. v. City and County of San Francisco (1978) [*564] 22 Cal.3d 552, 560-561 [150 Cal. Rptr. 129, 586 P.2d 162]; see also Mathews v. Eldridge (1976) 424 U.S. 319, 334-335 [47 L. Ed. 2d 18, 32-33, 96 S. Ct. 893].) While courts have dispensed with the distinction between "rights" and "privileges" (see Goldberg v. Kelly (1970) 397 U.S. 254, 262-263 [25 L. Ed. 2d 287, 295-296, 90 S. Ct. 1011]), the federal courts have continued to focus on the differences between "expectancies" [****29] and "entitlements." Thus, in Board of Regents v. Roth (1972) 408 U.S. 564, 577 [33 L. Ed. [***377] 2d 548, 561, 92 S. Ct. 2701], the high court explained that "To have a property interest in a benefit, a person clearly must have more than an abstract need or desire for it. He must have more than a unilateral expectation of it. He must, instead, have a legitimate claim of entitlement to it." In analyzing whether protectable interests exist, the Constitution is not the source of such interests. "Rather, they are created and their dimensions are defined by existing rules or understandings that stem from an independent source such as state law -- rules or understandings that secure certain benefits and that support claims of entitlement to those benefits." (Ibid.; see also Perry v. Sindermann (1972) 408 U.S. 593, 602-603 [33 L. Ed. 2d 570, 580-581, 92 S. Ct. 2694].)

the scope of both versions of mandamus, we explained that "It has long been clear, of course, that [Code of Civil Procedure] section 1085 mandate is available not only to compel official acts on the part of governmental agencies, but also to compel nongovernmental bodies or officers to perform their legal duties . . . [Section] 1094.5, by using substantially identical language . . ., was intended to apply to the same spectrum of agencies" (Pp. 816-817, fns. omitted.) The particular words used to characterize the bar thus are irrelevant to the applicability of mandamus which instead depends on the nature of the underlying activity of the organization against which mandate is sought and the effects of that organization's acts upon the petitioner. (Ibid.)

California has expanded upon the federal analytical base by focusing on the administrative process itself. Thus, in Civil Service Assn. v. City and County of San Francisco, supra, 22 Cal.3d 552, we held that civil service employees upon whom short suspensions had been imposed for disciplinary [****30] reasons were not entitled to full procedural presuspension protection of the kind provided before termination of employment. (See Skelly v. State Personnel Bd. (1975) 15 Cal.3d 194 [124 Cal. Rptr. 14, 539 P.2d 774].) In reaching this result, we observed that "While appellants may not in fact have been deprived of a salary earned but only of the opportunity to earn it, they had the expectancy of earning it free from arbitrary administrative action. [Citation.] This expectancy is entitled to some modicum of due process protection. (Perry v. Sindermann, supra, 408 U.S. 593, 599-603 [33 L. Ed. 2d 570, 578-581].)" (22 Cal.3d at p. 564.) We concluded that those interests would be sufficiently protected by procedures followed during the suspension or reasonably thereafter which "apprise the employee of the proposed action, the reasons therefor, provide for a copy of the charges including materials upon which the action is based, and the right to respond either orally or in writing, to the authority imposing the discipline " (Ibid.)

The next year, we specifically instructed that "courts must evaluate the extent to which procedural protections can be tailored [****31] to promote more accurate and reliable administrative decisions in light of the governmental and private interests at stake" rather than relying "on whether or not the state limits administrative control over a statutory benefit or deprivation by [*565] the occurrence of specified conditions; . . ." [**535] (People v. Ramirez (1979) 25 Cal.3d 260, 267 [158 Cal. Rptr. 316, 599 P.2d 622].) After reviewing federal precedent, we held that "the due process safeguards required for protection of an individual's statutory interests must be analyzed in the context of the principle that freedom from arbitrary adjudicative procedures is a substantive element of one's liberty. [Citation.]" (Id., at p. 268.)

Rather the relief to be afforded depends upon balancing the various interests involved. CA(8) (8) Generally, "the dictates of due process" necessitate considering "(1) the private interest that will be affected by the official action, (2) the risk of an erroneous deprivation of such interest through the procedures used, and the probable value, if any, of additional or substitute [****32] procedural safeguards, (3) the dignitary interest in informing individuals of the nature, grounds and consequences of the action and in enabling them to present their side of the story before a responsible governmental official, and (4) the governmental interest, including the function involved and the fiscal and administrative burdens that the additional or substitute procedural requirement would entail. [Citation.]" (People v. Ramirez, supra, 25 Cal.3d at p. 269.) Thus we must look to and weigh the various interests at stake before deciding what procedures are constitutionally required.

[***378] <u>CA(7b)</u>[(7b) Following the approach of Ramirez, we inquire whether the present procedures adequately assure that the bar, having elected to exercise the discretion conferred upon it by the Legislature, will exercise that discretion in a nonarbitrary, nondiscriminatory fashion. We conclude that <u>HN6</u> in order to comport with due process requirements applicants must be afforded an opportunity to be heard and respond to the bar's determinations and the bar must issue sufficient findings to afford review.

CA(9) (9) HN7 The opportunity to be heard is "a fundamental requirement of due process." (Stanson [****33] v. San Diego Coast Regional Com. (1980) 101 Cal. App. 3d 38, 45 [161 Cal. Rptr. 392]; see Perry v. Sindermann, supra, 408 U.S. at p. 603 [33 L. Ed. 2d at p. 580].) However, there is no precise manner of hearing which must be afforded; rather the particular interests at issue must be considered in determining what kind of hearing is appropriate. A formal hearing, with full rights of confrontation and cross-examination is not necessarily required. (See People v. Ramirez, supra, 25 Cal.3d at p. 275.) What must be afforded is a "reasonable opportunity to be heard. (Anderson Nat. Bank v. Luckett, 321 U.S. 233, 246 [88 L. Ed. 692, 704, 64 S. Ct. 599, 151 A.L.R. 824]; Drummey v. State Bd. of Funeral Directors, 13 Cal.2d 75, 80 [87 P.2d 848]; CEEED v. California Coastal Zone Conservation Com. [(1974) 43 Cal. App. 3d 306, 329 (118 Cal. Rptr. [*566] 315)].)" (Stanson v. San Diego Coast Regional Com., supra, 101 Cal. App. 3d at p. 45.)

CA(7c) [(7c) Viewing the nature of the governmental and private interests at stake here, we conclude that HN8 the bar is not required to hold a formal hearing, but is required to give petitioner and other applicants [****34] an opportunity to respond to the bar's proposed disposition of the request for reimbursement. As noted in the description of the present rules, an applicant is entitled to present information in support of his claim at the time he

makes his request, but he is not entitled to any further information until the bar makes its final decision. While in this case the bar afforded petitioner a "rehearing" of sorts by inviting and then considering a request for reconsideration, the rules in fact state that the bar's decision shall be final "and no further consideration shall be given by the State Bar to said application or another based upon the same facts." (Rules Proc. of State Bar, rule 685.) While the bar may permit an applicant to have a more active role in the proceedings, nothing requires it to do so under the present system. ⁷ In [**536] short, the rules do not give an applicant any right to respond to the bar's or the attorney's assertions.

[****35] We do not prescribe the exact form that the hearing may take. The bar may fully utilize the disciplinary proceedings which frequently occur simultaneously with CSF proceedings to satisfy hearing requirements. Alternatively, it may provide a separate procedure for written or oral responses to its actions. (See <u>Civil Service Assn. v. City and County of San Francisco, supra, 22 Cal.3d at p. 564.</u>) The goal it must achieve, however, is to afford applicants a reasonable opportunity to raise objections to the particular action the bar desires to take. (See Horn v. County of Ventura, supra, 24 Cal.3d 605, 619.)

CA(10a) (10a) As we have described, petitioner does not have a right to an award from the CSF. The bar is free to exercise its discretion and to set any guidelines it sees fit which advance the legislative policy behind the CSF. Nonetheless, an applicant may be entitled to relief "if the announced grounds for [the bar's decision have] been patently arbitrary or discriminatory." (People v. Ramirez, supra, 25 Cal.3d at p. 269, quoting Cafeteria Workers v. McElroy (1961) 367 U.S. 886, 898 [6 L. Ed. 2d 1230, 1238, 81 S. Ct. 1743].) The existing procedures do [****36] not require the bar to "announce grounds" [***379] in a manner which would permit judicial review. CA(11) [(11) We have previously stressed that "a findings requirement serves to conduce [*567] the administrative body to draw legally relevant sub-conclusions supportive of its ultimate decision; the intended effect is to facilitate orderly analysis and minimize the likelihood that the agency will randomly leap from evidence to conclusions. [Citations.]" (Topanga Assn. for a Scenic Community v. County of Los Angeles (1974) 11 Cal.3d 506, 516 [113 Cal. Rptr. 836, 522 P.2d 12]; 2 Davis, Administrative Law Treatise (1958) § 16.05, p. 444; see B. & O. R. Co. v. Aberdeen & R. R. Co. (1968) 393 U.S. 87, 92 [21 L. Ed. 2d 219, 224, 89 S. Ct. 280].) Requiring findings also assists a reviewing court in following the agency's "mode of analysis" and the parties in deciding whether and on what basis review should be sought. They additionally serve to "persuade the parties that administrative decisionmaking is careful, reasoned, and equitable." (Topanga, supra, at p. 517.) The bar concedes some review is appropriate. Some findings are necessary to make that review meaningful.

[****37] Rules of Procedure of the State Bar, rule 687 E, which provides that "[upon] order of the review department directing payment from the fund, the order, the application for reimbursement, the formal pleadings, transcripts, exhibits, findings, conclusions and recommendations in the client security fund proceeding shall be available for public inspection . . .," implies that a record, "findings, conclusions, and recommendations" exist. On closer inspection, this implication proves misleading. First, absent from the rule is any requirement for documentation if there is no order from the review department directing payment. In addition, the bar has not offered such documentation here. Our review of the Rules of Procedure of the State Bar reveals that the review department, final arbiter of CSF decisions, is apparently not required to make findings or enunciate conclusions. The letters to petitioner from the bar announcing its conclusions are completely barren of any information other than conclusory statements that petitioner's loss first was not and then was deemed reimbursable. No other "findings" or record of review department proceedings is provided. CA(10b) (10b) HN9 (10b) HN9 (10b) While the bar is not [****38] required to make findings as formal as those required of a court (see Mahdavi v. Fair Employment Practice Com. (1977) 67 Cal. App. 3d 326, 335 [136 Cal. Rptr. 421]; McMillan v. American Gen. Fin. Corp. (1976) 60 Cal. App. 3d 175, 183 [131 Cal. Rptr. 462]), it must provide information "sufficient to apprise interested parties and the courts of the bases for the administrative action." (San Francisco Ecology Center v. City and County of San Francisco (1975) 48 Cal. App. 3d 584, 596 [122 Cal. Rptr. [**537] 100]; Topanga Assn. for a Scenic Community v. County of Los Angeles, supra, 11 Cal.3d at pp. 515-517.)

⁷ As we have noted, in contrast, the attorney is entitled to notice and an opportunity to be heard and present evidence before a final CSF decision is made. (See *id.*, rules 679, 680 B, C.)

The procedures already in existence in disciplinary proceedings may well provide the basis for formulating appropriate hearing and findings mechanisms. ⁸ [*568] The purpose of due process in this context is to assure that the bar acts within its discretion, i.e., in a nondiscriminatory and nonarbitrary manner. (Cf. Perry v. Sindermann, supra, 408 U.S. at p. 597 [33 L. Ed. 2d at p. 577] [government may not deny benefit to person on basis "that infringes his constitutionally protected interests"].) We therefore find it appropriate to [****39] order the bar to reformulate its regulations pursuant to its authority under Business and Professions Code section 6140.5 and in light of the discussion above. ⁹ We believe that the bar, [***380] with this guidance, will be in the best position to comply with the announced requirements of due process. It is intimately acquainted with the resources at hand, and its interests essentially are not "adverse" to those of petitioner and other applicants who form the class of persons the CSF is aimed at assisting.

[****40] Finally, we decline to decide whether the bar's award to petitioner was improperly decided because we have no basis on which to evaluate the bar's determination. Instead, we remand petitioner's application to the bar for such further consideration as may be appropriate following reformulation of the bar rules. We express no view on the merits of petitioner's claim.

Attorney Fees

CA(12a) [1] (12a) Petitioner argues that the prohibition set forth in rule 686 of the Rules of Procedure of the State Bar which states "No attorney shall be compensated from any source for prosecuting an application against the fund," should be struck down. He contends, first, the rule improperly denies claimants a right to effective counsel which is contrary to the intent of the CSF that "[victims] will be made whole." Second, he asserts his counsel should be entitled to fees under the "private attorney general" doctrine. (Code Civ. Proc., § 1021.5.)

As to rule 686 of Rules of Procedure of the State Bar, petitioner argues that an attorney is important to assure vindication of the rights of claimants [*569] who otherwise must depend on the bar's examiner to press their claims in the disciplinary proceedings [****41] and that "it is manifest in this petition that the State Bar cannot be depended upon to give accurate or complete information to applicants about their rights." ¹⁰ He maintains that by denying compensation to counsel, the rules effectively deny any representation because few if any attorneys will work without compensation in this area. Given the goal of the CSF to make victims of dishonest lawyers "whole," petitioner concludes that this goal can only be met by regulating fees rather than denying them completely. Finally, he suggests fees could be awarded from the CSF itself [**538] which is presently in healthy financial shape.

The issue of whether a limitation on compensation for attorneys is a denial of due process was recently considered by the United States [****42] Supreme Court in the context of 38 United States Code sections 3404 and 3405 which limit fees to attorneys representing veterans pursuing "Service Connected Death and Disability Claims" before the Veterans Administration to the sum of \$ 10 and provide criminal penalties for charging more than that limit. (Walters v. National Association of Radiation Survivors (1985) U.S. [87 L. Ed. 2d 220, 105 S. Ct. 3180]

⁸ For example, findings in the disciplinary proceedings may be fashioned to address the issue of whether "reimbursable loss" has occurred. Additional findings may be necessary, however, regarding how the finding of a covered loss was ultimately translated into the actual award.

⁹ The approach we have taken is consistent with that taken by the Legislature in establishing another "indemnification" fund to assist crime victims suffering serious pecuniary losses. (See <u>Gov. Code, § 13959 et seq.</u>) The system for awarding such benefits includes provisions for hearings as a matter of course (§§ 13962, subd. (d), 13963), "reasonable notice of a decision" (§ 13969.1, subd. (a)), requests for reconsideration (*id.*, subd. (b)), and an express statement that judicial review may be had by writ of mandate (*id.*, subd. (c)). The difference between that fund and the CSF is that in the former case the Legislature explicitly described the procedure to be followed for determining payment, while in the latter, the procedure was left to the discretion of the bar. The approach to the victims' fund is instructive in that it demonstrates an awareness on the part of the Legislature that administration of such a fund required attention to the dictates of due process.

¹⁰ Petitioner's counsel here was also the bar examiner in the underlying Tarver matter. (Petitioner waived any claims of conflict and the bar has not contested counsel's representation here.) This casts a somewhat odd light on this contention.

revg. sub nom., National Association of Radiation Survivors v. Walters (N.D.Cal. 1984) 589 F. Supp. 1302.) The high court reversed the district court's determination that the restrictions at issue unconstitutionally denied due process to veterans bringing claims.

Earlier, in <u>Gendron v. Saxbe (C.D. Cal. 1975) 389 F. Supp. 1303</u>, affirmed per curiam <u>sub nom.</u>, <u>Gendron v. Levi</u> (1975) 423 U.S. 802 [46 L. Ed. 2d 23, 96 S. Ct. 9], the United States Supreme Court summarily affirmed the district court's finding that the \$ 10 limitation was not unconstitutional on the ground that a claimant for benefits had no property interest in the benefits. As noted by the district court in <u>Walters</u>, such a summary affirmance, while of binding [***381] effect, [****43] extends only to issues if they were actually decided in the lower court, necessary to that court's decision, presented to the Supreme Court in the jurisdictional statement, and necessarily decided by the Supreme Court in its disposition. (<u>589 F. Supp. at p. 1309</u>; see <u>Cherry v. Steiner (9th Cir. 1983) 716 F.2d 687</u>, 690.)

The Gendron summary affirmance was thereafter relied upon as controlling by the Ninth Circuit in Demarest v. United States (9th Cir. 1983) 718 F.2d 964, cert. den. (1984) 466 U.S. 950 [80 L. Ed. 2d 536, 105 S. Ct. 12]. The circuit court found that the procedural due process challenge raised before it had been previously presented to the Supreme Court in Gendron, [*570] and the high court's summary affirmance meant it had concluded either that Gendron had no protectable property interest or that he had such an interest but it was not violated by the fee limitation. (Demarest, 718 F.2d at p. 967.)

At issue in the Supreme Court's Walters opinion was whether the district court properly found that the plaintiffs had demonstrated they were denied due process by operation of the fee limitation as applied. The district court's analysis [****44] did not focus on a facial attack on the statutory proscription; rather it considered that issue foreclosed by precedent and instead turned to consideration of the plaintiffs' factual contentions. The Supreme Court, in reversing the lower court's finding of a violation, reiterated the flexible nature of "due process" and then scrutinized the various interests at stake and the available protections to ascertain what process was due. The court stressed that "various veterans organizations across the county make available trained service agents, free of charge, to assist claimants in developing and presenting their claims. These service representatives are contemplated by the VA statute, 38 U.S.C. § 3402, and they are recognized as an important part of the administrative scheme." (U.S. at p. [87 L. Ed. 2d at p. 227].) Next, the court articulated the stated congressional purpose of keeping proceedings informal in order to avoid the need for attorneys whose fees would divert some of the award from the claimant. It accorded this purpose great deference and weight in its analysis. (Id., at p. [87 L. Ed. 2d at p. 233.].) After reviewing the rights and benefits [****45] at issue, the court concluded that in view of the interests present and the express congressional intent, the plaintiffs needed to make a strong showing of a probability of error to warrant a holding that the limitation denied them due process. (Id., at p. [87 L. Ed. 2d at p. 236].)

The high court considered the evidence relied on by the district court and found it insufficient to support the factual findings underlying that court's determination. (<u>Id., at pp. [87 L. Ed. 2d at pp. 237-241</u>].) [**539] It therefore concluded that on the facts presented, the lower court had erred in finding that the limitation violated due process for those plaintiffs.

In the present case, the briefing on this complex issue is minimal at best and the factual predicate is inadequate. Petitioner's claims are generalized and he presents no information to assist in deciding whether as applied the limitation on payment of fees here operates in a manner inconsistent with the requirements of procedural due process. In fact, petitioner never asserts that he unsuccessfully attempted to obtain counsel to assist him in pursuing his CSF claim before the bar, or that he sought the assistance [****46] of counsel on a voluntary basis. Nor does he offer any statistic generally about the use of attorneys in CSF proceedings, nor allege that he presented his claim that rule 686 denied him due process to the bar in the first instance so that body [*571] could consider it. At most, one can consider his attack on rule 686 of the Rules of Procedure of the State Bar a facial attack.

<u>CA(13)</u>[1] (13) It has long been held that limitations may be placed on the amount of fees to which an attorney is entitled when he represents clients, particularly those seeking benefits. (See, e.g., <u>Yeiser v. Dysart (1925) 267 U.S.</u>

540 [69 L. Ed. 775, 45 S. Ct. 399] [upholding Nebraska statute limiting fees in workers' compensation cases to [***382] amounts set by court]; Coviello v. State Bar (1953) 41 Cal.2d 273, 276-277 [259 P.2d 7] [constituted professional misconduct for attorney to attempt to obtain fees in excess of those awarded by Industrial Accident Com.]; see Lab. Code, § 4906 [workers' compensation]; Prob. Code, § 910 [limiting fees for estate attorneys].) As stated in Coviello, the purpose of such limitations "is to protect claimants before the commission from the exaction [****47] of excessive fees" (41 Cal.2d at p. 276.) In 1975, the California Legislature placed limitations on contingency fee contracts in yet another context, namely, in medical malpractice actions. (See Bus. & Prof. Code, § 6146; Roa v. Lodi Medical Group, Inc. (1985) 37 Cal.3d 920 [211 Cal. Rptr. 77, 695 P.2d 164] [limits constitutionally acceptable at this juncture and in the absence of factual data showing adverse effect on representation available to medical malpractice victims].)

While the authority discussed is of some assistance in our analysis, ultimately it is not definitive and is of only limited assistance because it concerns limitations on or the regulation of attorney fees, rather than an outright bar on such compensation. ¹¹ [****49] Petitioner has not, as was done by the nonetheless unsuccessful plaintiffs in National Association of Radiation Survivors v. Walter, supra, 589 F. Supp. 1302, presented information regarding how this limitation on fees has operated or shown specifically that it has deprived applicants of adequate representation. On the other hand, the bar has failed to show any effective method by which claimants who desire [*572] representation [****48] may obtain it. ¹² Thus, we [**540] are confronted with a flat prohibition on payment, no guarantee of assistance from any source, and the logical conclusion that no assistance therefore is generally available.

In certain instances an attorney may be barred from appearing on behalf of clients. For example, parties to small claims actions may not be represented by counsel in original small claims court proceedings. (Code Civ. Proc., § 117.4.) However, rule 686 is broader in its limitation because the preclusion of attorneys' participation in the small claims forum does not include [****50] barring parties from consulting (and compensating) attorneys with regard to such action. Moreover, while plaintiffs may elect to proceed without counsel by choosing to proceed in small claims court, defendants, who did not originally select such a route, are eventually entitled to seek assistance of counsel should they take an appeal from an adverse judgment and seek trial de novo. (Code Civ. Proc., § 117.10.) In contrast, the bar's proscription extends to any compensation from any source for any prosecution of any application for relief from the CSF. This arguably can be construed as extending even to actions seeking judicial review of original determinations of applications [***383] as well as to the actual processing of claims directly before the bar.

CA(12b) (12b) We have already determined that the bar must revise the existing rules in order to conform to minimal due process standards. We now conclude that this revision must extend to rule 686. The bar is not necessarily restrained from reasonably regulating fees or providing alternate means by which adequate representation will be made available to those seeking compensation from the CSF. However, the bar's assertion that the [****51] rule is justified because payments are "a matter of grace and not of right" and CSF proceedings

¹¹ Note that the ABA, in its model rules, advanced the following formulation: "Except as approved by this Committee, no lawyer shall charge for or accept compensation for prosecuting a claim on behalf of a claimant." (ABA Model Rules for Clients' Security Funds, supra, rule 17, italics added.) In the comment to the rule, the ABA suggested that while claimants should receive assistance of counsel "it would be inconsistent with the benevolent purpose of the fund to charge a claimant a fee for such representation." One difference between rule 686 and the ABA's rule is that the latter apparently contemplates fees to the extent "approved" by the governing committee, while the former has no such qualification. The ABA rule thus involves a "reasonable regulation" of compensation, and is more in line with statutes specifying limitations requiring approval by an adjudicatory body. Moreover, the ABA expressly contemplates assistance of counsel in some manner, something the present CSF scheme does not assure.

¹² The bar argues that applicants' interests are sufficiently represented under the present system as demonstrated by the fact that bar "employees" inform injured clients about the fund, and the bar examiner handling the underlying disciplinary proceeding may vigorously represent the wronged client's CSF interests, as assertedly did the attorney here. However, the bar points to no formal procedures assuring any, much less adequate and effective, assistance. This, of course, contrasts with the veterans' situation described by the Supreme Court in *Walters*. The federal regulatory scheme contemplates that free assistance will be made available to claimants. (*U.S. at pp.* 187 L. Ed. 2d at pp. 240-2411.)

are defined in the bar's own rules as "non-adversary," does not, as the bar would seem to have it, ineluctably lead to the conclusion that it may therefore freely prohibit all compensation to attorneys. The bar's notion of "grace" cannot insulate it from the fact that it is administering a fund for the benefit of wronged clients and its interests may not always be exactly consonant with those of an individual applicant. The bar may determine in nondiscriminatory fashion to whom and to what degree payments shall be made; it may not prevent those seeking relief from assuring that [*573] the bar has adhered to the requirements that it provide proper and fair distribution.

In the best of all possible worlds, it would be preferable if wronged clients seeking recompense from a fund set up to assist them in that search did not ever feel it necessary to hire attorneys to assist them. But, if no alternative method of supplying adequate impartial representation is supplied, and we recognize the possibility of fallibility in even the most benevolent minded, money usually remains the necessary [****52] quid pro quo for the layman to obtain assistance. HN10[**] The bar is therefore directed to reconsider its prohibition on the compensation of attorneys and to reformulate its rules to permit attorneys assisting applicants to the fund to be compensated. ¹³

CA(14) (14) We turn now to petitioner's claim that his counsel is entitled to attorney fees pursuant to Code of Civil Procedure section 1021.5. HN11 That section states that "a court may award attorneys' fees to a successful party . . . in any action which has resulted in the enforcement of an important right affecting the public interest if: (a) a significant benefit, whether pecuniary or nonpecuniary, [**541] has been conferred on the general public or a large class of persons, (b) the necessity and financial burden of private enforcement are such as to make the award appropriate, [****53] and (c) such fees should not in the interest of justice be paid out of the recovery, if any." (See Press v. Lucky Stores, Inc. (1983) 34 Cal.3d 311, 317 [193 Cal. Rptr. 900, 667 P.2d 704].)

Petitioner's counsel asserts that he is presently on a contingency fee arrangement with his client pursuant to which he will receive one-third of amounts recovered if (1) recovery is made from the CSF, (2) a rule is established that fees may be recovered despite rule 686 of the Rules of Procedure of the State Bar, and (3) fees cannot be recovered under <u>section 1021.5</u>. In support of his request, he contends that each requirement of <u>section 1021.5 of the Code of Civil Procedure</u> has been met, making an award under that section appropriate.

Petitioner first argues that he has vindicated an important right of significant benefit to all future CSF applicants. In Woodland Hills Residents Assn., Inc. v. City Council (1979) 23 Cal.3d 917 [154 Cal. Rptr. 503, 593 P.2d 200], we considered what an "important right" under the section might entail. After observing that such rights need not be constitutional in origin, we explained that section 1021.5, by the use of the word "important" [****54] [*574] directed "the judiciary to exercise judgment in attempting to ascertain the 'strength' or 'societal importance' of the right involved." (Id., at p. 935.) The plaintiffs there argued that they had enforced the important public right to subdivisions [***384] which conformed to the applicable general plan, while defendants contended that plaintiffs had merely vindicated a "technical" requirement that specific findings be provided pursuant to Code of Civil Procedure section 1094.5. We concluded that because the trial court had "confronted substantial questions as to the consistency of the proposed subdivision and Los Angeles' currently applicable general plan," the trial court on remand therefore should in the first instance decide whether the litigation had indeed enforced an "important right affecting the public interest." (P. 938.)

The rights vindicated here involve the potential for "arbitrariness" in the bar's CSF decisionmaking. The consequences of our decision and the required alterations in the bar's regulations will have an effect on all subsequent CSF determinations. While applicants may have no right to a specific sum, "the general public or a large [****55] class of persons" will benefit to the extent that establishment of a method of administration allowing full and considered participation will assure proper determinations. At issue is the "appearance of justice" as well as the potential for more material and measurable benefits to be gleaned from assuring comprehensive and evenhanded treatment of CSF requests. (See *Press v. Lucky Stores, Inc., supra, 34 Cal.3d at p. 322*, and fn. 10; Schwartz v. City of Rosemead (1984) 155 Cal. App. 3d 547, 558 [202 Cal. Rptr. 400].) These benefits, both

¹³ The bar is *not*, however, precluded from choosing either reasonable regulation of compensation *or* the establishment of an alternate method of assuring adequate assistance to applicants.

pecuniary and nonpecuniary, will affect all future CSF applicants, a significant number of persons interested in a significant sum of money. ¹⁴

We consider next "the necessity and financial burden of private enforcement" (§ 1021.5). Petitioner here sought to vindicate personal rights and his claim to a particular sum in addition to challenging the general [****56] regulatory scheme utilized by the bar. Petitioner's "personal interest" was to some degree involved and it therefore may be appropriate to determine what portion of the fees should be attributed to issues transcending that personal interest and what part should be deemed to arise [**542] out of petitioner's individual claim. In Woodland Hills Residents Assn., Inc. v. City Council, supra, 23 Cal.3d at p. 942, we confronted just such a question and determined that the attorney fees question had to be remanded to the trial court for full consideration. Such a course is not possible here.

As in *Mack v. Younger* (1980) 27 Cal.3d 687, 689 [165 Cal. Rptr. 876, 612 P.2d 966], "Because the underlying petition was a petition for original [*575] writ in this court rather than an appeal . . . we [are] unable to follow our practice of remanding such motions to the court in which the trial was held for the purpose of taking evidence on, and fixing, the reasonable amount of fees to be awarded." The same problem obtains here. As in that case and American Federation of Labor v. Eu (1984) 36 Cal.3d 687, 716 [206 Cal. Rptr. 89, 686 P.2d 609], we here determine [****57] the substantive issues raised by this proceeding, including entitlement to attorney fees under Code of Civil Procedure section 1021.5, but reserve further jurisdiction for the purpose of setting those fees pending consideration to factual issues relevant to the fixing of that award.

Conclusion

CA(2c) (2c) Generally, the bar should be left as free as possible to effectuate and fulfill the Legislature's grant of authority in Business and Professions Code section 6140.5. However, that freedom is not unlimited, and in accordance with the views stated herein we hold that individual CSF decisions in the future may be reviewed by mandamus (Code Civ. Proc., § 1094.5) in the superior courts in the first instance because such decisions are not an integral part of this court's regulatory jurisdiction [***385] over the bar. We further conclude that the present regulations are deficient in that they do not provide sufficient opportunity for applicants to the CSF to be heard nor do they require findings from which meaningful review may be taken. As to petitioner's requests for attorney fees, we conclude that the bar must reconsider its rule prohibiting the payment of attorney fees from any source [****58] for the prosecution of CSF matters and reformulate a rule permitting counsel to receive compensation for their assistance. Moreover, we believe that an award of attorney fees under the private attorney general statute is appropriate in a sum yet to be fixed.

Let a peremptory writ of mandate issue commanding the bar to (1) reformulate the existing rules to conform generally to such procedural requirements as are described herein, (2) afford petitioner a reasonable opportunity to be heard thereunder, and (3) provide sufficient findings upon which review may be based. Jurisdiction is reserved for the purpose of awarding attorney fees as may be hereinafter determined.

End of Document

¹⁴ In 1983, a total of 247 claims were filed. In 1984, a total of \$841,345 was paid to fund applicants.

2014 – 2016 Survey of Lawyers' Funds for Client Protection



Prepared by the Standing Committee on Client Protection of the American Bar Association Center for Professional Responsibility





2014 – 2016 Survey of Lawyers' Fund for Client Protection Introduction

The ABA Survey of Lawyers' Funds for Client Protection questionnaires were sent to administrators of client protection funds throughout the United States and Canada. The survey spans the years 2014-2016. Of the 63 questionnaires mailed to jurisdictions in the United States, 51 were returned for tabulation. The following jurisdictions in the United States did not respond to the survey questionnaire Alaska, Hawai'i, Indiana, Kansas, Maryland, Minnesota, Montana, North Carolina, Oklahoma, Rhode Island, South Carolina, and South Dakota. The questionnaire is attached at the end of the survey.

The Survey consists of eight sections organized by jurisdiction. In some instances, exact figures were not available. Therefore, approximate figures were provided. If a question is not applicable to the jurisdiction, N/A was applied. "Unknown" where the information requested was unavailable and "0" only to indicate a zero-numerical amount. As the data contained in these sections was compiled from statistics reported to the ABA by the various jurisdictions, its accuracy is, therefore, dependent upon the reporting agencies. You may wish to contact a specific jurisdiction if you have further inquiries.

Questions about the Survey and how to contact specific jurisdictions should be addressed to Selina S. Thomas, Senior Counsel Client Protection Counsel, ABA Center for Professional Responsibility, 321 North Clark Street, 20th Floor, Chicago, Illinois 60654, (312) 988-6721 or Selina.Thomas@americanbar.org

Sections Focus Page

SECTION I Fund Authorization and Administration

SECTION II Fund Finances

SECTION III Fund Claim Experiences

SECTION IV Fund Loss Experience

SECTION V Fund Claim Procedures

SECTION VI Public Information

SECTION VII Loss Prevention Programs / Electronic Communications

SECTION VIII Common Problems

SECTION I: Fund Authorization and Administration

Section I. Fund Administration	Lawyers Currently Admitted	Unified Bar	Title	Year Created
USA	17.052			107/
Alabama Arizona	17,952 18,500	Yes Yes	Client Security Fund State Bar of Arizona Client Protection Fund	1976
Arizona Arkansas	9,950	No		1961
California	180,000+	Yes	Arkansas Client Security Fund Client Security Fund	1973
Camorina	100,000	165	Colorado Attorneys' Fund for Client	17/2
Colorado	26,360	No	Protection	1999
Connecticut	36,000	No	Client Security Fund	1999
Delaware	4,221	Yes	Lawyers' Fund for Client Protection of the Supreme Court of Delaware	1968
District of Columbia	104,215	Yes	The Clients' Security Fund	1972
Florida	104,198	Yes	Florida Bar Clients' Security Fund	1967
Georgia	45,000	Yes	State Bar of Georgia Clients' Security Fund	1968
Idaho	6,333	Yes	Client Assistance Fund	1982
Illinois	94,600	No	Client Protection Program	1994
lowa	9,668	No	Client Security Trust Fund of the Bar of Iowa	1974
Kentucky	18,340	Yes	Clients' Security Fund	1971
Louisiana	22,606	Yes	LSBA Client Assistance Fund	1962
Maine	5,319	No	Lawyers' Fund for Client Protection	1997
			Massachusetts Clients' Security Board of the	1074
Massachusetts	59,945	No	Supreme Judicial Court	1974
Michigan	42,126	Yes	Client Protection Fund	1966
Mississippi	9,115	Yes	Clients Security Fund	10//
Missouri	30,853	Yes	The Missouri Bar Client Security Fund Client Assistance Fund of the Nebraska State	1966
Nebraska	6,897	No	Bar Association	2001
Nevada	8,916	Yes	The Clients' Security Fund of the State Bar of Nevada	1970
New Hampshire	5,447	Yes	New Hampshire Bar Association Public Protection Fund	
New Jersey	75,137	No	New Jersey Lawyers' Fund for Client Protection	1969
New Mexico	7,191	Yes	New Mexico Client Protection Fund	2005
New York	311,316	No	New York Lawyers' Fund for Client Protection	1981
North Dakota	2,883	Yes	State Bar Association of North Dakota Client Protection Fund	1996
Ohio	44,831	No	Lawyers' Fund for Client Protection for the Supreme Court of Ohio	1985
Oregon	15,104	Yes	Oregon State Bar Client Security Fund	1967
Pennsylvania	65,455	No	Pennsylvania Lawyers Fund for Client Protection	1982
Tennessee	22,796	No	Tennessee Lawyers' Fund for Client Protection	1989



Section I. Fund Administration	Lawyers Currently Admitted	Unified Bar	Title	Year Created
U5A				
Texas	98,671	Yes	State Bar of Texas Client Security Fund	1975
Utah	9,234	Yes	Utah State Bar Lawyers' Fund for Client Protection	1977
Vermont	2,593	No	Vermont Bar Association Client Security Fund	1986
Virginia	32,442	Yes	Virginia State Bar Clients' Protection Fund	1976
Washington	33,700	Yes	Lawyers' Fund for Client Protection	1994
West Virginia	6,895	No	Lawyers Fund for Client Protection	1981
Wisconsin	25,048	Yes	Wisconsin Lawyers' Fund for Client Protection	1981
Wyoming	2,914	Yes	Client Protection Fund of the Wyoming State Bar	1966
CANADA				
Alberta	9,797	Yes	Assurance Fund	1939
British Columbia	11,560	Yes	Trust Protection Fund	2004
Northwest Territories	395	Yes	Law Society of Northwest Territories Assurance Fund	1978

Section I. Fund Administration	Entity Creating Fund	Entity with Supervisory Authority	Entity Administering Fund
USA			
Alabama	Court	Highest Court	Bar Committee
Arizona	Court	Bar Association	Board of Trustees
Arkansas	Court	Highest Court	Arkansas Supreme Court Committee
California	Legislature	CSF Commission	CSF Commission
Colorado	Court	Board of Trustees	Board of Trustees
Connecticut	Court	Judges of the Superior Court	Board of Trustees
Delaware	Court	Highest Court	Board of Trustees
District of Columbia	Court	Highest Court	Bar Committee
Florida	Court	Bar Association	Bar Committee
Georgia	Court	Highest Court	Board of Trustees
Idaho	Legislature	Highest Court	Bar Committee
		Attorney Registration &	
		Disciplinary Commission of	Attorney Registration & Disciplinary
Illinois	Court	the IL Supreme Court	Commission of the IL Supreme Court
lowa	Court	Highest Court	Client Security Commission
Kentucky	Court	Highest Court	Board of Trustees
		LA Client Assistance	
Louisiana	Bar Association	Foundation	Bar Committee
Maine	Court	Highest Court	Board of Trustees
Massachusetts	Court	Highest Court	Board of Trustees
Michigan	Bar Association	Bar Association	Bar Committee
Mississippi	Bar Association	Bar Association	Bar Committee
Missouri	Bar Association	Bar Association	Bar Committee
Nebraska	Court	Highest Court	Bar Committee
Nevada	Court	Bar Association	Bar Committee
New Hampshire	Court	Highest Court	Bar Committee
New Jersey	Court	Highest Court	Board of Trustees
	_		Jointly by staff of Bar Association and
New Mexico	Court	Bar Association	Disciplinary Board
New York State	Legislature	Highest Court	Board of Trustees
North Dakota	Court	Bar Association	Board of Trustees
Ohio	Court	Court	Board of Trustees
Oregon	Bar Association	Bar Association	Bar Committee
Pennsylvania —	Court	Highest Court	Board of Trustees
Tennessee	Court	Highest Court	Board of Trustees
Texas	Bar Association	Bar Association	Bar Committee
Utah	Court	Highest Court	Bar Committee
Vermont	Bar Association	Bar Association	Bar Committee
Virginia	Bar Association	Bar Association	Board of Trustees
Washington	Court	Highest Court	Board of Trustees
West Virginia	Bar Association	Bar Association	Bar Committee
Wisconsin	Court	Highest Court	Bar Committee
Wyoming	Court	Highest Court	Bar Committee



Section I. Fund Administration	Entity Creating Fund	Entity with Supervisory Authority	Entity Administering Fund
CANADA			
Alberta	Legislature	Law Society of Alberta	Alberta Lawyers Insurance Association
British Columbia	Legislature	Benchers of the Law Society	Administered through the LSBC's insurance program, the Lawyers Insurance Fund
Northwest Territories	Legislature	Law Society of Northwest Territories	Law Society of Northwest Territories

Section I. Fund Administration	# of Board/0 Mem		Frequency of Meetings	# of L Posi	awyer tions	# of Nor	n-Lawyer tions
	Lawyer	Non- Lawyer		Full- Time	Part- Time	Full- Time	Part- Time
USA							
Alabama	9	2	Quarterly	1	0	1	0
Arizona	4	I	Quarterly	0	0	I	I
Arkansas	5	0	Other	0	1	0	0
California	4	3	Other	3	0	4	0
Colorado	5	2	Quarterly	0	0	1	0
Connecticut	12	3	Other	I	0	2	I
Delaware	7	2	Quarterly	0	0	1	0
District of Columbia	5	0	Monthly	I	0	I	0
Florida	26	0	Quarterly	0	I	2	I
Georgia	6	I	Quarterly	0	I	0	
Idaho	3	2	As Needed	I	0	1	0
Illinois	4	3	Other			0	2
lowa	5	2	Bi-Annually	0	2	0	6
Kentucky	3	2	Bi-Annually	0	I	0	I
Louisiana	23	0	Quarterly	0	2	0	I
Maine	5	2	Quarterly	0	I	0	2
Massachusetts	7	0	Monthly	2	0	I	0
Michigan	15	0	Quarterly	0	I	I	I
Mississippi	6	0	Other	0	0	0	0
Missouri	6	0	Other	0	I	0	I
Nebraska	6	2	Other	0	I	0	I
Nevada	10	2	Bi-Annually	0	0	0	I
New Hampshire	7	2	Other	0	0	0	I
New Jersey	5	2	Monthly	4	0	14	
New Mexico	9	0	Quarterly	0	2	0	I
New York	5	2	Quarterly	2	0	3	0
North Dakota	15	0	Other	I	0	0	1.5
Ohio	6	I	Quarterly	I	0	3	0
Oregon	12	1	Other	0	- 1	0	I
Pennsylvania	5	2	Quarterly		0		0
Tennessee	6	3	Other	2	0	0	0
Texas	3	3	Quarterly		0	0	
Utah	13	0	Bi-Annually	0	0	0	
Vermont	3		Annually	N/A	N/A	N/A	N/A
Virginia	13	I	Other	0	I	I	
Washington	П	2	Quarterly	0	I	0	
West Virginia	5	2	Quarterly		0	I	0
Wisconsin	5	2	Quarterly	I	0	0	0
Wyoming	9	0	Other	I	0	I	0



Section I. Fund Administration	# of Board/0 Mem		Frequency of Meetings	# of L Posi	awyer tions		n-Lawyer tions
	Lawyer	Non- Lawyer		Full- Time	Part- Time	Full- Time	Part- Time
CANADA							
Alberta	20	4	Other	7	0	5	0
British Columbia			Other	0	4	0	2
Northwest Territories	5	I		0	0	0	3

Section I.				Trustees
Fund Administration	Fund Immunity	Agents Immunity	Staff Immunity	Immunity
USA				
Alabama	Yes	Absolute	Absolute	Absolute
Arizona	Yes	Absolute	Absolute	Absolute
Arkansas	No	N/A	N/A	N/A
California	Yes	Absolute	Absolute	Absolute
Colorado	Yes	Absolute	Absolute	Absolute
Connecticut	Yes	Absolute	Absolute	Absolute
Delaware	Yes	Absolute	Absolute	Absolute
District of Columbia	Yes	Qualified	Qualified	Absolute
Florida	Yes	Absolute	Absolute	Absolute
Georgia	Yes	Absolute	Absolute	Absolute
Idaho	Yes	Absolute	Absolute	Absolute
Illinois	Yes	Absolute	Qualified	Qualified
lowa	Yes	N/A	Absolute	Absolute
Kentucky	Yes	Absolute	Absolute	Absolute
Louisiana	No	N/A	N/A	N/A
Maine	Yes	Absolute	Absolute	Absolute
Massachusetts	Yes	UK	Absolute	Absolute
Michigan	No	N/A	N/A	N/A
Mississippi	No	N/A	N/A	N/A
Missouri	Yes	N/A	N/A	N/A
Nebraska	No	Other	Other	Other
Nevada	Yes	Absolute	Absolute	Absolute
New Hampshire	No	N/A	N/A	N/A
		Independent contractors		
		must carry separate		
New Jersey	Yes	insurance	Absolute	Absolute
New Mexico	Yes	Qualified	Qualified	Qualified
New York	Yes	Absolute	Absolute	Absolute
North Dakota	Yes	Absolute	Absolute	Absolute
Ohio	Yes	Absolute	Absolute	Absolute
Oregon	Yes	Absolute	Absolute	Absolute
Pennsylvania	Yes	N/A	Absolute	Absolute
Tennessee	Yes	Absolute	Absolute	Absolute
Texas	Yes	Absolute	Absolute	Absolute
Utah	Yes	Absolute	Absolute	Absolute
Vermont	Yes	Qualified	Qualified	Qualified
Virginia	Yes	N/A	Qualified	Qualified
Washington	Yes	N/A	Absolute	Absolute
West Virginia	Yes	Qualified	Qualified	Absolute
Wisconsin	No	N/A	N/A	N/A
Wyoming	Yes	Absolute	Absolute	Absolute



Section I. Fund Administration CANADA	Fund Immunity	Agents Immunity	Staff Immunity	Trustees Immunity
Alberta	Yes	Other	Other	Other
British Columbia	Yes	Qualified	Qualified	
Northwest Territories	Yes	N/A	Absolute	Absolute

SECTION II:

Fund Finances



Section II. Fund Finances	Principle Source of Funding	Frequency of Lawyer Assessment
USA		· · · · · · · · · · · · · · · · · · ·
Alabama	Lawyer Assessment	Annually
Arizona	Lawyer Assessment	Annually
Arkansas	Other/\$20 License Fee	Annually
California	Lawyer Assessment	Annually
Colorado	Lawyer Assessment	Annually
Connecticut	Lawyer Assessment	Annually
Delaware	Lawyer Assessment	Annually
District of Columbia	Budget Appropriation	N/A
Florida	Budget Appropriation	N/A
Georgia	Lawyer Assessment	Other
Idaho	Lawyer Assessment	Annually
Illinois	Lawyer Assessment	Annually
lowa	Lawyer Assessment	Annually
Kentucky	Lawyer Assessment	Annually
Louisiana	Other: Louisiana Outside Counsel Health and Ethics Foundation (LOCHEF)	N/A
Maine	Lawyer Assessment	Annually
M assachusetts	Lawyer Assessment	Annually
Michigan	Lawyer Assessment	Annually
Mississippi	Budget Appropriation	N/A
Missouri	Budget Appropriation	Annually
	Original \$500,000 contribution, 2002-2013	
Nebraska	NSBA made \$20,000 Annual Contribution	N/A
Nevada	Lawyer Assessment	Annually
		As required and determined by the NH Supreme Court to keep fund at an
New Hampshire	Lawyer Assessment	appropriate level
New Jersey	Lawyer Assessment	Annually
	Other: Transfer of MCLE fees Attorney	
New Mexico	Assessment	Annually
New York	Lawyer Assessment	Biennially
North Dakota	Lawyer Assessment	Annually
Ohio	Supreme Court Allocation from Attorney Registration Fees	Bi-Annual Attorney Registration
Oregon	Lawyer Assessment	Annually
Pennsylvania	Lawyer Assessment	Annually
Tennessee	Lawyer Assessment	Annually
Texas	Budget Appropriation	N/A
Utah	Lawyer Assessment	Annually
Vermont	Voluntary Contributions	N/A
Virginia	Lawyer Assessment	Annually
Washington	Lawyer Assessment	Annually



Section II. Fund Finances	Principle Source of Funding	Frequency of Lawyer Assessment
USA		
West Virginia	Budget Appropriation	N/A
Wisconsin	Lawyer Assessment	Annually
Wyoming	Budget Appropriation	N/A
CANADA		
Alberta	Lawyer Assessment	Annually
British Columbia	Budget Appropriation	Annually
Northwest Territories	Lawyer Assessment	Annually



Section II. Fund Finances	Individual Lawyer Assessments on an Annualized Basis
USA	marriada zarrifor / 1550555mento en an / 15matin zea zario
Alabama	\$25
Arizona	\$20
Arkansas	The \$20 per license fee is collected annually and included in the license fee
California	\$40 Active Members/\$10 Inactive Members
Colorado	2014-\$40/2016-\$25
Connecticut	\$75
Delaware	It varies by how many years in practice; government; emeritus or inactive. The lowest is \$10.00. The highest is \$336.00
District of Columbia	N/A
Florida	N/A
Georgia	One \$100 assessment paid over 4 years.
Idaho	\$20
Illinois	\$25
lowa	\$50 until a total of \$200 is paid
Kentucky	\$7
Louisiana	N/A
Maine	\$20
Massachusetts	\$35
Michigan	\$15 Active Attorney / \$7.50 Inactive Attorneys
Mississippi	N/A
Missouri	N/A
Nebraska	N/A
Nevada	\$25
New Hampshire	Last assessment in 2011
New Jersey	3 rd & 4 th yr. of admission =\$25; 5 th thru 49 th yr. of admission =\$50
New Mexico	\$15
New York	\$30
North Dakota	\$16
Ohio	N/A
Oregon	\$15
Pennsylvania	\$75
Tennessee	\$10
Texas	N/A
Utah	\$0-20 depending on amount needed to keep the fund solvent, usually \$5
Vermont	\$10
Virginia	\$25
Washington	\$25
West Virginia	N/A
Wisconsin	\$20
Wyoming	N/A
	(Funds allocated as needed by vote of the Board of Officers and Commissioners)



Section II. Fund Finances	Individual Lawyer Assessments on an Annualized Basis
CANADA	
Alberta	\$492
British Columbia	\$0
Northwest Territories	\$150



Section II. Fund Finances	Part of Another Assessment If Yes, What Other Assessments are Collected	Who Collects the Assessment
USA		
Alabama	No	N/A
Arizona	Yes: Bar Dues	Bar Association
Arkansas	No	Court
California	Yes: Bar Membership Dues	Bar Association
		Office of Attorney
Colorado	Yes: Annual Attorney Registration Dues	Regulation Counsel
Connecticut	No	Court
	Yes: Annual Registration; Office of Disciplinary Counsel; Lawyers'	
Delaware	Assistance Program and Continuing Legal Education	Court
District of Columbia	No	N/A
Florida	No	N/A
Georgia	No	Bar Association
Idaho	Yes: Licensing Fees	Bar Association
Illinois	Yes: Annual Registration Dues	Court
lowa	Yes: Annual fee for support of the Disciplinary System	Client Security Commission
Kentucky	Yes: Annual dues for membership in the Kentucky Bar Association	Bar Association
Louisiana	No	N/A
Maine	Yes: Attorney License Fee, Assessment for Maine Assistant Program for Lawyers and Judges	Disciplinary Agency
Massachusetts	No	The Registration Dept. of the Board of Bar Overseers
Michigan	Yes: Bar and disciplinary system dues	Bar Association
	No	N/A
Mississippi	Yes: Bar Enrollment Fee, Advisory Committee Fee Low Income	IN/A
Missouri	Legal Services Fee	Court
Nebraska	Yes: Has not been addressed under the NSBA's new structu	
Nevada	No	Bar Association
Nevaua	Yes: NH Supreme Court Professional Conduct Committee; NH	Dai Association
New Hampshire	Minimum Legal Continuing Education; Lawyer Assessment	Bar Association
14CW Hampshire	Yes: Disciplinary Oversight Committee; lawyers Assistance Program;	NJ Layers' Fund for
New Jersey	Board on Continuing Legal Education	Client Protection
New Mexico	Yes: Annual State Bar Licensing Fee, Annual Disciplinary Fee	Bar Association
TTO I TOMES	Yes: Attorney licensing Fund; Indigent Legal Services; Assigned	24. 7.0500(401011
New York	Counsel Fee	Court
North Dakota	Yes: License Fee	Bar Board
		Court Collects
Ohio	No	Attorney Registration Fee
Oregon	No	Bar Association
Pennsylvania	Yes: Disciplinary Board and IOLTA Board	Attorney Registration



Section II. Fund Finances	Part of Another Assessment If Yes, What Other Assessments are Collected	Who Collects the Assessment
USA		
		Board of Professional
Tennessee	Yes: Annual License Renewal	Responsibility
Texas	No	N/A
Utah	Yes: Bar Dues	Bar Association
Vermont	Yes: Vermont Bar Dues	Bar Association
Virginia	Yes: Virginia Bar Dues	Bar Association
Washington	Yes: License Fee	Bar Association
West Virginia	No	N/A
Wisconsin	Yes: Board of Bar Examiners, Office of Lawyer Regulation, WisTAF	Bar Association
Wyoming	No	N/A
CANADA		
Alberta	Yes: Assurance Fund is now a Trust Safety Insurance & part of the Professional Liability Insurance Coverage & Levy	ALIA
British Columbia	Yes: Practice fee \$2,048, Compulsory insurance (including negligence) \$1,750	The Law Society of BC
Northwest Territories	No	Law Society of Northwest Territories



Section II. Fund Finances	\$ Amount of Other Assessments on an Annualized Basis	Sanction for Failure to Pay	Persons Exempt from Paying Assessment
USA			
Alabama	\$25	Suspension	Retired
Arizona	\$485	Summary suspension	Judicial/Retired
Arkansas	\$0	Failure to pay annual license fee results in administrative suspension of the lawyer's license to practice law	N/A
		Late fee of \$100 / Suspension for	
California	\$372	non-payment	Judicial
Colorado	\$300 for Active Attorneys practicing more than 3 yrs./ 2014-\$285	Administrative Suspension	Inactive
Color ado	2014-4203	Administrative Suspension of	Government/Retired/Active Duty
Connecticut	N/A	License to Practice Law	Military/Disbarred/Resigned
Connecticut	\$401 for Pro Hac	\$300 late fee and Rule to Show	1 micar y/ Disbarred/resigned
Delaware	Vice Renewals	Cause	Judicial / Retired / Emeritus
District of Columbia	N/A	N/A	Inactive
Florida	N/A	Funded by budget allocation of \$25 of Bar dues. Those who fail to pay dues are deemed delinquent and administratively suspended from the practice of law	Retired/Activated members of the Armed Services (more than 30 days)
Georgia	\$248	Suspension	N/A
Idaho Illinois	\$425 \$385	Administrative suspension by the Idaho Supreme Court Removal from Master Roll	Inactive/Judicial Judicial/Retired/Military/Over Age 75
lowa	\$175	Suspension of license	Inactive/Retired/Active Military/ Emeritus
Kentucky	\$310	Suspension	Honorary Members appointed by the Board of Governors/Senior Retired Inactive Members
Louisiana	N/A	N/A	Government/Inactive/Judicial/ Retired
Maine	\$245 (\$225 License Fee, \$20 MAP fee) Total including LFCP is \$265	Administrative Suspension	Inactive/Retired/Military/Law Clerks
Massachusetts	\$300	Administrative Suspension	Judicial/Retired/Suspended or Disbarred
Michigan	\$270	Administrative Suspension	Retired



Section II. Fund Finances	\$ Amount of Other Assessments on an Annualized Basis	Sanction for Failure to Pay	Persons Exempt from Paying Assessment
USA			
Mississippi	N/A	N/A	N/A
Missouri Nebraska	Depends upon enrollment fee category: \$410 / \$325 / \$280	Suspension d under the NSBA's new structure	Senior Counselors/Retired Judges N/A
rvebraska		(since 2014)	14/7
Nevada	N/A	N/A	Inactive/Retired
New Hampshire	\$235	License Suspension	
New Jersey	DOC \$148; LAP \$10; BCLE \$4	Administrative ineligibility; 7 consecutive years of ineligibility = revocation of license	Retired/50+ years of admission/ Active Military, Peace Corps, AmeriCorps
New Mexico	Licensing Fee \$245/ Disciplinary Board Fee \$150	Administrative Suspension	Inactive/Judicial
New York	\$152.50/yr.	Suspension	Inactive/Judicial/Retired
North Dakota	4 ************************************	N/A	
Ohio	N/A	Suspension	Inactive/Judicial/Retired
Oregon	N/A	Suspension	Inactive/50-year members
Pennsylvania Pennsylvania	Disciplinary Board \$125, IOLTA \$30	Administrative Suspension	Inactive/Judicial/Retired
Tennessee	\$140 Annual Reg and \$20 LAP	Administrative Suspension	Retired
Texas	N/A	N/A	N/A
Utah	\$425	Administrative suspension	Inactive/Judicial/Retired
Vermont	Varies	Loss of membership	N/A
Virginia	\$225	Suspension	Inactive/Judicial/Retired
Washington	Currently \$375; Starting 10/1/17 \$450	Suspension	Inactive/Judicial/Retired
West Virginia	N/A	N/A	Government/Inactive/Judicial/ Retired
Wisconsin	\$470	Suspension	Inactive
Wyoming	N/A	N/A	N/A



Section II. Fund Finances CANADA	\$ Amount of Other Assessments on an Annualized Basis	Sanction for Failure to Pay	Persons Exempt from Paying Assessment
CAINADA			
Alberta	\$3,483	Suspension	Government/Inactive/Judicial/ Retired/In-House
British Columbia	\$3,798	If the fees are not paid by November 30 the fees can still be paid in December but with a \$100 late fee. If the fees are not paid by December 31 membership ceases on January 1	Inactive/Judicial/Retired
Northwest			
Territories	N/A	Suspension	Inactive/Retired/Judicial



Section II. Fund Finances	Payment Cap Per Claimant	Current Cumulative Limit	Payment Cap Per Lawyer	Current Cumulative Limit
USA				
Alabama	Yes	\$75,000	Yes	\$200,000
Arizona	Yes	\$100,000	Yes	\$250,000
Arkansas	Yes	\$40,000	No	N/A
California	Yes	\$100,000	No	N/A
Colorado	Yes	\$50,000	Yes	\$100,000
Connecticut	No	N/A	No	N/A
Delaware	No	N/A	No	N/A
District of Columbia	Yes	\$100,000	No	N/A
Florida	No	N/A	No	N/A
Coovein	Yes	\$35,000	Yes	10% of the Fund's balance at the time the first claim was awarded
Georgia Idaho	Yes	\$25,000	No	against the attorney N/A
Illinois	Yes	\$25,000	Yes	
lowa	Yes	\$100,000	Yes	\$1,000,000 \$300,000
	Yes	\$100,000 \$50,000	Yes	\$150,000
Kentucky Louisiana	Yes	1 1	No	\$130,000 N/A
Maine	Yes	\$25,000	Yes	\$100,000
Massachusetts	No	\$50,000 N/A	No	\$100,000 N/A
Michigan	Yes	\$150,000	Yes	\$375,000
Mississippi	Yes	\$10,000	Yes	\$39,999
Missouri	Yes	\$50,000	No	N/A
Nebraska	Yes	\$100,000	Yes	\$100,000
Nevada	Yes	\$50,000	No	\$100,000
New Hampshire	Yes	\$250,000	Yes	\$250,000
New Jersey	Yes	\$400,000	Yes	\$1.5 Million
New Mexico	Yes	\$50,000	No	N/A
New York	Yes	\$400,000	No	N/A
North Dakota	Yes	\$25,000	Yes	\$75,000
Ohio	Yes	\$75,000	No	N/A
Oregon	Yes	\$50,000	No	N/A
Pennsylvania	Yes	\$100,000	Yes	\$1,000,000
Tennessee	Yes	\$100,000	Yes	\$250,000
Texas	Yes	\$40,000	No	N/A
Utah Vermont	Yes Yes	\$20,000 \$15,000	Yes Yes	\$75,000/year; \$425,000 lifetime \$30,000
Virginia	Yes	\$75,000	Yes	15% of Fund balance at time of claim
Washington	Yes	\$150,000	No	N/A
West Virginia	Yes	\$10,000	Yes	20,000



Section II. Fund Finances	Payment Cap Per Claimant	Current Cumulative Limit	Payment Cap Per Lawyer	Current Cumulative Limit
USA				
Wisconsin	Yes	\$150,000	No	N/A
Wyoming	Yes	\$15,000	No	N/A
CANADA				
Alberta	No	N/A	No	N/A
				There is no limit per lawyer, although TPC has a profession wide annual aggregate limit of
British Columbia	Yes	\$300,000 per claim	No	\$17.5 million
Northwest Territories	No		No	N/A



Section II.	Special Limit for Specific Loss
Fund Finances	Type of Loss / Limits
USA	
Alabama	No
Arizona	No
Arkansas	No
California	No
Colorado	No
Connecticut	No
Delaware	No
District of Columbia	No
Florida	Yes: Fee claims are capped at \$5,000; Theft/misappropriation claims are capped at \$250,000
Georgia	No
Idaho	No: \$25,000 Per Claim/Loss
Illinois	No
lowa	No
Kentucky	No
Louisiana	No
Maine	No
Massachusetts	No
Michigan	No
Mississippi	No
Missouri	No
Nebraska	No
Nevada	No
New Hampshire	No
New Jersey	No
New Mexico	No
New York	No
North Dakota	No
Ohio	No
Oregon	No
Pennsylvania	No
Tennessee	No
Texas	No
Utah	No
Vermont	No
V irginia	No
Washington	No
West Virginia	No
Wisconsin	No
Wyoming	No



Section II. Fund Finances	Special Limit for Specific Loss Type of Loss / Limits	
CANADA		
Alberta	Yes: Misappropriation limit = \$5,000,000 Profession Aggregate limit = \$25,000,000	
British Columbia	No	
Northwest Territories	No	



Section II. Fund Finances	Reimburse Claimant for Consequential Damages Type of Reimburse
USA	Type of Kentiburse
Alabama	No
Arizona	No
Arkansas	No
California	No
Colorado	No
Connecticut	No
Delaware	Yes: Case by Case
District of Columbia	No No
Florida	No
Georgia	No
Idaho	No
Illinois	No
lowa	No
Kentucky	No
Louisiana	No
Maine	No
Massachusetts	No
	Yes: May reimburse legal fees under some situations. Ex: Fund requests Claimant to
Michigan	pursue forged instrument before claim is paid so that SOL does not expire
Mississippi	No
Missouri	No
Nebraska	No
Nevada	No
New Hampshire	No
New Jersey	No
New Mexico	No
	Yes: Interest or penalties incurred as a direct result of the attorney's misappropriation
New York	may be considered at the discretion of the Trustees.
North Carolina	
North Dakota	No
Ohio	No
Oregon	No
Pennsylvania	No
Tennessee	No
Texas	No No
Utah	No No
Vermont	No No
Virginia	No No
Washington	No No
West Virginia	No
Wisconsin	No No
Wyoming	No



Section II. Fund Finances	Reimburse Claimant for Consequential Damages Type of Reimburse
CANADA	
Alberta	No
British Columbia	Yes: pre and post-judgment interest and costs
Northwest Territories	No



Section II.						
Fund Finances		ues from Assess			s from Appr	
USA	2014	2015	2016	2014	2015	2016
Alabama	\$439,650	\$444,800	\$450,575	\$0	\$0	\$0
Arizona	\$207,435	\$211,445	\$213,990	\$0	\$0	\$0
Arkansas	\$167,080	\$182,436	\$187,722	\$0	\$0	\$0
California	\$7.5 million	\$7.7 million	\$7.7 million	\$0	\$0	\$0
Colorado	\$748,264	\$644,487	\$639,211	\$0	\$0	\$0
Connecticut	\$2,312,089	\$2,333,597	\$2,282,339	\$0	\$0	\$0
Delaware	\$115,380	\$116,670	\$118,070	\$0	\$0	\$0
District of Columbia	\$0	\$0	\$0	\$0	\$0	\$0
Florida	\$0	\$0	\$0	\$2,354,500	\$2,411,975	\$2,459,950
Georgia	\$168,196	\$164,877	\$150,897	\$0	\$0	\$0
Idaho	\$121,705	\$120,415	\$90,805	\$0	\$0	\$0
Illinois	\$1,740,000	\$1,802,999	\$1,811,000	\$0	\$0	\$0
lowa	\$881,360	\$859,820	\$454,400	\$0	\$0	\$0
Kentucky	\$116,295	\$117,919	\$119,240	\$0	\$0	\$0
Louisiana	\$0	\$0	\$0	\$0	\$0	\$0
Maine	\$109,340	\$108,460	\$104,992	\$0	\$0	\$0
Massachusetts	\$1,324,815	\$2,949,085	\$846,842	\$0	\$0	\$0
Michigan	\$624,131	\$632,783	\$638,839	\$0	\$0	\$0
Mississippi	\$0	\$0	\$0	\$0	\$0	\$0
Missouri	N/A	N/A	N/A	\$234,000	\$259,000	\$271,700
Nebraska	\$0	\$0	\$0	\$0	\$0	\$0
Nevada	\$294,520	\$262,368	Pending	\$0	\$0	\$0
New Hampshire	\$0	\$0	\$0	\$0	\$0	\$0
New Jersey	\$3,781,152	\$3,805,875	\$3,873,313	\$0	\$0	\$0
New Mexico	\$108,480	\$109,536	\$111,485	\$1800	\$0	\$0
New York	\$5,870,395	\$5,239,350	\$6,211,508	\$0	\$0	\$0
North Dakota	\$43,488	\$48,432	\$48,592	\$0	\$0	\$0
Ohio	\$0	\$0	\$0	\$1,870,164	\$1,772,193	\$1,811,033
Oregon	\$675,194	\$674,928	\$225,821	\$0	\$0	\$0
Pennsylvania	\$2,624,575	\$2,897,395	\$2,886,415	\$0	\$0	\$0
Texas	\$0	\$0	\$0	\$300,000	\$300,000	\$300,000
Utah	\$171,400	\$177,640	\$47,535	\$0	\$0	\$0
Vermont	\$21,100	\$21,270	\$21,100	\$0	\$0	\$0
Virginia	\$770,275	\$789,270	\$800,025	\$0	\$0	\$0
Washington			\$994,738	\$0	\$0	\$0
West Virginia	\$0	\$0	\$0	\$80,000	\$80,000	\$80,000
Wisconsin	\$410,530	\$411,520	\$411,200	\$0	\$0	\$0
Wyoming	\$0	\$0	\$0	\$0	\$14,000	\$59,687
US Average	\$681,339	\$717,925	\$678,304	\$127,381	\$127,294	\$131,115
US Median	\$167,080	\$164,877	\$119,240	\$0	\$0	\$0



Section II. Fund Finances	Reven	ues from Assess	ments	Revenue	s from Appr	opriation
CANADA	2014	2015	2016	2014	2015	2016
Alberta						
British Columbia						
Northwest Territories	\$52,471	\$73,922	\$74,250	\$0	\$0	\$0



Section II. Fund Finances	Dovonus	os fuens Investor		Revenu	es from Resti	tution &
		es from Investm	1	2014	Subrogation	2016
USA	2014	2015	2016	2014	2015	
Alabama	\$49,077	\$40,392	\$63,062	\$19,832	\$19,932	\$53,544
Arizona	\$3,775	\$8,937	\$9,369	\$30,114	\$100,554	\$5,059
Arkansas	\$3,212	\$2,645	\$7,321	\$0	\$0	\$0
California	\$18,000	\$13,000	\$29,00	\$406,000	\$548,000	\$755,000
Colorado	\$4,094	\$4,549	\$4,762	\$46,007	\$72,373	\$653,110
Connecticut	\$23,635	\$26,471	\$58,208	\$21,530	\$22,379	\$441,541
Delaware	Varies	Varies	Varies	\$1,400	\$2,000	\$2,200
District of Columbia	\$0	\$0	\$0	\$1,026	\$1,110	\$19,643
Florida	\$410,993	(\$15,699)	(\$166,849)	\$30,597	\$92,192	\$95,901
Georgia	\$9,020	\$13,202	\$10,328	\$5,038	\$14,532	\$9,744
Idaho	\$1,114	\$973	\$902	\$0	\$0	\$0
Illinois	\$15,000	\$9,100	\$10,000	\$96,000	\$15,000	\$50,000
lowa	\$1,515	\$2,225	\$2,846	\$2,272	\$7,630	\$0
Kentucky	\$48,431	\$124,302	\$12,387	\$2,563	\$18,125	\$271
Louisiana	\$70,339	\$69,317	\$68,891	\$74,377	\$15,761	\$26,896
Maine	\$18,488	\$20,391	\$16,421	\$2,700	\$0	\$10,005
Massachusetts	N/A	N/A	N/A	\$77,792	\$31,163	\$101,968
Michigan	\$12,796	\$11,271	\$11,776	\$16,110	\$46,072	\$30,750
Mississippi	\$0	\$0	\$0	\$0	\$0	\$0
Missouri	\$2,040	\$1,707	\$2,239	\$44,444	\$4,560	\$1,183
Nebraska	\$158	\$513	\$3,420	\$5,827	\$0	\$0
Nevada	\$0	\$0	\$0	\$173,375	\$34,935	Pending
New Hampshire	\$8,290	\$12,662	\$11,987	\$0	\$0	\$0
New Jersey	\$58,233	\$79,097	\$145,334	\$770,600	\$265,844	\$720,008
New Mexico	\$739	\$917	\$1159	\$1200	\$13,300	\$0
New York	\$6,716	\$7,164	\$15,165	\$946,467	\$225,207	\$577,537
North Dakota	\$2,116	\$2,161	\$2,164	\$185	\$83	\$352
Ohio	\$1,357	\$1,617	\$5,591	\$115,478	\$48,862	\$69,135
Oregon	\$2,512	\$5,593	\$9,104	\$1,100	\$28,350	\$680
Pennsylvania	\$1,122,366	\$337,520	(\$59,652)	\$1,222,366	\$122,164	\$138,514
Texas	\$0	\$0	\$0	\$0	\$0	\$0
Utah	\$877	\$1089	\$1,614	\$802	\$17,271	\$606
Vermont	\$71,407	\$6,570	\$66,369	\$0	\$0	\$0
Virginia	\$101,935	\$103,189	\$108,509	\$13,300	\$49,169	\$22,720
Washington	Ψισι,νοσ	φ100,107	\$6,460	\$0	\$0	\$2,970
West Virginia	\$0	\$0	\$0	\$0	\$0	\$0
Wisconsin	\$0	\$0	\$0	\$16,397	\$24,655	\$5,591
Wyoming	\$640	\$497	\$11	\$1,291	\$0	\$3,586
v v y v i i i i i g	ΨΟΤΟ	Ψ7/	ΨΠ	Ψ1,271	Ψυ	ψ3,300
US Average	\$59,111	\$26,365	\$25,197	\$109,110	\$48,453	\$102,663
US Median	\$3,775	\$5,593	\$7,321	\$5,433	\$15,381	\$5,059



Section II. Fund Finances	Revenu	es from Investm	Revenues from Restitution & Subrogation			
CANADA	2014	2015 2016 2014 2015			2016	
Alberta						
British Columbia						
Northwest Territories	\$44,450	\$33,356	\$31,270	\$0	\$0	\$0



Section II.						
Fund Finances	Re	venues from Gifts	5	Misc	ellaneous Reve	nues
USA	2014	2015	2016	2014	2015	2016
Alabama	\$ 0	\$ 0	\$0	\$0	\$ 0	\$0
Arizona	\$ 0	\$ 0	\$0	\$0	\$ 0	\$0
Arkansas	\$0	\$ 0	\$0	\$0	\$ 0	\$0
California	\$0	\$0	\$0	\$14,000	\$22,000	\$19,000
Colorado	\$0	\$0	\$0	\$49,000	\$2,542	\$693
Connecticut	\$0	\$0	\$0	\$0	\$0	\$0
Delaware	\$0	\$ 0	\$0	Pro Hac Vice	Pro Hac Vice	Pro Hac Vice
District of Columbia	\$0	\$0	\$0	\$0	\$0	\$0
Florida	\$0	\$0	\$0	\$100,340	\$78,662	\$350,504
Georgia	\$ 0	\$ 0	\$0	\$0	\$500,000	\$0
Idaho	\$0	\$0	\$0	\$0	\$0	\$0
Illinois	\$ 0	\$ 0	\$0	\$0	\$0	\$0
lowa	\$0	\$0	\$0	\$2,825	\$178	\$100
Kentucky	\$1,240	\$1,869	\$240	\$0	\$0	\$0
Louisiana	\$0	\$0	\$0	\$450,000	\$450,000	\$450,000
Maine	\$0	\$0	\$0	\$0	\$0	\$0
Massachusetts	\$0	\$0	\$0	\$0	\$0	\$0
Michigan	\$8,721	\$2,092	\$28,827	\$12,825	\$11,325	\$12,885
Mississippi	\$0	\$0	\$0	\$0	\$0	\$0
Missouri	\$0	\$0	\$0	\$0	\$0	\$0
Nebraska	\$0	\$0	\$0	\$0	\$0	\$0
Nevada	\$1,925	\$2,980	Pending	\$0	\$0	\$0
New Hampshire	\$0	\$0	\$0	\$0	\$0	\$0
New Jersey	\$1,094	\$832	\$212	\$331,863	\$375,185	\$385,511
New Mexico	\$0	\$0	\$0	\$0	\$0	\$80,000
New York	\$0	\$2,050	\$1,276	\$85,150	\$52,600	\$96,518
North Dakota	\$0	\$0	\$0	\$0	\$0	\$0
Ohio	\$0	\$0	\$0	\$0	\$0	\$0
Oregon	\$0	\$0	\$0	\$0	\$0	\$0
Pennsylvania	\$0	\$0	\$0	\$50,157	\$0	\$0
Texas	\$0	\$0	\$0	\$0	\$0	\$0
Utah	\$0	\$0	\$0	\$0	\$0	\$0
Vermont	\$0	\$0	\$0	\$0	\$0	\$0
Virginia	\$ 0	\$ 0	\$0	\$0	\$0	\$0
Washington	\$0	\$0	\$0	\$0	\$0	\$0
West Virginia	\$0	\$0	\$0	\$0	\$0	\$0
Wisconsin	\$0	\$0	\$0	\$1,335	\$425	\$662
Wyoming	\$0	\$0	\$0	\$0	\$0	\$0
US Average	\$351	\$265	\$849	\$17,986	\$28,970	\$26,274
US Median	\$0	\$0	\$0	\$0	\$0	\$0



Section II. Fund Finances	Revenues from Gifts			Miscellaneous Revenues		
CANADA	2014	2015	2016	2014	2015	2016
Alberta						
British Columbia						
Northwest Territories	\$0	\$0	\$0	\$0	\$0	\$0



Section II. Fund Finances USA	Miscellaneous Revenues Details	Total A	mount of Awa	rds Paid
Alabama	N/A	\$448,538	\$154,309	\$270,386
Arizona	N/A	\$413,016	\$409,071	\$396,770
Arkansas	N/A	\$40,000	\$3,500	\$0
California	Court–ordered sanctions	\$9 million	\$6 million	\$8 million
Colorado	COLTAF	\$331,800	\$309,958	\$391,838
Connecticut	N/A	\$324,176	\$375,451	\$3,888,718
Delaware	N/A	\$236,115	\$7,534	\$0
District of Columbia	N/A	\$305,103	\$168,011	\$232,273
Florida	N/A	\$1,523,585	\$2,275,988	\$1,890,349
Georgia	N/A	\$288,622	\$328,986	\$495,338
Idaho	N/A	\$57,800	\$52,955	\$14,379
Illinois	N/A	\$1,300,775	\$2,491,000	\$3,094,000
lowa	N/A	\$135,500	\$286,579	\$97,765
Kentucky	N/A	\$167,634	\$22,050	\$173,927
	From Louisiana Outside Counsel Health and	. ,	~ ,	, , , , , , , , , , , , , , , , , , ,
Louisiana	Ethics Foundation	\$169,796	\$161,941	\$374,133
Maine	N/A	\$25,771	\$61,448	\$154,647
Massachusetts	N/A	\$1,324,815	\$2,949,085	\$846,842
Michigan	Pro Hac Vice	\$394,984	\$502,070	\$620,306
Mississippi	N/A	\$0	\$0	\$10,000
Missouri	N/A	\$357,690	\$207,911	\$91,496
Nebraska	N/A	\$8,700	\$1,560	\$0
Nevada	N/A	\$365,005	\$214,444	Pending
New Hampshire	N/A	\$0	\$0	\$0
New Jersey	Late/Reinstatement Fees	\$8,097,557	\$4,922,447	\$1,980,770
New Mexico	MCLE Transfer Fee	\$59,055	\$90,518	\$157,917
New York	N/A	\$6,066,125	\$12,336,506	\$9,241,394
North Dakota	N/A	\$0	\$0	\$0
Ohio	N/A	\$782,741	\$767,081	\$782,290
Oregon	N/A	\$51,944	\$148,217	\$150,149
Pennsylvania	N/A	\$3,849,743	\$2,377,877	\$4,394,008
Texas	N/A	\$0	\$0	\$0
Utah	N/A	\$72,931	\$40,270	\$31,140
Vermont	N/A	\$0	\$0	\$0
Virginia	N/A	\$353,540	\$260,412	\$212,288
Washington	N/A	\$0	\$0	\$371,432
West Virginia	N/A	\$40,000	\$32,616	\$49,482
Wisconsin	N/A	\$121,764	\$125,663	\$192,402
Wyoming	N/A	\$7,775	\$47,501	\$30,000



Section II. Fund Finances	Miscellaneous Revenues Details	Total A	Total Amount of Awards Paid			
USA		2014 2015 2		2016		
110.4		***********	#1 003 100	* 1.044.220		
US Average		\$966,384	\$1,003,499	\$1,044,228		
US Median		\$202,956	\$158,125	\$192,402		
CANADA						
Alberta						
British Columbia	N/A	\$132,900	\$125,000	\$94,000		
Northwest Territories	N/A	\$0	\$0	\$0		



Section II.						
Fund Finances	Pe	rsonnel Servi	ces		Rent	
USA	2014	2015	2016	2014	2015	2016
Alabama	\$114,948	\$109,826	\$78,003	\$0	\$0	\$0
Arizona	\$102,063	\$113,653	\$116,818	\$11,018	\$11,015	UK
Arkansas	\$0	\$0	\$0	\$0	\$0	\$0
California	\$0	\$0	\$0	\$0	\$0	\$0
Colorado	\$87,240	\$93,060	\$95,772	\$0	\$0	\$0
Connecticut	\$512,341	\$534,760	\$537,563	\$0	\$0	\$0
Delaware	\$0	\$0	\$0	\$0	\$0	\$0
District of Columbia	\$0	\$0	\$0	\$0	\$0	\$0
Florida	\$63,619	\$65,145	\$65,810	\$16,396	\$15,579	\$7,271
Georgia	\$0	\$0	\$0	\$0	\$0	\$0
Idaho	\$0	\$0	\$0	\$0	\$0	\$0
Illinois	\$0	\$0	\$0	\$0	\$0	\$0
lowa	\$230,963	\$252,475	\$302,908	\$8,125	\$8,125	\$8,125
Kentucky	\$60,855	\$60,178	\$50,495	\$0	\$0	\$0
Louisiana	\$0	\$0	\$0	\$0	\$0	\$0
Maine	\$3,094	\$10,481	\$39,969	\$0	\$0	\$0
Maryland	. ,		. ,			
Massachusetts	\$0	\$0	\$0	\$0	\$0	\$0
Michigan	See Tot	al Administrativ		\$0	\$0	\$0
Mississippi	\$0	\$0	\$0	\$0	\$0	\$0
Missouri	\$0	\$0	\$0	\$0	\$0	\$0
Nebraska	\$1,800	\$1,800	\$1,800	\$1,042	\$1,042	\$1,042
Nevada	\$0	\$0	\$0	\$0	\$0	\$0
New Hampshire	\$2,271	\$1,283	\$1,282	\$0	\$0	\$0
New Jersey	\$1,531,271	\$1,549,788	\$1,629,969	\$0	\$0	\$0
New Mexico	\$7,962	\$2,091	\$0	\$1000	\$0	\$0
New York	\$0	\$0	\$0	\$0	\$0	\$0
North Dakota	\$1,173	\$1,125	\$1,052	\$0	\$0	\$0
Ohio	\$340,820	\$345,570	\$370,095	\$0	\$0	\$0
Oregon	\$0	\$0	\$0	\$0	\$0	\$0
Pennsylvania	\$224,000	\$235,000	\$191,508	\$39,993	\$35,062	\$36,610
Texas	\$0	\$0	\$0	\$0	\$0	\$0
Utah	\$0	\$0	\$0	\$0	\$0	\$0
Vermont	\$0	\$0	\$0	\$0	\$0	\$0
Virginia	\$0	\$0	\$0	\$0	\$0	\$0
4 11 8 11 11 C	ΨΟ	ΨΟ	ΨΟ	ΨΟ	ΨΟ	\$128,187
Washington	\$0	\$0	\$1,366	\$0	\$0	(Overhead)
West Virginia	\$0	\$0	\$0	\$0	\$0	\$0
Wisconsin	\$0	\$0	\$0	\$0	\$0	\$0
Wyoming	\$0	\$0	\$0	\$0	\$0	\$0



Section II. Fund Finances	Pe	rsonnel Servi	ces		Rent	
USA	2014	2015	2016	2014	2015	2016
US Average	\$88,768	\$91,250	\$94,173	\$2,041	\$1,864	\$4,898
US Median	\$0	\$0	\$0	\$0	\$0	\$0
CANADA						
Alberta						
British Columbia						
Northwest Territories	\$0	\$0	\$0	\$0	\$0	\$0



Section II. Fund Finances	Miscellaneou	Miscellaneous Administrative Costs			Total Administrative Costs		
USA	2014	2015	2016	2014	2015	2016	
Alabama	\$4.50	\$13.00	\$36.50	\$544	\$538	\$929	
Arizona	\$13,400	\$14,910	UK	\$126,481	\$139,578	\$137,680	
Arkansas	\$0	\$0	\$0	\$127	\$2,846	\$12,768	
California	\$0	\$0	\$0	\$2.4 million	\$2.3 million	\$2.3 million	
Colorado	\$0	\$0	\$0	\$0	\$0	\$0	
Connecticut	\$115,341	\$104,139	\$105,504	\$627,682	\$638,899	\$643,067	
Delaware	\$0	\$0	\$0	\$0	\$0	\$0	
District of Columbia	\$0	\$0	\$0	\$0	\$0	\$0	
Florida	\$56,648	\$273,914	\$36,857	\$229,738	\$440,299	\$215,134	
Georgia	\$0	\$0	\$0	\$73,000	\$73,000	\$73,000	
Idaho	\$0	\$0	\$0	\$0	\$0	\$0	
Illinois	\$0	\$0	\$0	\$250,000	\$250,000	\$250,000	
lowa	\$64,186	\$58,758	\$62,953	\$303,274	\$319,358	\$373,986	
Kentucky	\$6,882	\$5,486	\$5,518	\$67,737	\$65,664	\$56,013	
Louisiana	\$0	\$0	\$0	\$0	\$0	\$0	
Maine	\$16,666	\$22,708	\$54,165	\$0	\$0	\$0	
Massachusetts	\$0	\$0	\$0	\$0	\$0	\$0	
Michigan	See Total	Administrative Cost	CS .	\$189,874	\$193,427	\$194,808	
Mississippi	\$0	\$0	\$0	\$0	\$0	\$0	
Missouri	\$0	\$0	\$0	\$0	\$0	\$0	
Nebraska	\$1,702	\$2,024	\$1,183	\$4,544	\$4,866	\$4,025	
Nevada	\$ 0	\$0	\$0	\$0	\$0	\$0	
New Hampshire	\$229	\$219	\$218	\$2500	\$1502	\$1500	
New Jersey	\$211,931	\$241,756	\$280,928	\$1,743,202	\$1,791,545	\$1,910,897	
New Mexico	\$9,985	\$11,830	\$8,202	\$18,947	\$13,922	\$8,202	
New York	\$ 0	\$0	\$0	\$698,574	\$765,083	\$782,316	
North Dakota	\$263	\$1,818	\$829	\$1,436	\$2,944	\$1,880	
Ohio	\$129,344	\$26,623	\$40,938	\$470,164	\$372,193	\$411,033	
Oregon	\$0	\$0	\$0	\$19,666	\$37,778	\$33,230	
Pennsylvania	\$253,942	\$290,784	\$287,150	\$517,935	\$560,846	\$515,268	
Texas	\$0	\$0	\$0	\$0	\$0	\$0	
Utah	\$490	\$629	\$560	\$490	\$629	\$560	
Vermont	\$0	\$0	\$0	\$0	\$0	\$0	
Virginia	\$ 0	\$0	\$0	\$0	\$0	\$0	
Washington	\$0	\$0	\$1,229	\$0	\$0	\$2,595	
West Virginia	\$ 0	\$0	\$0	\$0	\$0	\$0	
Wisconsin	\$0	\$0	\$0	\$54,793	\$46,757	\$40,440	
Wyoming	\$ 0	\$0	\$151	\$0	\$0	\$151	
US Average	\$23,811	\$28,530	\$24,623	\$205,282	\$211,097	\$209,723	
US Median	\$ 0	\$0	\$0	\$990	\$2,174	\$2,238	



Section II. Fund Finances	Miscellaneou	ıs Administrative C	Costs	Total	Administrativ	e Costs
CANADA	2014	2015	2016	2014	2015	2016
Alberta						
British Columbia						
Northwest Territories	\$0	\$0	\$0	\$0	\$0	\$0



Section II. Fund Finances	Miscellane	Miscellaneous Disbursements		Ending Balance in Fund		
USA	2014	2015	2016	2014	2015	2016
Alabama	\$0	\$0	\$0	\$2,391,560	\$2,692,212	\$2,912,436
Arizona	\$0	\$0	\$0	\$2,700,181	\$2,394,248	\$2,088,216
Arkansas	\$0	\$0	\$0	\$953,085	\$1,143,339	\$1,328,014
California	\$0	\$0	\$0	\$2.2 million	\$2.2 million	\$1.4 million
Colorado	\$0	\$0	\$0	\$0	\$0	\$0
Connecticut	\$210,000	\$210,000	\$210,000	\$16,612,933	\$17,771,029	\$15,811,333
Delaware	\$0	\$0	\$0	\$4,826,217	\$4,943,440	\$5,084,256
District of Columbia	\$0	\$0	\$0	\$439,707	\$583,099	\$537,371
Florida	\$0	\$0	\$0	\$4,427,354	\$5,621,218	\$5,418,012
Georgia	\$0	\$0	\$0	\$2,141,983	\$2,432,697	\$2,035,238
Idaho	\$0	\$0	\$0	\$775,855	\$843,216	\$919,398
Illinois	\$0	\$0	\$0	\$3,300,000	\$2,400,000	\$1,000,000
Iowa	\$0	\$0	\$0	\$934,040	\$1,276,762	\$1,301,577
Kentucky	\$0	\$0	\$0	\$573,995	\$641,439	\$551,967
Louisiana	\$44,574	\$50,061	\$52,126	\$2,981,595	\$3,304,347	\$3,424,187
Maine	\$0	\$0	\$0	\$1,278,169	\$1,365,660	\$1,410,328
Massachusetts	\$0	\$0	\$0	\$ 0	\$0	\$7,270,519
Michigan	\$0	\$0	\$0	\$2,508,917	\$2,516,916	\$2,424,698
Mississippi	\$0	\$0	\$0	\$0	\$0	\$100,000
Missouri	\$0	\$0	\$0	\$122,985	\$180,341	\$363,967
Nebraska	\$0	\$0	\$0	\$535,022	\$529,077	\$527,665
Nevada	\$0	\$0	\$0	\$250,767	\$336,606	Pending
New Hampshire	\$729	\$0	\$389	\$2,338,896	\$2,350,056	\$2,360,154
New Jersey	\$0	\$0	\$0	\$19,989,438	\$17,802,479	\$18,981,542
New Mexico	\$0	\$0	\$0	\$586,445	\$579,934	\$626,354
New York	\$0	\$0	\$0	\$9,388,062	\$5,030,520	\$4,204,094
North Dakota	\$0	\$0	\$0	\$372,652	\$420,383	\$469,611
Ohio	\$0	\$0	\$0	\$2,232,381	\$2,839,527	\$3,607,293
Oregon	\$0	\$0	\$0	\$620,503	\$1,098,116	\$1,130,760
Pennsylvania	\$328,745	\$343,798	\$346,443	\$10,812,181	\$10,901,945	\$8,611,503
Texas	\$0	\$0	\$0	\$ 0	\$0	\$0
Utah	\$0	\$0	\$0	\$64,651	\$216,752	\$234,807
Vermont	\$0	\$0	\$0	\$703, 462	\$731,303	\$818,672
Virginia	\$1080	\$1,342	\$2,124	\$6,956,597	\$7,596,994	\$8,309,226
	\$0	\$0	\$130,783	\$ 0		
Washington			(Overhead)		\$2,144,291	\$2,646,224
West Virginia	\$0	\$0	\$0	\$40,000	\$47,384	\$30,518
Wisconsin	\$0	\$0	\$0	\$212,764	\$125,663	\$192,402
Wyoming	\$0	\$0	\$0	\$56,652	\$23,648	\$56,782
US Average	\$15,398	\$15,926	\$19,523	\$2,800,692	\$2,765,385	\$2,924,030
US Median	\$0	\$0	\$0	\$934,040	\$1,210,051	\$1,328,014



Section II. Fund Finances	Miscellane	ous Disburs	ements	End	ing Balance in F	und
CANADA	2014	2015	2016	2014	2015	2016
Alberta						
British Columbia				17,500,000	\$17,500,000	\$17,500,000
Northwest Territories	\$ 0	\$0	\$287,000	\$0	\$0	\$1,652,644



Section II. Fund Finances	Must Claims be Paid if They Meet Rule Requirements	Does Trustee Discretion Govern
USA	·	
Alabama	No	Yes
Arizona	No	Yes
Arkansas	No	Yes
California	No	Yes
Colorado	No	Yes
Connecticut	No	Yes
Delaware	No	Yes
District of Columbia	No	Yes
Florida	No	No
Georgia	No	Yes
Idaho	No	Yes
Illinois	No	Yes
lowa	No	No
Kentucky	No	Yes
Louisiana	Yes	No
Maine	No	Yes
Massachusetts	No	Yes
Michigan	No	Yes
Mississippi	No	Yes
Missouri	No	No
Nebraska	No	Yes
Nevada		Yes
New Hampshire	No	
New Jersey	No	Yes
New Mexico		Yes
New York		Yes
North Dakota	Yes	Yes
Ohio	No	Yes
Oregon		Yes
Pennsylvania		Yes
Texas	No	No
Utah	No	Yes
Vermont	Yes	
Virginia	No	
Washington	No	Yes
West Virginia	No	Yes
Wisconsin	Yes	Yes
Wyoming	No	Yes
CANADA		
Alberta	No	No
British Columbia	Yes	No
Northwest Territories		Yes



Section II. Fund Finances	Require Claimant Was a Client of Lawyer If Not, in What Other Capacities Would Claimant Have Standing
USA	Through the venture control capacities vector control control to the control capacities vector capacities
Alabama	Yes
Arizona	Yes
Arkansas	Yes
	No: If the attorney were acting in a fiduciary capacity customary to the practice of law such as
	administrator, executor, trustee, guardian or conservator, or were representing another
California	party in the matter
Colorado	No: Court Appointed Fiduciary
Connecticut	Yes
Delaware	Yes
	No: Acting in a fiduciary capacity customary to the practice of law, such as personal
District of Columbia	representative, administrator, executor, trustee of an express trust, guardian or conservator
Florida	Yes
Georgia	Yes
Idaho	Yes
Illinois	No: Fiduciary relationship with lawyer, related to lawyer's practice
lowa	Yes
Kentucky	Yes
Louisiana	Yes
Maine	No: I) Claims certified to the Trustees by the Board of Overseers of the Bar for consideration pursuant to this Rule; or 2) Any other claims for losses due to the dishonest conduct of a member of the Maine Bar that the Trustees, in their discretion pursuant to subdivision (e) of the rule, deem appropriate for consideration in that such consideration will advance the purposes of the Fund
Massachusetts	No: Where an attorney held funds related to a real estate transaction that he received from his client but was due and owing to a third-party (mortgagee, buyer of claimant's property, taxing authority) and stole the funds, the third party would be a viable claimant.
Michigan	No: The Claimant can be the payee of the retainer fee; however, the client must participate and sign the subrogation agreement along with the payee. Additionally, individuals such as Personal Representatives, Guardians, and Trustees can file on behalf of wards, trusts and estates
Mississippi	No: Third party whose funds were converted by lawyer
Missouri	No: Personal representatives, beneficiaries of a trust, family members that have made payments to the attorney
Nebraska	Yes
Nevada	Yes
New Hampshire	No: Client of the lawyer and beneficiary of a fund of which the lawyer is the fiduciary
New Jersey	Yes
New Mexico	No: Fiduciary Relationship between the lawyer and claimant
New York	No: Escrow beneficiary (e.g. realty claim)
North Dakota	Yes
Ohio	No: Escrow Beneficiary, Ward, Personal Representative
Oregon	Yes



Section II. Fund Finances	Require Claimant Was a Client of Lawyer If Not, in What Other Capacities Would Claimant Have Standing
USA	, , , , , , , , , , , , , , , , , , ,
P ennsylvania	Yes
Texas	Yes
Utah	Yes
Vermont	
Virginia	No: Fiduciary Relationship
Washington	No: Fiduciary Relationship
West Virginia	
Wisconsin	Yes
Wyoming	Yes
CANADA	
Alberta	Yes
	No: The claimant does not have to provide specific capacity, but the lawyer must have
British Columbia	received the money or other property in his or her capacity as a lawyer
Northwest Territories	Yes



Section II. Fund Finances	Any Claimants or Claims Not Compensated
USA	
Alabama	Yes:" Non-Reimbursable Losses" pursuant to Client Security Fund Rules
Arizona	Yes: I) the spouse (present or former) child, parent, grandchild, grandparent, or sibling of the lawyer whether by blood or marriage; 2) partners, associates co-shareholders, or employees of the lawyer; 3) any insurer surety or bonding agency or company which seeks reimbursement for payment made under an insurance or surety contract or bond covering the risk involved in the lawyer's dishonest conduct; 4) any business entity controlled by the lawyer or person described in paragraphs F.I or 2 above; 5) any governmental entity or agency; 6) medical providers or other third parties with claims against the lawyer pursuant to law; or 7) any business entity unless considered pursuant to Paragraph I of this Rule
Arkansas	Yes: (1) Losses incurred by spouses, children, parents, grandparents, siblings, partners, associates, and employees of lawyer(s) causing the losses; (2) Losses covered by any bond, surety agreement, or insurance contract to the extent covered thereby, including any loss to which any bonding agent, surety, or insurer is subrogated, to the extent of that subrogated interest; (3) Losses incurred by any financial institution which are recoverable under a "banker's blanket bond" or similar commonly available insurance or surety contract; (4) Losses incurred by any business entity controlled by the lawyer, any person or entity described in Section (1), (2), or (3) hereof; (5) Losses incurred by any governmental entity or agency. None of those loses are compensated
California	Yes: Spouse, domestic partner, family members, lives(d) with attorney, business relationship, associate, partner, employee or employer, insurer, bonding entity, business controlled by the attorney, assignees, lienholders, government agency or entity
Colorado	Yes: Spouses, children, parents, grandparents, siblings, partners, associates, and employees
Connecticut	Yes: Filed more than four years after loss; filed by spouse, child, parent, grandparent, sibling, partner, associate or employee of attorney that caused loss; loss covered by insurance or bond; loss incurred by business entity controlled by the attorney; loss incurred by governmental agency or entity
Delaware	Yes: The spouse, law partner, attorney stockholder in a professional corporation, associate or conspirator of any defaulting attorney shall not have any right to file claims for reimbursement from the Fund
District of Columbia	Yes: The spouse or other close relative partner associate or employee of the lawyer causing the loss; or an insurer surety or bonding agent or company or any business entity controlled by the lawyer or any person who would be ineligible for reimbursement directly; or a government entity or agency
Florida	Yes: Claims by relatives, partners, or other close associates of the attorney. Where the lawyer, unrelated to a lawyer and client relationship, is a personal representative, testamentary trustee, guardian or escrow agent for the claimant, and the lawyer's status as the personal representative, testamentary trustee, guardian or escrow agent is not due to or the result of an existing lawyer-client relationship with the claimant, the claim will be denied. Claims by government agencies, institutional lenders, insurance companies, publicly owned entities including their subsidiaries and affiliates, entities which fail to disclose to the Clients' Security Fund Committee the names and addresses of their direct and indirect beneficial and record owners, and subrogees, brought on their behalf and not as representatives, will not ordinarily be considered for payment



Section II. Fund Finances	Any Claimants or Claims Not Compensated
USA	
Georgia	Yes: (I) Losses incurred by spouses, children, parents, grandparents, siblings, partners, associates and employees of lawyer(s) causing the losses; (2) Losses covered by any bond, surety agreement, or insurance contract to the extent covered thereby, including any loss to which any bonding agent, surety or insurer is subrogated, to the extent of that subrogated interest; (3) Losses incurred by any financial institution which are recoverable under a "banker's blanket bond" or similar commonly available insurance or surety contract; (4) Losses incurred by any business entity controlled by the lawyer, or any person or entity described in Section (e) (I) hereof; (5) Losses incurred by any governmental entity or agency; (6) Losses incurred by corporations or partnerships, including general or limited
Idaho	Yes: Family members, siblings, partners, associates and employees of lawyer causing losses; losses covered by any bond, surety agreement or insurance contract; losses of any financial institution that are recoverable under a "banker's blanket bond"
Illinois	Yes: Family members, partners, associates of lawyer
lowa	No
Kentucky	Yes: As outlined in Kentucky Supreme Court Rule 3.820(10) (d): Negligent act of malpractice, losses incurred by family members, partners, associates, and employees of lawyer causing the loss; losses covered by bond, surety agreement, or insurance; losses incurred by any financial institution recoverable under a "banker's blanket bond" or similar contract; losses incurred by any business entity controlled by the lawyer; losses incurred by any governmental entity or agency
Louisiana	Yes: Spouse, relatives, partners, associates, and employees of the lawyer causing the loss
Maine	Yes: (1) Losses incurred by spouses, children, parents, grandparents, siblings, partners, associates and employees of the lawyer or lawyers causing the losses; (2) Losses covered by any bond, surety agreement, or insurance contract to the extent covered thereby; (3) Losses to which any bonding agent, surety or insurer is subrogated, to the extent of that subrogated interest; (4) Losses incurred by any financial institution or insurance company; (5) Losses incurred by any business entity controlled by the lawyer or by any person or entity described in paragraphs (1), (2), or (3) of this subdivision; (6) Losses incurred by any governmental entity or agency; (7) Losses arising from the activities of a lawyer not having an office or residence in Maine, where those activities do not have substantial contacts with Maine
Massachusetts	Yes: Although there is no rule prohibiting such claimants compensation, the Board reviews claims filed by family member and corporations carefully for possible conflicts, contributory negligence, or alternate sources of recovery



Section II. Fund Finances	Any Claimants or Claims Not Compensated
USA	
Michigan	Yes: Losses incurred by spouses, children, parents, grandparents, siblings, partners, associates, employers and employees of lawyer(s) causing the losses; Losses covered by any bond, surety agreement, or insurance contract to the extent covered thereby, including any loss to which any bonding agent, surety or insurer is subrogated, to the extent of that subrogated interest; Losses incurred by any financial institution which are recoverable under a "banker's blanket bond" or similar commonly available insurance or surety contract; Losses incurred by any business entity controlled by the lawyer, or any person or entity described in section D(1), (2), or (3) hereof; Losses incurred by any governmental entity or agency; Consequential or incidental damages such as lost interest or attorney's fees or other costs incurred in seeking recovery of a loss; Losses arising from the inadequate, insufficient or negligent rendition of services; In cases where it appears that there will be unjust enrichment, or the claimant unreasonably or knowingly contributed to the loss, the Board may, in its discretion, deny the claim. A claimant who fails to provide the Fund with a transfer of the claimant's rights against the lawyer, the lawyer's legal representative, estate or assigns; and of the claimant's rights against any third party or entity who may be liable for the claimant's loss, unless the Board of Commissioners decides otherwise
Mississippi	Yes: Family members, claims over three years old
Missouri	Yes: A surety, subrogee, creditor or indemnitor. Certain relatives of the attorney. A partner, associate, employer or employee of the attorney
Nebraska	Yes: Employee-Employer; third-party beneficiary
Nevada	Yes: Corporations, Negligence or Malpractice Claims
New Hampshire	Yes: Family members, business associates, governmental entities, insurers, sureties, and assignees
New Jersey	Yes: Most fee disputes, malpractice or negligence, unfortunate or ill-advised investments, insured/third parties. Claimants must show dishonest conduct; that re respondent attorney received funds and misappropriates them in the course of attorney/client relationship or took and kept a retainer despite knowing that services could not or would not be performed
New Mexico	Yes: Spouses or other family members; claims covered by bon or insurance contract; bonded financial institutions; business entity controlled by lawyer or family member; governmental entity or agency; business or personal investments not part of the lawyer-client relationship; consequential or incidental damages – see Rule 17A-010 (D) 1-7 NMRA
New York	Yes: Losses not eligible for reimbursement include damages resulting from an attorney's negligence, malpractice or neglect; losses incurred by government agencies; losses incurred by financial institutions; losses incurred by business organizations having twenty or more employees; and losses arising from financial transactions with attorneys that do not occur within an attorney-client relationship and the practice of law. (22 NYCRR 7200.8(d))
North Dakota	No
Ohio	Yes: The spouse, children, parents, grandparents or siblings, partner, associate, employee, or employer of lawyer; business entity controlled by lawyer
Oregon	Yes: Fee dispute, no dishonesty, malpractice



Section II. Fund Finances	Any Claimants or Claims Not Compensated
USA	Any Claimants of Claims Not Compensated
Pennsylvania	Yes: Spouse, close relative, partner, associate of lawyer; surety or bonding agency or company; a government unit, financial institution, business organization with 20+ employees; losses arising from investments occurring outside the client-lawyer relationship
Texas	Yes: Government entities
Utah	Yes: Spouses, parents, grandparents, siblings, partners and associates of lawyer; losses covered by bond, surety, agreement or insurance contract to extent of amount covered thereby; losses of any financial institution recoverable under "Banker's Blanket Bond"; any business entity controlled by the lawyer or lawyer's family, partners or associates; governmental entities; assigned claims, third-party claims, claims of heirs or estates of claimant; claims where claimant has failed to exhaust all other reasonably available services or means of recovery; investment losses characterized as pyramid or Ponzi scheme, loan to an offshore account, tax evasion or other tax shelter, or investment that promises such a high return as to be suspect to the reasonable investor
Vermont	Yes: Losses of spouses, children, grandparents, siblings, partners associates, and employees of lawyers causing loss; losses compensable by bond, surety agreement or insurance contracts to the extent covered thereby; losses of any financial institution covered under "banker's blanket bond" or similar insurance
Virginia	Yes: Losses of spouses and other close relatives, partners, associates and employees of lawyer causing loss; losses covered by insurance or bond; losses of financial institutions covered by surety contracts; losses by business entity controlled by lawyer; government entities; losses caused by loans or investments with lawyer; losses for cause of action that never resulted in settlement of judgment
Washington	Yes: Family relationship; losses covered by bond; losses incurred by financial institution; losses by business entity controlled by lawyer; losses incurred by assignees of lawyer (unless client authorizes); investment losses unrelated to attorney-client relationship
West Virginia	No
Wisconsin	Yes: Employers, family members, reimbursed through other sources
Wyoming	Yes: Spouses, children, parents, grandparents, siblings, partners, associates and employees of lawyers. Financial institutions, a business entity controlled by the lawyer, governmental entity or agency
CANADA	
Alberta	No No
British Columbia	Yes: Family members and any claim arising from or in connection with an investment (except for any part of the investment funds that are diverted by the lawyer to any party, including the lawyer, not contemplated by the terms of the investment)
Northwest Territories	No



Section II. Fund Finances	Fund Covered by Insurance, Reinsurance or Fidelity Bond	
USA USA	If Yes, Amount of Premium	
	Nie	
Alabama	No	
Arizona	Yes: Insurance/\$2,828	
Arkansas	No	
California	No	
Colorado	No	
Connecticut	No	
Delaware	No	
District of Columbia	No	
Florida	No	
Georgia	No	
Idaho	No	
Illinois	No	
lowa	Yes: Fidelity Bond/\$ included in General Liability Policy	
Kentucky	No	
Louisiana	No	
Maine	Yes: Insurance/\$589	
Massachusetts	Yes: Fidelity Bond/\$0	
Michigan	No	
Mississippi	No	
Missouri	Yes: Insurance/\$0	
Nebraska	Yes: Fidelity Bond/\$809; Insurance/Nominal	
Nevada	No	
New Hampshire	No	
New Jersey	Yes: Directors and officers (amount not provided)	
New Mexico	Yes: Insurance/\$451	
New York	No No	
North Dakota	No	
Ohio	Yes: Fidelity Bond/\$500,000	
Oregon	No	
Pennsylvania	No	
Texas	N/A	
Utah	No	
Vermont	No	
Virginia Virginia	No No	
-		
Washington West Viveinia	No	
West Virginia	No	
Wisconsin	No	
Wyoming	No	



Section II. Fund Finances	Fund Covered by Insurance, Reinsurance or Fidelity Bond If Yes, Amount of Premium
CANADA	
Alberta	Yes: Insurance & Reinsurance/\$0
British Columbia	Yes: Insurance/\$0
Northwest Territories	Yes: Reinsurance/Unknown

SECTION III: Fund Claim Experiences



Section III. Fund Claim Experiences	Pendin	nber of C ig at Begi Year	nning of		r of New Received		Number of Claims Approved		
USA	2014	2015	2016	2014	2015	2016	2014	2015	2016
Alabama	222	157	121	17	26	69	63	59	64
Arizona	0	12	19	89	60	45	43	53	49
Arkansas	I	5	7	14	П	8	I	0	I
California	6,342	5,674	5,465	1,554	1,178	1,120	1,152	821	1,793
Colorado	0	0	0	74	42	60	72	33	26
Connecticut	41	73	88	89	87	167	14	25	39
Delaware	3	2	0	22	3	0	14	4	0
District of Columbia	6	9	I	42	9	28	21	15	26
Florida	342	339	312	314	452	485	113	139	194
Georgia	70	72	95	42	60	66	32	25	46
Idaho	- 11	13	8	17	П	Ш	8	14	4
Illinois	0	0	0	256	541	277	95	366	146
lowa	6	20	24	25	25	13	9	4	4
Kentucky	42	32	41	37	42	35	22	8	23
Louisiana	60	42	43	83	81	87	40	40	59
Maine	4	4	17	37	12	5	9	18	7
Massachusetts	100	78	52	121	59	47	114	61	28
Michigan	140	150	146	108	77	105	46	36	67
Mississippi	0	0	0	0	0	15	0	0	I
Missouri	0	0	0	144	84	57	126	49	31
Nebraska	8	5	I	10	4	3	5	I	0
Nevada	33	15	9	33	19	29	44	16	26
New Hampshire	6	7	3	2	0	2	0	0	0
New Jersey	144	91	855	187	986	138	138	143	95
New Mexico	4	6	П	22	35	22	26	41	33
New York	814	525	488	621	520	538	559	274	155
North Dakota	0	0	0	4	0	0	2	0	0
Ohio	279	324	263	257	257	160	125	141	150
Oregon	9	16	30	33	43	48	23	22	31
Pennsylvania	350	396	547	282	364	204	117	150	119
Texas	0	0	0	134	138	171	118	102	115
Utah	8	8	6	19	П	12	14	10	9
Vermont	0	0	0	0	0	0	0	0	0
Virginia	40	55	51	101	84	87	57	59	43
Washington	0	0	0	141	79	56	44	59	44
West Virginia	0	0	0	9	14	13	6	6	10
Wisconsin	4	9	7	87	77	66	51	53	37
Wyoming	0	0	0	7	7	4	7	7	5
US Average	239	214	229	132	145	112	88	75	92
US Median	8	12	- 11	42	43	48	40	33	31



Section III. Fund Claim Experiences		nber of Cl g at Begii Year		Number of New Clair Received			Number of Claims Approved			
CANADA	2014	2015	2016	2014	2015	2016	2014	2015	2016	
Alberta	193	195	324	28	170	22	10	8	93	
British Columbia	23	33	29	22	- 11	29	2	4	7	
Northwest Territories	0	0	0	0	0	0	0	0	0	



Section III. Fund Claim Experiences		Number of Lawyers Involved in Claims Approved			Number of Claims Pending at the end of Year				
USA	2014	2015	2016	2014	2015	2016			
Alabama	6	5	4	176	157	151			
Arizona	19	26	25	12	19	15			
Arkansas	I	0	I	6	8	3			
California	277	182	122	5,674	5,465	4,253			
Colorado	- 11	16	15	0	0	0			
Connecticut	6	10	14	73	88	166			
Delaware	4	3	0	2	0	0			
District of Columbia	13	12	18	9	I	0			
Florida	183	166	165	339	312	369			
Georgia	25	П	25	72	95	102			
Idaho	0	0	0	13	8	10			
Illinois	40	34	48	0	0	0			
Iowa	2	2	4	19	25	31			
Kentucky	12	3	7	32	41	31			
Louisiana	18	24	22	42	43	45			
Maine	4	4	4	4	17	17			
Massachusetts	23	22	23	78	52	48			
Michigan	27	21	34	150	146	136			
Mississippi	0	0	4	0	0	I			
Missouri	31	17	18	0	0	0			
Nebraska	2	I	0	5	I	I			
Nevada	14	10	13	15	9	8			
New Hampshire	0	0	0	7	3	3			
New Jersey	38	40	36	91	855	83			
New Mexico	19	26	27	6	П	9			
New York	69	51	48	525	488	447			
North Dakota	2	0	0	0	0	0			
Ohio	40	41	48	219	262	230			
Oregon	20	14	17	20	17	17			
Pennsylvania	36	50	43	396	547	533			
Texas	0	0	0	0	0	0			
Utah	10	7	6	8	6	8			
Vermont	0	0	0	0	0	0			
Virginia	23	25	17	54	39	51			
Washington	14	20	16						
West Virginia	2	4	П	0	0	0			
Wisconsin	17	33	П	9	6	5			
Wyoming	1	2	2	0	0	0			
US Average	27	23	22	218	236	183			
US Median	14	12	15	12	H	10			



Section III. Fund Claim Experiences	Number of	Lawyers Invo	olved in Claims	end of Year			
CANADA	2014	2015	2016	2014	2015	2016	
Alberta	6	3	7	195	324	220	
British Columbia	2	3	5	33	29	50	
Northwest Territories	0	0	0	0	0	0	



Section III. Fund Claim Experiences	in Ne	of Reimburseme	ved .		Total Amount of Awards Approved during the Year				
USA	2014	2015	2016	2014	2015	2016			
Alabama	\$1,221,210	\$179,670	\$4,152,273	\$303,501	\$193,607	\$243,448			
Arizona	\$2,279,616	\$1,315,831	\$1,590,471	\$413,016	\$409,071	\$396,770			
Arkansas	\$105,577	\$114,065	\$274,802	\$3,500	\$0	\$ I			
California	\$20 million	\$17 million	\$16 million	\$9 million	\$6 million	\$8 million			
Colorado	\$1,215,718	\$1,243,103	\$8,390,002	\$331,800	\$309,958	\$391,438			
Connecticut	\$4,929,727	\$9,768,300	\$9,061,185	\$171,524	\$2,738,313	\$1,464,985			
Delaware	\$735,422	\$32,547	\$0	\$236,115	\$7,534	\$0			
District of									
Columbia	\$6,430,903	\$307,800	\$1,438,241	\$31,207	\$168,011	\$232,273			
Florida	\$11,515,617	\$12,992,646	\$9,265,749	\$1,680,550	\$2,327,105	\$1,917,615			
Georgia	\$0	\$0	\$0	\$288,622	\$328,986	\$495,338			
Idaho	\$74,625	\$47,275	\$49,024	\$41,450	\$57,255	\$8,373			
Illinois	\$0	\$0	\$0	\$1,300,775	\$2,491,000	\$3,094,000			
lowa	\$1,58,830	\$4,260,781	\$1,162,064	\$52,448	\$53,700	\$57,924			
Kentucky	\$1,434,889	\$966,967	\$244,698	\$170,284	\$22,050	\$174,937			
Louisiana	\$703,953	\$1,988,011	\$1,271,909	\$169,296	\$161,421	\$373,183			
Maine	\$189,933	\$427,737	\$487,950	\$25,866	\$66,271	\$147,516			
Massachusetts	\$0	\$0	\$0	\$1,324,815	\$2,949,085	\$846,842			
Michigan	\$2,384,525	\$4,558,850	\$2,762,836	\$620,779	\$161,997	\$912,566			
Mississippi	\$0	\$0	\$0	\$0	\$0	\$10,000			
Missouri	\$0	\$0	\$0	\$404,521	\$152,702	\$110,026			
Nebraska	\$329,350	\$283,297	\$13,480	\$8,700	\$1,560	\$0			
Nevada	\$686,367	\$133,467	\$1,089,725	\$385,919	\$339,863	\$79,823			
New Hampshire	\$5,121	\$0	\$0	\$0	\$0	\$0			
New Jersey	\$10,876,490	\$165,656,629	\$16,769,774	\$8,068,120	\$5,165,627	\$2,161,302			
New Mexico	\$291,358	\$164,086	\$347,519	\$59,055	\$90,518	\$157,917			
New York	\$88,020,987	\$45,515,100	\$42,820,451	\$6,066,125	\$12,336,506	\$9,241,394			
North Dakota	\$14,993	\$0	\$0	\$293	\$0	\$0			
Ohio	\$3,261,077	\$3,690,427	\$3,053,523	\$782,741	\$767,081	\$782,290			
Oregon	\$157,139	\$2,868,368	\$537,396	\$46,193	\$182,268	\$120,230			
Pennsylvania	\$29,585,329	\$6,784,550	\$28,682,975	\$2,372,002	\$5,173,168	\$5,001,842			
Texas	\$0	\$0	\$0	\$1.2 Million	\$639,581	\$814,616			
Utah	\$126,141	\$55,115	\$47,725	\$78,931	\$40,270	\$31,140			
Vermont	N/A	N/A	N/A	N/A	N/A	N/A			
Virginia	\$0	\$0	\$0	\$792,610	\$1,498,581	\$799,642			
Washington	\$0	\$0	\$0	\$337,160	\$495,218	\$253,228			
West Virginia	\$40,000	\$32,616	\$49,482	\$40,000	\$32,616	\$49,482			
Wisconsin	\$0	\$0	\$0	\$783,091	\$441,668	\$217,725			
Wyoming	\$17,325	\$163,401	\$61,237	\$17,325	\$47,501	\$32,000			



Section III. Fund Claim Experiences	Total Amount o	of Reimburseme w Claims Receiv	•	Total Amount of Awards Approved during the Year				
USA	2014	2015	2016	2014	2015	2016		
US Average	\$5,184261	\$7,582,450	\$4,043,905	\$1,016,441	\$1,239,192	\$1,043,780		
US Median	\$240,646	\$164,086	\$274,802	\$288,622	\$182,268	\$232,273		
CANADA								
Alberta	\$0	\$ 0	\$0	\$1,056,136	\$762,754	\$1,628,400		
British Columbia	\$1,336,403	\$300,900	\$425,538	\$132,900	\$125,100	\$94,000		
Northwest Territories	\$0	\$0	\$0	\$0	\$0	\$0		



Section III. Fund Claim Experiences	Clair	Claims Disapproved			tside Sta Limitatio		Fee Dispute		
USA	2014	2015	2016	2014	2015	2016	2014	2015	2016
Alabama	65	54	33	0	0	0	0	0	0
Arizona	30	44	25	5	3	0	8	14	10
Arkansas	8	9	11	0	0	0	0	0	0
California	1,070	566	539	0	0	0	6	4	0
Colorado	8	5	10		I	I	5	3	3
Connecticut	43	47	50	0	0	0	6	4	0
Delaware	9	5	0	0	0	0	6	4	0
District of									
Columbia	16	21	2	0	0	0	0	0	0
Florida	81	78	42	0	0	0	0	0	0
Georgia	5	5	12	0	0	0	6	4	0
Idaho	0	0	0	0	0	0	0	0	0
Illinois	106	152	132	0	0	0	0	0	0
lowa	14	15	2	0	0	I	4	2	0
Kentucky	27	25	17	3	5	0	0	I	0
Louisiana	21	19	18		2	2	9	8	10
Maine	14	4	2	0	0	0	0	0	0
Massachusetts	28	24	22	0	0	0	0	0	0
Michigan	52	45	48	1	0	3	5	5	5
Mississippi	0	0	14	0	0	0	0	0	0
Missouri	23	39	2	0	0	0	6	4	0
Nebraska	8	7	3	0		0	3	I	0
Nevada	7	9	9	0	0	0	0	0	0
New Hampshire	I	4	2	0	0	0	0	0	0
New Jersey	108	80	817	0	0	0	6	4	0
New Mexico	16	16	12	0	0	0	0	0	0
New York	351	265	424	0	0	0	0	0	0
North Dakota	2	4	0	0	I	0	0	0	0
Ohio	25	38	38	0	0	0	14	15	13
Oregon	10	16	22	0	0	0	3	I	16
Pennsylvania	60	92	81	0	0	0	31	50	57
Texas	16	36	56	0	0	0	0	0	0
Utah	5	3	I	I	2	0	0	I	1
Vermont	0	0	0	0	0	0	0	0	0
Virginia	29	40	35	0	0	0	0	0	0
Washington	97	20	12	0	0	0	0	0	0
West Virginia	6	6	4	0	0	0	1	0	2
Wisconsin	34	51	29	0	0	0	0	0	0
Wyoming	0	0	0	0	0	0	0	0	0



Claims Disapproved			Outside Statue of Limitations			Fee Dispute		
2014	2015	2016	2014	2015	2016	2014	2015	2016
63	49	66	0	0	0	3	3	3
16	20	13	0	0	0	0	0	0
16	27	51	0	0	0	0	0	0
6	5	3	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
	63 16 16	2014 2015 63 49 16 20 16 27 6 5	2014 2015 2016 63 49 66 16 20 13 16 27 51 6 5 3	Claims Disapproved of 2014 2015 2016 2014 63 49 66 0 16 20 13 0	Claims Disapproved of Limitation 2014 2015 2016 2014 2015 63 49 66 0 0 16 20 13 0 0 16 27 51 0 0 6 5 3 0 0	Claims Disapproved of Limitations 2014 2015 2016 2014 2015 2016 63 49 66 0 0 0 16 20 13 0 0 0 16 27 51 0 0 0 6 5 3 0 0 0	Claims Disapproved of Limitations F 2014 2015 2016 2014 2015 2016 2014 63 49 66 0 0 0 3 16 20 13 0	Claims Disapproved of Limitations Fee Dispute 2014 2015 2016 2014 2015 2016 2014 2015 63 49 66 0 0 0 3 3 16 20 13 0 0 0 0 0 16 27 51 0 0 0 0 0 6 5 3 0 0 0 0 0



Section III. Fund Claim Experiences		: Compensal		Other			
USA	2014	2015	2016	2014	2015	2016	
Alabama	0	0	0	0	0	0	
Arizona	17	27	15	0	0	0	
Arkansas	8	9	П	0	0	0	
California	0	0	0	0	0	0	
Colorado	0	0	5	2	I	I	
Connecticut	0	0	0	0	0	0	
Delaware	2	0	0	I		0	
District of Columbia	2	0	0	No	dishonest con	duct	
Florida	0	0	0	0	0	0	
Georgia	0	0	0	0	0	0	
Idaho	0	0	0	0	0	0	
Illinois	0	0	0	0	0	0	
lowa	I	6	0	9	7	I	
Kentucky	24	19	17	0	0	0	
Louisiana	8	6	3	2	3	3	
Maine	2	2	0	12	2	2	
Massachusetts	28	24	22	0	0	0	
M ichigan	39	31	29	7	9	11	
Mississippi	0	0	13	0	0	0	
Missouri	0	0	0	0	0	0	
Nebraska	5	5	3	0	0	0	
Nevada	7	9	9	0	0	0	
New Hampshire	0	3	I	0	I	I	
New Jersey	0	0	0	0	0	0	
New Mexico	0	0	0	0	0	0	
New York	0	0	0	0	0	0	
North Dakota	2	3					
Ohio	П	23	25	0	0	0	
Oregon	0	0	0	7	15	6	
Pennsylvania	29	42	24	0	0	0	
Texas	0	0	0	0	0	0	
Utah	0	0	0	0	0	0	
Vermont	0	0	0	0	0	0	
V irginia	0	0	0	0	0	0	
Washington	0	0	0	0	0	0	
West Virginia	0	0	0	0	0	0	
Wisconsin	34	21	29	0	0	0	
Wyoming	0	0	0	0	0	0	
CANADA							
Alberta	0	0	0	0	0	0	
British Columbia	6	5	3				
Northwest Territories	0	0	0	0	0	0	



Section III. Fund Claim Experiences	# Of Compensable Claims Not Paid Due to Payment Limitations / Amount Not Paid							
USA	201		20		20			
	# of Claims	\$ Not Paid	# of Claims		# of Claims	\$ Not Paid		
Alabama	0	\$0	0	\$0	0	\$0		
Arizona	0	\$0	0	\$0	I	\$160,000		
Arkansas	0	\$0	0	\$0	0	\$0		
California	0	\$0	0	\$0	0	\$0		
Colorado	0	\$0	0	\$0	0	\$0		
Connecticut	0	\$0	0	\$0	0	\$0		
Delaware	0	\$0	0	\$0	0	\$0		
District of Columbia	2	\$167,657	0	\$0	I	\$170,00		
Florida	0	\$0	0	\$0	0	\$0		
Georgia	0	\$0	0	\$0	0	\$0		
Idaho	0	\$0	0	\$0	0	\$0		
Illinois	0	\$0	0	\$0	0	\$0		
lowa	0	\$0	I	\$25,000	I	\$1,039,270		
Kentucky	0	\$0	0	\$0	0	\$0		
Louisiana	0	\$0	6	\$318,651	3	\$232,215		
Maine	0	\$0	0	\$0	2	\$0		
Massachusetts	0	\$0	0	\$0	0	\$0		
Michigan	6	\$550,789	0	\$0	15	\$1,621,150		
Mississippi	0	\$0	0	\$0	0	\$0		
Missouri	0	\$0	0	\$0	0	\$0		
Nebraska	0	\$0	0	\$0	0	\$0		
Nevada	I	\$21,976	2	\$125,419	0	\$0		
New Hampshire	0	\$0	0	\$0	0	\$0		
New Jersey	0	\$0	0	\$0	0	\$0		
New Mexico	2	\$150,000	0	\$0	0	\$0		
New York	2	\$1,610,317	4	\$2,401,082	2	\$2,364,510		
North Dakota	2	\$14,700	I	\$1,000	26 (?)	\$0(?)		
Ohio	3	\$1,196,591	2	\$75,080	I	\$149,713		
Oregon	0	40	0	\$0	0	\$0		
Pennsylvania	0	\$0	0	\$0	0	\$0		
Texas	0	\$0	0	\$0	0	\$0		
Utah	0	\$0	0	\$0	0	\$0		
Vermont	0	\$0	0	\$0	0	\$0		
Virginia	0	\$0	0	\$0	0	\$0		
Washington	0	\$0	0	\$0	0	\$0		
West Virginia	0	\$0	0	\$0	0	\$0		
Wisconsin	0	\$0	0	\$0	0	\$0		
Wyoming	0	\$0	2	\$115,900	3	\$129,146		



Section III. Fund Claim Experiences	# Of C	# Of Compensable Claims Not Paid Due to Payment Limitations / Amount Not Paid								
CANADA	201	14	20	15	2016					
	# of Claims	# of Claims \$ Not Paid # of Claims \$ Not Paid		# of Claims	\$ Not Paid					
Alberta	0	\$0	0	\$0	0	\$0				
British Columbia	0	\$0	0	\$0	0	\$0				
Northwest Territories	0	\$0	0	\$0	0	\$0				



Section III. Fund Claim Experiences	# Of Compensable Claims Not Paid Due to Fund's Lack of Money / Amount Not Paid						
USA	20			15	20		
		\$ Not Paid	# of Claims	\$ Not Paid	# of Claims	\$ Not Paid	
Alabama	0	\$0	0	\$0	0	\$0	
Arizona	0	\$0	0	\$0	0	\$0	
Arkansas	0	\$0	0	\$0	0	\$0	
California	0	\$0	0	\$0	0	\$0	
Colorado	0	\$0	0	\$0	0	\$0	
Connecticut	0	\$0	0	\$0	0	\$0	
Delaware	0	\$0	0	\$0	0	\$0	
District of Columbia	0	\$0	0	\$0	0	\$0	
Florida	0	\$0	0	\$0	0	\$0	
Georgia	0	\$0	0	\$0	0	\$0	
Idaho	0	\$0	0	\$0	0	\$0	
Illinois	0	\$0	0	\$0	0	\$0	
lowa	0	\$0	0	\$0	0	\$0	
Kentucky	0	\$0	0	\$0	0	\$0	
Louisiana	0	\$0	0	\$0	0	\$0	
Maine	0	\$0	0	\$0	0	\$0	
Massachusetts	0	\$ 0	0	\$0	0	\$0	
Michigan	0	\$0	0	\$0	0	\$0	
Mississippi	0	\$0	0	\$0	0	\$0	
Missouri	0	\$0	0	\$0	0	\$0	
Nebraska	0	\$0	0	\$0	0	\$0	
Nevada	0	\$0	0	\$0	0	\$0	
New Hampshire	0	\$0	0	\$0	0	\$0	
New Jersey	0	\$0	0	\$0	0	\$0	
New Mexico	0	\$0	0	\$0	0	\$0	
New York	0	\$0	0	\$0	0	\$0	
North Dakota	0	\$0	0	\$0	0	\$0	
Ohio	0	\$0	0	\$0	0	\$0	
Oregon	0	\$0	0	\$0	0	\$0	
Pennsylvania	0	\$0	0	\$0	0	\$0	
Texas							
Utah	0	\$0	0	\$0	0	\$0	
Vermont	0	\$0	0	\$0	0	\$0	
Virginia	0	\$0	0	\$0	0	\$0	
Washington	0	\$0	0	\$0	0	\$0	
West Virginia	0	\$0	0	\$0	0	\$0	
Wisconsin	0	\$0	0	\$0	0	\$0	
Wyoming	0	\$0	0	\$0	0	\$0	



Section III. Fund Claim Experiences	# Of Compensable Claims Not Paid Due to Fund's Lack of Money / Amount Not Paid						
CANADA	7	2014	20	2015		2016	
	# of Claim	ns \$ Not Paid	# of Claims	\$ Not Paid	# of Claims	\$ Not Paid	
Alberta	0	\$0	0	\$0	0	\$0	
British Columbia	0	\$0	0	\$0	0	\$0	
Northwest Territories	0	\$0	0	\$0	0	\$0	



Section III. Fund Claim Experiences						
USA		14	20			016
			# of Claims			
Alabama	0	\$0	0	\$0	0	\$0
Arizona	0	\$0	0	\$0	0	\$0
Arkansas	0	\$0	0	\$0	0	\$0
California	0	\$0	0	\$0	0	\$0
Colorado	0	\$0	0	\$0	0	\$0
Connecticut	0	\$0	0	\$0	0	\$0
Delaware	0	\$0	0	\$0	0	\$0
District of Columbia	0	\$0	0	\$0	0	\$0
Florida	0	\$0	0	\$0	0	\$0
Georgia	0	\$0	0	\$0	0	\$0
Idaho	0	\$0	0	\$0	0	\$0
Illinois	0	\$0	0	\$0	0	\$0
lowa	0	\$0	0	\$0	0	\$0
Kentucky	0	\$0	0	\$0	0	\$0
Louisiana	0	\$0	0	\$0	0	\$0
Maine	0	\$0	0	\$0	0	\$0
Massachusetts	0	\$0	0	\$0	0	\$0
Michigan	0	\$0	0	\$ 0	0	\$0
Mississippi	0	\$0	0	\$0	0	\$13
Missouri	0	\$0	0	\$0	0	\$0
Nebraska	0	\$0	0	\$0	0	\$0
Nevada	0	\$0	0	\$0	0	\$0
New Hampshire	0	\$0	0	\$0	0	\$0
New Jersey	0	\$0	0	\$0	0	\$0
New Mexico	0	\$0	0	\$0	0	\$0
New York	0	\$0	0	\$0	0	\$0
North Dakota	0	\$0	0	\$0	0	\$0
Ohio	0	\$0	0	\$0	0	\$0
Oregon	0	\$0	0	\$0	0	\$0
Pennsylvania	0	\$0	0	\$0	0	\$0
Texas	0	\$0	0	\$0	0	\$0
Utah	0	\$0	0	\$0	0	\$0
Vermont	0	\$0	0	\$0	0	\$0
Virginia	0	\$0	0	\$0	0	\$0
Washington	0	\$0	0	\$0	0	\$0
West Virginia	0	\$0	0	\$0	0	\$0
Wisconsin	0	\$0	0	\$0	0	\$0
Wyoming	0	\$0	0	\$0	0	\$0
CANADA						
Alberta	0	\$0	0	\$0	0	\$0
British Columbia	0	\$0	0	\$0	0	\$0

SECTION IV: Fund Loss Experience



Section IV. Fund Loss Experiences	Number of Claims Approved for Unearned Legal Fees			Number of Claims Approved for Investment & Loans with Lawyers		
USA	2014	2015	2016	2014	2015	2016
Alabama	0	0	0	0	0	0
Arizona	8	14	10	0	0	0
Arkansas	0	0	0	0	0	0
California	1,020	738	1,760	5	2	2
Colorado	36	25	20	0	0	0
Connecticut	46	38	90	0	1	1
Delaware	0	0	0	0	0	0
District of Columbia	17	13	25	0	0	0
Florida	72	79	136	0	0	0
Georgia	0	0	0	0	0	0
Idaho	0	0	0	0	0	0
Illinois	72	232	72	0	0	2
Iowa	8	3	3	I	0	0
Kentucky						
Louisiana	41	30	37	0	0	0
Maine	7	15	I	0	0	0
Massachusetts	87	34	13	0	2	0
Michigan	36	29	46	I	0	I
Mississippi	0	0	0	0	0	0
Missouri	0	0	0	0	0	0
Nebraska	0	0	0	0	0	0
Nevada	0	0	0	0	0	0
New Hampshire	0	0	0	0	0	0
New Jersey	0	0	0	0	0	0
New Mexico	7	25	21	0	0	0
New York	484	53	39	8	10	5
North Dakota	2	I	26	0	0	0
Ohio	106	126	125	0	0	I
Oregon	9	19	29	0	0	0
Pennsylvania	49	60	55	0	0	0
Texas	0	0	0	0	0	0
Utah	0	0	0	0	0	0
Vermont	0	0	0	0	0	0
Virginia	0	0	0	0	0	0
Washington	0	0	0	0	0	0
West Virginia	0	0	0	0	0	0
Wisconsin	32	22	32	0	0	0
Wyoming	7	2	I	0	0	0
US Average	58	42	69	0	0	0
US Median	7	2		0	0	0



Section IV. Fund Loss Experiences		of Claims App earned Legal F		Number of Claims Approved for Investment & Loans with Lawyers			
CANADA	2014	2015	2016	2014	2015	2016	
Alberta							
British Columbia	1	3	2	0	0	0	
Northern Territories	0	0	0	0	0	0	



Section IV. Fund Loss Experiences	Number of Claims fo	or Real Estate Mortgag	e Theft & Details
USA	2014	2015	2016
Alabama	0	0	0
Arizona	0	0	0
Arkansas	0	0	0
California		Included in Fees	
Colorado	0	0	0
Connecticut		3	12
Delaware	0	0	0
District of Columbia	0	0	0
Florida	0	0	0
Georgia	0	0	0
Idaho	0	0	0
Illinois	0	0	0
lowa	0	0	0
Kentucky	0	0	0
Louisiana	0	0	0
Maine	0	0	0
Massachusetts	0	0	0
Michigan	0	0	0
Mississippi	0	0	0
Missouri	0	0	0
Nebraska	0	0	0
Nevada	0	0	0
New Hampshire	0	0	0
New Jersey	0	0	0
New Mexico	0	0	0
New York	31	37	35
North Dakota	0	0	0
Ohio	0	0	0
Oregon	0	0	0
Pennsylvania	0	0	0
Texas	0	0	0
Utah	0	0	0
Vermont	0	0	0
Virginia	0	0	0
Washington	0	0	0
West Virginia	0	0	0
Wisconsin	0	0	0
Wyoming	0	0	0
CANADA			
Alberta	^		
British Columbia	0	0	0
Northern Territories	0	0	0



Section IV. Fund Loss Experiences	Number of Clair	ms Approved: Other	Claims & Details
USA	2014	2015	2016
Alabama	0	0	0
Arizona	22	30	15
Arkansas	0	0	0
California	0	0	0
Colorado	0	0	0
00101 440			10 Personal Injury/
	23 Personal Injury/8	20 Personal Injury/12	7 Probate/
Connecticut	Probate/11Other	Probate/13 Other	31 Escrow/15 Other
Delaware	N/A	N/A	N/A
District of Columbia	4	2	2
Florida	0	0	0
Georgia	0	0	0
Idaho	0	0	0
Illinois	0	0	0
lowa	0	I	
Kentucky	0	0	0
Louisiana	0	0	0
Maine	0	2	4
Massachusetts	114	25	15
Michigan	9	7	20
	Settlement F	unds, Estates, Theft or C	
Mississippi	0	0	
Missouri	0	0	0
Nebraska	0	0	0
Nevada	0	0	0
New Hampshire	0	0	0
New Jersey	0	0	0
New Mexico	0	0	0
New York	0	0	0
North Dakota	0	0	0
Ohio	0	0	0
Oregon	2 Settlements/I Other	3 Settlements	I Settlement
Pennsylvania	68	90	64
Texas	0	0	0
Utah	0	0	0
Vermont	0	0	0
Virginia	0	0	0
Washington	0	0	0
West Virginia	0	0	0
Wisconsin	0	0	0
Wyoming	0	0	0



Section IV. Fund Loss Experiences	Number of Claims	Approved: Other	Claims & Details
CANADA	2014	2015	2016
Alberta			
British Columbia	0	0	I
Northern Territories	0	0	0



Section IV. Fund Loss Experiences	Number of Claims for Total Theft/Conversion (Includes: Insurance Proceeds, Trusts/Conservatorships, Escrow, Other)					
USA	2014	2015	2016			
Alabama	0	0	0			
Arizona	П	2	5			
Arkansas	0	0	0			
California	127	81	31			
Colorado	I	7	7			
Connecticut	0	0	0			
Delaware	0	0	0			
District of Columbia	4		I			
Florida	113	72	93			
Georgia	0	0	0			
Idaho	0	0	0			
Illinois	23	34	72			
lowa	7	12	1			
Kentucky	18	8	21			
Louisiana	5	П	9			
Maine	37	12	4			
Massachusetts	107	55	23			
Michigan	Claimant's allegation	n subject to change based	on investigation			
Mississippi	0	0	0			
Missouri	0	0	0			
Nebraska	0	0	0			
Nevada	0	0	0			
New Hampshire	0	0	0			
New Jersey	0	0	0			
New Mexico	3	0	1			
New York	36	174	76			
North Dakota	2		26			
Ohio	19	15	24			
Oregon	0	0	0			
Pennsylvania	117	150	119			
Texas	0	0	0			
Utah	0	0	0			
Vermont	0	0	0			
Virginia	0	0	0			
Washington	0	0	0			
West Virginia	0	0	0			
Wisconsin	21	19	5			
Wyoming	0	2	0			



Section IV. Fund Loss Experiences	Number of Claims for Total Theft/Conversion (Includes: Insurance Proceeds, Trusts/Conservatorships, Escrow, Other)							
CANADA	2014	2015	2016					
Alberta								
British Columbia	I	I	4					
Northern Territories	0	0	0					



Section IV. Fund Loss Experiences	Total \$ Amount of Awards Approved for Unearned Legal Fees			Total \$ Amount of Awards Approved for Investments/Loans with Lawyers		
USA	2014	2015	2016	2014	2015	2016
Alabama	\$0	\$0	\$0	\$0	\$0	\$0
Arizona	\$73,855	\$345,05 I	\$176,198	\$0	\$0	\$0
Arkansas	\$0	\$0	\$0	\$0	\$0	\$0
California	\$5.2 million	\$3.4 million	\$7.1 million	\$84,000	\$81,000	\$87,000
Colorado	\$236,811	\$99,992	\$94,400	\$0	\$0	\$0
Connecticut	\$29,798	\$170,990	\$17,689	\$0	\$0	\$25,000
Delaware	\$0	\$0	\$0	\$0	\$0	\$0
District of Columbia	\$61,464	\$100,011	\$137,273	\$0	\$0	\$0
Florida	\$202,985	\$238,761	\$419,137	\$0	\$0	\$0
Georgia	\$0	\$0	\$0	\$0	\$0	\$0
Idaho	\$0	\$0	\$0	\$0	\$0	\$0
Illinois	\$0	\$0	\$0	\$0	\$0	\$0
lowa	\$2,448	\$3,700	\$7,924	\$0	\$0	\$0
Kentucky	\$170,284	\$22,050	\$174,937	\$ 0	\$0	\$ 0
Louisiana	\$111,601	\$93,388	\$92,902	\$0	\$0	\$0
Maine	\$10,000	\$24,226	\$1,200	\$0	\$0	\$0
Massachusetts	\$302,566	\$194,585	\$53,853	\$0	\$707,472	\$0
Michigan	\$59,128	\$39,525	\$212,928	\$59,318	\$0	\$71,615
Mississippi	\$0	\$0	\$0	\$0	\$0	\$0
Missouri	\$0	\$0	\$0	\$0	\$0	\$0
Nebraska	\$0	\$0	\$0	\$0	\$0	\$0
Nevada	\$0	\$0	\$0	\$0	\$0	\$0
New Hampshire	\$0	\$0	\$0	\$0	\$0	\$0
New Jersey	\$0	\$0	\$0	\$0	\$0	\$0
New Mexico	\$19,055	\$90,518	\$127,917	\$0	\$0	\$ 0
New York	\$640,786	\$207,714	\$201,318	\$1,156,453	\$2,269,662	\$389,039
North Dakota	\$14,700	\$1,000	Pending	\$ 0	\$0	\$ 0
Ohio	\$157,500	\$250,429	\$311,806	\$0	\$0	\$ 0
Oregon	\$19,694	\$127,617	\$103,060	\$ 0	\$0	\$ 0
Pennsylvania	\$110,080	\$151,012	\$198,506	\$0	\$0	\$ 0
Texas	\$ 0	\$0	\$0	\$ 0	\$0	\$ 0
Utah	\$0	\$0	\$0	\$0	\$0	\$0
Vermont	\$0	\$0	\$0	\$0	\$0	\$ 0
Virginia	\$0	\$0	\$0	\$0	\$0	\$0
Washington	\$0	\$0	\$0	\$0	\$0	\$0
West Virginia	\$0	\$0	\$0	\$0	\$0	\$0
Wisconsin	\$65,977	\$57,886	\$119,317	\$0	\$0	\$0
Wyoming	\$17,325	\$4,500	\$2,000	\$0	\$0	\$0



Section IV. Fund Loss Experiences	Total \$ Amount of Awards Approved for Unearned Legal Fees			Total \$ Amount of Awards Approved for Investments/Loans with Lawyers		
CANADA	2014	2015	2016	2014	2015	2016
Alberta						
British Columbia	\$81,828	\$25,600	\$3,472	\$0	\$0	\$0
Northern Territories	\$0	\$0	\$0	\$0	\$0	\$0

Section IV. Fund Loss Experiences	Total \$ Amount of Awards Approved for Real Estate Mortgage Theft & Details		
USA	2014	2015	2016
Alabama	\$ 0	\$0	\$0
Arizona	\$ 0	\$0	\$0
Arkansas	\$0	\$0	\$0
California	Ir	ncluded in fees	
Colorado	\$ 0	\$0	\$0
Connecticut	\$ 0	\$0	\$134,342
Delaware	\$0	\$0	\$0
District of Columbia	\$0	\$0	\$0
Florida	\$0	\$0	\$0
Georgia	\$ 0	\$0	\$0
Idaho	\$0	\$0	\$0
Illinois	\$0	\$0	\$0
lowa	\$0	\$0	\$0
Kentucky	\$0	\$0	\$0
Louisiana	\$ 0	\$0	\$0
Maine	\$0	\$0	\$0
Massachusetts	\$0	\$0	\$0
Michigan	\$0	\$0	\$0
Mississippi	\$ 0	\$0	\$0
Missouri	\$ 0	\$0	\$ 0
Nebraska	\$0	\$0	\$0
Nevada	\$0	\$0	\$0
New Hampshire	\$ 0	\$0	\$ 0
New Jersey	UK	UK	UK
New Mexico	\$ 0	\$0	\$ 0
New York	\$1,969,461	\$4,564,358	\$3,498,528
North Dakota	\$ 0	\$0	\$ 0
Ohio	\$ 0	\$0	\$0
Oregon	\$ 0	\$0	\$0
Pennsylvania	0	0	0
Texas	\$ 0	\$0	\$0
Utah	\$ 0	\$0	\$0
Vermont	\$ 0	\$0	\$ 0
V irginia	\$0	\$0	\$0
Washington	\$0	\$0	\$0
West Virginia	\$0	\$0	\$0
Wisconsin	\$0	\$0	\$0
Wyoming	\$0	\$0	\$0
CANADA Alberta			
British Columbia	\$0	\$0	\$0
Northern Territories	\$0 \$0	\$0	\$0 \$0
Northern Territories	Φυ	ΦU	φυ



Section IV. Fund Loss Experiences	Total \$ Amount of Awards Approved for Other Claims & Details		
USA	2014	2015	2016
Alabama	\$0	\$0	\$0
Arizona	\$80,594	\$14,020	\$450
Arkansas	\$0	\$0	\$0
California	\$0	\$0	\$0
Colorado	\$0	\$0	\$0
	·	\$476,993 Personal	\$976,480 Personal
	\$10,483 Personal Injury/	Injury/\$2,070,330	Injury/\$305,575 Probate/
Connecticut	\$54,102 Probate	Probate/\$20,000 Escrow Other	\$5,900 Escrow Other
Delaware	N/A	N/A	N/A
District of Columbia	\$108,000	\$68,000	\$95,000
Florida	\$0	\$0	\$0
Georgia	\$0	\$0	\$0
Idaho	\$0	\$0	\$0
Illinois	\$0	\$0	\$0
Iowa	\$0	\$0	\$0
Kentucky	\$0	\$0	\$0
Louisiana	\$0	\$0	\$0
Maine	\$0	\$0	\$0
Massachusetts	\$1,022,249	\$2,241,613	\$792,989
Michigan	\$502,334	\$122,472	\$628,023
	Settlement Funds, Estates, Theft or Conversion		
Mississippi	\$0	\$0	\$0
Missouri	\$0	\$0	\$0
Nebraska	\$0	\$0	\$0
Nevada	\$0	\$0	\$0
New Hampshire	\$0	\$0	\$0
New Jersey	\$0	\$0	\$0
New Mexico	\$0	\$0	\$0
New York	\$0	\$0	\$0
North Dakota	\$0	\$0	
Ohio	\$0	\$0	\$0
	\$5,000 Other/		
Oregon	\$28,500 Settlements	\$55,719 Settlements	\$18,170 Settlements
Pennsylvania	\$2,261,922	\$4,828,920	\$4,803,336
Texas	\$0	\$0	\$0
Utah	\$0	\$0	\$0
Vermont	\$0	\$0	\$0
Virginia	\$0	\$0	\$0
Washington	\$0	\$0	\$0
West Virginia	\$0	\$0	\$0



Section IV. Fund Loss Experiences	Total \$ Amount of Awards Approved for Other Claims & Details		
USA	2014	2015	2016
Wisconsin	\$0	\$0	\$0
Wyoming	\$0	\$43,001	\$30,000
CANADA			
Alberta			
British Columbia	\$0	\$0	\$50,516
Northern Territories	\$0	\$0	\$0

Section IV. Fund Loss	Total \$ Amount of Awards for Total Theft/Conversion			
Experiences	(Includes: Insurance Proce	eeds, Trusts/Conservate	orships, Escrow, Other)	
USA	2014	2015	2016	
Alabama	\$0	\$0	\$0	
Arizona	\$258,567	\$50,000	\$220,122	
Arkansas	\$0	\$0	\$0	
California	\$3.6 million	\$2.5 million	\$820,000	
Colorado	\$94	\$206,071	\$291,037	
Connecticut	\$0	\$0	\$0	
Delaware	\$0	\$0	\$0	
District of Columbia	\$135,639	\$68,000	\$95,000	
Florida	\$1,318,599	\$2,088,344	\$1,474,062	
Georgia	\$0	\$0	\$0	
Idaho	\$0	\$0	\$0	
Illinois	\$0	\$0	\$0	
lowa	\$50,000	\$50,000	\$50,000	
Kentucky	\$149,318	\$22,050	\$174,937	
Louisiana	\$71,534	\$207,036	\$118,182	
Maine	\$25,866	\$66,271	\$147,516	
Massachusetts	\$922,563	\$515,342	\$563,224	
Michigan	\$502,334	\$122,472	\$628,023	
Mississippi	\$0	\$0	\$10,000	
Missouri	\$0	\$0	\$0	
Nebraska	\$0	\$0	\$0	
Nevada	\$0	\$0	\$0	
New Hampshire	\$0	\$0	\$0	
New Jersey	\$0	\$0	\$0	
New Mexico	\$40,000	\$0	\$30,000	
New York	\$3,776,700	\$5,294,772	\$5,152,509	
	\$14,700	\$1,000		
North Dakota	(Does not distinguish)	(Does not distinguish)		
Ohio	\$625,241	\$516,651	\$447,983	
Oregon	\$0	\$0	\$0	
Pennsylvania	\$272,022	\$4,979,942	\$5,001,842	
Texas	\$0	\$0	\$0	
Utah	\$0	\$0	\$0	
Vermont	\$0	\$0	\$0	
Virginia	\$0	\$0	\$0	
Washington	\$0	\$0	\$0	
West Virginia	\$0	\$0	\$ 0	
Wisconsin	\$0	\$387,781	\$98,408	
Wyoming	\$0	\$0	\$0	



Section IV. Fund Loss Experiences	Total \$ Amount of Awards for Total Theft/Conversion (Includes: Insurance Proceeds, Trusts/Conservatorships, Escrow, Other)		
CANADA	2014	2015	2016
Alberta			
British Columbia	\$51,097	\$99,541	\$40,298
Northern Territories	\$0	\$0	\$0

SECTION V: Fund Claim Procedures



Section V. Fund Claim Procedures	Standard Claim Form or Application	Available Languages other than English	Fund Provided Information by Lawyer Disciplinary Agency
USA			
Alabama	Yes	No	Yes: The Center for Professional Responsibility will make available disciplinary findings
			Yes: Provides reports of investigations and records of
Arizona	Yes	Spanish	formal proceedings
Arkansas	Yes	No	Yes: Attorney for the Fund is also a disciplinary counsel
California	Yes	Spanish	Yes: CSF has access to disciplinary investigation materials & State Bar Court documents
Colorado	Yes	Spanish	Yes: The Office of Attorney Regulation Counsel investigates claims for the Fund and provides daily administrative support
Connecticut	Yes	No	Yes: Superior court rules provide for information to be made available
Delaware	Yes	Spanish	Yes: We are made aware by ODC if we are expected to receive claims
District of Columbia	Yes	No	Yes: The Fund has access to all formal proceedings i.e. Specification of Charges
Florida	Yes	Spanish	Yes: Administrator has access to disciplinary files/records
Georgia	Yes	No	Yes: Disciplinary files are often made available for review upon request
Idaho	Yes	No	Yes: Bar Counsel's Office administers the Fund for the volunteer Committee
Illinois	Yes	Spanish	Yes: Fund is a part of the Disciplinary Agency
lowa	Yes	No	Yes: Client Security Commission is part of the Office of Professional Regulation
Kentucky	Yes	No	Yes: Complete disciplinary file is made available to the Clients' Security Fund Trustees
Louisiana	Yes	No	Yes: The Disciplinary Agency will provide information upon request for a particular Respondent in the
Maine	Yes	No	interests of Justice Yes: Complete disciplinary file is available for review
i iailic	1 62	140	Yes: The Fund receives the disciplinary counsels' entire
Massachusetts	Yes	Yes / Vietnamese	file including all of its investigative material, interviews with attorney, etc.
			Yes: The agency normally shares, the complaint filed, respondent's answer, the formal complaint, hearing panel report and exhibits, and formal order of discipline. The agency will also share specifically
Michigan	Yes	No	requested documentation such as banking records
Mississippi	Yes	No	Yes: The Bar also the disciplinary authority



Section V. Fund Claim Procedures	Standard Claim Form or Application	Available Languages other than English	Fund Provided Information by Lawyer Disciplinary Agency
USA			
Missouri	Yes	No	No
Nebraska	Yes	No	No
Nevada	Yes	No	Yes: We are allowed access to records from our disciplinary office regarding a claimant if the proceedings have gone to formal complaint (which are public records)
New Hampshire	Yes	No	Yes: The Fund, like any citizen, may examine non- confidential proceedings.
New Jersey	Yes	No	Yes: Provides copies of disciplinary reports and recommendations
New Mexico	Yes	Spanish	Yes: Rule 17A-012(C) NMRA requires Disciplinary Board notification of claims and requires the Disciplinary Board to allow the Fund access to records during investigation of claims. In 2015, the Disciplinary Board and the State Bar began to jointly administer the Fund
New York	Yes	No	Yes: Pursuant to sec. 1240.18€ of the NY Rules of Professional Conduct, grievance committees are authorized to disclose their files on the written request of the lawyers' fund
North Dakota	Yes	No	Yes: Disciplinary records provided
Ohio	Yes	Yes / Spanish	Yes: Grievance information, reports of investigations
Oregon	Yes	No	Yes: Disciplinary Counsel's Office is in-house and files are shared
P ennsylvania	Yes	No	Yes: Disciplinary Board may share all information with the Fund
Texas	Yes	Yes / Spanish	Yes: Fund administrator under supervision of disciplinary agency
Utah	Yes	No	Yes: An attorney from the Office of Professional Conduct of the Utah State Bar attends the meeting and can provide information from the disciplinary hearing case files
Vermont	Yes	No	Yes: Disciplinary Counsel informs Fund of potential claims
Virginia	Yes	No	Yes: CSF Board and staff have access to disciplinary investigations and other records
Washington West Virginia	Yes Yes	Yes / Spanish No	Yes: Disciplinary agency (Office of Disciplinary Counsel) is permitted to share confidential information with the Fund by Court Rule No



Section V. Fund Claim Procedures	Standard Claim Form or Application	Available Languages other than English	Fund Provided Information by Lawyer Disciplinary Agency
USA			
			Yes: Wisconsin Supreme Court Rule authorizes
Wisconsin	Yes	No	information to be shared between Fund and OLR
Wyoming	Yes	No	Yes
CANADA			
Alberta	Yes	No	Yes: All supporting documents regarding the file is provided in any form of proceedings
			Yes: The Lawyers Insurance Fund has access to the
British Columbia	Yes	No	entire disciplinary and investigation file
Northern Territories	No	No	



Section V. Fund Claim Procedures	Does Lawyer Disciplinary Agency Notify Claimants of Funds Existence	Fund Informed by Lawyer Disciplinary Agency of Actions Impacting Fund	Fund Require Claimants to Pursue Separate Action Against Lawyer Accused of Dishonest Conduct
USA			
Alabama	Yes	Yes	Yes: Disciplinary Complaint
Arizona	Yes	Yes	No
Arkansas	Yes	Yes	No
California	Yes	Yes	Yes: Disciplinary Complaint
Colorado	Yes	Yes	Yes: Disciplinary Complaint
			Yes: Civil Litigation/Criminal Charges/
Connecticut	Yes	Yes	Disciplinary Complaint
Delaware	Yes	Yes	No
District of Columbia	Yes	Yes	No
Florida	Yes	Yes	Yes: Disciplinary Complaint
			Yes: Civil Litigation/Criminal Charges/
Georgia	Yes	Yes	Disciplinary Complaint
Idaho	Yes	Yes	No
Illinois	Yes	Yes	No
lowa	Yes	Yes	Yes: Civil Litigation/Disciplinary Complaint
Kentucky	Yes	Yes	No
Louisiana	Yes	Yes	Yes: Civil Litigation/Criminal Charges/ Disciplinary Complaint
Maine	Yes	Yes	Yes: Disciplinary Complaint
Massachusetts	Yes	Yes	No
Michigan	Yes	Yes	Yes: Disciplinary Complaint
Mississippi	No	No	Yes: Civil Litigation / Disciplinary Complaint
Missouri	Yes	Yes	Yes: Disciplinary Complaint
Nebraska	Yes	Yes	Yes: Disciplinary Complaint
Nevada	Yes	Yes	No
New Hampshire	Yes	Yes	No
New Jersey	Yes	No	Yes: Disciplinary complaint
New Mexico	Yes	Yes	No
New York	Yes	Yes	Yes: Criminal Charges/Disciplinary Complaint
North Dakota	Yes	Yes	Yes: Civil Litigation/Criminal Charges/ Disciplinary Complaint
Ohio	Yes	Yes	Yes: Disciplinary Complaint
Oregon	Yes	Yes	Yes: Civil Litigation/Disciplinary Complaint/ Criminal Charges
Pennsylvania	Yes	Yes	No
Texas	Yes	Yes	Yes: Disciplinary Complaint
Utah	Yes	Yes	Yes: Civil Litigation
Vermont	Yes	Yes	Yes: Civil Litigation/Criminal Charges/ Disciplinary Complaint
Virginia	Yes	Yes	No



Section V. Fund Claim Procedures	Does Lawyer Disciplinary Agency Notify Claimants of Funds Existence	Fund Informed by Lawyer Disciplinary Agency of Actions Impacting Fund	Fund Require Claimants to Pursue Separate Action Against Lawyer Accused of Dishonest Conduct
USA			
Washington	Yes	Yes	Yes: Disciplinary Complaint/Civil Complaint is not required, but claimant's pursuit of other remedies is considered
West Virginia	Yes	No	
			Yes: Civil Litigation
Wisconsin	No	Yes	No
Wyoming	Yes	Yes	No
CANADA			
Alberta	Yes	Yes	Yes: Disciplinary Complaint
British Columbia	Yes	Yes	No
Manitoba			
Northern Territories	No	No	No



Section V. Fund Claim Procedures	Disciplinary Action Required Before Awards to Lawyer's Claimants	Does Fund Hold Hearing for Claimants & Lawyers Accused of Dishonest Conduct
USA		
Alabama	Yes	Sometimes
Arizona	Yes	No/Other
Arkansas	Yes	Sometimes
California	Yes	Sometimes/Written Submissions Only
Colorado	No	No
Connecticut	Yes	No
Delaware	No	No
District of Columbia	No	Sometimes/Written Submissions Only
Florida	Yes	No
Georgia	Yes	No/Written Submissions Only
Idaho	No	Yes
Illinois	Yes	Sometimes
lowa	No	Sometimes
Kansas		
Kentucky	No	Yes/Other
Louisiana	No	No
Maine	No	Sometimes
Massachusetts	Yes	Yes
Michigan	Yes	Other
Mississippi	No	No
Missouri	Yes	Other
Nebraska	No	No
No. 1	v	Yes: We hold bi-annual meetings that allow a time for testimony where the claimant and/or the accused lawyer may come and give testimony, but it is not required of either side. Most often we deal
Nevada	Yes Yes	with written testimony Yes
New Hampshire	Yes	Sometimes
New Jersey		
New Mexico New York	Yes Yes	Written Submissions Only Other
North Dakota	No	Yes
Ohio	Yes	Sometimes
	Yes	No
Oregon Pennsylvania	No	Sometimes
Texas	Yes	No
Utah	Yes	Yes
Vermont	Yes	No
Virginia	Yes	Other



Section V. Fund Claim Procedures	Disciplinary Action Required Before Awards to Lawyer's Claimants	Does Fund Hold Hearing for Claimants & Lawyers Accused of Dishonest Conduct
USA		
Washington	Yes (Board can waive requirement)	No
West Virginia	No	No
Wisconsin	No	No
Wyoming	No	Written Submissions Only/Other
CANADA		
Alberta	No	Sometimes
British Columbia	No	No
Northern Territories	No	No



Section V. Fund Claims Procedures	How Often Are Hearings Held	Average Time to Process Claim (Months)
USA		
Alabama	Not often	15-24 Months
Arizona	Trustees have discretion to hold hearings	6-8 Months
Arkansas	Rarely	l Year
California	Rarely	Approximately 12 Months
Colorado	Hearings are allowed at the Board of Trustees' discretion. To date, no hearings have been held (C.R.C.P. 252.12(h))	5.25 Months
Connecticut	N/A	12 Months
Delaware	N/A	2-4 Months
District of Columbia	Case by case basis	3-6 Months
Florida	N/A	12 Months
Georgia	N/A	12 Months
Idaho	As needed	About 9 Months
Illinois	Very Seldom	6 Months-IYear
lowa	Very Seldom	9 Months
Kentucky	Semi-Annually	6 Months
Louisiana	N/A	9 Months
Maine	Quarterly	8 Months
Massachusetts	Monthly (Claimant must attend)	I2 Months
	Discretion of the Board	
Michigan	(No hearings in 15 years)	15.5 Months
Mississippi	N/A	N/A
Missouri	As needed	Less than 12 Months
Nebraska	N/A	6 Months
Nevada	Bi-Annually	6-8 Months
New Hampshire	As Needed	About 9 Months
New Jersey	Monthly	3 Months
New Mexico	N/A	4-6 Months
	Infrequently at the discretion of Board of	
New York	Trustees	9 Months
North Dakota	As required	Varies
Ohio	Rarely	12-18 Months
Oregon	N/A	4-6 Months
Pennsylvania	Once or twice a year	18-24 Months
Texas	N/A	I Year (12 Months)
Utah	I-2 times per year. We hear I0-I2 cases each time	Depends on the number of cases. We wait to schedule hearings until we have 10 eligible cases
Vermont	N/A	2 Years (24 Months)
Virginia	N/A	4



Section V. Fund Claims Procedures	How Often Are Hearings Held	Average Time to Process Claim (Months)
USA		
		Because discipline must be completed, most take several years unless the
Washington	N/A	lawyer dies
West Virginia	N/A	12
Wisconsin	N/A	4
Wyoming	As needed	I.5 Months
CANADA		
Alberta	As needed	Varies
British Columbia	N/A	7.8 Months
Northern Territories	N/A	None have been held in this jurisdiction



Section V. Fund Claim Procedures	Fund Rules Provide for Rehearing or Reconsideration If Yes, What Body Conducts Rehearing or Reconsideration	Claimant May Request Hearing	Lawyer May Request Hearing
USA			
Alabama	Yes: CSF Committee	Yes	Yes
Arizona	Yes/Board of Trustees	Yes	No
Arkansas	No	Yes	Yes
California	Yes: Client Security Fund Commission	Yes	Yes
Colorado	Yes: Board of Trustees	Yes	No
Connecticut	No	Yes	Yes
Delaware	Yes: Trustees	Yes	No
District of Columbia	Yes: Fund's Trustees	Yes	Yes
Florida	No	Yes	Yes
Georgia	Yes: Board of Trustees	Yes	Yes
	Yes: First the Idaho State Bar Board of Commissioners and		V
Idaho	then the Idaho Supreme Court	Yes	Yes
Illinois	Yes: Review Panel by Commissioners	Yes	Yes
lowa	No No	Yes	No
Kentucky	Yes: Clients' Security Fund Trustees	Yes	Yes
Louisiana	Yes: The Committee	Yes	Yes
Maine	Yes/Fund Trustees	Yes	No
Massachusetts	Yes: The same body would hear a motion for reconsideration and hold a hearing if necessary	Yes	Yes
M ichigan	Yes: Handled by a sub-committee of the Board of Commissioners	Yes	Yes
Mississippi	No	Yes	Yes
Missouri	No	Yes	No
Nebraska	No	Yes	Yes
Nevada	Yes: Fund Committee	Yes	Yes
New Hampshire	No		
New Jersey	Yes: Board of Trustees	Yes	Yes
New Mexico	Yes: Fund Commission	Yes	Yes
New York	Yes: Board of Trustees	Yes	
North Dakota	Yes: Board of Governors	Yes	Yes
Ohio	Yes: Board of Trustees	Yes	
Oregon	Yes: Board of Governors	Yes	
Pennsylvania	Yes: Board of Trustees	Yes	Yes
Texas	Yes: Fund Committee	Yes	No
Utah	Yes: Bar Committee	Yes	Yes
Vermont	Yes: Fund Committee	Yes	Yes
Virginia	Yes: Board of Trustees	Yes	Yes
Washington	No		
West Virginia	Yes: N/A	Yes	Yes
Wisconsin	Yes: Fund Committee	Yes	Yes
Wyoming	Yes: Bar Committee	Yes	Yes



Section V. Fund Claim Procedures	Fund Rules Provide for Rehearing or Reconsideration If Yes, What Body Conducts Rehearing or Reconsideration	Claimant May Request Rehearing	Lawyer May Request Rehearing
CANADA			
Alberta	Yes: In-house Hearing Committee	Yes	Yes
British Columbia	No	Yes	No
Northern Territories	No: N/A		



Section V. Fund Claim Procedures	Fund Allow Appeal of Claim Determination to Court	Claimant May Request Appeal	Lawyer May Request Appeal	By What Authority
USA				
Alabama	No	No	No	N/A
Arizona	No	No	No	N/A
Arkansas	Yes	Yes	No	Court Opinion
California	Yes	Yes	Yes	Court Decision & Fund Rules
Colorado	No	No	No	N/A
Connecticut	No	No	No	N/A
Delaware	No	No	No	N/A
District of Columbia	No	No	No	N/A
Florida	No	No	No	N/A
Georgia	No	No	No	N/A
Idaho	Yes	Yes	Yes	Court Rule
Illinois	No	No	No	N/A
lowa	No	No	No	N/A
Kentucky	No	No	No	N/A
Louisiana	No	No	No	N/A
Maine	No	No	No	N/A
Massachusetts	No	No	No	N/A
Michigan	No	No	No	N/A
Mississippi	No	No	No	N/A
Missouri	No	No	No	N/A
Nebraska	No	No	No	N/A
Nevada	No	No	No	N/A
New Hampshire	Yes	Yes	Yes	Court Rule
New Jersey	No	No	No	N/A
New Mexico	No	No	No	N/A
New York	Yes	Yes	Yes	NY Civil Practice Law and Rules Article 78
North Dakota	Yes	Yes	Yes	Fund Rule
Ohio	No	No	No	N/A
Oregon	No	No	No	N/A
Pennsylvania	No	No	No	N/A
Texas	No	No	No	N/A
Utah	No	No	No	N/A
Vermont	No	No	No	N/A
Virginia	No	No	No	N/A
Washington	No	No	No	N/A
West Virginia	No	No	No	N/A
Wisconsin	No	No	No	N/A
Wyoming	No	No	No	N/A



Section V. Fund Claim Procedures	Fund Allow Appeal of Claim Determination to Court	Claimant May Request Appeal	Lawyer May Request Appeal	By What Authority
CANADA				
Alberta	No	No	No	N/A
British Columbia	Yes	Yes	No	
Northern Territories				



Section V.	Claimant or Lawyer Sought Judicial Review of Claim	
Fund Claim Procedures	If Yes, Case Name, Number & Court	
USA	No	
Alabama Arizona	No No	
Arkansas	No	
California Colorado	Yes: Unavailable	
	No No	
Connecticut	No	
Delaware	No	
District of Columbia	No	
Florida	No	
Georgia	No	
Idaho	No	
Illinois	No	
lowa	No	
Kentucky	No	
Louisiana	No	
Maine	No	
Massachusetts	No: By Board rule, its decisions are final and there is no review by the Court	
Michigan	No	
Mississippi	No	
Missouri	No	
Nebraska	No	
Nevada	No	
New Hampshire	Yes: Appeal of the Estate of Beatrice Jakobiec, Case No. 2016-0427, NH Supreme Court	
New Jersey	No	
New Mexico	No	
	Yes: Cho v. Lawyers' Fund, No. 4890-13 (Sup. Ct. Albany Co. 2014; Carbone v Lawyers' Fund, No.6589-12 (Sup. Ct. Albany Co. 2013); Yenga & Weiss v. Lawyers' Fund, No.2655-15 (Sup. Ct. Albany Co. 2015); Cousins v. Lawyers' Fund, No.4459-15 (Sup. Ct., Albany Co. 2015); Grivas v. Lawyers' Fund, No. 1076-16	
New York	(Sup. Ct. Nassau Co. 2016)	
North Dakota	No	
Ohio	No	
Oregon	No	
Pennsylvania	No	
Texas	No	
Utah	No	
Vermont	No	
Virginia	No	
Washington	No	
West Virginia	No	
Wisconsin	No	
Wyoming	No	



Section V. Fund Claim Procedures	Claimant or Lawyer Sought Judicial Review of Claim If Yes, Case Name, Number & Court
CANADA	
Alberta	No
British Columbia	No
Northern Territories	

SECTION VI:

Public Information



Section VI. Public Information	Fund Publish Annual Report	Who is Annual Report Sent To	URL of Report Available Online
USA			
Alabama	No	N/A	N/A
Arizona	Yes	CPF Board of Trustees, State Bar Board of Governors, Supreme Court of Arizona	<u>www.azbar.orgcpf</u>
Arkansas	No	N/A	N/A
California	Yes	Commission Members, Board of Trustees, As Requested	<u>www.calbar.ca.gov</u>
Colorado	Yes	Colorado Supreme Court, funds in other jurisdictions	N/A
Connecticut	Yes	Chief Justice, Executive Committee of the Superior Court	http://www.jud.ct.gov/CSF/default.htm#reports
Delaware	Yes	Court; Bar Association	http://courts.delaware.gov/lfcp
District of Columbia	Yes	DC Board of Governors, District of Columbia Court of Appeals, DC Office of Disciplinary Counsel, upon request. Public Information	N/A
Florida	Yes	Published in the Florida Bar Journal in its June Edition	www.floridabar.org
Georgia	Yes	State Bar of Georgia Membership	https://www.gabar.org/barrules/ethicsandprofessionalism/upload/16_OGC_Report.pdf
Idaho	No	N/A	N/A
Illinois	Yes	All IL lawyers, part of Disciplinary Agency Annual Report	<u>www.iardc.org</u>
lowa	Yes	Supreme Court of Iowa	http://www.iowacourts.gov
Kentucky	Yes	Kentucky Supreme Court Rule 3.820(7)(d) requires an annual report be provided to the Supreme Court. The redacted annual report is also circulated to the Kentucky Bar Association Board of Governors and the KBA Inquiry Commission	N/A
Louisiana	No	N/A	N/A
Maine	Yes	Fund Trustees and Supreme Judicial Court	http://mebaroverseers.org/complaint/annual_reports.html



Section VI. Public Information	Fund Publish Annual Report	Who is Annual Report Sent To	URL of Report Available Online
USA			
Massachusetts	Yes	The Court and all attorneys who represented claimants	HTTP://www.mass.gov/ClientsSecurityBoard
Michigan	Yes	Board of Commissioners, posted on State Bar of Michigan website, published in bar journal	https://www.michbar.org/generalinfo/clientprotectionfund
Mississippi	No	N/A	N/A
Missouri	Yes	Office of Chief Disciplinary Counsel, Supreme Court of Missouri Advisory Committee, Annual Report to Members of The Missouri Bar	http://www.mobar.org/forthepublic/clientsecurityfund/
Nebraska	Yes	Nebraska Supreme Court	N/A
Nevada	Yes	State Bar Board of Governors	https://www.nvbar.org/lawyerreferral/dispute- resolution/csf/
New Hampshire	Yes	NH Supreme Court	www.nhbar.org
New Jersey	Yes	Supreme Court, Board of Trustees, and other Client Protection Funds	http://www.judiciary.state.nj.us/attorneys/cpf.html
New Mexico	Yes	State Bar Board; Supreme Court; Regulatory Bodies; Media; Chief Judges; Former Commissioners	http://www.nmbar.org/nmstatebar/For Members/Client Protection Fund Commission.aspx
New York	Yes	Court of Appeals; Governor; Legislature	www.nylawfund.org/ar.html
North Dakota	No	N/A	N/A
Ohio	Yes	Court, Bar Associations, Community Organizations	www.sc.ohio.gov/BOARDS
Oregon	Yes	Published in Bar's publication The Bulletin	https://www.osbar.org/publications/bulletin/bulletin.html
Pennsylvania	Yes	Court and available online	www.palawfund.com
Texas	No	N/A	N/A
Utah	No	The Court, Commissioners, and published as part of the Bar's annual report to members of the Bar	http://www.utahbar.org/bar-operations/
Vermont	Yes	N/A	N/A
Virginia	Yes	Bar Counsel	www.vsb.org



Section VI. Public Information	Fund Publish Annual Report	Who is Annual Report Sent To	URL of Report Available Online
USA			
Washington	Yes	Supreme Court, WSBA Board of Governors	http://www.wsba.org/Legal-Community/Committees- Boards-and-Other-Groups/Lawyers-Fund-for-Client- Protection-Board
West Virginia	Yes	N/A	N/A
Wisconsin	Yes	Wisconsin Supreme Court	www.wisbar.org
Wyoming	No	N/A	
CANADA			
Alberta	Yes	All active/practicing lawyers	N/A
British Columbia	Yes	Law Society members	www.lawsociety.bc.ca
Northern Territories			·



Public Information USA Alabama Arizona Arkansas No: Committee decision California Yes Colorado Yes Connecticut Yes Delaware District of Columbia Florida No: All Clients' Security Fund records are confidential without the express writter consent of the claimant Georgia No: Why Not? Not? No: All No. All Security Fund records are confidential without the express writter consent of the claimant No
Alabama Arizona Yes Arkansas No: Committee decision California Yes Colorado Yes Connecticut Yes Delaware No: Claims are confidential No: All information submitted for claim consideration is confidential Florida No: All Clients' Security Fund records are confidential without the express written consent of the claimant
Arizona Arkansas No: Committee decision California Yes Colorado Yes Connecticut Yes Delaware No: Claims are confidential No: All information submitted for claim consideration is confidential Florida No: All Clients' Security Fund records are confidential without the express writter consent of the claimant
Arkansas California Yes Colorado Yes Connecticut Yes Delaware No: Claims are confidential No: All information submitted for claim consideration is confidential No: All Clients' Security Fund records are confidential without the express written consent of the claimant
California Yes Colorado Yes Connecticut Yes Delaware No: Claims are confidential No: All information submitted for claim consideration is confidential No: All Clients' Security Fund records are confidential without the express written consent of the claimant
Colorado Yes Connecticut Yes Delaware No: Claims are confidential No: All information submitted for claim consideration is confidential Florida No: All Clients' Security Fund records are confidential without the express written consent of the claimant
Connecticut Delaware No: Claims are confidential No: All information submitted for claim consideration is confidential Florida No: All Clients' Security Fund records are confidential without the express written consent of the claimant
Delaware District of Columbia No: All information submitted for claim consideration is confidential No: All Clients' Security Fund records are confidential without the express written consent of the claimant
District of Columbia No: All information submitted for claim consideration is confidential No: All Clients' Security Fund records are confidential without the express written consent of the claimant
Florida No: All Clients' Security Fund records are confidential without the express written consent of the claimant
consent of the claimant
Georgia No
Idaho No: If an award is made the matter is no longer confidential and the information w
be released upon inquiry
Illinois Yes
lowa Yes
Kentucky Yes
Louisiana Yes
Maine Yes
Massachusetts Yes
Michigan No: No public announcements are made based on State Bar policy
Mississippi N/A
Missouri No: Policy
Nebraska No: Not prescribed in the Rules.
No: There are no formal "announcements," but we do distribute our annual report to NCPO, which are available online for public viewing. In addition, we have published articles in the Nevada Lawyer magazine regarding the Fund
New Hampshire No: There were no awards this reporting period
New Jersey Yes
New Mexico Yes
New York Yes
North Dakota Yes
Ohio Yes
Oregon Yes
Pennsylvania Yes
Texas No: Numbers published in disciplinary counsel annual report
Utah No: The annual report has the information in it for bar members to review if they wish
Vermont
Virginia Yes
Washington No: Since annual reports published on website, no need for further announcemen
West Virginia Yes



Section VI. Public Information	Awards Announced Publicly If No, Why Not?
USA	
Wisconsin	Yes
Wyoming	Yes
CANADA	
Alberta	No: The financial data is in the Annual Report
British Columbia	Yes
Northern Territories	



Section VI. Public Information	Lawyer Name Disclosed in Announcements	Client Name Disclosed in Announcements	Fund Produced Public Service Announcements	Announcements in Other
USA USA	Announcements	Announcements	Announcements	Languages
Alabama	No	No	No	No
Arizona	Yes	No	No	Spanish
Arkansas	No	No	No	No
California	Yes	Yes	Yes	Spanish, Chinese
Colorado	Yes	No	Yes	Spanish
Connecticut	Yes	Yes	No	No
Delaware	No	No	No	No
District of Columbia	No	No	No	No
Florida	Yes	No	No	No
Georgia	No	No	No	No
Idaho	No	No	No	No
Illinois	Yes	Yes	No	Spanish
lowa	Yes	No	No	No
Kansas	. 05			110
Kentucky	Yes	No	No	No
Louisiana	Yes	No	No	No
Maine	Yes	No	No	No
Massachusetts	Yes	No	No	No
Michigan	Yes	No	No	No
Mississippi	No	No	No	No
Missouri	No	No	No	No
Nebraska	Yes	Yes	No	No
Nevada	No	No	No	No
New Hampshire			Yes	No
New Jersey	Yes	No	No	No
New Mexico	Yes	No	No	No
New York	Yes	Yes	Yes	Spanish
North Dakota	Yes	Yes	No	•
Ohio	Yes	No	No	
Oregon	Yes	Yes	No	
Pennsylvania	Yes	No	Yes	No
Texas	No	No	Yes	Spanish
Utah	Yes	No	No	No
Vermont	No	No	No	No
Virginia	Yes	No	No	No
Washington	No	No	No	No
West Virginia	Yes	Yes	No	No
Wisconsin	Yes	No	No	No
Wyoming	No	No	No	No



Section VI. Public Information CANADA	Lawyer Name Disclosed in Announcements	Client Name Disclosed in Announcements	Fund Produced Public Service Announcements	Announcements in Other Languages
Alberta	No	No	No	No
British Columbia	No	No	No	No
Northern Territories				



Section VI.	Printed		Confidentiality Rules of Recordings
Public Information	Brochures /Pamphlets	Other Languages	& Proceedings
USA	V	.	<u> </u>
Alabama	Yes	No	Yes
Arizona	Yes	Spanish	Yes
Arkansas	Yes	No	No
California	Yes	Spanish, Chinese	Yes
Colorado	Yes	Spanish	Yes
Connecticut	Yes	No	Yes
Delaware	Yes	Spanish	Yes
District of Columbia	Yes	No	Yes
Florida	Yes	Spanish	Yes
Georgia	Yes	No	Yes
Idaho	No	No	Yes
Illinois	Yes	Spanish	Yes
lowa	Yes	No	Yes
Kentucky	Yes	No	Yes
Louisiana	Yes	No	Yes
Maine	Yes	No	Yes
Massachusetts	Yes	No	Yes
Michigan	Yes	No	Yes
Mississippi	No	No	No
Missouri	No	No	No
Nebraska	No	No	No
Nevada	Yes	No	Yes
New Hampshire	Yes	No	Yes
New Jersey	Yes	No	Yes
New Mexico	Yes	No	Yes
New York	Yes	Spanish	Yes
North Dakota	No	No	Yes
Ohio	Yes	No	Yes
Oregon	Yes	Use Google Translate	Yes
Pennsylvania Pennsylvania Pennsylvania Pennsylvania	Yes	No	Yes
Texas	Yes	Spanish	Yes
Utah	No	No	Yes
Vermont	No	No	Yes
Virginia	Yes	No	Yes
Washington	Yes	Spanish	Yes
West Virginia	No	No	Yes
Wisconsin	Yes	No	Yes
Wyoming	No	No	Yes
CANADA			
Alberta	No	No	Yes
British Columbia	No	No	Yes
Northern Territories			



Section VI. Public Information	Fund and Claim Forms on Websites	
USA		
Alabama	Yes: Bar Association Website	
Arizona	Yes: Bar Association & Fund Website	
Arkansas	Yes: Court Website	
California	Yes: Bar Association Website	
Colorado	Yes: Court Website	
Connecticut	Yes: Court & Fund Website	
Delaware	Yes: Court & Fund Website	
District of Columbia	Yes: Bar Association & Fund Website	
Florida	Yes: Bar Association Website	
Georgia	No	
Idaho	Yes: Bar Association Website	
Illinois	Yes: Fund Website	
lowa	Yes: Bar Association & Court Website	
Kentucky	Yes: Bar Association Website	
Louisiana	Yes: Bar Association & Fund Website	
Maine	Yes: Bar Association, Court & Fund Website	
Massachusetts	Yes: Bar Association, Court & Fund Website	
Michigan	Yes: Bar Association & Fund Website	
Mississippi	Yes: Bar Association Website	
Missouri	Yes: Bar Association Website	
Nebraska	Yes: Bar Association Website	
Nevada	Yes: Bar Association and Fund Website	
New Hampshire	Yes: Bar Association and Court Website	
New Jersey	Yes: Court and Fund Website	
New Mexico	Yes: Bar Association Website	
New York	Yes: Bar Association, Court and Fund Website	
North Dakota	Yes: Bar Association and Court Website	
Ohio	Yes: Bar Association, Court and Fund Website	
Oregon	Yes: Bar Association and Fund Website	
Pennsylvania	Yes: Bar Association, Court and Fund Website	
Texas	Yes: Bar Association Website	
Utah	Yes: Bar Association and Court Website	
Vermont	Yes: Bar Association Website	
Virginia	Yes: Bar Association and Fund Website	
Washington	Yes: Bar Association Website	
West Virginia	No	
Wisconsin	Yes: Bar Association, Court and Fund Website	
Wyoming	Yes: Bar Association and Court Website	
CANADA		
Alberta	Yes: Fund Website	
British Columbia	Yes: Bar Association and Fund Website	
Northern Territories		



Section VI. Public Information	Option for Completing & Submitting Claim Forms Electronically	Fund Home Page & Website
USA	N.	.
Alabama	No	No
Arizona	No	www.azbar.org/cpf
Arkansas	No	https://courts.arkansas.gov/boards-committees/client-
California	NI-	security-fund
California	No	No
Colorado	No	http://coloradosupremecourt.com/Complaints/FAQ_CP F.asp?m=I
Connecticut	No	http://www.jud.ct.gov/CSF/default.htm
Delaware	No	http://courts.delaware.gov/lfcp
District of Columbia	No	www.dcbar.org/csf
Florida	No	www.floridabar.org/csf
Georgia	No	No
Idaho	No	No
Illinois	Yes	www.iardc.org
lowa	No	No
Kentucky	No	No. It is part of the KBA website
		http://www.Kybar.org/page/CSF
Louisiana	No	https://www.lsba.org/Public/ClientAssistance.aspx
Maine	No	http://mebaroverseers.org/complaint/about_fund.html
Massachusetts	No	HTTP://www.Mass.Gov/ClientsSecurityBoard
Michigan	Yes	https://www.michbar.org/client/protectionfund
Mississippi	No	No
Missouri	No	No
Nebraska	No	www.nebar.com
Nevada	No	https://www.nvbar.org/lawyerreferral/dispute- resolution/csf/
New Hampshire	No	
New Jersey	No	http://www.judiciary.state.nj.us/attorneys/cpf.html
New Mexico	No	http://www.nmbar.org/nmstatebar/For_Members/Client Protection_Fund_Commission.aspx
New York	No	www.nylawfund.org
North Dakota	Yes	No
Ohio	No	www.sc.ohio.gov/BOARDS
Oregon	No	https://www.osbar.org/csf
Pennsylvania	No	www.palawfund.com
Texas	Yes	No
Utah	No	
Vermont	No	No
Virginia	Yes	http://www.vsb.org/site/public/client-protection-fund



Section VI. Public Information USA	Option for Completing & Submitting Claim Forms Electronically	Fund Home Page & Website
Washington	No	http://www.wsba.org/Legal-Community/Committees- Boards-and-Other-Groups/Lawyers-Fund-for-Client- Protection-Board
West Virginia	No	No
Wisconsin	Yes	http://www.wisbar.org
Wyoming	No	No
CANADA		
Alberta	Yes	http://www.lawsociety.ab.ca
British Columbia	No	www.lawsociety.bc.ca
Northern Territories		



Section VI. Public Information	Fund Utilize Other Forms of Social Media to Publicize If Yes, Social Media Details	
USA		
Alabama	No	
Arizona	No	
Arkansas	No	
California	No	
Colorado	Yes: Newsletters, Press Releases, Facebook	
Connecticut	No	
Delaware	No	
District of Columbia	No	
Florida	No	
Georgia	No	
Idaho	No	
Illinois	No	
Iowa	No	
Kentucky	No	
Louisiana	No	
Maine	No	
M assachusetts	No	
Michigan	No	
Mississippi	No	
Missouri	No	
Nebraska	No	
Nevada	Yes: State Bar Facebook page includes information about what's going on at the state bar and the services offered	
New Hampshire	No	
New Jersey	Yes: Twitter is used by the Fund's Director and Judiciary Public Affairs Office	
New Mexico	No	
New York	Yes: Facebook and Twitter	
North Dakota	No No	
Ohio		
Oregon	No	
Pennsylvania	No	
Texas	Yes: Facebook	
Utah	No: Because attorney discipline, death or disability are required for a claim to be	
	valid, and we don't want to get in claims that are disputes or complaints and don't qualify as a valid claim	
Vermont	No	
Virginia	No	
Washington	No	
West Virginia	No	
Wisconsin	No	
Wyoming	No	
**/ 51111118	1.0	



Section VI. Public Information	Fund Utilize Other Forms of Social Media to Publicize If Yes, Social Media Details
CANADA	
Alberta	Yes
British Columbia	No
Northern Territories	

SECTION VII: Loss Prevention Programs / Electronic Communications



Section VII. Loss Prevention	Trust Account Overdraft Notification	Trust Account Record Keeping	Certification of Compliance with Record Keeping Rules	Random Audits
USA	Notification	Recping	Record Record Rules	Nandom Addies
Alabama	Enacted	Enacted	Never Considered	Never Considered
Arizona	Enacted	Enacted	Never Considered	Enacted
Arkansas	Enacted	Never Considered	Never Considered	Never Considered
California	Enacted	Enacted	Under Study	Under Study
Colorado	Enacted	Enacted	Enacted	Rejected
Connecticut	Enacted	Enacted	Enacted	Enacted
Delaware	Enacted	Enacted	Enacted	Enacted
District of Columbia	Enacted	Enacted	Enacted	Enacted
Florida	Enacted	Enacted	Enacted	Rejected
Georgia	Enacted	Enacted	Never Considered	Never Considered
Idaho	Enacted	Enacted	Enacted	Never Considered
Illinois	Enacted	Enacted	Never Considered	Under Study
lowa	Enacted	Enacted	Enacted	Enacted
Kentucky	Enacted	Enacted	Never Considered	Never Considered
Louisiana	Enacted	Enacted	Never Considered	Under Study
Maine	Enacted	Enacted	Never Considered	Never Considered
Massachusetts	Rejected	Enacted	Enacted	Rejected
Michigan	Enacted	Never Considered	Never Considered	Never Considered
Mississippi	Under Study	Never Considered	Never Considered	Never Considered
Missouri	Enacted	Enacted	Enacted	Never Considered
Nebraska	Enacted	Enacted	Enacted	Enacted
Nevada	Enacted	Under Study	Under Study	Under Study
New Hampshire	Enacted	Enacted	Enacted	Enacted
New Jersey	Enacted	Enacted	Never Considered	Enacted
New Mexico	Enacted	Enacted	Enacted	Rejected
New York	Enacted	Enacted	Enacted	Never Considered
North Dakota	Enacted	Under Study	Under Study	Under Study
Ohio	Enacted	Never Considered	Never Considered	Never Considered
Oregon	Enacted	Never Considered	Never Considered	Never Considered
Pennsylvania	Enacted	Enacted	Enacted	Never Considered
Texas	Rejected	Rejected	Rejected	Rejected
Utah	Enacted	Enacted	Never Considered	Never Considered
Vermont	Enacted	Enacted	Under Study	Enacted
Virginia	Enacted	Enacted	Never Considered	Rejected
Washington	Enacted	Enacted	Enacted	Enacted
West Virginia	Enacted	Enacted	Enacted	Under Study
Wisconsin	Rejected	Enacted	Never Considered	Rejected
Wyoming	Enacted	Enacted	Enacted	Never Considered



Section VII. Loss Prevention	Trust Account Overdraft Notification	Trust Account Record Keeping	Certification of Compliance with Record Keeping Rules	Random Audits
CANADA				
Alberta	Under Study	Enacted	Enacted	Enacted
British Columbia	Enacted	Enacted	Enacted	Enacted
Northern Territories				



Section VII. Loss Prevention	Restitution as a Disciplinary Sanction	Insurance Payee Notification	Mortgage payee Notification	Mandatory Arbitration of Fee Disputes
USA				
Alabama	Enacted	Never Considered	Never Considered	Never Considered
Arizona	Enacted	Rejected	Never Considered	Never Considered
Arkansas	Enacted	Rejected	Never Considered	Never Considered
California	Enacted	Enacted	Never Considered	Enacted
Colorado	Enacted	Under Study	Rejected	Rejected
Connecticut	Enacted	Enacted	Never Considered	Never Considered
Delaware	Enacted	Enacted	Never Considered	Never Considered
District of Columbia	Enacted	Never Considered	Never Considered	Enacted
Florida	Enacted	Rejected	Never Considered	Never Considered
Georgia	Enacted	Enacted	Never Considered	Rejected
Idaho	Enacted	Never Considered	Never Considered	Rejected
Illinois	Enacted	Under Study	Never Considered	Under Study
lowa	Enacted	Never Considered	Never Considered	Never Considered
Kentucky	Enacted	Rejected	Never Considered	Never Considered
Louisiana	Enacted	Under Study	Never Considered	Rejected
Maine	Enacted	Never Considered	Never Considered	Enacted
Massachusetts	Under Study	Enacted	Never Considered	Rejected
Michigan	Enacted	Rejected	Never Considered	Rejected
Mississippi	Never Considered	Never Considered	Never Considered	Never Considered
Missouri	Enacted	Rejected	Never Considered	Never Considered
Nebraska	Enacted	Never Considered	Never Considered	Rejected
Nevada	Enacted	Enacted	Never Considered	Under Study
New Hampshire	Never Considered	Rejected	Rejected	Rejected
New Jersey	Enacted	Enacted	Under Study	Enacted
New Mexico	Enacted	Rejected	Never Considered	Under Study
New York	Enacted	Enacted	Never Considered	Enacted
North Dakota	Enacted	Never Considered	Never Considered	Never Considered
Ohio	Enacted	Rejected	Never Considered	Enacted
Oregon	Enacted	Enacted	Never Considered	Enacted
Pennsylvania	Enacted	Never Considered	Never Considered	Never Considered
Texas	Enacted	Rejected	Rejected	Rejected
Utah	Enacted	Never Considered	Never Considered	Rejected
Vermont	Enacted	Under Study	Never Considered	Rejected
Virginia	Under Study	Enacted	Never Considered	Rejected
Washington	Enacted	Never Considered	Never Considered	Never Considered
West Virginia	Enacted	Under Study	Under Study	Under Study
Wisconsin	Enacted	Under Study	Never Considered	Rejected
Wyoming	Enacted	Never Considered	Never Considered	Enacted



Section VII. Loss Prevention	Restitution as a Disciplinary Sanction	Insurance Payee Notification	Mortgage payee Notification	Mandatory Arbitration of Fee Disputes
CANADA				
Alberta	Under Study	Never Considered	Never Considered	Never Considered
British Columbia	Never Considered	Rejected	Never Considered	Never Considered
Northern Territories				



Section VII. Loss Prevention	Voluntary Arbitration of Fee Disputes	Mediation of Client- Lawyer Disputes	Mandatory Legal Malpractice Insurance	Disclosure of Lack of Malpractice Insurance
USA				
Alabama	Never Considered	Never Considered	Never Considered	Never Considered
Arizona	Enacted	Never Considered	Rejected	Enacted
Arkansas	Never Considered	Never Considered	Never Considered	Never Considered
California	Enacted	Never Considered	Rejected	Enacted
Colorado	Enacted	Never Considered	Rejected	Enacted
Connecticut	Enacted	Never Considered	Rejected	Rejected
Delaware	Enacted	Enacted	Never Considered	Enacted
District of Columbia	Enacted	Enacted	Never Considered	Never Considered
Florida	Enacted	Enacted	Never Considered	Never Considered
Georgia	Enacted	Never Considered	Rejected	Never Considered
Idaho	Enacted	Enacted	Enacted	Enacted
Illinois	Never Considered	Never Considered	Never Considered	Enacted
lowa	Enacted	Never Considered	Never Considered	Never Considered
Kentucky	Enacted	Enacted	Rejected	Rejected
Louisiana	Enacted	Enacted	Never Considered	Under Study
Maine	Never Considered	Never Considered	Rejected	Enacted
Massachusetts	Enacted	Never Considered	Rejected	Enacted
Michigan	Enacted	Rejected	Under Study	Enacted
Mississippi	Enacted	Enacted	Never Considered	Never Considered
Missouri	Enacted	Enacted	Never Considered	Never Considered
Nebraska	Enacted	Never Considered	Rejected	Enacted
Nevada	Enacted	Enacted	Under Study	Under Study
New Hampshire	Enacted	Enacted	Rejected	Enacted
New Jersey	Rejected	Never Considered	Rejected	Rejected
New Mexico	Enacted	Under Study	Rejected	Enacted
New York	Enacted	Enacted	Never Considered	Never Enacted
North Dakota	Under Study	Under Study	Under Study	Under Study
Ohio	Enacted	Never Considered	Never Considered	Enacted
Oregon	Enacted	Enacted	Enacted	Enacted
Pennsylvania	Enacted	Never Considered	Rejected	Enacted
Texas	Rejected	Never Considered	Rejected	Rejected
Utah	Enacted	Enacted	Rejected	Rejected
Vermont	Enacted	Enacted	Never Considered	Rejected
Virginia	Enacted	Never Considered	Rejected	Enacted
Washington	Rejected	Rejected	Under Study	Enacted
West Virginia	Enacted	Enacted	Rejected	Enacted
Wisconsin	Enacted	Never Considered	Never Considered	Never Considered
Wyoming	Enacted	Enacted	Under Study	Under Study



Section VII. Loss Prevention	Voluntary Arbitration of Fee Disputes	Mediation of Client- Lawyer Disputes	Mandatory Legal Malpractice Insurance	Disclosure of Lack of Malpractice Insurance
CANADA				
Alberta	Never Considered	Never Considered	Never Considered	Never Considered
British Columbia	Enacted	Enacted	Enacted	Never Considered
Northern Territories				



Section VII.	Written Fee	If Limited to Certain Matters	Specify
Loss Prevention	Agreements	Please Explain	Others
USA			
Alabama	Enacted	N/A	Never Considered
Arizona	Enacted	N/A	Never Considered
Arkansas	Enacted	Contingent Fee Agreements must be in writing	Never Considered
California	Enacted	Contingency fee cases/retainer over \$1000	Never Considered
Colorado	Enacted	N/A	Never Considered
Connecticut	Enacted	N/A	Never Considered
Delaware	Enacted	N/A	Never Considered
District of Columbia	Enacted	See RPC 1.5	Never Considered
Florida	Enacted	N/A	Never Considered
Georgia	Enacted	N/A	Never Considered
Idaho	Enacted	N/A	
Illinois	Enacted	N/A	Never Considered
lowa	Enacted	Contingent fee agreements	Under Study
Kentucky	Enacted	N/A	Never Considered
Louisiana	Under Study	N/A	Never Considered
Maine	Enacted	N/A	Never Considered
Massachusetts	Enacted	N/A	Never Considered
Michigan	Enacted	N/A	Never Considered
Mississippi	Never Considered	N/A	Never Considered
Missouri	Enacted	Contingent Fee (Rule 4-1.5)	Never Considered
Nebraska	Enacted	For contingency fee cases	Never Considered
Nevada	Enacted	N/A	
New Hampshire	Enacted	Limited to contingent fee cases	
New Mexico	Enacted	N/A	
New Jersey	Enacted	Matrimonial, divorce	
New York	Enacted	N/A	
North Dakota	Under Study	N/A	
Ohio	Enacted	Contingent fee agreements only	
Oregon	Enacted	Contingent fee, non-traditional fee	
		agreements, fees earned upon receipt	
Pennsylvania	Enacted	N/A	
Texas	Rejected	N/A	
Utah	Enacted	Contingent Fee Cases	
Vermont	Enacted	Flat fees if considered earned upon receipt	Voluntary fee mediation
Virginia	Enacted	N/A	
Washington	Enacted	Contingent fees only	
West Virginia	Enacted	N/A	
Wisconsin	Enacted	N/A	
Wyoming	Never Considered	N/A	



Section VII. Loss Prevention	Written Fee Agreements	If Limited to Certain Matters Please Explain	Specify Others
CANADA			
Alberta		Never Considered	Never Considered
British Columbia	Never Considered	Contingency Only	Never Considered
Northern Territories			

SECTION VIII: Common Problems



2014 – 2016 Survey of Lawyers' Fund for Client Protection SECTION VIII: COMMON PROBLEMS

Section VIII. Common Problems	What is the Most Common Problem Experienced by Your Fund
USA	
Alabama	Limited availability of funds to pay out
Arizona	Fee disputes
Arkansas	N/A
California	Lack of funds and large volume of applications
Colorado	N/A
Connecticut	N/A
Delaware	N/A
District of Columbia	Claims submitted to the Fund for losses caused by neglect or malpractice and not dishonest conduct as described in the Fund's Rules of Procedure. Also, claimants fail to submit corroborating evidence of loss
Florida	It seems that often the disciplinary arm and the Fund are at cross purposes. Whenever possible, the lawyer regulation people try to obtain a disciplinary revocation in which there are no admissions of guilt or facts established that can be used in evaluating a claim. While that does serve the purpose of getting the "bad" lawyer out of the bar as quickly as possible, it does not aid in claim evaluation. Another issue is the Bar's inability to prevent losses by incorporating more than just the basic loss prevention measures, i.e., overdraft notification
Georgia	
Hawaii	
Idaho	Lawyers taking fees and not doing the work and not returning the fee. Usually these lawyers are also under investigation for disciplinary violations
Illinois	Unearned fee claims
Indiana	
lowa	Distinguishing between dishonest conduct and non-compensable fee dispute
Kentucky	Restitution efforts remain the most difficult problem the Fund faces. Often times a lawyer is either missing/unreachable or the lawyer is deceased with an insolvent estate
Louisiana	Permanent funding source
Maine	Making the public aware of the Fund
Massachusetts	Lack of publicity
Michigan	Limited loss prevention measures, reimbursement recovery remains difficult, investigating immigration claims, incapacitated or deceased attorneys with insufficient trust funds, and there is a noticeable increase in the number and dollar amount misappropriated in our large claims
Mississippi	N/A
Missouri	Evaluating claims to determine amount of work performed
Nebraska	Unearned Retainers
Nevada	Lack of funding during catastrophic years
New Hampshire	Claimants' failure to understand (or accept) that the fund pays only if a lawyer steals from the claimant
New Jersey	Unearned retainer claims. New Jersey does not require fees to be placed in trust accounts when paid, even when paid for future work



2014 – 2016 Survey of Lawyers' Fund for Client Protection SECTION VIII: COMMON PROBLEMS

Section VIII. Common Problems	What is the Most Common Problem Experienced by Your Fund
USA	
New Mexico	Most common problem is attorneys taking a retainer and doing no or very little work. The attorney subsequently either abandons practice, dies, or loses the ability to practice by suspension or disbarment, leaving the client with no work and no money
New York	Theft of Realty Escrow
North Dakota	Time involved in completion of disciplinary investigation and process
Ohio	Unearned Fee Claims vs. Fee Disputes
Oregon	Communication with incarcerated claimants
Pennsylvania	Conversion by attorneys acting as trustee for a trust created by the attorney
Texas	Lawyers overdrawing trust accounts
Utah	One side of the story (if attorney does not attend)
Vermont	Misappropriation of client funds
V irginia	
Washington	Length of time to make decisions on applications
West Virginia	Lack of staff to investigate claims
Wisconsin	
Wyoming	Funding
CANADA	
Alberta	Refer to the LSA website - Trust Safety Program
British Columbia	Theft of funds taken as a retainer or for disbursements, with no work done or disbursements incurred
Northern Territories	

ATTACHMENT C

Default Question Block

American Bar Association Center for Professional Responsibility Standing Committee on Client Protection Survey of Lawyers' Funds for Client Protection: 2014-2016

Please complete this questionnaire by Friday, March 3, 2017. If you have any questions while filling it out, please contact Selina S. Thomas, Client Protection Counsel, (312) 988-6721 or Selina.thomas@americanbar.org.

If a question is not applicable to your jurisdiction, please respond with "N/A". Please use the response "unknown" where the information requested is unavailable. Use "0" only to indicate a zero numerical amount.

Thank you for participating in the survey. We appreciate your feedback.

Click the button to start the survey.	
Please provide contact information.	
Jurisdiction:	
Title & Name of Fund Administrator:	
Address:	
Telephone:	
Email:	
Survey Completed by:	
Email:	
Please answer as of January 1, 2017	
Number of lawyers currently admitted, resident and nonresident	lent, with active licenses:
Does your jurisdiction have a unified bar?	
Yes	
○ No	
art I: Fund Administration	
Please indicate the year in which the Fund, in its current form, was which a prior, now defunct or substantially changed fund was crea	-
Name of Fund:	

Pa

Name of Fund:		
Year Established:		

2 of 15 10/2/17, 9:55 AM

ATTACHMENT C

Entity that created the Fund:The ultimate body with a	authority to create or disband the Fund.	
Bar Association		
Court		
Legislature		
Entity with supervisory author • The body that may char ultimate authority to disk	nge the operating rules and regulations of the Fund and that may not	have the
Bar Association		
Highest Court		
Other (identify)		
Entity that administers Fund:The body that operates rules and regulations of	the Fund on a day-to-day basis. It may or may not have the authority the Fund.	to change the
Bar Committee		
Board of Trustees		
Other (identify)		
Number of Board/Committee I	Members:	
Lawyer:		
Nonlawyer:		
Francisco (Margare		
Frequency of Meetings: Annually		
Bi-Annually		
Monthly		
Quarterly		
Other		
34101		
Number of staff positions:	1	
	Full-Time Part-Time	
Lawyers		
Nonlawyers		

ATTACHMENT C

Does your Fund have important of the structure of their office.	tees, staff and agents of the Fund	d shall be immune from sui	t for any conduct in the
Yes			
○ No			
Mark "x" to all that Immu	nity apply.		
	Absolute	Qualified	Other (identify)
Agents:			
Staff:			
Trustees:			
Part II: Fund Finances			
Principal source of fundir	ng:		
part of the budget a fees or bar dues.	nt: A separate, specified and idenal	assessment may be collect	ed along with other licensing
Budget Appropriation			
Lawyer Assessment			
Voluntary Contributions			
Other			
How frequently are lawye	ers assessed for the Fund?		
Annually			
Bi-Annually			
Other (identify)			
If the lawyer assessment assessment and indicate	is collected more or less often that amount.	nan annually, please calcula	ate the annualized
If your Fund is financed b	by lawyer assessment, what is the	e individual lawyer assessn	nent on an annualized basis?
Is this collected as part o	f another assessment?		
Yes			
No.			

ATTACHMENT C

If yes, what other assessments ar	e collected at that time?	
Who collects the assessment? Bar Association		
Other (specify)		
Outer (speedily)		
What is the dollar amount of the c	other assessments on an annualized ba	asis?
What is the sanction for those who	o fail to pay?	
Which of the following, if any, are	exempt from paying the assessment?	
	Yes	No
Government		
Inactive		©
Judicial	0	0
Retired Other (places identify)	©	
Other (please identify)	©	
Does your Fund have a payment	cap per claimant?	
Does your Fund have a payment Yes	cap per claimant?	
	cap per claimant?	
Yes	cap per claimant?	
Yes		
YesNo		
YesNo		
YesNoWhat is the current cumulative lim	nit?	
YesNoWhat is the current cumulative limDoes your Fund have a payment	nit?	
YesNo	nit?	

ATTACHMENT C

What is the current cumulative limit?			
Ooes your Fund have a special limit for a specific kind of the Yes No	of loss, such as unearr	ned retainers?	
For each type of loss, indicate the limit:			
Does your Fund reimburse claimants for consequential attorneys fees, etc.) Yes No	damages? (e.g., costs	s of a lawsuit, interd	est, penalty fee
f yes, please identify:			
f yes, please identify: Please complete for the following reporting years endin	g in: 2014	2015	2016
Please complete for the following reporting years endin	1	2015	2016
	1	2015	2016
Please complete for the following reporting years ending Revenues from assessments:	The second secon	2015	2016
Please complete for the following reporting years ending Revenues from assessments: Revenues from appropriations: Revenues from investments:	The second secon	2015	2016
Please complete for the following reporting years ending Revenues from assessments: Revenues from appropriations: Revenues from investments: Revenues from restitution and subrogation:	The second secon	2015	2016
Please complete for the following reporting years ending Revenues from assessments: Revenues from appropriations: Revenues from investments: Revenues from restitution and subrogation: Revenues from gifts	The second secon	2015	2016
Please complete for the following reporting years ending Revenues from assessments: Revenues from appropriations: Revenues from investments: Revenues from restitution and subrogation: Revenues from gifts Miscellaneous revenues (please describe source)	The second secon	2015	2016
Please complete for the following reporting years ending Revenues from assessments: Revenues from appropriations: Revenues from investments: Revenues from restitution and subrogation: Revenues from gifts Miscellaneous revenues (please describe source) Total dollar amount of awards paid:	The second secon	2015	2016
Please complete for the following reporting years ending Revenues from assessments: Revenues from appropriations: Revenues from investments: Revenues from restitution and subrogation: Revenues from gifts Miscellaneous revenues (please describe source) Total dollar amount of awards paid: Personnel services:	The second secon	2015	2016
Please complete for the following reporting years ending Revenues from assessments: Revenues from appropriations:	The second secon	2015	2016
Please complete for the following reporting years ending Revenues from assessments: Revenues from appropriations: Revenues from investments: Revenues from restitution and subrogation: Revenues from gifts Miscellaneous revenues (please describe source) Fotal dollar amount of awards paid: Personnel services: Rent:	The second secon	2015	2016
Please complete for the following reporting years ending Revenues from assessments: Revenues from appropriations: Revenues from investments: Revenues from restitution and subrogation: Revenues from gifts Miscellaneous revenues (please describe source) Fotal dollar amount of awards paid: Personnel services: Rent: Miscellaneous administrative costs:	The second secon	2015	2016

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Must claims be paid if they	meet rule requirements?		
Yes			
O No			
 Trustee discretion govern 			
Does Fund require that clai	mant was a client of lawyer?		
Yes			
No			
If not, in what other capaciti	es would the claimant have st	anding?	
Are there any claimants or tetc.)	ypes of claims your Fund will	not compensate? (e.g., fa	mily members, corporations,
Yes			
No			
If yes, please list or describ	e:		
• • •			
Is your Fund covered by an	_		
	Yes	No	Amount Premium
Fidelity Bond			
Insurance			
Reinsurance			

Part III: Fund Claim Experiences

ATTACHMENT C

Please complete for the following reporting years ending in	lowing reporting vears ending in:
---	-----------------------------------

	2014	2015	2016
Number of claims pending at the beginning of the year:			
Number of new claims received:			
Number of claims approved:			
Number of lawyers involved in claims approved:			
Number of claims pending at the end of the year:			
Total amount of reimbursement requested in new claims received:			
Total amount of awards approved during the year:			

The total should equal the "number of claims disapproved" in each year.

•	• • • • • • • • • • • • • • • • • • • •	•	
	2014	2015	2016
Total number of claims disapproved:			
Outside statute of limitations:			
Fee dispute:			
Not compensable:			
Other:			

How many otherwise compensable claims were not paid, or paid in full, because of:

	Payment limitation aggregate, a		Fund's lack of mor unwillingness	, ,	Other claims	s not paid:
	Number of claims affected:	Amount of \$ not paid:	Number of claims affected:	Amount of \$ not paid:	Number of claims affected:	Amount of \$ not paid:
2014						
2015						
2016						

Part IV: Fund Loss Experience

Number of claims which involve the following approved during the reporting year ending in:

	2014	2015	2016
Unearned legal fees:			
Investments and loans with lawyers:			
Real Estate Mortgage theft:			
Other (specify):			

ATTACHMENT C

Number of claims for the following	Number	of	claims	for	the	following	a:
------------------------------------	--------	----	--------	-----	-----	-----------	----

• Theft/Conversion: Claims alleging theft other than estate property or of investments with lawyers.

	2014	2015	2016
Total theft/conversion:			
Insurance proceeds:			
Trusts/Conservatorships:			
Escrow:			
Other:			
'			
Total dallar amount of accordance	hiah inyaha tha fallawia		
Total dollar amount of awards w	nich involve the following 2014	approved during the reporting 2015	g year ending in: 2016
Unearned legal fees:			
Investments and loans with lawyers:			
Real Estate Mortgage theft:			
Other (specify):			
Total dollar amount of awards.			
Theft/Conversion: Claims		estate property or of investme t of awards received each yea	-
Theft/Conversion: Claims			•
Theft/Conversion: Claims Please note the total should equ	ual the total dollar amoun	t of awards received each yea	ar for "Theft/Conversion
Theft/Conversion: Claims Please note the total should equ Total theft/conversion:	ual the total dollar amoun	t of awards received each yea	ar for "Theft/Conversion
Theft/Conversion: Claims Please note the total should equ Total theft/conversion: Insurance proceeds:	ual the total dollar amoun	t of awards received each yea	ar for "Theft/Conversion
Total dollar amount of awards. • Theft/Conversion: Claims Please note the total should equ Total theft/conversion: Insurance proceeds: Trust/Conservatorships: Escrow:	ual the total dollar amoun	t of awards received each yea	ar for "Theft/Conversion
Theft/Conversion: Claims Please note the total should equ Total theft/conversion: Insurance proceeds: Trust/Conservatorships:	ual the total dollar amoun	t of awards received each yea	ar for "Theft/Conversion
Theft/Conversion: Claims Please note the total should equ Total theft/conversion: Insurance proceeds: Trust/Conservatorships: Escrow:	ual the total dollar amoun	t of awards received each yea	ar for "Theft/Conversion
Theft/Conversion: Claims Please note the total should equ Total theft/conversion: Insurance proceeds: Trust/Conservatorships: Escrow:	ual the total dollar amoun	t of awards received each yea	ar for "Theft/Conversion
Theft/Conversion: Claims Please note the total should equal total theft/conversion: Insurance proceeds: Trust/Conservatorships: Escrow: Other:	ual the total dollar amoun	t of awards received each yea	ar for "Theft/Conversion
Theft/Conversion: Claims Please note the total should equal total theft/conversion: Insurance proceeds: Trust/Conservatorships: Escrow: Other:	ual the total dollar amoun 2014	t of awards received each yea	ar for "Theft/Conversion

Is the claim form available in languages other than English?

Yes

No

No

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ATTACHMENT C

If yes, what languages?		
	Fund by your jurisdiction's lawyer disciplinary agency? ons and records of formal proceedings)	(e.g.,
Yes		
No		
If yes, please explain:		
, , ,		
5		
	gency notify complainants about the existence of the Fund?	
Yes		
O No		
	wyer disciplinary agency of disciplinary actions that may have , lawyers' reinstatement request)	e an impact on the
Yes		
No		
Does your Fund usually requir	e claimants to pursue civil litigation, a disciplinary complaint	or criminal charges
	used of dishonest conduct as a prerequisitie to recovery from	
	Yes	No
Civil Litigation:		
Criminal charges:		
Disciplinary complaint:		
Is disciplinary action against th	ne lawyer required before awards are made to the lawyer's cl	aimants?
Yes		
No		
Does the Fund hold hearings f	or claimants and lawyers accused of dishonest conduct?	
Yes	Both must attend	
■ No	Written submissions only	
Sometimes	Other	

ATTACHMENT C

How often are hearings held?
What is the average time, in months, required to fully process a claim with the Fund? (From the date it would be eligible for payment/consideration to final payment or denial)
Do the Fund rules provide for rehearing or reconsideration of a claim determination?
YesNo
If yes, what body conducts hearing?
If yes, who may request a rehearing or reconsideration?
Claimant
LawyerBoth
B otti
Does your Fund, by rule or otherwise, allow appeal of a claim determination to court? Yes
○ No
If yes, who may request appeal of a claim determination to the court?
By Lawyer
By what authority (statute, court rule, fund rule)?
In the past three years, has a claimant or a lawyer ever sought judicial review of a claim determination made by the Fund?
O Yes
No No

No

ATTACHMENT C

Does the Fund publish an Annual	Report?	
Yes		
No		
Annual Report:		
To whom is the Annual Report sent?		
If available online, please proved the address (URL):		
Awards from the Fund:		
	Yes	No
Are awards from the Fund announced publicly?	•	•
•		
Is lawyer's name disclosed?	©	
Is lawyer's name disclosed? Is client's name disclosed?	e for awards from the Fund, why not?	

If yes, please provide the Case Name, Citation, or Number and Court:

	Dualtrics	Survey	Software
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Yes		
○ No		
f so, what languages?		
f so, what languages?		
Does your Fund have rules with r	espect to the confidentiality of its reco	rds and proceedings?
Yes		
No		
s there information about the Fur	nd and claim forms available on websi	tes:
s there information about the Fur	nd and claim forms available on websi Yes	tes: No
Bar Association Website		
Bar Association Website Court Website	Yes	No
Bar Association Website Court Website	Yes	No
Bar Association Website Court Website Fund Website	Yes	No O O O O
Bar Association Website Court Website Fund Website Does the Fund provide an option	Yes	No O O O O
Bar Association Website Court Website Fund Website Does the Fund provide an option Yes	Yes	No O O O O
Bar Association Website Court Website Fund Website Does the Fund provide an option	Yes	No O O O O
Bar Association Website Court Website Fund Website Does the Fund provide an option Yes No	Yes O O O O O O O O O O O O O O O O O O	No Orms electronically?
Bar Association Website Court Website Fund Website Does the Fund provide an option Yes No	Yes	No Orms electronically?
Bar Association Website Court Website Fund Website Does the Fund provide an option Yes No	Yes O O O O O O O O O O O O O O O O O O	No Orms electronically?
Bar Association Website Court Website Fund Website Does the Fund provide an option Yes No	Yes O O O O O O O O O O O O O O O O O O	No Orms electronically?

Part VII: Loss Prevention Programs

ATTACHMENT C

Please indicate the status of loss prevention programs in your jurisdiction. Check all that apply.

	Enacted	Rejected	Under Study	Never Considered
Trust account overdraft notification:	•	0	•	•
Trust account record keeping rules:	•	0	•	©
Certification of compliance with record keeping rules	0	0	•	©
Random audits:	HEI.	10	0	10
Restitution as a disciplinary sanction:	•	•	6	
Insurance payee notification:	•	(6)	0	
Mortgage payee notification:	0	0	10	100
Mandatory arbitration of fee disputes:	•	HED	•	153
Voluntary arbitration of fee disputes:	•	•	15	
Mediation of client-lawyer disputes:	100	101	100	100
Mandatory legal malpractice insurance:	0:	0	100	100
Disclosure of lack of malpractice insurance:		(0)	(65)	
Written fee agreements (If limited to certain matters, please specify):	•	•	©	©
Others (identify):	0	•	©	•

Part VIII: Comments and Additional Information

What is the most common problem experienced by your Fund?

Please attach a copy of your rules for the Lawyers' Fund for Client Protection, Rules of Procedure for the Fund, and any pamphlets or brochures.

Please limit your files to 2.0MB

We appreciate your cooperation in helping us collect this vital data. Your timely responses are greatly appreciated.

Any suggestions for future modifications of the Survey are encouraged and welcomed.

14 of 15 10/2/17, 9:55 AM

ATTACHMENT C

Questions about the Survey should be addressed to:

Selina S. Thomas, Client Protection Counsel ABA Center for Professional Responsibility 321 North Clark Street, 17th Floor Chicago, Illinois 60654 (312) 988-6721 or Selina.Thomas@americanbar.org

Comparison of States' Client Protection Fund Revenues and Expenses¹

				2016 Revenues		2016 Expenses		2016 Claims Processing		
	Cap per Claim	Principal Funding Source	Annual Assessment per Attorney	Attorney Assessments	Appropri- ations	Other Revenue	Award Payouts	Operating Costs	Claims Processed	Operating Cost per Claim
Alabama	\$75,000	Annual Assessment	\$25	\$450,575	\$0	\$116,606	\$270,386	\$78,932	97	\$814
Arizona	\$100,000	Annual Assessment	\$20	\$213,990	\$0	\$14,428	\$396,770	\$254,498	74	\$3,439
Arkansas	\$40,000	Annual Assessment	\$20	\$187,722	\$0	\$7,321	\$0	\$12,768	12	\$1,064
California	\$100,000	Annual Assessment	\$40	\$7.7 million	\$0	\$822,000	\$8 million	\$2.3 million	2,332	\$986
Colorado	\$50,000	Annual Assessment	\$25	\$639,211	\$0	\$659,258	\$391,838	\$95,772	36	\$2,660
Connecticut	N/A	Annual Assessment	\$75	\$2,282,339	\$0	\$499,749	\$3,888,718	\$1,180,630	89	\$13,266
Delaware	N/A	Annual Assessment	\$10-\$336 ²	\$118,070	\$0	\$2,200	\$0	\$0	0	N/A
District of Columbia	\$100,000	Budget Appropriation	N/A	\$0	\$0	\$19,643	\$232,273	\$0	28	\$0
Florida	N/A	Budget Appropriation	N/A	\$0	\$2,459,950	\$630,060	\$1,890,349	\$288,215	236	\$1,221
Georgia	\$25,000	One Time Assessment	\$100 total (\$25 per year)	\$150,897	\$0	\$20,072	\$495,338	\$73,000	58	\$1,259
Idaho	\$25,000	Annual Assessment	\$20	\$90,805	\$0	\$902	\$14,379	\$0	4	\$0
Illinois	\$100,000	Annual Assessment	\$25	\$1,811,000	\$0	\$60,000	\$3,094,000	\$250,000	278	\$899
Iowa	\$100,000	One Time Assessment	\$200 total (\$50 per year)	\$454,400	\$0	\$3,046	\$97,765	\$685,019	6	\$114,170
Kentucky	\$50,000	Annual Assessment	\$7	\$119,240	\$0	\$13,138	\$173,927	\$106,508	40	\$2,663

¹ Source: Standing Committee on Client Protection of the ABA Center for Professional Responsibility, 2014-2016 Survey of Lawyers' Funds for Client Protection (2017).
² Annual assessment varies by years in practice.

				2016 Revenues		2016 Expenses		2016 Claims Processing		
	Cap per Claim	Principal Funding Source	Annual Assessment per Attorney	Attorney Assessments	Appropri- ations	Other Revenue	Award Payouts	Operating Costs	Claims Processed	Operating Cost per Claim
Louisiana	\$25,000	Outside Counsel Health and Ethics Foundation	N/A	\$0	\$0	\$995,787	\$374,133	\$0	77	\$0
Maine	\$50,000	Annual Assessment	\$20	\$104,992	\$0	\$26,426	\$154,647	\$39,969	9	\$4,441
Massachusetts	N/A	Annual Assessment	\$35	\$846,842	\$0	\$101,968	\$846,842	\$0	50	\$0
Michigan	\$150,000	Annual Assessment	\$15	\$638,839	\$0	\$125,950	\$620,306	\$194,808	115	\$1,694
Mississippi	\$10,000	Budget Appropriation	N/A	\$0	\$0	\$0	\$10,000	\$0	15	\$0
Missouri	\$50,000	Budget Appropriation	N/A	N/A	\$271,700	\$3,422	\$91,496	\$0	33	\$0
Nebraska	\$100,000	State Bar Contribution	N/A	\$0	\$0	\$3,420	\$0	\$6,867	3	\$2,289
New Hampshire	\$250,000	Periodic Assessment	\$0	\$0	\$0	\$11,987	\$0	\$2,782	2	\$1,391
New Jersey	\$400,000	Annual Assessment	\$25 - \$50 ³	\$3,873,313	\$0	\$1,636,788	\$1,980,770	\$3,540,866	912	\$3,883
New Mexico	\$50,000	Annual Assessment	\$15	\$111,485	\$0	\$161,159	\$157,917	\$8,202	45	\$182
New York	\$400,000	Biennial Assessment	\$30	\$6,211,508	\$0	\$788,290	\$9,241,394	\$782,316	579	\$1,351
North Dakota	\$25,000	Annual Assessment	\$16	\$48,592	\$0	\$2,516	\$0	\$2,932	0	N/A
Ohio	\$75,000	Biennial Allocation	N/A	\$0	\$1,811,033	\$74,726	\$782,290	\$781,128	188	\$4,155
Oregon	\$50,000	Annual Assessment	\$15	\$225,821	\$0	\$9,784	\$150,149	\$33,230	53	\$627
Pennsylvania	\$100,000	Annual Assessment	\$75	\$2,886,415	\$0	\$78,862	\$4,394,008	\$743,386	200	\$3,717
Texas	\$40,000	Budget Appropriation	N/A	\$0	\$300,000	\$0	\$0	\$0	171	\$0

 $^{^{3}}$ Annual assessment varies by years in practice.

ATTACHMENT D

					2016 Revenues			2016 Expenses		2016 Claims Processing	
	Cap per Claim	Principal Funding Source	Annual Assessment per Attorney	Attorney Assessments	Appropri- ations	Other Revenue	Award Payouts	Operating Costs	Claims Processed	Operating Cost per Claim	
Utah	\$20,000	Annual Assessment	\$0-\$20 ⁴	\$47,535	\$0	\$2,220	\$31,140	\$560	10	\$56	
Vermont	\$15,000	Voluntary Contributions	\$10	\$21,100	\$0	\$66,369	\$0	\$0	0	N/A	
Virginia	\$75,000	Annual Assessment	\$25	\$800,025	\$0	\$131,229	\$212,288	\$0	78	\$0	
Washington	\$150,000	Lawyer Assessment	\$25	\$994,738	\$0	\$9,430	\$371,432	\$132,148	56	\$2,360	
West Virginia	\$10,000	Budget Appropriation	N/A	\$0	\$80,000	\$0	\$49,482	\$0	14	\$0	
Wisconsin	\$150,000	Annual Assessment	\$20	\$411,200	\$0	\$6,915	\$192,402	\$40,440	66	\$613	
Wyoming	\$15,000	Budget Appropriation	N/A	\$0	\$59,687	\$3,597	\$30,000	\$151	5	\$30	

⁻

⁴ Annual assessment varies based on solvency of fund.

State of California BUSINESS AND PROFESSIONS CODE Section 6140.56

- (a) To ensure that the Client Security Fund can adequately protect the public and relieve or mitigate financial losses caused by the dishonest conduct of members of the State Bar by paying claims in a timely manner, the State Bar shall conduct a thorough analysis of the Client Security Fund, including a review of the State Bar's oversight of the Client Security Fund, to ensure that the structure provides for the most effective and efficient operation of the fund, a determination of the ongoing needs of the fund to satisfy claims in a timely manner, a review of additional efforts that can be taken to increase the collection of payments from the responsible attorneys, and a review of other State Bar expenditures to determine whether other expenditures that do not directly impact the State Bar's public protection functions, including, but not limited to, executive salaries and benefits, can be reduced or redirected in order to better fund the Client Security Fund through existing revenue, and, whether, after all other options have been fully and thoroughly exhausted, an increase in membership dues is necessary to ensure that the Client Security Fund can timely pay claims.
- (b) The State Bar shall submit a report on its analysis of the Client Security Fund to the Legislature by March 15, 2018, so that the plans can be reviewed in conjunction with the bill that would authorize the imposition of the State Bar's membership fee. The report shall be submitted in compliance with Section 9795 of the Government Code.
- (c) For purposes of this section, "timely manner" means within 12 months from either the time the claim is received by the State Bar or the resolution of the underlying discipline case involving an attorney member that is a prerequisite to paying the claim, whichever is later.

(Added by Stats. 2017, Ch. 422, Sec. 31. (SB 36) Effective January 1, 2018.)

CONFIDENTIAL

Total Compensation Study

State Bar of California

Executive Compensation

March 13, 2018

SUBMITTED BY:



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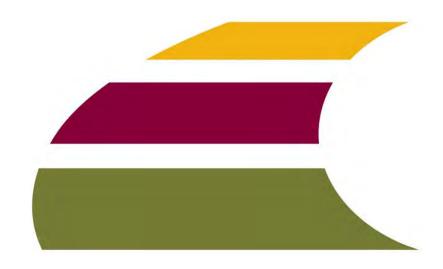


Table of Contents

l.	Introduction	1
II.	Project Scope and Work Plan	1
III.	Compensation Study Parameters	2
IV.	Pay Policy and Classification Strucutre	4
V.	Data Analysis – Compensation Survey Data	5
VI.	Supplemental SurveyComponents	9
VII.	Summary	9
Apper	ndix A: Labor Market Datasheet	. 10
Apper	ndix B: Benefits Summary Tables	. 15
Apper	ndix C: Salary Tests	. 19



I. Introduction

CPS HR Consulting ("CPS HR") was retained by the State Bar of California ("the Bar") to conduct a total compensation study for up to four (4) current Executive classifications. The intended study goal is determining how competitive the Bar is compared to positions allocated in the Executive Branch in the State of California by collecting and analyzing maximum monthly base salary and elements of total compensation for these positions. This Total Compensation Report outlines the project scope and work plan, the methodologies utilized in data collection and analysis, and provides an overview of the results of the labor market base salary and total compensation analyses. The effective date for all compensation and benefits data collected for the study is January 1, 2018.

In 2017 CPS HR was retained to conduct an agency-wide classification and total compensation study for the State Bar.

The purpose of the classification study was to (i) review the current classification structure and related concepts; (ii) prepare concepts for a more broadly defined classification structure; (iii) prepare new classification specifications; and (iv) ensure that all positions are properly allocated within the newly proposed classification structure.

The purpose of the compensation study was to (i) collect and analyze salary and benefits data for classifications identified as benchmarks within the classification structure proposed in the classification study, (ii) to determine how competitive the State Bar is in its labor market, and (iii) to provide salary recommendations for all classifications in the proposed classification structure. The study resulted in a total compensation structure based on labor market data and internal equity factors.

II. Project Scope and Work Plan

In order to complete the study, the following tasks were completed for each phase:

- 1. The review and finalization of the project scope including the labor market agencies to be surveyed and the scope of data collection. (completed)
- **2.** Development of the compensation survey instrument to collect data within the Bar's labor market agencies. (completed)
- **3.** The review and analysis of all compensation and benefits data submitted by the labor market agencies or as collected by CPS HR. (completed)
- **4.** Preparation of a draft report for client review and comments. (completed)
- **5.** Review and resolution of questions arising from client review of the draft report. (completed)
- **6.** Preparation of the Final Total Compensation Report. (completed)



III. Compensation Study Parameters

Labor Market Agencies

The scope of work included identification and recommendation of an appropriate labor market. The determination of an appropriate labor market by CPS HR involves the application of the selection criteria outlined below:

- Agency Size In general, agencies that employ relatively similar numbers of employees may have similar economic demographics. Since is it not possible to find agencies that are exactly the same in terms of this particular selection criteria, the goal is to provide a balanced mix of larger and smaller agencies, thereby minimizing the "skewing" effect when either of these are used exclusively.
- Geographic Proximity When considering a labor market, it is important to consider the geographic proximity of potential agencies, since they may be competitors in the recruitment market for most of the State Bar's employees. If there are not enough agencies within the local market with which to conduct a study, then the geographic area may be expanded to include agencies in other closer counties. Since some agencies provide specialized services, or may be surveying higher-level management classes, the recruitment area may be further expanded to include more regional, or even statewide agencies.
- Industry In general, agencies that provide the same types of services are more likely to have similar types of job classes, and are more likely to be recruiting from the same applicant pool as the studied agency. For those reasons, the labor market agencies selected should comprise state and local government agencies which include departments responsible for services comparable to those provided by the studied agency.
- Competing Agencies Information regarding the agencies that the State Bar frequently competes with for talent (i.e., has lost employees to or recruited employees from). is also useful in selecting the labor market agencies.

The study was intended to assess the State Bar against agencies within the Executive Branch. Using the criteria above CPS HR would not have made recommendations within the Executive Branch since overall selection criteria was not comparable. However, the State Bar determined that the Attorney General's Office, the Department of Consumer Affairs and the Medical Board of California must be included as comparator agencies. CPS HR recommended the addition of two other Executive Branch agencies using some elements of the criteria listed above. Table B-4 in Appendix B provides the demographics of the comparator agencies used in the current compensation study, which are listed below:

- Attorney General's Office, Department of Justice
- Department of Consumer Affairs
- Medical Board of California
- California State Board of Education
- Department of Business Oversight



Classifications

Current positions allocated as "Executive" within the salary structure were the primary focus of the study. In order to find similar positions in comparator agencies the following classifications were included in the analysis:

- Executive Director (ED/CEO)
- Chief Finical Officer (CFO)
- Director III
- Information Technology Director (ITD)
- Human Resources Director (HRD)

Survey Scope

The total compensation data collected for all classifications from each agency included:

- Title of the matched classification
- Minimum and maximum monthly base salary for the matched classification
- Deferred compensation
- Details of employer health programs including:
 - Cafeteria plan practices
 - Employer contribution to most commonly used medical, dental and vision plans
- Employer retirement practices, including
 - Type of program offered
 - Benefit offered (e.g. 2%@55, etc.) if applicable
 - Benefit formula (e.g. average of three years, single highest year)
 - Agency contribution to the retirement plan
- Social Security contributions



IV. Pay Policy and Classification Strucutre

Background

The State of California has appointed, exempt and non-exempt salary schedules. Comparable Executive classes surveyed within the Executive Branch are designated as "exempt." Exempt classes are listed under the exempt salary schedule and are defined under the Career Executive Assignments (CEA) program. Titles in the CEA series generally are titled, or hold equivalent responsibility and scope, as a Chief or Department Director. The program has established guidelines to assign levels to CEA classes, A – C. General guidelines are summarized in the table below:

Size of Departments	Level A	Level B	Level C
	2nd or 3rd Org Level	2nd Org	1st Org
Small (up to 800)	Zilu di Siu dig Level	Level	Level
		2nd or	
	3rd or 4th Org Level	3rd Org	1st Org
Medium (801-8,000)		Level	Level
	Ath One Level	3rd Org	2nd Org
Large (8,000-17,000)	4th Org Level	Level	Level
	Eth Org Lovel	4th Org	3rd Org
Mega (17,000+)	5th Org Level	Level	Level

Table 1: CEA Level Guidelines

In collecting and assessing classification data for job matching it was quickly identified that a variety, if not majority, of Executive Branch agencies utilize "working titles." Working titles often provide a more accurate depiction of the work performed by the position but the titles do not relate to established pay policies or salary schedules. For example, the Department of Business Oversight reports a position allocation of Human Resources Manager (HRM). There is no HRM classification on the exempt salary schedule. In speaking directly to the agency, it was explained that this is the working title and the actual allocation is a "SSM III." The SSM III is an established classification listed on the most current exempt salary schedule and is a management classification. The same is true for the position, Deputy Commissioner of Banks which is officially known as a CEA B classification. It is important to note that there are exemptions in classification allocation and salary for the CEA program based on approval. An example of these exceptions, which result in salaries above the guideline pay scale provided in Tables 3-5, occurs in those instances where a position supervises physicians or attorneys. staff.

In assessing the CEA guidelines the Bar's study classifications (excluding the Executive Director and CFO) have more comparable factors to the "CEA B" class. This is based on the Bar's director (III, IT and HR) classification being the 2nd or 3rd tier within the organization reporting to a Chief classification.



V. Data Analysis – Compensation Survey Data

Executive Director (CEO)

The currently monthly minimum and maximum figures are listed below:

Table 2: Monthly Salary

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
State Bar of California	Executive Director (CEO)	\$22,292	\$22,292
Attorney General's Office, Department of Justice	Attorney General / Department of Justice	\$14,173	\$14,173
Department of Consumer Affairs	Director	\$15,313	\$15,313
Medical Board of California	Executive Director, Medical Board of CA/ Department of Consumer Affairs	\$10,320	\$11,498
California State Board of Education	Executive Director	\$16,332	\$16,332
Department of Business Oversight	Commissioner/Department of Business Oversight	\$15,313	\$15,313

- For base salary, the labor market median of \$15,313 is 31.31% below the Bar's salary of \$22,292 per month.
- For total compensation, the labor market median of \$21,545 is 26.09% below the Bar's total compensation of \$29,149 per month.
- The matched total compensation amounts range from \$11,498 to \$16,332 per month.

Chief Financial Director (CFO)

The currently monthly minimum and maximum figures are listed below:

Table 3: Monthly Salary

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
State Bar of California	Chief Financial Officer (CFO)	\$14,961	\$22,424
State of California	Tier II Department Director	\$13,343	\$14,430
	Tier I Department Director	\$12,707	\$13,743
	CEA C	\$10,925	\$12,168
	CEA B	\$10,320	\$11,498
	CEA A	\$8,132	\$9,058



- For base salary, the labor market median of \$12,168 is 45.74% below the Bar's salary of \$22,424 per month.
- For total compensation, the labor market median of \$17,461 is 36.94% below the Bar's total compensation of \$27,690 per month.
- The matched total compensation amounts range from \$9,058 to \$14,430 per month.

Director III and Information Technology Director

The currently monthly minimum and maximum figures are listed below:

Table 4: Monthly Salary

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
State Bar of California	Director III and IT Director	\$13,729	\$18,305
State of California	Tier II Department Director	\$13,343	\$14,430
	Tier I Department Director	\$12,707	\$13,743
	CEA C	\$10,925	\$12,168
	CEA B	\$10,320	\$11,498
	CEA A	\$8,132	\$9,058

- For base salary, the labor market median of \$12,168 is 33.53% below the Bar's salary of \$18,305 per month.
- For total compensation, the labor market median of \$17,461 is 25.07% below the Bar's total compensation of \$23,303 per month.
- The matched total compensation amounts range from \$13,422 to \$20,399 per month.

Human Resources Director III

The currently monthly minimum and maximum figures are listed below:

Table 5: Monthly Salary

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
State Bar of California	Human Resources Director	\$12,481	\$16,641
State of California	CEA B	\$10,320	\$11,498
	CEA A	\$8,132	\$9,058



- For base salary, the labor market median of \$12,168 is 26.88% below the Bar's salary of \$16,641 per month.
- For total compensation, the labor market median of \$15,006 is 30.30% below the Bar's total compensation of \$21,531per month.
- The matched total compensation amounts range from \$13,422 to 19,506 per month.

Pay Structure Considerations

It is important to note that, while this study is limited to Executive classifications, CPS HR does not recommend isolated changes to executive pay based on information presented in this report. First, the comparable agencies selected for the study do not represent accurate comparators to the State Bar as discussed above. More importantly, in 2017 salary recommendations were made for all classifications based on a comprehensive classification and compensations study based on appropriate labor market data. In doing so, job families and classification levels were established and base compensation was built off benchmark classes distinguishing characteristics and job-levels. To now change executive pay, absent similar changes to supervisor and represented staff salaries, would create internal inequity and salary compaction. The table below provides an isolated view of this scenario: if for example the IT Director's salary was reduced to either the comparator agencies' median or CEB B salary level the Director would make less than positions one and even two levels below him/her:

Table 6: Internal Equity Example – Information Technology

Current Classification Title	Current Range Maximum	Salary Change Executive - Median	Salary Change Executive - CEA B
IT Director	\$18,305	\$12,168	\$11,498
IT Manager III	\$13,507	\$13,507	\$13,507
IT Manager I	\$11,688	\$11,688	\$11,688
Sr. IT/Business Systems Analyst	\$9,501	\$9,501	\$9,501
IT Analyst II	\$9,048	\$9,048	\$9,048
IT Business Analyst II	\$9,048	\$9,048	\$9,048
IT / Business Analyst I	\$8,143	\$8,143	\$8,143
IT Support Technician II	\$6,946	\$6,946	\$6,946

The CEA B shows variations in salary ranges between classifications. Table 7 below shows how level A to B have a 26.94% difference where B and C have only a 5.83%. The State Bar's recommendations in 2017 provide consistency in salary range-level percentages across job families. These factors create a more flexible compensation model which supports future growth and/or changes in classifications moving forward. Adjusting Executive salaries at the Bar using alternate differentials would create inconsistencies in the compensation structure. As an example, classifications in a series with levels I-III have a consistent salary differential which do not create salary compaction within job families. Appendix C shows all current maximum salary ranges for each classification and the relationship to classes within the family and overall structure.



Table 7: CEA Salary Differences

		Difference from Next
Classification Title	Monthly Maximum	Level
CEA C	\$12,168	5.83%
CEA B	\$11,498	26.94%
CEA A	\$9,058	

Appendix C provides the impact of executive compensation reductions in accordance with the results of this study on all of State Bar staff

To generate this data, first, median salary data for comparator agencies was applied to the Executive Director, Director III and IT Director classifications. These classes were used as benchmarks and all other classification salaries were modified applying structure rationale developed by CPS HR as part of its 2017 recommendations to the State Bar. Overall, making a change of this kind would drastically reduce compensation at the Bar, with an average reduction in salary of 26%. Changes would impact compensation established for the majority of positions in Executive, Attorney and Represented groups within the Bar.

In addition to the above considerations, particularly when surveying organizations in different geographic regions, it is important to consider any significant cost of living and cost of wage differences that may exist between the cities these agencies are situated, in and the cities of Los Angeles and San Francisco where the State Bar is located. For that reason, CPS HR has identified the following based upon research of a database compiled by the Economic Research Institute (ERI) for executive-level salaries:

- Cost of Living Differences This index measures the differences in the cost-of-living between the location of the State Bar offices and the city in which the comparable agency is located.
- Cost of Wage (COW) Differences This index measures the difference in the cost of wages between the locations of the State Bar offices and the city in which the comparable agency is located. This index is often used as a market indicator because it is a more accurate and stable reflection of the relative cost of wages between different geographic locations. While some locations may have a much higher cost of living, the actual difference in cost of wages rarely reflects such large differences. The table on the following page identifies the difference in cost of wages (in terms of percentage difference) between the listed agency and Los Angeles and San Francisco. For example, the cost of wages in San Francisco is 16.0% greater than Sacramento and 6.8% higher than Los Angeles. Within the local and expanded market, we consider the cost of wage differences to be balanced and within acceptable parameters.



Based upon the selection criteria outlined, Table 8 presents the labor market agencies locale utilized in the salary survey.

Table 8: Cost of Wages and Cost of Living Comparison

Agency	Los Angeles	San Francisco	Los Angeles	San Francisco
	Base COW	Base COW	Base COL	Base COL
	Difference	Difference	Difference	Difference
State of California (Sacramento, CA)	6.8%	16.0%	31.4%	61.3%

VI. Supplemental Survey Components

In addition to the base salary and total compensation data collected for the survey, CPS HR collected benefits information compiled in a separate document presented in Appendix B. In some instances you will see a designation of "Data Not Available" – this designator means that either the labor market agency did not respond, or the data was not provided by a responding agency. The scope of data collection for Appendix B is summarized below:

- **Table B1 Retirement Contribution Practices**: Includes agencies retirement practices including the retirement type, the agency mandated contribution to the retirement program, and the retirement benefit and formula; Social Security practices are also presented.
- Table B2 *Deferred Compensation Practices*: includes details on each agencies' deferred compensation programs by classification.
- Table B3 Employer/Employee Contribution to Medical, Dental, and Vision: includes details on the medical, dental, and vision plan costs to employers and employees for the most common family medical plans.
- **Table B4 Agency Comparisons**: includes details on the number of full-time employees, budget, summary of operations and operating locations.

VII. Summary

The above sections of this report provide detailed information concerning the scope of the project, the methodology used to complete the total compensation study, as well as the results of the study, which show where the Bar stands in comparison to the labor market. Should you require any further information on the contents of this Total Compensation Report, please contact Mrs. Christi Tenter at (916) 471-3387.



ATTACHMENT F State Bar of California Total Compensation Report 2018

Appendix A: Labor Market Datasheet



CPS HR CONSULTING													
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Cash	Other Health	Retirement	Social Security	Monthly Total Compensation
State Bar of California	Executive Director (CEO)	\$22,292	\$22,292	\$1,542		\$2,718	\$127	\$34			\$1,449	\$987	\$29,149
Attorney General's Office, Department of Justice	Attorney General / Department of Justice	\$14,173	\$14,173			\$1,658					\$4,028	\$206	\$20,065
Department of Consumer Affairs	Director	\$15,313	\$15,313			\$1,658					\$4,352	\$222	\$21,545
Medical Board of California	Executive Director, Medical Board of CA/ Department of Consumer Affairs	\$10,320	\$11,498			\$1,658					\$3,268	\$167	\$16,591
California State Board of Education	Executive Director	\$16,332	\$16,332			\$1,658					\$4,642	\$237	\$22,869
Department of Business Oversight	Commissioner/Department of Business Oversight	\$15,313	\$15,313			\$1,658					\$4,352	\$222	\$21,545
	Base Salary Median		\$15,313		Total Compensation Median Total Compensation Mean							Median	\$21,545
	Base Salary Mean	_	\$14,526									n Mean	\$20,523
	Percentage Above or Below Median		31.31%		Percentage Above or Below Median								26.09%
	Percentage Above or Below Mean		34.84%						Perce	entage Al	ove or Belo	w Mean	29.59%



CPS HR CONSULTING													
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Other Misc.	Retirement	Social Security	Monthly Total Compensation
State Bar of California	Chief Financial Officer (CFO)	\$14,961	\$22,424			\$2,718	\$127	\$34			\$1,458	\$929	\$27,690
State of California	Tier II Department Director	\$13,343	\$14,430			\$1,658					\$4,101	\$209	\$20,399
	Tier I Department Director	\$12,707	\$13,743			\$1,658					\$3,906	\$199	\$19,506
	CEA C	\$10,925	\$12,168			\$1,658					\$3,459	\$176	\$17,461
	CEA B	\$10,320	\$11,498			\$1,658					\$3,268	\$167	\$16,591
	CEA A	\$8,132	\$9,058			\$1,658					\$2,575	\$131	\$13,422
	Base Salary Median		\$12,168							Total Co	mpensation	Median	\$17,461
	Base Salary Mean		\$12,179			\$17,476							
	Percentage Above or Below Median	45.74%						Percen	tage Abo	ve or Below	Median	36.94%	
	Percentage Above or Below Mean	Percentage Above or Below Mean 45.69% Percentage Above or Below Mean									w Mean	36.89%	



CPS HR CONSULTING													
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Other Misc.	Retirement	Social Security	Monthly Total Compensation
State Bar of California	Director III and IT Director	\$13,729	\$18,305			\$2,718	\$127	\$34			\$1,190	\$929	\$23,303
State of California	Tier II Department Director	\$13,343	\$14,430			\$1,658					\$4,101	\$209	\$20,399
	Tier I Department Director	\$12,707	\$13,743			\$1,658					\$3,906	\$199	\$19,506
	CEA C	\$10,925	\$12,168			\$1,658					\$3,459	\$176	\$17,461
	CEA B	\$10,320	\$11,498			\$1,658					\$3,268	\$167	\$16,591
	CEA A	\$8,132	\$9,058			\$1,658					\$2,575	\$131	\$13,422
	Base Salary Median		\$12,168					Total Compensation Median					\$17,461
	Base Salary Mean		\$12,179			Total Compensation Mean							\$17,476
	Percentage Above or Below Median		33.53%					25.07%					
	Percentage Above or Below Mean		33.46%						Perce	entage Ab	ove or Belo	w Mean	25.01%



CPS HR CONSULTING													
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Other Misc.	Retirement	Social Security	Monthly Total Compensation
State Bar of California	Human Resources Director	\$12,481	\$16,641			\$2,718	\$127	\$34			\$1,082	\$929	\$21,531
State of California	CEA B	\$10,320	\$11,498			\$1,658					\$3,268	\$167	\$16,591
	CEA A	\$8,132	\$9,058			\$1,658					\$2,575	\$131	\$13,422
	Base Salary Median		\$10,278					Total Compensation Median					\$15,006
	Base Salary Mean		\$10,278		Total Compensation Mean						\$15,006		
	Percentage Above or Below Median		38.24%		Percentage Above or Below Median							30.30%	
	Percentage Above or Below Mean		38.24%			•	•	Pe	ercentag	ge Above	or Below	/ Mean	30.30%



ATTACHMENT F State Bar of California Total Compensation Report 2018

Appendix B: Benefits Summary Tables



Table B-1: Retirement Contribution Practices

Agency	Retirement Type	Retirement Benefit		Retirement Formula	Social Security
State of California	CalPERS	Misc.: 28.423%		Classic: 2.00%@ 55	FICA
State of California	Cairens	IVIISC	20.425%	PEPRA: 2.00% @ 62	FICA
State Bar of California	CalPERS	Classic	9.743%	Classic: 2.00%@ 55	Medicare
State Bar of California	Calpers	PEPRA	6.500%	PEPRA: 2.00% @ 62	Medicare

Table B-2: Deferred Compensation Practices

Agency	Exempt Classifications
State of California	No agency contribution
State Bar of California	Executive Director \$18,500 per year; No other agency contribution

Table B-3: Employer/Employee Contribution to Medical, Dental, and Vision Insurance

Agency	Medical	Dental	Vision
Agency	Employer	Employer	Employer
State of California	\$1,658.00	Included	Included
State Bar of California	\$2,718.00	\$127.00	\$34.00



Table B-4: Comparison Agency General Information

Agency	Number of Full- Time Employees	Budget 2017- 18 (Enacted) *Dollars in thousands	Operations	Location
Attorney General's Office, Department of Justice	4,404.5 (Legal 1,609.8; Law 914.4; Information Services 975; Administration 905.3)	\$894,063 (Legal \$456,051; Law \$246,289; Information Services \$191,723)	Legal Services; Civil, Criminal and Public Rights Public Safety and Law Enforcement: Law Enforcement, Bureau of Firearms, Bureau of Gambling Control and Information Services Department Administration: Human Resources, Budget, Purchasing, Accounting, Contracts, Facilities, Telecommunications, Communications, Case Management, Litigation Support, Central Services and Executive Programs	Sacramento, Los Angeles, San Francisco, San Diego, Oakland and Fresno
Department of Consumer Affairs	3,276.6	\$660,679	•Administration, Information Services, Investigation and Enforcement, Communications, Program and Policy, Legislation and Regulatory, Board and Bureau Services and Legal Affairs.	Sacramento
Medical Board of California	233.6	\$60,822	•Medical: Licensing, Enforcement, Legislation, Staff Counsel and Public Affairs (*Operates under the Department of Consumer Affairs which supports many of the other operating functions)	Sacramento, San Dimas and Cerritos
California State Board of Education	9.8	\$2,575	•Executive Director, General Counsel, Communications and Program (*Operates under the Department of Education which supports many of the other operating functions)	Sacramento



Agency	Number of Full- Time Employees	Budget 2017- 18 (Enacted) *Dollars in thousands	Operations	Location
Department of Business Oversight	585.5	\$92,375	Administration: Business Operations Office, Fiscal Services (Budgets, Accounting), Human Resources and Information Technology) Division of Corporations Division of Financial Institutions Legal Legislation and Policy Public Affairs: Community Affairs, Consumer Services and Education and Outreach	Sacramento, Los Angeles, San Francisco and San Diego

ATTACHMENT F State Bar of California Total Compensation Report 2018

Appendix C: Salary Tests



Current Classification Title	Current Range Maximum	% above or below market median	Salary Recommendation (New Range Maximum)	Difference
Executive Director (CEO)	\$22,292	31.31%	\$15,313	-31.31%
Chief Legal Officer / General Counsel	\$22,424	N/A	\$13,921	-37.92%
Chief Trial Counsel	\$22,424	N/A	\$13,921	-37.92%
Deputy Chief Trial Counsel	\$20,386	N/A	\$12,655	-37.92%
Assistant Chief Trial Counsel / Chief Assist. Court Counsel	\$18,963	N/A	\$11,773	-37.92%
Court Specialist (Case Administrator)	\$6,950	N/A	\$5,308	-23.63%
Probation Case Specialist (Probation Deputy)	\$6,950	N/A	\$5,308	-23.63%
Supervising Attorney	\$15,623	N/A	\$10,702	-31.50%
Senior Attorney	\$14,203	N/A	\$9,729	-31.50%
Attorney	\$12,350	N/A	\$8,460	-31.50%
Associate Attorney	\$11,228	N/A	\$7,891	-31.50%
Attorney III	\$14,203	N/A	\$9,729	-31.50%
Attorney II	\$12,350	N/A	\$8,460	-31.50%
Attorney I	\$11,227	N/A	\$7,891	-31.50%
Investigator III (Currently Investigator Supervisor)	\$9,328	N/A	\$5,795	-37.88%
Investigator II	\$8,480	N/A	\$5,268	-37.88%
Investigator I	\$7,709	N/A	\$4,789	-37.88%
Paralegal Supervisor	\$7,347	N/A	\$5,795	-21.13%
Paralegal	\$6,697	N/A	\$5,268	-21.34%
Legal Secretary	\$5,857	N/A	\$5,027	-14.18%
Public Service Representative III	\$5,767	N/A	\$4,021	-30.27%
Public Service Representative II	\$5,242	N/A	\$3,656	-30.26%

Public Service Representative I	\$4,766	N/A	\$3,323	-30.27%
Director III	\$18,305	33.53%	\$12,168	-33.53%
Director II	\$16,641	N/A	\$11,062	-33.53%
Director I	\$15,128	N/A	\$10,056	-33.53%
Program Manager III	\$13,507	N/A	\$10,244	-24.16%
Program Manager II	\$12,565	N/A	\$9,529	-24.18%
Program Manager I	\$11,688	N/A	\$8,864	-24.16%
Principal Program Analyst	\$11,688	N/A	\$8,864	-24.16%
Program Supervisor	\$10,625	N/A	\$8,058	-24.16%
Senior Program Analyst	\$9,660	N/A	\$7,328	-24.16%
Program Analyst / Public Information Officer	\$8,781	N/A	\$6,660	-24.18%
Program Coordinator	\$7,722	N/A	\$5,839	-24.38%
Program Specialist	\$6,950	N/A	\$5,308	-23.62%
Program Assistant III	\$6,254	N/A	\$4,826	-22.84%
Program Assistant II	\$5,629	N/A	\$4,387	-22.06%
Program Assistant I	\$5,066	N/A	\$3,988	-21.27%
Clinical Case Coordinator (Case Manager)	\$7,722	N/A	\$5,839	-24.38%
HR Director	\$16,641	N/A	\$11,062	-33.53%
Sr. HR Analyst	\$9,660	N/A	\$7,326	-24.16%
HR Analyst HR Coordinator	\$8,781 \$7,722	N/A N/A	\$6,660 \$5,839	-24.15% -24.38%
HR Specialist	\$6,950	N/A	\$5,308	-23.63%
IT Director	\$18,305	33.53%	\$12,168	-33.53%
IT Manager III	\$13,507	N/A	\$10,244	-24.16%
IT Manager I	\$11,688	N/A	\$8,864	-24.18%
Sr. IT/Business Systems Analyst	\$9,501	N/A	\$7,215	-24.06%



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IT Analyst II	\$9,048	N/A	\$8,871	-24.06%
IT Business Analyst II	\$9,048	N/A	\$6,871	-24.06%
IT / Business Analyst I	\$8,143	N/A	\$6,247	-23.29%
IT Support Technician II	\$6,946	N/A	\$5,681	-18.21%
T Support Technician I	\$6,252	N/A	\$5,165	-17.39%
CFO	\$22,424	N/A	\$13,921	-37.92%
Finance Manager	\$12,585	N/A	\$9,529	-24.16%
Sr. Financial Analyst	\$9,660	N/A	\$7,326	-24.18%
Financial Analyst	\$8,781	N/A	\$6,660	-24.16%
Fiscal Services Specialist	\$6,950	N/A	\$5,308	-23.63%
Director, General Services & Procurement	\$16,641	N/A	\$11,062	-33.53%
Manager, General Services	\$11,668	N/A	\$8,864	-24.03%
Administrative Supervisor	\$7,441	N/A	\$6,387	-14.17%
Sr. Administrative Assistant	\$6,765	N/A	\$5,806	-14.17%
Administrative Assist. II	\$6,443	N/A	\$5,530	-14.18%
Administrative Assistant I / Office Assistant III	\$5,857	N/A	\$5,027	-14.17%
Office Assistant II	\$5,256	N/A	\$4,504	-14.32%
Office Assistant I	\$4,778	N/A	\$4,094	-14.31%
General Services Specialist III	\$6,950	N/A	\$5,308	-23.63%
General Services Specialist II	\$6,254	N/A	\$4,825	-22.84%
General Services Specialist I	\$5,629	N/A	\$4,387	-22.07%

Overall Average: -28.20%



Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
ADMINISTRATIVE DIRECTOR	\$243,004.46	\$0.00	\$1,860.88	\$244,865.34	\$84,865.37	\$329,730.71
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$223,807.00	\$0.00	\$2,760.00	\$226,567.00	\$121,152.18	\$347,719.18
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$219,218.45	\$0.00	\$54,100.93	\$273,319.38	\$129,405.04	\$402,724.42
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$205,506.60	\$0.00	\$1,220.00	\$206,726.60	\$119,509.87	\$326,236.47
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$205,506.60	\$0.00	\$1,227.00	\$206,733.60	\$119,509.87	\$326,243.47
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$205,330.80	\$0.00	\$2,638.00	\$207,968.80	\$101,344.05	\$309,312.85
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$205,165.08	\$0.00	\$1,300.56	\$206,465.64	\$118,765.87	\$325,231.51
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$204,840.02	\$0.00	\$923.99	\$205,764.01	\$114,468.63	\$320,232.64
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$204,306.60	\$0.00	\$913.33	\$205,219.93	\$118,932.63	\$324,152.56
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$204,278.53	\$0.00	\$8,838.32	\$213,116.85	\$114,228.46	\$327,345.31
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$203,965.08	\$0.00	\$1,220.00	\$205,185.08	\$118,932.63	\$324,117.71
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$203,965.08	\$0.00	\$1,220.00	\$205,185.08	\$118,932.63	\$324,117.71
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$203,565.08	\$0.00	\$1,220.00	\$204,785.08	\$118,745.71	\$323,530.79
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$203,106.60	\$0.00	\$1,220.00	\$204,326.60	\$118,355.37	\$322,681.97
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$203,106.60	\$0.00	\$1,220.00	\$204,326.60	\$118,355.37	\$322,681.97
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$202,595.17	\$0.00	\$1,220.00	\$203,815.17	\$118,115.20	\$321,930.37
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$202,466.53	\$0.00	\$3,885.00	\$206,351.53	\$99,235.72	\$305,587.25
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$202,169.76	\$0.00	\$1,220.00	\$203,389.76	\$113,891.37	\$317,281.13
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$201,374.76	\$0.00	\$183,123.00	\$384,497.76	\$118,355.37	\$502,853.13
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$200,009.95	\$0.00	\$1,220.00	\$201,229.95	\$112,210.18	\$313,440.13
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$199,312.33	\$0.00	\$1,250.00	\$200,562.33	\$116,712.04	\$317,274.37
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$198,112.33	\$0.00	\$1,220.00	\$199,332.33	\$116,134.76	\$315,467.09
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$197,381.23	\$0.00	\$5,206.50	\$202,587.73	\$115,595.34	\$318,183.07
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$192,074.92	\$0.00	\$5,044.93	\$197,119.85	\$113,099.42	\$310,219.27
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$191,931.25	\$0.00	\$1,220.00	\$193,151.25	\$113,020.71	\$306,171.96
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$191,495.80	\$0.00	\$1,220.00	\$192,715.80	\$112,813.75	\$305,529.55
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$188,287.73	\$0.00	\$1,227.00	\$189,514.73	\$111,200.52	\$300,715.25
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$188,159.83	\$0.00	\$1,250.00	\$189,409.83	\$112,007.14	\$301,416.97
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$187,946.21	\$0.00	\$1,220.00	\$189,166.21	\$111,200.52	\$300,366.73
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$186,757.42	\$0.00	\$1,220.00	\$187,977.42	\$110,455.18	\$298,432.60
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$186,757.42	\$0.00	\$1,220.00	\$187,977.42	\$110,455.18	\$298,432.60
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL	\$185,784.10	\$0.00	\$1,220.00	\$187,004.10	\$105,307.12	\$292,311.22
ASSISTANT COMMISSIONER CALIFORNIA HIGHWAY PATROL C.E.A.	\$231,533.84	\$0.00	\$1,220.00	\$232,753.84	\$121,463.51	\$354,217.35
ASSISTANT COMMISSIONER CALIFORNIA HIGHWAY PATROL C.E.A.	\$231,278.36	\$0.00	\$1,271.00	\$232,549.36	\$132,152.06	\$364,701.42
ASSISTANT COMMISSIONER CALIFORNIA HIGHWAY PATROL C.E.A.	\$224,595.48	\$0.00	\$1,220.00	\$225,815.48	\$128,229.59	\$354,045.07
ASSOCIATE DIRECTOR	\$198,269.44	\$0.00	\$18.71	\$198,288.15	\$60,032.53	\$258,320.68
ASSOCIATE DIRECTOR	\$193,400.16	\$0.00	(\$112.33)	\$193,287.83	\$57,515.15	\$250,802.98
ASSOCIATE JUSTICE	\$233,075.98	\$0.00	\$3,184.16	\$236,260.14	\$2,575.80	\$238,835.94
ASSOCIATE JUSTICE	\$232,823.02	\$0.00	\$2,473.91	\$235,296.93	\$2,946.48	\$238,243.41
ASSOCIATE JUSTICE	\$229,341.34	\$0.00	\$3,638.61	\$232,979.95	\$7,753.32	\$240,733.27
ASSOCIATE JUSTICE	\$228,531.34	\$0.00	\$1,508.23	\$230,039.57	\$14,995.80	\$245,035.37
ASSOCIATE JUSTICE	\$227,775.58	\$0.00	\$927.09	\$228,702.67	\$18,595.20	\$247,297.87

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
ASSOCIATE JUSTICE	\$227,003.98	\$0.00	\$2,292.30	\$229,296.28	\$19,458.48	\$248,754.76
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$193,825.81	\$0.00	\$56,509.29	\$250,335.10	\$115,846.61	\$366,181.71
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$193,615.60	\$0.00	\$64,332.60	\$257,948.20	\$111,013.61	\$368,961.81
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$193,615.59	\$0.00	\$109,587.00	\$303,202.59	\$115,846.61	\$419,049.20
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$190,186.21	\$0.00	\$81,342.34	\$271,528.55	\$94,789.83	\$366,318.38
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$187,852.18	\$0.00	\$45,130.09	\$232,982.27	\$106,533.68	\$339,515.95
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,966.40	\$0.00	\$1,220.00	\$182,186.40	\$107,636.09	\$289,822.49
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,966.40	\$0.00	\$1,220.00	\$182,186.40	\$107,636.09	\$289,822.49
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,966.40	\$0.00	\$1,220.00	\$182,186.40	\$107,636.09	\$289,822.49
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,849.76	\$0.00	\$1,220.00	\$182,069.76	\$103,172.09	\$285,241.85
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,754.24	\$0.00	\$1,220.00	\$181,974.24	\$107,636.09	\$289,610.33
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,754.24	\$0.00	\$1,220.00	\$181,974.24	\$107,636.09	\$289,610.33
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,692.77	\$0.00	\$1,220.00	\$181,912.77	\$107,507.60	\$289,420.37
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,624.88	\$0.00	\$1,243.00	\$181,867.88	\$107,636.09	\$289,503.97
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,624.88	\$0.00	\$1,220.00	\$181,844.88	\$107,636.09	\$289,480.97
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,624.88	\$0.00	\$1,220.00	\$181,844.88	\$107,636.09	\$289,480.97
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,624.88	\$0.00	\$1,220.00	\$181,844.88	\$107,636.09	\$289,480.97
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,620.08	\$0.00	\$2,349.26	\$182,969.34	\$95,346.78	\$278,316.12
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,351.25	\$0.00	\$1,220.00	\$181,571.25	\$107,507.60	\$289,078.85
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,249.76	\$0.00	\$1,220.00	\$181,469.76	\$102,594.78	\$284,064.54
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,136.48	\$0.00	\$1,220.00	\$181,356.48	\$107,636.09	\$288,992.57
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$180,123.40	\$0.00	\$1,220.00	\$181,343.40	\$95,346.78	\$276,690.18
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$179,766.40	\$0.00	\$1,220.00	\$180,986.40	\$107,058.78	\$288,045.18
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$179,545.72	\$0.00	\$1,220.00	\$180,765.72	\$107,058.78	\$287,824.50
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$179,544.81	\$0.00	\$1,543.15	\$181,087.96	\$102,966.78	\$284,054.74
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$179,525.08	\$0.00	\$1,220.00	\$180,745.08	\$95,346.78	\$276,091.86
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$179,424.88	\$0.00	\$1,220.00	\$180,644.88	\$107,058.78	\$287,703.66
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$179,420.08	\$0.00	\$1,220.00	\$180,640.08	\$94,769.54	\$275,409.62
CAPTAIN, CALIFORNIA HIGHWAY PATROL	\$179,217.36	\$0.00	\$1,220.00	\$180,437.36	\$89,521.99	\$269,959.35
CHAIRMAN OF THE ICOC BOARD	\$395,294.28	\$0.00	\$270.49	\$395,564.77	\$122,691.08	\$518,255.85
CHIEF ACTUARIAL OFFICER, STATE COMPENSATION INSURANCE FUND	\$261,302.80	\$0.00	\$47,500.00	\$308,802.80	\$83,070.72	\$391,873.52
CHIEF ACTUARY, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$277,414.42	\$0.00	\$71,036.06	\$348,450.48	\$88,841.18	\$437,291.66
CHIEF CLAIMS OPERATIONS OFFICER, STATE COMPENSATION INSURANCE FUND	\$372,556.80	\$0.00	\$26,793.00	\$399,349.80	\$111,774.44	\$511,124.24
CHIEF DENTIST	\$683,380.25	\$0.00	\$1,280.00	\$684,660.25	\$134,188.67	\$818,848.92
CHIEF DENTIST	\$330,403.84	\$0.00	\$1,000.00	\$331,403.84	\$66,241.09	\$397,644.93
CHIEF DENTIST	\$326,519.44	\$18,475.74	\$1,000.00	\$345,995.18	\$72,005.41	\$418,000.59
CHIEF DENTIST	\$325,762.48	\$0.00	\$1,000.00	\$326,762.48	\$83,717.41	\$410,479.89
CHIEF DENTIST	\$293,472.60	\$0.00	\$12,421.28	\$305,893.88	\$73,322.42	\$379,216.30
CHIEF DENTIST, CORRECTIONAL FACILITY	\$356,508.12	\$0.00	\$14,839.20	\$371,347.32	\$85,676.82	\$457,024.14
CHIEF DENTIST, CORRECTIONAL FACILITY	\$356,145.96	\$0.00	\$14,839.20	\$370,985.16	\$85,676.82	\$456,661.98
CHIEF DENTIST, CORRECTIONAL FACILITY	\$356,126.52	\$0.00	\$1,000.00	\$357,126.52	\$90,140.82	\$447,267.34
CHIEF DEPUTY DIRECTOR	\$186,218.47	\$0.00	\$85,420.08	\$271,638.55	\$49,855.07	\$321,493.62

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
CHIEF DEPUTY EXECUTIVE DIRECTOR PROGRAM (PLANS, SALES & SERVICE)	\$222,520.02	\$0.00	\$5,594.75	\$228,114.77	\$75,693.35	\$303,808.12
CHIEF ENGINEER	\$199,381.92	\$0.00	\$500.00	\$199,881.92	\$72,109.19	\$271,991.11
CHIEF EXECUTIVE OFFICER/STATE TEACHERS' RETIREMENT	\$403,018.80	\$0.00	\$229,929.80	\$632,948.60	\$120,510.14	\$753,458.74
CHIEF FINANCIAL OFFICER, STATE COMPENSATION INSURANCE FUND	\$341,888.10	\$0.00	\$91,200.00	\$433,088.10	\$82,709.76	\$515,797.86
CHIEF INFORMATION OFFICER, STATE COMPENSATION INSURANCE FUND	\$401,698.29	\$0.00	\$71,922.00	\$473,620.29	\$88,896.61	\$562,516.90
CHIEF INVESTMENT OFFICER, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$482,409.96	\$0.00	\$161,551.00	\$643,960.96	\$145,902.13	\$789,863.09
CHIEF INVESTMENT OFFICER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$514,735.23	\$0.00		\$762,761.44	\$153,886.87	\$916,648.31
CHIEF JUSTICE	\$250,055.33	\$0.00	\$20.00	\$250,075.33	\$19,458.48	\$269,533.81
CHIEF MEDICAL OFFICER	\$295,298.10	\$0.00	\$92.00	\$295,390.10	\$91,817.32	\$387,207.42
CHIEF MEDICAL OFFICER, STATE COMPENSATION INSURANCE FUND	\$323,024.02	\$0.00	\$66,551.46	\$389,575.48	\$105,215.93	\$494,791.41
CHIEF OF INTERNAL AFFAIRS, STATE COMPENSATION INSURANCE FUND	\$252,734.37	\$0.00	\$50,380.00	\$303,114.37	\$86,919.33	\$390,033.70
CHIEF OF MEDICINE, VETERANS HOME AND MEDICAL CENTER	\$231,541.92	\$0.00	\$13,350.92	\$244,892.84	\$61,138.22	\$306,031.06
CHIEF OFFICER I	\$197,027.48	\$0.00	\$415.53	\$197,443.01	\$67,595.88	\$265,038.89
CHIEF OFFICER II	\$233,544.10	\$0.00	\$3,762.81	\$237,306.91	\$69,055.24	\$306,362.15
CHIEF OPERATING INVESTMENT OFFICER, CALIFORNIA PUBLIC EMPLO YEES RETIREMENT						
SYSTEM	\$363,010.08	\$0.00		\$528,273.08	\$115,428.18	\$643,701.26
CHIEF OPERATING OFFICER, STATE COMPENSATION INSURANCE FUND	\$335,334.60	\$0.00		\$452,528.60	\$104,037.40	\$556,566.00
CHIEF PHYSICIAN AND SURGEON	\$248,999.73	\$0.00	\$1,000.00	\$249,999.73	\$80,368.01	\$330,367.74
CHIEF PHYSICIAN AND SURGEON	\$235,104.04	\$0.00	\$1,000.00	\$236,104.04	\$68,656.01	\$304,760.05
CHIEF PHYSICIAN AND SURGEON	\$233,684.20	\$3,220.95		\$360,959.72	\$61,117.05	\$422,076.77
CHIEF PHYSICIAN AND SURGEON	\$232,939.96	\$0.00	\$175,210.82	' '	\$65,581.05	\$473,731.83
CHIEF PHYSICIAN AND SURGEON	\$231,036.40	\$0.00	\$1,000.00	\$232,036.40	\$80,368.01	\$312,404.41
CHIEF PHYSICIAN AND SURGEON	\$223,867.39	\$0.00	\$10,119.88	\$233,987.27	\$64,698.27	\$298,685.54
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$321,241.60	\$1,595.76	\$1,000.00	\$323,837.36	\$57,238.53	\$381,075.89
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$317,150.80	\$0.00	\$1,006.00	\$318,156.80	\$73,793.73	\$391,950.53
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$306,822.48	\$0.00	\$1,000.00	\$307,822.48	\$73,527.13	\$381,349.61
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$279,844.00	\$0.00	\$4,000.20	\$283,844.20	\$56,863.46	\$340,707.66
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$279,544.00	\$0.00	\$11,638.40	\$291,182.40	\$57,732.81	\$348,915.21
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$279,544.00	\$1,564.31	\$1,030.00	\$282,138.31	\$57,732.81	\$339,871.12
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$279,544.00	\$0.00	\$1,000.00	\$280,544.00	\$57,611.97	\$338,155.97
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$277,984.00	\$0.00	\$6,549.79	\$284,533.79	\$55,528.18	\$340,061.97
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$276,616.48	\$6,248.73	\$56,574.68	\$339,439.89	\$69,329.73	\$408,769.62
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$275,778.52	\$0.00	\$1,000.00	\$276,778.52	\$62,081.73	\$338,860.25
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$275,672.44	\$0.00	\$11,638.40	\$287,310.84	\$62,081.73	\$349,392.57
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$275,332.36	\$0.00	\$1,000.00	\$276,332.36	\$73,793.73	\$350,126.09
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$275,301.40	\$5,754.89	\$1,007.00	\$282,063.29	\$73,793.73	\$355,857.02
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$274,957.96	\$20,132.79	\$1,000.00	\$296,090.75	\$73,793.73	\$369,884.48
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$274,957.96	\$0.00	\$1,000.00	\$275,957.96	\$73,793.73	\$349,751.69
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$274,581.48	\$2,972.47	\$3,033.29	\$280,587.24	\$69,400.06	\$349,987.30
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$274,270.36	\$23,383.22	\$1,000.00	\$298,653.58	\$74,456.61	\$373,110.19
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$273,751.96	\$0.00	\$10,638.67	\$284,390.63	\$86,749.76	\$371,140.39
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$273,537.28	\$169,616.52	\$11,639.20	\$454,793.00	\$73,793.73	\$528,586.73

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$272,397.28	\$0.00	\$1,000.00	\$273,397.28	\$69,329.73	\$342,727.01
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$271,781.32	\$0.00	\$1,000.00	\$272,781.32	\$73,793.73	\$346,575.05
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$271,737.55	\$0.00	\$1,000.00	\$272,737.55	\$72,677.73	\$345,415.28
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$271,660.48	\$0.00	\$1,000.00	\$272,660.48	\$73,793.73	\$346,454.21
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$271,634.80	\$0.00	\$11,638.40	\$283,273.20	\$73,793.73	\$357,066.93
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$271,318.96	\$0.00	\$1,000.00	\$272,318.96	\$73,793.73	\$346,112.69
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$270,784.76	\$2,030.05	\$4,185.01	\$276,999.82	\$61,674.32	\$338,674.14
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$269,984.27	\$0.00	\$1,000.00	\$270,984.27	\$72,629.72	\$343,613.99
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$268,875.00	\$3,454.84	\$3,295.02	\$275,624.86	\$72,472.30	\$348,097.16
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$268,588.40	\$7,951.02	\$1,000.00	\$277,539.42	\$72,140.98	\$349,680.40
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$268,550.77	\$19,459.96	\$1,112.96	\$289,123.69	\$68,269.36	\$357,393.05
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$268,401.61	\$0.00	\$7,517.74	\$275,919.35	\$61,664.53	\$337,583.88
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$264,590.28	\$5,235.76	\$3,228.24	\$273,054.28	\$67,871.92	\$340,926.20
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$264,066.00	\$0.00	\$1,000.00	\$265,066.00	\$51,737.10	\$316,803.10
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$260,773.62	\$0.00	\$1,057.32	\$261,830.94	\$70,329.42	\$332,160.36
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$259,289.34	\$0.00	\$151,642.44	\$410,931.78	\$73,267.68	\$484,199.46
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$241,611.23	\$0.00	\$152,134.38	\$393,745.61	\$47,255.59	\$441,001.20
CHIEF PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$206,853.49	\$0.00	\$61,701.20	\$268,554.69	\$68,335.82	\$336,890.51
CHIEF PROGRAM MANAGER	\$353,278.00	\$0.00	\$98.00	\$353,376.00	\$93,529.42	\$446,905.42
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$371,153.20	\$0.00	\$41,621.56	\$412,774.76	\$81,638.13	\$494,412.89
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$341,153.94	\$0.00	\$1,000.00	\$342,153.94	\$84,749.78	\$426,903.72
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$332,495.06	\$0.00	\$13,674.28	\$346,169.34	\$84,749.78	\$430,919.12
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$332,453.52	\$0.00	\$10,122.30	\$342,575.82	\$73,037.78	\$415,613.60
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$331,746.72	\$0.00	\$1,000.00	\$332,746.72	\$73,037.78	\$405,784.50
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$331,507.20	\$0.00	\$1,000.00	\$332,507.20	\$84,749.78	\$417,256.98
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$331,206.60	\$0.00	\$1,000.00	\$332,206.60	\$80,285.78	\$412,492.38
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$330,512.40	\$0.00	\$1,000.00	\$331,512.40	\$80,285.78	\$411,798.18
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$328,962.96	\$0.00	\$1,000.00	\$329,962.96	\$72,563.90	\$402,526.86
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$328,622.10	\$0.00	\$1,007.00	\$329,629.10	\$82,145.78	\$411,774.88
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$328,451.28	\$0.00	\$1,000.00	\$329,451.28	\$80,285.78	\$409,737.06
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$327,349.92	\$0.00	\$1,000.00	\$328,349.92	\$84,749.78	\$413,099.70
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$326,649.60	\$20,688.26	\$1,000.00	\$348,337.86	\$84,749.78	\$433,087.64
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$324,936.80	\$0.00	\$1,000.00	\$325,936.80	\$71,442.13	\$397,378.93
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$323,843.17	\$0.00	\$1,638.75	\$325,481.92	\$72,202.68	\$397,684.60
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$321,256.40	\$2,729.69	\$89,778.55	\$413,764.64	\$78,690.13	\$492,454.77
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$318,245.52	\$0.00	\$2,840.00	\$321,085.52	\$70,655.11	\$391,740.63
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$316,534.54	\$0.00	\$1,000.00	\$317,534.54	\$75,731.65	\$393,266.19
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$316,377.70	\$0.00	\$472.14	\$316,849.84	\$81,831.59	\$398,681.43
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$314,630.80	\$0.00	\$13,174.40	\$327,805.20	\$69,926.13	\$397,731.33
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$314,447.06	\$28,277.59	\$4,677.63	\$347,402.28	\$79,536.50	\$426,938.78
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$313,067.56	\$0.00	\$1,000.00	\$314,067.56	\$81,638.13	\$395,705.69
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$312,531.28	\$0.00	\$13,174.40	\$325,705.68	\$77,174.13	\$402,879.81

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$308,479.36	\$0.00	\$1,000.00	\$309,479.36	\$68,453.30	\$377,932.66
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$307,325.96	\$0.00	\$10,205.13	\$317,531.09	\$80,120.23	\$397,651.32
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$305,763.77	\$0.00	\$1,000.00	\$306,763.77	\$77,453.55	\$384,217.32
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,112.79	\$0.00	\$1,000.00	\$289,112.79	\$71,835.32	\$360,948.11
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,125.28	\$0.00	\$5,045.21	\$290,170.49	\$76,140.88	\$366,311.37
CHIEF RISK OFFICER, STATE COMPENSATION INSURANCE FUND	\$344,527.17	\$0.00	\$58,616.00	\$403,143.17	\$99,431.25	\$502,574.42
CHIEF, CALIFORNIA HIGHWAY PATROL	\$226,158.85	\$0.00	\$1,174.75	\$227,333.60	\$121,374.99	\$348,708.59
CHIEF, CALIFORNIA HIGHWAY PATROL	\$224,086.32	\$0.00	\$1,220.00	\$225,306.32	\$128,605.68	\$353,912.00
CHIEF, CALIFORNIA HIGHWAY PATROL	\$222,886.32	\$0.00	\$1,497.30	\$224,383.62	\$128,028.44	\$352,412.06
CHIEF, CALIFORNIA HIGHWAY PATROL	\$222,756.96	\$0.00	\$1,220.00	\$223,976.96	\$128,488.79	\$352,465.75
CHIEF, CALIFORNIA HIGHWAY PATROL	\$222,566.64	\$0.00	\$1,266.00	\$223,832.64	\$128,605.68	\$352,438.32
CHIEF, CALIFORNIA HIGHWAY PATROL	\$220,916.06	\$0.00	\$1,291.46	\$222,207.52	\$128,228.14	\$350,435.66
CHIEF, CALIFORNIA HIGHWAY PATROL	\$218,670.76	\$0.00	\$1,220.00	\$219,890.76	\$125,962.90	\$345,853.66
CHIEF, CALIFORNIA HIGHWAY PATROL	\$218,458.60	\$0.00	\$1,220.00	\$219,678.60	\$125,962.90	\$345,641.50
CHIEF, CALIFORNIA HIGHWAY PATROL	\$217,954.12	\$0.00	\$1,220.00	\$219,174.12	\$120,921.66	\$340,095.78
CHIEF, CALIFORNIA HIGHWAY PATROL	\$217,258.60	\$0.00	\$1,220.00	\$218,478.60	\$125,385.66	\$343,864.26
CHIEF, CALIFORNIA HIGHWAY PATROL	\$213,617.00	\$0.00	\$1,220.00	\$214,837.00		\$338,286.33
CHIEF, CALIFORNIA HIGHWAY PATROL	\$211,753.32	\$0.00	\$1,227.00	\$212,980.32	\$122,671.83	\$335,652.15
CHIEF, CALIFORNIA HIGHWAY PATROL	\$209,931.44	\$0.00	\$1,220.00	\$211,151.44	\$118,985.33	\$330,136.77
CHIEF, CALIFORNIA HIGHWAY PATROL	\$207,781.12	\$0.00	\$346.00	\$208,127.12	\$120,679.98	\$328,807.10
CHIEF, CALIFORNIA HIGHWAY PATROL	\$202,982.31	\$0.00	\$88,060.94	\$291,043.25	\$117,721.03	\$408,764.28
CHIEF, FINANCIAL OFFICER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$275,811.96	\$0.00	\$89,267.01	\$365,078.97	\$87,000.01	\$452,078.98
CLERK/ADMINISTRATOR OF THE SUPREME COURT	\$182,168.90	\$0.00	\$48,585.00	\$230,753.90	\$73,417.99	\$304,171.89
COMMANDER-NORTHERN SECTIION	\$185,508.85	\$0.00	\$127.00	\$185,635.85	\$90,717.11	\$276,352.96
COMMISSIONER/DEPARTMENT OF CALIFORNIA HIGHWAY PATROL	\$243,144.39	\$0.00	\$1,227.00	\$244,371.39	\$132,978.28	\$377,349.67
CORRECTIONAL LIEUTENANT	\$203,114.72	\$0.00	\$2,135.56	\$205,250.28	\$111,214.84	\$316,465.12
CORRECTIONAL OFFICER	\$275,756.50	\$10,155.19	\$4,245.16	\$290,156.85	\$254,920.78	\$545,077.63
CORRECTIONAL OFFICER	\$195,779.76	\$0.00	\$1,162.92	\$196,942.68	\$106,170.29	\$303,112.97
DENTIST	\$248,209.34	\$0.00	\$1,000.00	\$249,209.34	\$84,236.44	\$333,445.78
DENTIST, CORRECTIONAL FACILITY	\$649,955.51	\$3,299.76	(\$189.84)	\$653,065.43	\$170,157.70	\$823,223.13
DENTIST, CORRECTIONAL FACILITY	\$365,986.28	\$2,199.84	\$1,000.00	\$369,186.12	\$71,220.51	\$440,406.63
DENTIST, CORRECTIONAL FACILITY	\$300,033.06	\$3,299.76	\$1,000.00	\$304,332.82	\$66,582.15	\$370,914.97
DENTIST, CORRECTIONAL FACILITY	\$296,113.93	\$2,356.58	\$1,000.00	\$299,470.51	\$75,537.41	\$375,007.92
DENTIST, CORRECTIONAL FACILITY	\$293,471.36	\$0.00	\$1,000.00	\$294,471.36	\$64,730.09	\$359,201.45
DENTIST, CORRECTIONAL FACILITY	\$289,506.39	\$0.00	\$1,000.00	\$290,506.39	\$76,478.87	\$366,985.26
DENTIST, CORRECTIONAL FACILITY	\$288,759.04	\$0.00	\$1,000.00	\$289,759.04	\$75,870.59	\$365,629.63
DENTIST, CORRECTIONAL FACILITY	\$284,554.08	\$0.00	\$1,000.00	\$285,554.08	\$62,912.27	\$348,466.35
DENTIST, CORRECTIONAL FACILITY	\$284,554.08	\$1,649.88	\$0.00	\$286,203.96	\$57,075.23	\$343,279.19
DENTIST, CORRECTIONAL FACILITY	\$284,155.73	\$0.00	\$1,000.00	\$285,155.73	\$64,798.41	\$349,954.14
DENTIST, CORRECTIONAL FACILITY	\$283,260.12	\$0.00	\$1,000.00	\$284,260.12	\$63,207.83	\$347,467.95
DENTIST, CORRECTIONAL FACILITY	\$283,158.00	\$9,074.34	\$1,000.00	\$293,232.34	\$63,207.83	\$356,440.17
DENTIST, CORRECTIONAL FACILITY	\$283,158.00	\$4,399.68	\$3,400.00	\$290,957.68	\$63,207.83	\$354,165.51

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
DENTIST, CORRECTIONAL FACILITY	\$283,112.44	\$0.00	\$1,000.00	\$284,112.44	\$63,232.03	\$347,344.47
DENTIST, CORRECTIONAL FACILITY	\$282,363.76	\$0.00	\$1,000.00	\$283,363.76	\$74,405.83	\$357,769.59
DENTIST, CORRECTIONAL FACILITY	\$282,268.68	\$6,599.52	\$1,000.00	\$289,868.20	\$66,771.83	\$356,640.03
DENTIST, CORRECTIONAL FACILITY	\$281,966.86	\$0.00	\$1,000.00	\$282,966.86	\$74,994.48	\$357,961.34
DENTIST, CORRECTIONAL FACILITY	\$281,733.12	\$0.00	\$1,000.00	\$282,733.12	\$75,010.30	\$357,743.42
DENTIST, CORRECTIONAL FACILITY	\$281,185.44	\$0.00	\$1,000.00	\$282,185.44	\$70,335.83	\$352,521.27
DENTIST, CORRECTIONAL FACILITY	\$281,072.88	\$14,298.96	\$1,000.00	\$296,371.84	\$74,775.83	\$371,147.67
DENTIST, CORRECTIONAL FACILITY	\$280,443.96	\$0.00	\$31,935.28	\$312,379.24	\$70,335.83	\$382,715.07
DENTIST, CORRECTIONAL FACILITY	\$280,443.96	\$0.00	\$2,099.92	\$282,543.88	\$70,335.83	\$352,879.71
DENTIST, CORRECTIONAL FACILITY	\$280,443.96	\$0.00	\$1,000.00	\$281,443.96	\$70,335.83	\$351,779.79
DENTIST, CORRECTIONAL FACILITY	\$280,192.20	\$0.00	\$1,000.00	\$281,192.20	\$70,335.83	\$351,528.03
DENTIST, CORRECTIONAL FACILITY	\$279,479.16	\$0.00	\$5,399.68	\$284,878.84	\$74,775.83	\$359,654.67
DENTIST, CORRECTIONAL FACILITY	\$279,468.30	\$0.00	\$3,400.00	\$282,868.30	\$74,775.83	\$357,644.13
DENTIST, CORRECTIONAL FACILITY	\$278,368.95	\$15,970.17	\$1,000.00	\$295,339.12	\$62,342.95	\$357,682.07
DENTIST, CORRECTIONAL FACILITY	\$277,864.56	\$2,199.84	\$3,400.00	\$283,464.40	\$74,775.83	\$358,240.23
DENTIST, CORRECTIONAL FACILITY	\$276,799.68	\$0.00	\$1,000.00	\$277,799.68	\$74,775.83	\$352,575.51
DENTIST, CORRECTIONAL FACILITY	\$275,618.79	\$0.00	\$4,195.77	\$279,814.56	\$73,713.59	\$353,528.15
DENTIST, CORRECTIONAL FACILITY	\$275,166.44	\$1,077.12	\$1,000.00	\$277,243.56	\$57,581.11	\$334,824.67
DENTIST, CORRECTIONAL FACILITY	\$273,036.82	\$0.00	\$3,864.50	\$276,901.32	\$74,195.68	\$351,097.00
DENTIST, CORRECTIONAL FACILITY	\$272,637.72	\$33,148.84	\$1,000.00	\$306,786.56	\$74,775.83	\$381,562.39
DENTIST, CORRECTIONAL FACILITY	\$270,846.60	\$2,154.24	\$1,000.00	\$274,000.84	\$72,758.83	\$346,759.67
DENTIST, CORRECTIONAL FACILITY	\$270,824.52	\$3,313.68	\$1,000.00	\$275,138.20	\$60,787.51	\$335,925.71
DENTIST, CORRECTIONAL FACILITY	\$270,769.88	\$2,458.53	\$3,400.00	\$276,628.41	\$73,186.87	\$349,815.28
DENTIST, CORRECTIONAL FACILITY	\$269,881.52	\$0.00	\$1,000.00	\$270,881.52	\$68,201.43	\$339,082.95
DENTIST, CORRECTIONAL FACILITY	\$269,461.41	\$0.00	\$1,465.00	\$270,926.41	\$68,363.87	\$339,290.28
DENTIST, CORRECTIONAL FACILITY	\$267,912.98	\$3,231.36	\$2,025.84	\$273,170.18	\$71,888.83	\$345,059.01
DENTIST, CORRECTIONAL FACILITY	\$267,610.68	\$0.00	\$4,797.84	\$272,408.52	\$72,120.92	\$344,529.44
DENTIST, CORRECTIONAL FACILITY	\$267,238.44	\$0.00	\$1,000.00	\$268,238.44	\$54,109.05	\$322,347.49
DENTIST, CORRECTIONAL FACILITY	\$267,238.44	\$0.00	\$1,000.00	\$268,238.44	\$54,109.05	\$322,347.49
DENTIST, CORRECTIONAL FACILITY	\$266,938.44	\$1,025.84	\$1,000.00	\$268,964.28	\$55,403.61	\$324,367.89
DENTIST, CORRECTIONAL FACILITY	\$266,938.44	\$14,505.38	\$1,000.00	\$282,443.82	\$54,354.21	\$336,798.03
DENTIST, CORRECTIONAL FACILITY	\$266,938.44	\$3,077.52	\$1,000.00	\$271,015.96	\$55,314.45	\$326,330.41
DENTIST, CORRECTIONAL FACILITY	\$266,929.60	\$4,744.51	\$1,008.84	\$272,682.95	\$54,405.57	\$327,088.52
DENTIST, CORRECTIONAL FACILITY	\$266,376.07	\$0.00	\$1,000.00	\$267,376.07	\$54,373.91	\$321,749.98
DENTIST, CORRECTIONAL FACILITY	\$265,553.40	\$1,099.92	\$1,000.00	\$267,653.32	\$72,120.92	\$339,774.24
DENTIST, CORRECTIONAL FACILITY	\$265,378.44	\$1,025.84	\$1,000.00	\$267,404.28	\$53,290.53	\$320,694.81
DENTIST, CORRECTIONAL FACILITY	\$265,272.36	\$0.00	\$1,000.00	\$266,272.36	\$52,249.05	\$318,521.41
DENTIST, CORRECTIONAL FACILITY	\$265,166.28	\$0.00	\$1,000.00	\$266,166.28	\$53,843.61	\$320,009.89
DENTIST, CORRECTIONAL FACILITY	\$265,166.28	\$4,103.36	\$3,400.00	\$272,669.64	\$53,754.45	\$326,424.09
DENTIST, CORRECTIONAL FACILITY	\$264,701.76	\$8,206.40	\$1,000.00	\$273,908.16	\$71,009.37	\$344,917.53
DENTIST, CORRECTIONAL FACILITY	\$264,426.36	\$62,777.56	\$1,000.00	\$328,203.92	\$61,223.37	\$389,427.29
DENTIST, CORRECTIONAL FACILITY	\$264,312.33	\$0.00	\$2,728.42	\$267,040.75	\$59,632.66	\$326,673.41

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
DENTIST, CORRECTIONAL FACILITY	\$264,177.12	\$0.00	\$1,000.00	\$265,177.12	\$59,441.37	\$324,618.49
DENTIST, CORRECTIONAL FACILITY	\$264,084.48	\$0.00	\$1,000.00	\$265,084.48	\$59,441.37	\$324,525.85
DENTIST, CORRECTIONAL FACILITY	\$264,033.12	\$1,025.84	\$2,111.00	\$267,169.96	\$59,662.85	\$326,832.81
DENTIST, CORRECTIONAL FACILITY	\$264,033.12	\$2,051.68	\$1,000.00	\$267,084.80	\$59,441.37	\$326,526.17
DENTIST, CORRECTIONAL FACILITY	\$263,982.36	\$1,025.84	\$3,400.00	\$268,408.20	\$59,441.37	\$327,849.57
DENTIST, CORRECTIONAL FACILITY	\$263,927.04	\$13,335.92	\$1,000.00	\$278,262.96	\$59,441.37	\$337,704.33
DENTIST, CORRECTIONAL FACILITY	\$263,766.48	\$0.00	\$1,000.00	\$264,766.48	\$59,441.37	\$324,207.85
DENTIST, CORRECTIONAL FACILITY	\$263,491.80	\$0.00	\$1,000.00	\$264,491.80	\$71,009.37	\$335,501.17
DENTIST, CORRECTIONAL FACILITY	\$263,491.80	\$3,077.52	\$1,000.00	\$267,569.32	\$71,009.37	\$338,578.69
DENTIST, CORRECTIONAL FACILITY	\$263,385.84	\$6,796.19	\$1,000.00	\$271,182.03	\$59,441.37	\$330,623.40
DENTIST, CORRECTIONAL FACILITY	\$263,385.84	\$9,232.56	\$1,000.00	\$273,618.40	\$59,441.37	\$333,059.77
DENTIST, CORRECTIONAL FACILITY	\$263,385.84	\$1,025.84	\$1,240.07	\$265,651.75	\$59,441.37	\$325,093.12
DENTIST, CORRECTIONAL FACILITY	\$263,385.84	\$0.00	\$1,000.00	\$264,385.84	\$59,441.37	\$323,827.21
DENTIST, CORRECTIONAL FACILITY	\$263,279.76	\$4,249.54	\$0.00	\$267,529.30	\$59,441.37	\$326,970.67
DENTIST, CORRECTIONAL FACILITY	\$263,200.05	\$2,051.68	\$344.59	\$265,596.32	\$66,569.37	\$332,165.69
DENTIST, CORRECTIONAL FACILITY	\$262,816.56	\$0.00	\$3,229.00	\$266,045.56	\$59,884.33	\$325,929.89
DENTIST, CORRECTIONAL FACILITY	\$262,775.04	\$0.00	\$8,219.00	\$270,994.04	\$67,964.09	\$338,958.13
DENTIST, CORRECTIONAL FACILITY	\$262,521.96	\$3,077.52	\$1,000.00	\$266,599.48	\$66,569.37	\$333,168.85
DENTIST, CORRECTIONAL FACILITY	\$262,387.80	\$1,025.84	\$1,000.00	\$264,413.64	\$59,441.37	\$323,855.01
DENTIST, CORRECTIONAL FACILITY	\$262,297.80	\$2,197.86	\$1,000.00	\$265,495.66	\$66,569.37	\$332,065.03
DENTIST, CORRECTIONAL FACILITY	\$262,272.72	\$2,051.68	\$6,928.80	\$271,253.20	\$71,821.90	\$343,075.10
DENTIST, CORRECTIONAL FACILITY	\$262,249.20	\$1,025.84	\$1,000.00	\$264,275.04	\$59,441.37	\$323,716.41
DENTIST, CORRECTIONAL FACILITY	\$262,170.33	\$4,103.36	\$752.39	\$267,026.08	\$61,817.37	\$328,843.45
DENTIST, CORRECTIONAL FACILITY	\$262,098.96	\$0.00	\$2,025.84	\$264,124.80	\$66,569.37	\$330,694.17
DENTIST, CORRECTIONAL FACILITY	\$261,986.40	\$8,463.18	\$1,000.00	\$271,449.58	\$71,009.37	\$342,458.95
DENTIST, CORRECTIONAL FACILITY	\$261,910.32	\$1,025.84	\$1,000.00	\$263,936.16	\$59,441.37	\$323,377.53
DENTIST, CORRECTIONAL FACILITY	\$261,897.24	\$15,002.91	\$1,000.00	\$277,900.15	\$71,009.37	\$348,909.52
DENTIST, CORRECTIONAL FACILITY	\$261,897.24	\$0.00	\$1,000.00	\$262,897.24	\$71,009.37	\$333,906.61
DENTIST, CORRECTIONAL FACILITY	\$261,808.92	\$0.00	\$1,000.00	\$262,808.92	\$71,009.37	\$333,818.29
DENTIST, CORRECTIONAL FACILITY	\$261,808.92	\$2,051.68	\$3,400.00	\$267,260.60	\$71,009.37	\$338,269.97
DENTIST, CORRECTIONAL FACILITY	\$261,808.92	\$0.00	\$1,000.00	\$262,808.92	\$71,009.37	\$333,818.29
DENTIST, CORRECTIONAL FACILITY	\$261,732.19	\$0.00	\$1,000.00	\$262,732.19	\$70,717.36	\$333,449.55
DENTIST, CORRECTIONAL FACILITY	\$261,644.88	\$0.00	\$1,014.00	\$262,658.88	\$71,009.37	\$333,668.25
DENTIST, CORRECTIONAL FACILITY	\$261,644.88	\$1,025.84	\$1,000.00	\$263,670.72	\$71,009.37	\$334,680.09
DENTIST, CORRECTIONAL FACILITY	\$261,644.88	\$0.00	\$1,000.00	\$262,644.88	\$71,009.37	\$333,654.25
DENTIST, CORRECTIONAL FACILITY	\$261,644.88	\$0.00	\$1,000.00	\$262,644.88	\$71,009.37	\$333,654.25
DENTIST, CORRECTIONAL FACILITY	\$261,643.10	\$730.91	\$3,400.00	\$265,774.01	\$70,798.91	\$336,572.92
DENTIST, CORRECTIONAL FACILITY	\$261,556.46	\$769.38	\$1,000.00	\$263,325.84	\$66,569.37	\$329,895.21
DENTIST, CORRECTIONAL FACILITY	\$261,489.87	\$16,467.34	\$3,400.00	\$281,357.21	\$58,958.79	\$340,316.00
DENTIST, CORRECTIONAL FACILITY	\$261,429.96	\$1,025.84	\$1,000.00	\$263,455.80	\$66,569.37	\$330,025.17
DENTIST, CORRECTIONAL FACILITY	\$261,377.88	\$472.97	\$1,000.00	\$262,850.85	\$72,120.92	\$334,971.77
DENTIST, CORRECTIONAL FACILITY	\$261,318.96	\$1,025.84	\$1,000.00	\$263,344.80	\$71,009.37	\$334,354.17

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
DENTIST, CORRECTIONAL FACILITY	\$261,279.96	\$0.00	\$1,000.00	\$262,279.96	\$66,569.37	\$328,849.33
DENTIST, CORRECTIONAL FACILITY	\$261,268.32	\$0.00	\$3,400.00	\$264,668.32	\$66,569.37	\$331,237.69
DENTIST, CORRECTIONAL FACILITY	\$261,016.56	\$4,103.36	\$2,666.50	\$267,786.42	\$66,901.59	\$334,688.01
DENTIST, CORRECTIONAL FACILITY	\$260,927.40	\$1,025.84	\$1,000.00	\$262,953.24	\$66,569.37	\$329,522.61
DENTIST, CORRECTIONAL FACILITY	\$260,893.35	\$13,335.92	\$3,174.73	\$277,404.00	\$59,377.73	\$336,781.73
DENTIST, CORRECTIONAL FACILITY	\$260,804.40	\$1,025.84	\$1,000.00	\$262,830.24	\$66,569.37	\$329,399.61
DENTIST, CORRECTIONAL FACILITY	\$260,804.40	\$0.00	\$1,000.00	\$261,804.40	\$66,569.37	\$328,373.77
DENTIST, CORRECTIONAL FACILITY	\$260,669.28	\$1,030.48	\$1,000.00	\$262,699.76	\$71,243.89	\$333,943.65
DENTIST, CORRECTIONAL FACILITY	\$260,494.72	\$1,023.27	\$1,000.00	\$262,517.99	\$58,626.89	\$321,144.88
DENTIST, CORRECTIONAL FACILITY	\$260,303.52	\$0.00	\$1,000.00	\$261,303.52	\$71,009.37	\$332,312.89
DENTIST, CORRECTIONAL FACILITY	\$260,303.52	\$2,051.68	\$1,000.00	\$263,355.20	\$71,009.37	\$334,364.57
DENTIST, CORRECTIONAL FACILITY	\$260,303.52	\$0.00	\$1,000.00	\$261,303.52	\$71,009.37	\$332,312.89
DENTIST, CORRECTIONAL FACILITY	\$260,303.52	\$14,618.22	\$1,000.00	\$275,921.74	\$71,009.37	\$346,931.11
DENTIST, CORRECTIONAL FACILITY	\$260,303.52	\$641.15	\$1,000.00	\$261,944.67	\$71,009.37	\$332,954.04
DENTIST, CORRECTIONAL FACILITY	\$260,214.36	\$0.00	\$1,000.00	\$261,214.36	\$71,009.37	\$332,223.73
DENTIST, CORRECTIONAL FACILITY	\$260,214.36	\$0.00	\$3,400.00	\$263,614.36	\$71,009.37	\$334,623.73
DENTIST, CORRECTIONAL FACILITY	\$260,214.36	\$3,077.52	\$3,400.00	\$266,691.88	\$71,009.37	\$337,701.25
DENTIST, CORRECTIONAL FACILITY	\$260,194.32	\$0.00	\$1,000.00	\$261,194.32	\$71,009.37	\$332,203.69
DENTIST, CORRECTIONAL FACILITY	\$260,140.34	\$0.00	\$1,000.00	\$261,140.34	\$70,977.77	\$332,118.11
DENTIST, CORRECTIONAL FACILITY	\$260,026.32	\$3,077.52	\$3,400.00	\$266,503.84	\$66,569.37	\$333,073.21
DENTIST, CORRECTIONAL FACILITY	\$259,962.00	\$2,051.68	\$1,000.00	\$263,013.68	\$71,009.37	\$334,023.05
DENTIST, CORRECTIONAL FACILITY	\$259,872.84	\$16,413.08	\$12,511.61	\$288,797.53	\$71,009.37	\$359,806.90
DENTIST, CORRECTIONAL FACILITY	\$259,872.84	\$0.00	\$1,007.00	\$260,879.84	\$71,009.37	\$331,889.21
DENTIST, CORRECTIONAL FACILITY	\$259,852.80	\$1,025.84	\$1,000.00	\$261,878.64	\$71,009.37	\$332,888.01
DENTIST, CORRECTIONAL FACILITY	\$259,152.84	\$11,367.29	\$1,000.00	\$271,520.13	\$71,009.37	\$342,529.50
DENTIST, CORRECTIONAL FACILITY	\$258,883.92	\$0.00	\$3,474.50	\$262,358.42	\$71,502.67	\$333,861.09
DENTIST, CORRECTIONAL FACILITY	\$258,883.92	\$0.00	\$1,000.00	\$259,883.92	\$71,009.37	\$330,893.29
DENTIST, CORRECTIONAL FACILITY	\$258,780.72	\$0.00	(\$62.50)	\$258,718.22	\$71,009.37	\$329,727.59
DENTIST, CORRECTIONAL FACILITY	\$258,688.92	\$0.00	\$1,000.00	\$259,688.92	\$71,009.37	\$330,698.29
DENTIST, CORRECTIONAL FACILITY	\$258,688.92	\$0.00	\$1,000.00	\$259,688.92	\$71,009.37	\$330,698.29
DENTIST, CORRECTIONAL FACILITY	\$258,258.24	\$0.00	\$1,000.00	\$259,258.24	\$71,009.37	\$330,267.61
DENTIST, CORRECTIONAL FACILITY	\$258,088.16	\$0.00	\$1,000.00	\$259,088.16	\$65,727.53	\$324,815.69
DENTIST, CORRECTIONAL FACILITY	\$257,562.00	\$0.00	\$1,000.00	\$258,562.00	\$71,009.37	\$329,571.37
DENTIST, CORRECTIONAL FACILITY	\$257,027.40	\$1,025.84	\$1,000.00	\$259,053.24	\$71,009.37	\$330,062.61
DENTIST, CORRECTIONAL FACILITY	\$256,447.21	\$0.00	\$4,590.69	\$261,037.90	\$69,875.39	\$330,913.29
DENTIST, CORRECTIONAL FACILITY	\$255,971.18	\$0.00	\$3,400.00	\$259,371.18	\$57,982.31	\$317,353.49
DENTIST, CORRECTIONAL FACILITY	\$255,553.01	\$0.00	\$1,000.00	\$256,553.01	\$65,066.57	\$321,619.58
DENTIST, CORRECTIONAL FACILITY	\$255,072.36	\$0.00	\$1,000.00	\$256,072.36	\$65,480.31	\$321,552.67
DENTIST, CORRECTIONAL FACILITY	\$253,937.07	\$1,030.48	\$3,400.00	\$258,367.55	\$57,609.02	\$315,976.57
DENTIST, CORRECTIONAL FACILITY	\$253,540.48	\$0.00	\$1,000.00	\$254,540.48	\$69,346.93	\$323,887.41
DENTIST, CORRECTIONAL FACILITY	\$252,462.12	\$0.00	\$1,000.00	\$253,462.12	\$71,009.37	\$324,471.49
DENTIST, CORRECTIONAL FACILITY	\$250,690.80	\$0.00	\$11,991.14	\$262,681.94	\$50,810.28	\$313,492.22

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
DENTIST, CORRECTIONAL FACILITY	\$249,531.88	\$1,025.84	\$15,288.48	\$265,846.20	\$71,009.37	\$336,855.57
DENTIST, CORRECTIONAL FACILITY	\$248,599.44	\$0.00	\$1,000.00	\$249,599.44	\$64,093.41	\$313,692.85
DENTIST, CORRECTIONAL FACILITY	\$246,444.73	\$19,490.96	\$35,140.81	\$301,076.50	\$56,425.90	\$357,502.40
DENTIST, CORRECTIONAL FACILITY	\$246,215.04	\$5,164.08	\$1,000.00	\$252,379.12	\$68,533.41	\$320,912.53
DENTIST, CORRECTIONAL FACILITY	\$244,785.48	\$12,657.55	\$1,000.00	\$258,443.03	\$68,533.41	\$326,976.44
DENTIST, CORRECTIONAL FACILITY	\$242,699.39	\$0.00	\$36,538.01	\$279,237.40	\$74,597.19	\$353,834.59
DENTIST, CORRECTIONAL FACILITY	\$242,661.01	\$1,954.24	\$1,000.00	\$245,615.25	\$69,957.07	\$315,572.32
DENTIST, CORRECTIONAL FACILITY	\$241,789.92	\$977.04	\$1,000.00	\$243,766.96	\$55,201.34	\$298,968.30
DENTIST, CORRECTIONAL FACILITY	\$241,466.03	\$0.00	\$20,784.05	\$262,250.08	\$66,569.37	\$328,819.45
DENTIST, CORRECTIONAL FACILITY	\$240,318.52	\$0.00	\$1,000.00	\$241,318.52	\$65,297.37	\$306,615.89
DENTIST, CORRECTIONAL FACILITY	\$239,344.69	\$0.00	\$29,514.78	\$268,859.47	\$61,861.47	\$330,720.94
DENTIST, CORRECTIONAL FACILITY	\$239,016.08	\$0.00	\$1,000.00	\$240,016.08	\$61,568.00	\$301,584.08
DENTIST, CORRECTIONAL FACILITY	\$237,874.75	\$0.00	(\$1,121.55)	\$236,753.20	\$72,972.85	\$309,726.05
DENTIST, CORRECTIONAL FACILITY	\$235,321.37	\$1,025.84	\$12,348.20	\$248,695.41	\$66,533.13	\$315,228.54
DENTIST, CORRECTIONAL FACILITY	\$231,659.88	\$0.00	\$1,000.00	\$232,659.88	\$45,626.11	\$278,285.99
DENTIST, CORRECTIONAL FACILITY	\$231,055.08	\$0.00	\$4,246.02	\$235,301.10	\$52,818.43	\$288,119.53
DENTIST, CORRECTIONAL FACILITY	\$228,789.48	\$6,426.41	\$1,000.00	\$236,215.89	\$52,543.94	\$288,759.83
DENTIST, CORRECTIONAL FACILITY	\$228,568.31	\$2,686.56	\$1,000.00	\$232,254.87	\$64,152.97	\$296,407.84
DENTIST, CORRECTIONAL FACILITY	\$228,267.84	\$0.00	\$1,000.00	\$229,267.84	\$64,386.43	\$293,654.27
DENTIST, CORRECTIONAL FACILITY	\$228,090.36	\$0.00	\$1,000.00	\$229,090.36	\$64,386.43	\$293,476.79
DENTIST, CORRECTIONAL FACILITY	\$227,213.02	\$1,025.84	\$1,787.03	\$230,025.89	\$53,735.10	\$283,760.99
DENTIST, CORRECTIONAL FACILITY	\$226,584.96	\$1,791.04	\$1,000.00	\$229,376.00	\$64,386.43	\$293,762.43
DENTIST, CORRECTIONAL FACILITY	\$225,532.94	\$0.00	\$1,000.00	\$226,532.94	\$45,957.07	\$272,490.01
DENTIST, CORRECTIONAL FACILITY	\$224,970.36	\$0.00	\$1,000.00	\$225,970.36	\$64,386.43	\$290,356.79
DENTIST, CORRECTIONAL FACILITY	\$224,335.28	\$2,712.72	\$3,037.54	\$230,085.54	\$60,073.86	\$290,159.40
DENTIST, CORRECTIONAL FACILITY	\$222,442.26	\$1,772.48	\$1,000.00	\$225,214.74	\$51,292.84	\$276,507.58
DENTIST, CORRECTIONAL FACILITY	\$221,501.12	\$886.16	\$1,017.68	\$223,404.96	\$58,424.57	\$281,829.53
DENTIST, CORRECTIONAL FACILITY	\$221,382.83	\$977.12	\$787.68	\$223,147.63	\$56,913.00	\$280,060.63
DENTIST, CORRECTIONAL FACILITY	\$220,717.92	\$0.00	\$819.72	\$221,537.64	\$50,386.48	\$271,924.12
DENTIST, CORRECTIONAL FACILITY	\$218,751.64	\$6,203.12	\$1,000.00	\$225,954.76	\$62,537.27	\$288,492.03
DENTIST, CORRECTIONAL FACILITY	\$216,238.80	\$0.00	\$1,000.00	\$217,238.80	\$57,785.05	\$275,023.85
DENTIST, CORRECTIONAL FACILITY	\$216,168.79	\$3,502.40	\$1,000.00	\$220,671.19	\$61,948.98	\$282,620.17
DENTIST, CORRECTIONAL FACILITY	\$213,696.19	\$0.00	\$1,000.00	\$214,696.19	\$48,761.80	\$263,457.99
DENTIST, CORRECTIONAL FACILITY	\$213,358.65	\$0.00	\$1,000.00	\$214,358.65	\$61,272.91	\$275,631.56
DENTIST, CORRECTIONAL FACILITY	\$211,324.16	\$0.00	\$1,000.00	\$212,324.16	\$49,238.95	\$261,563.11
DENTIST, CORRECTIONAL FACILITY	\$210,509.82	\$1,138.72	\$1,000.00	\$212,648.54	\$41,492.44	\$254,140.98
DENTIST, CORRECTIONAL FACILITY	\$210,171.27	\$2,658.48	\$3,400.00	\$216,229.75	\$59,451.98	\$275,681.73
DENTIST, CORRECTIONAL FACILITY	\$210,160.62	\$0.00	\$1,000.00	\$211,160.62	\$43,069.68	\$254,230.30
DENTIST, CORRECTIONAL FACILITY	\$209,326.82	\$1,688.00	\$1,190.08	\$212,204.90	\$41,503.51	\$253,708.41
DENTIST, CORRECTIONAL FACILITY	\$207,722.85	\$0.00	\$3,215.50	\$210,938.35	\$62,015.31	\$272,953.66
DENTIST, CORRECTIONAL FACILITY	\$205,942.44	\$4,404.60	\$1,000.00	\$211,347.04	\$48,158.49	\$259,505.53
DENTIST, CORRECTIONAL FACILITY	\$204,786.21	\$1,601.44	\$1,000.00	\$207,387.65	\$41,845.62	\$249,233.27

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
DENTIST, CORRECTIONAL FACILITY	\$204,030.98	\$0.00	\$3,198.22	\$207,229.20	\$56,623.79	\$263,852.99
DENTIST, CORRECTIONAL FACILITY	\$201,691.21	\$0.00	\$67,570.66	\$269,261.87	\$55,979.53	\$325,241.40
DENTIST, CORRECTIONAL FACILITY	\$198,877.46	\$0.00	\$1,000.00	\$199,877.46	\$39,203.84	\$239,081.30
DENTIST, CORRECTIONAL FACILITY	\$197,119.98	\$3,980.96	\$1,000.00	\$202,100.94	\$39,354.82	\$241,455.76
DENTIST, CORRECTIONAL FACILITY	\$195,426.39	\$0.00	\$64,748.61	\$260,175.00	\$58,502.12	\$318,677.12
DENTIST, CORRECTIONAL FACILITY	\$195,201.93	\$0.00	\$1,000.00	\$196,201.93	\$57,633.29	\$253,835.22
DENTIST, CORRECTIONAL FACILITY	\$194,655.34	\$886.24	\$17,012.20	\$212,553.78	\$46,643.59	\$259,197.37
DENTIST, CORRECTIONAL FACILITY	\$193,336.37	\$0.00	\$1,000.00	\$194,336.37	\$38,111.16	\$232,447.53
DENTIST, CORRECTIONAL FACILITY	\$192,727.88	\$0.00	\$48,119.19	\$240,847.07	\$51,989.58	\$292,836.65
DENTIST, CORRECTIONAL FACILITY	\$191,094.97	\$0.00	\$1,000.00	\$192,094.97	\$45,151.29	\$237,246.26
DENTIST, CORRECTIONAL FACILITY	\$190,553.77	\$1,531.20	\$1,000.00	\$193,084.97	\$45,151.29	\$238,236.26
DENTIST, CORRECTIONAL FACILITY	\$188,971.36	\$0.00	\$3,400.00	\$192,371.36	\$50,467.86	\$242,839.22
DENTIST, CORRECTIONAL FACILITY	\$188,894.26	\$0.00	\$1,000.00	\$189,894.26	\$44,678.82	\$234,573.08
DENTIST, CORRECTIONAL FACILITY	\$188,314.94	\$0.00	\$3,400.00	\$191,714.94	\$44,519.77	\$236,234.71
DENTIST, CORRECTIONAL FACILITY	\$188,225.70	\$0.00	\$1,000.00	\$189,225.70	\$54,304.24	\$243,529.94
DENTIST, CORRECTIONAL FACILITY	\$186,242.19	\$765.60	\$1,000.00	\$188,007.79	\$53,169.67	\$241,177.46
DENTIST, CORRECTIONAL FACILITY	\$185,093.23	\$0.00	\$9,317.26	\$194,410.49	\$45,501.76	\$239,912.25
DENTIST, CORRECTIONAL FACILITY	\$184,670.85	\$0.00	\$1,000.00	\$185,670.85	\$52,413.29	\$238,084.14
DENTIST, CORRECTIONAL FACILITY	\$183,054.67	\$0.00	\$874.55	\$183,929.22	\$54,469.54	\$238,398.76
DENTIST, CORRECTIONAL FACILITY	\$182,902.35	\$0.00	\$946.28	\$183,848.63	\$49,159.17	\$233,007.80
DENTIST, CORRECTIONAL FACILITY	\$180,756.79	\$1,494.72	\$1,867.12	\$184,118.63	\$51,366.49	\$235,485.12
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$288,601.76	\$34,816.15	\$1,000.00	\$324,417.91	\$57,768.79	\$382,186.70
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$265,862.16	\$0.00	\$1,000.00	\$266,862.16	\$84,734.63	\$351,596.79
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$265,586.52	\$0.00	\$1,000.00	\$266,586.52	\$84,734.63	\$351,321.15
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$265,048.81	\$0.00	\$458.79	\$265,507.60	\$72,113.98	\$337,621.58
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$264,312.60	\$0.00	\$1,000.00	\$265,312.60	\$72,113.98	\$337,426.58
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$262,881.03	\$0.00	\$1,000.00	\$263,881.03	\$71,115.80	\$334,996.83
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$251,172.00	\$0.00	\$1,000.00	\$252,172.00	\$64,085.75	\$316,257.75
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$250,741.32	\$0.00	\$1,000.00	\$251,741.32	\$56,957.75	\$308,699.07
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$248,623.80	\$0.00	\$1,000.00	\$249,623.80	\$64,085.75	\$313,709.55
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$244,139.10	\$0.00	\$889.05	\$245,028.15	\$63,976.25	\$309,004.40
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$215,552.40	\$26,544.13	\$1,000.00	\$243,096.53	\$62,219.43	\$305,315.96
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$182,870.44	\$0.00	\$1,000.00	\$183,870.44	\$55,289.26	\$239,159.70
DENTIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$181,445.28	\$0.00	\$1,000.00	\$182,445.28	\$63,833.50	\$246,278.78
DEDUTY CHIEF INVESTMENT OFFICED CALIFORNIA STATE TEACHERS! DETIDENAENT SYSTEM	¢270 126 15	\$0.00	¢16F 672 40	¢542 700 55	¢100 207 47	¢6F2 407 02
DEPUTY CHIEF INVESTMENT OFFICER, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$378,126.15			\$543,799.55	\$109,307.47	\$653,107.02
DIRECTOR DIRECTOR	\$195,209.52	\$0.00 \$0.00	\$0.00 \$0.00	\$195,209.52 \$200,316.48	\$58,916.94	\$254,126.46
	\$200,316.48				\$73,133.87	\$273,450.35
DIRECTOR	\$190,774.08	\$0.00	\$66.84	\$190,840.92	\$69,931.74	\$260,772.66
DIRECTOR	\$189,016.40	\$0.00	(\$1,430.40)	\$187,586.00	\$56,467.16	\$244,053.16
DIRECTOR	\$184,412.42	\$0.00	\$0.00	\$184,412.42	\$68,181.76	\$252,594.18
DIRECTOR	\$182,401.58	\$0.00	\$0.00	\$182,401.58	\$56,476.60	\$238,878.18

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
DIRECTOR	\$181,410.06	\$0.00	\$20.00	\$181,430.06	\$68,091.16	\$249,521.22
DIRECTOR	\$180,879.04	\$0.00	\$35.92	\$180,914.96	\$54,850.49	\$235,765.45
DIRECTOR OF PUBLIC COMMUNICATIONS	\$184,645.96	\$0.00	\$250.00	\$184,895.96	\$63,245.77	\$248,141.73
DIRECTOR OF REAL PROPERTY	\$180,692.16	\$0.00	(\$101.96)	\$180,590.20	\$61,717.22	\$242,307.42
DIRECTOR OF STATE HOSPITALS	\$183,188.74	\$0.00	\$32,601.50	\$215,790.24	\$48,947.38	\$264,737.62
DIRECTOR, CALIFORNIA DEPARTMENT OF PUBLIC HEALTH	\$236,957.52	\$0.00	\$0.00	\$236,957.52	\$77,012.17	\$313,969.69
DIRECTOR, CHIEF COUNSEL	\$181,790.30	\$0.00	\$56.00	\$181,846.30	\$68,741.32	\$250,587.62
DIRECTOR, DEPARTMENT OF HEALTH CARE SERVICES	\$189,258.34	\$0.00	\$0.00	\$189,258.34	\$50,382.76	\$239,641.10
DIRECTOR, EMERGENCY MEDICAL SERVICES AUTHORITY	\$202,666.44	\$0.00	\$0.00	\$202,666.44	\$72,641.97	\$275,308.41
DIRECTOR, FINANCING/CALIFORNIA HOUSING FINANCE AGENCY	\$184,708.92	\$0.00	\$0.00	\$184,708.92	\$68,493.48	\$253,202.40
DIRECTOR, OFFICE OF EMERGENCY SERVICES	\$189,393.62	\$0.00	\$576.00	\$189,969.62	\$49,010.41	\$238,980.03
DIRECTOR, OUTREACH AND SALES	\$185,212.96	\$0.00	\$60.00	\$185,272.96	\$68,097.05	\$253,370.01
DIRECTOR/CHIEF COUNSEL (CJP)	\$187,887.54	\$0.00	\$7,285.52	\$195,173.06	\$74,792.48	\$269,965.54
DIRECTOR/DEPARTMENT OF FINANCE	\$184,413.86	\$0.00	\$0.00	\$184,413.86	\$63,882.73	\$248,296.59
DIRECTOR/DEPARTMENT OF FORESTRY	\$185,463.28	\$0.00	\$8,052.40	\$193,515.68	\$95,355.02	\$288,870.70
DIRECTOR/DEPARTMENT OF SOCIAL SERVICES	\$218,051.54	\$0.00	\$17.00	\$218,068.54	\$64,628.60	\$282,697.14
EXECUTIVE DIRECTOR	\$272,013.88	\$0.00	\$51.22	\$272,065.10	\$86,774.59	\$358,839.69
EXECUTIVE DIRECTOR	\$181,454.51	\$0.00	\$0.00	\$181,454.51	\$63,110.62	\$244,565.13
EXECUTIVE DIRECTOR, CALIFORNIA HEALTH BENEFIT EXCHANGE	\$365,886.80	\$0.00	\$67.00	\$365,953.80	\$103,393.76	\$469,347.56
EXECUTIVE DIRECTOR, HIGH SPEED RAIL AUTHORITY	\$387,995.56	\$0.00	\$0.00	\$387,995.56	\$121,427.77	\$509,423.33
EXECUTIVE DIRECTOR/CALIFORNIA HOUSING FINANCE AGENCY	\$187,173.84	\$0.00	\$0.00	\$187,173.84	\$69,137.65	\$256,311.49
EXECUTIVE OFFICER/FRANCHISE TAX BOARD	\$183,252.60	\$0.00	\$42,080.00	\$225,332.60	\$54,442.34	\$279,774.94
EXECUTIVE OFFICER/PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$316,202.04	\$0.00	\$119,038.13	\$435,240.17	\$102,663.67	\$537,903.84
EXECUTIVE SECRETARY TO THE GOVERNOR, GOVERNOR'S OFFICE	\$188,334.72	\$0.00	\$0.00	\$188,334.72	\$56,630.66	\$244,965.38
FEDERAL COURT CONSULTANT	\$229,612.40	\$0.00	\$58,548.00	\$288,160.40	\$80,295.46	\$368,455.86
GENERAL COUNSEL	\$182,697.39	\$0.00	\$0.00	\$182,697.39	\$67,428.26	\$250,125.65
GENERAL COUNSEL, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$244,407.32	\$0.00	\$9,706.80	\$254,114.12	\$84,495.18	\$338,609.30
GENERAL COUNSEL, PUBLIC EMPLOYEES RETIREMENT SYSTEM	\$337,121.69	\$0.00	\$120,904.65	\$458,026.34	\$88,766.72	\$546,793.06
GENERAL COUNSEL, STATE COMPENSATION INSURANCE FUND	\$370,740.70	\$0.00	\$41,563.00	\$412,303.70	\$105,814.54	\$518,118.24
GENERAL COUNSEL/CALIFORNIA HOUSING FINANCE AGENCY	\$180,776.93	\$0.00	\$34,872.40	\$215,649.33	\$63,906.33	\$279,555.66
HEARING OFFICER I, OCCUPATIONAL SAFETY AND HEALTH APPEALS BOARD	\$219,267.69	\$0.00	\$7.00	\$219,274.69	\$46,777.09	\$266,051.78
INFORMATION TECHNOLOGY DIRECTOR	\$207,295.24	\$0.00	\$250.00	\$207,545.24	\$69,482.58	\$277,027.82
INSPECTOR BOARD OF PHARMACY	\$184,026.80	\$0.00	\$60.00	\$184,086.80	\$59,253.16	\$243,339.96
INVESTMENT DIRECTOR, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$297,021.84	\$0.00	\$90,943.00	\$387,964.84	\$78,591.04	\$466,555.88
INVESTMENT DIRECTOR, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$293,865.90	\$0.00	\$142,375.40	\$436,241.30	\$92,790.46	\$529,031.76
INVESTMENT DIRECTOR, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$292,627.92	\$0.00	\$155,240.40	\$447,868.32	\$96,499.37	\$544,367.69
INVESTMENT DIRECTOR, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$291,219.68	\$0.00	\$82,392.00	\$373,611.68	\$83,569.10	\$457,180.78
INVESTMENT DIRECTOR, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$283,133.96	\$0.00	\$149,675.00	\$432,808.96	\$94,496.41	\$527,305.37
INVESTMENT DIRECTOR, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$281,613.52	\$0.00	\$31,075.00	\$312,688.52	\$81,078.46	\$393,766.98
INVESTMENT DIRECTOR, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$280,811.32	\$0.00	\$32,750.00	\$313,561.32	\$93,862.76	\$407,424.08
INVESTMENT DIRECTOR, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$278,580.40	\$0.00	\$42,784.80	\$321,365.20	\$88,326.46	\$409,691.66
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$284,729.02	\$0.00	\$169,645.96	\$454,374.98	\$94,333.70	\$548,708.68

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$283,897.30	\$0.00	\$97,265.93	\$381,163.23	\$94,715.90	\$475,879.13
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$282,993.58	\$0.00	\$185,202.49	\$468,196.07	\$94,861.41	\$563,057.48
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$282,633.80	\$0.00	\$188,696.43	\$471,330.23	\$88,796.46	\$560,126.69
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$277,330.74	\$0.00	\$180,731.60	\$458,062.34	\$93,126.87	\$551,189.21
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$272,094.96	\$0.00	\$117,985.92	\$390,080.88	\$86,202.67	\$476,283.55
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$272,051.86	\$0.00	\$108,284.17	\$380,336.03	\$86,625.40	\$466,961.43
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$267,155.98	\$0.00	\$162,116.45	\$429,272.43	\$89,817.57	\$519,090.00
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$266,503.99	\$0.00	\$145,261.22	\$411,765.21	\$89,680.39	\$501,445.60
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$265,483.48	\$0.00	\$86,131.15	\$351,614.63	\$76,898.04	\$428,512.67
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$263,446.92	\$0.00	\$178,815.64	\$442,262.56	\$89,396.09	\$531,658.65
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$261,290.14	\$0.00	\$110,983.26	\$372,273.40	\$88,268.76	\$460,542.16
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$254,187.96	\$0.00	\$173,301.55	\$427,489.51	\$81,688.80	\$509,178.31
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$254,103.20	\$0.00	\$127,583.00	\$381,686.20	\$86,405.39	\$468,091.59
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$248,067.64	\$0.00	\$120,825.04	\$368,892.68	\$81,248.57	\$450,141.25
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$245,094.44	\$0.00	\$167,202.11	\$412,296.55	\$83,805.52	\$496,102.07
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$242,146.59	\$0.00	\$77,549.68	\$319,696.27	\$70,536.67	\$390,232.94
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$239,760.09	\$0.00	\$102,483.82	\$342,243.91	\$64,062.01	\$406,305.92
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$237,820.30	\$0.00	\$98,161.72	\$335,982.02	\$69,568.01	\$405,550.03
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$216,604.96	\$0.00	\$73,934.12	\$290,539.08	\$76,396.60	\$366,935.68
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$212,988.81	\$0.00	\$92,087.41	\$305,076.22	\$71,052.54	\$376,128.76
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$220,115.00	\$0.00	\$151,120.67	\$371,235.67	\$59,996.81	\$431,232.48
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$220,105.88	\$0.00	\$31,942.84	\$252,048.72	\$58,780.13	\$310,828.85
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$213,651.48	\$0.00	\$71,490.00	\$285,141.48	\$76,365.80	\$361,507.28
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$212,088.36	\$0.00	\$107,274.15	\$319,362.51	\$75,053.98	\$394,416.49
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$207,038.76	\$0.00	\$116,876.44	\$323,915.20	\$74,448.63	\$398,363.83
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$206,023.76	\$0.00	\$55,349.08	\$261,372.84	\$73,411.17	\$334,784.01
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$205,912.44	\$0.00	\$56,901.80	\$262,814.24	\$73,656.03	\$336,470.27
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$201,598.19	\$0.00	\$51,434.65	\$253,032.84	\$53,762.16	\$306,795.00
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$201,543.75	\$0.00	\$121,434.28	\$322,978.03	\$73,624.05	\$396,602.08
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$199,181.48	\$0.00	\$151,324.12	\$350,505.60	\$74,343.98	\$424,849.58
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$198,436.76	\$0.00	\$102,157.37	\$300,594.13	\$53,281.12	\$353,875.25
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$197,569.92	\$0.00	\$74,519.70	\$272,089.62	\$59,964.44	\$332,054.06
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$196,705.46	\$0.00	\$131,026.75	\$327,732.21	\$71,945.09	\$399,677.30
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$195,464.42	\$0.00	\$89,714.05	\$285,178.47	\$71,336.17	\$356,514.64
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$193,974.68	\$0.00	\$129,532.68	\$323,507.36	\$66,026.79	\$389,534.15
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$193,441.68	\$0.00	\$125,183.82	\$318,625.50	\$71,356.10	\$389,981.60
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$192,809.78	\$0.00	\$46,393.13	\$239,202.91	\$71,336.17	\$310,539.08
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$192,184.61	\$0.00	\$50,709.45	\$242,894.06	\$65,902.09	\$308,796.15
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$191,883.65	\$0.00	\$74,061.92	\$265,945.57	\$70,870.50	\$336,816.07
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$186,816.88	\$0.00	\$65,132.58	\$251,949.46	\$56,407.35	\$308,356.81
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$186,204.27	\$0.00	\$123,352.11	\$309,556.38	\$56,512.26	\$366,068.64
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$185,515.68	\$0.00	\$129,075.79	\$314,591.47	\$69,231.96	\$383,823.43

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$184,803.79	\$0.00	\$80,592.21	\$265,396.00	\$68,583.33	\$333,979.33
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$184,129.63	\$0.00	\$101,757.05	\$285,886.68	\$69,528.67	\$355,415.35
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$183,092.86	\$0.00	\$72,243.34	\$255,336.20	\$67,417.60	\$322,753.80
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$181,450.94	\$0.00	\$76,613.13	\$258,064.07	\$67,986.28	\$326,050.35
IT LEAD ARCHITECT	\$187,162.00	\$0.00	\$0.00	\$187,162.00	\$49,826.87	\$236,988.87
JUSTICE, COURT OF APPEAL	\$224,026.39	\$0.00	\$0.00	\$224,026.39	\$14,995.80	\$239,022.19
JUSTICE, COURT OF APPEAL	\$223,695.07	\$0.00	\$350.00	\$224,045.07	\$8,203.80	\$232,248.87
JUSTICE, COURT OF APPEAL	\$223,131.67	\$0.00	\$0.00	\$223,131.67	\$14,569.92	\$237,701.59
JUSTICE, COURT OF APPEAL	\$222,731.83	\$0.00	\$0.00	\$222,731.83	\$14,995.80	\$237,727.63
JUSTICE, COURT OF APPEAL	\$220,931.83	\$0.00	\$35.50	\$220,967.33	\$14,995.80	\$235,963.13
JUSTICE, COURT OF APPEAL	\$219,969.67	\$0.00	\$24.00	\$219,993.67	\$14,995.80	\$234,989.47
JUSTICE, COURT OF APPEAL	\$219,235.80	\$0.00	\$0.00	\$219,235.80	\$1,803.96	\$221,039.76
JUSTICE, COURT OF APPEAL	\$217,435.80	\$0.00	\$0.00	\$217,435.80	\$1,700.28	\$219,136.08
JUSTICE, COURT OF APPEAL	\$217,400.76	\$0.00	\$0.00	\$217,400.76	\$7,486.08	\$224,886.84
JUSTICE, COURT OF APPEAL	\$217,078.68	\$0.00	\$0.00	\$217,078.68	\$918.72	\$217,997.40
JUSTICE, COURT OF APPEAL	\$216,685.80	\$0.00	\$0.00	\$216,685.80	\$1,803.96	\$218,489.76
JUSTICE, COURT OF APPEAL	\$216,623.64	\$0.00	\$0.00	\$216,623.64	\$7,753.32	\$224,376.96
JUSTICE, COURT OF APPEAL	\$216,517.56	\$0.00	\$0.00	\$216,517.56	\$7,753.32	\$224,270.88
JUSTICE, COURT OF APPEAL	\$215,976.36	\$0.00	\$0.00	\$215,976.36	\$7,753.32	\$223,729.68
JUSTICE, COURT OF APPEAL	\$215,976.36	\$0.00	\$0.00	\$215,976.36	\$7,753.32	\$223,729.68
JUSTICE, COURT OF APPEAL	\$215,702.52	\$0.00	\$0.00	\$215,702.52	\$8,574.48	\$224,277.00
JUSTICE, COURT OF APPEAL	\$215,531.40	\$0.00	\$0.00	\$215,531.40	\$7,287.96	\$222,819.36
JUSTICE, COURT OF APPEAL	\$215,324.28	\$0.00	\$0.00	\$215,324.28	\$14,995.80	\$230,320.08
JUSTICE, COURT OF APPEAL	\$215,249.28	\$0.00	\$0.00	\$215,249.28	\$7,753.32	\$223,002.60
JUSTICE, COURT OF APPEAL	\$214,969.08	\$0.00	(\$665.16)	\$214,303.92	\$4,882.80	\$219,186.72
JUSTICE, COURT OF APPEAL	\$214,875.80	\$0.00	(\$224.24)	\$214,651.56	\$19,087.80	\$233,739.36
JUSTICE, COURT OF APPEAL	\$214,850.28	\$0.00	\$0.00	\$214,850.28	\$7,753.32	\$222,603.60
JUSTICE, COURT OF APPEAL	\$214,795.56	\$0.00	\$0.00	\$214,795.56	\$8,203.80	\$222,999.36
JUSTICE, COURT OF APPEAL	\$214,670.28	\$0.00	\$0.00	\$214,670.28	\$7,753.32	\$222,423.60
JUSTICE, COURT OF APPEAL	\$214,527.96	\$0.00	\$0.00	\$214,527.96	\$19,458.48	\$233,986.44
JUSTICE, COURT OF APPEAL	\$214,346.04	\$0.00	\$0.00	\$214,346.04	\$19,367.88	\$233,713.92
JUSTICE, COURT OF APPEAL	\$214,223.64	\$0.00	\$0.00	\$214,223.64	\$7,753.32	\$221,976.96
JUSTICE, COURT OF APPEAL	\$214,070.04	\$0.00	\$0.00	\$214,070.04	\$14,874.72	\$228,944.76
JUSTICE, COURT OF APPEAL	\$214,029.72	\$0.00	\$290.00	\$214,319.72	\$14,995.80	\$229,315.52
JUSTICE, COURT OF APPEAL	\$214,029.72	\$0.00	\$0.00	\$214,029.72	\$14,995.80	\$229,025.52
JUSTICE, COURT OF APPEAL	\$214,029.72	\$0.00	\$0.00	\$214,029.72	\$14,995.80	\$229,025.52
JUSTICE, COURT OF APPEAL	\$214,029.72	\$0.00	\$0.00	\$214,029.72	\$14,995.80	\$229,025.52
JUSTICE, COURT OF APPEAL	\$214,029.72	\$0.00	\$5.00	\$214,034.72	\$14,995.80	\$229,030.52
JUSTICE, COURT OF APPEAL	\$214,029.72	\$0.00	\$0.00	\$214,029.72	\$14,995.80	\$229,025.52
JUSTICE, COURT OF APPEAL	\$213,978.22	\$0.00	\$51.50	\$214,029.72	\$14,995.80	\$229,025.52
JUSTICE, COURT OF APPEAL	\$213,890.28	\$0.00	\$0.00	\$213,890.28	\$7,753.32	\$221,643.60
JUSTICE, COURT OF APPEAL	\$213,817.56	\$0.00	\$0.00	\$213,817.56	\$14,995.80	\$228,813.36

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
JUSTICE, COURT OF APPEAL	\$213,817.56	\$0.00	\$0.00	\$213,817.56	\$14,995.80	\$228,813.36
JUSTICE, COURT OF APPEAL	\$213,817.56	\$0.00	\$0.00	\$213,817.56	\$14,995.80	\$228,813.36
JUSTICE, COURT OF APPEAL	\$213,817.56	\$0.00	\$0.00	\$213,817.56	\$14,995.80	\$228,813.36
JUSTICE, COURT OF APPEAL	\$213,817.56	\$0.00	\$0.00	\$213,817.56	\$14,995.80	\$228,813.36
JUSTICE, COURT OF APPEAL	\$213,817.56	\$0.00	\$0.00	\$213,817.56	\$14,995.80	\$228,813.36
JUSTICE, COURT OF APPEAL	\$213,817.56	\$0.00	\$0.00	\$213,817.56	\$14,995.80	\$228,813.36
JUSTICE, COURT OF APPEAL	\$213,817.56	\$0.00	\$0.00	\$213,817.56	\$14,995.80	\$228,813.36
JUSTICE, COURT OF APPEAL	\$213,369.00	\$0.00	\$0.00	\$213,369.00	\$7,696.80	\$221,065.80
JUSTICE, COURT OF APPEAL	\$213,152.52	\$0.00	\$0.00	\$213,152.52	\$14,874.72	\$228,027.24
JUSTICE, COURT OF APPEAL	\$213,147.00	\$0.00	\$0.00	\$213,147.00	\$14,995.80	\$228,142.80
JUSTICE, COURT OF APPEAL	\$212,845.08	\$0.00	\$0.00	\$212,845.08	\$19,458.48	\$232,303.56
JUSTICE, COURT OF APPEAL	\$212,829.72	\$0.00	\$0.00	\$212,829.72	\$14,995.80	\$227,825.52
JUSTICE, COURT OF APPEAL	\$212,787.72	\$0.00	\$9,810.12	\$222,597.84	\$14,995.80	\$237,593.64
JUSTICE, COURT OF APPEAL	\$212,780.12	\$0.00	\$0.00	\$212,780.12	\$15,843.44	\$228,623.56
JUSTICE, COURT OF APPEAL	\$212,568.12	\$0.00	\$0.00	\$212,568.12	\$14,995.80	\$227,563.92
JUSTICE, COURT OF APPEAL	\$212,503.56	\$0.00	\$0.00	\$212,503.56	\$19,458.48	\$231,962.04
JUSTICE, COURT OF APPEAL	\$212,442.96	\$0.00	\$0.00	\$212,442.96	\$8,203.80	\$220,646.76
JUSTICE, COURT OF APPEAL	\$212,395.80	\$0.00	\$0.00	\$212,395.80	\$7,753.32	\$220,149.12
JUSTICE, COURT OF APPEAL	\$212,289.72	\$0.00	\$0.00	\$212,289.72	\$7,753.32	\$220,043.04
JUSTICE, COURT OF APPEAL	\$212,028.00	\$0.00	\$0.00	\$212,028.00	\$19,458.48	\$231,486.48
JUSTICE, COURT OF APPEAL	\$211,968.60	\$0.00	\$0.00	\$211,968.60	\$14,995.80	\$226,964.40
JUSTICE, COURT OF APPEAL	\$211,968.60	\$0.00	\$0.00	\$211,968.60	\$14,995.80	\$226,964.40
JUSTICE, COURT OF APPEAL	\$211,968.60	\$0.00	\$0.00	\$211,968.60	\$14,995.80	\$226,964.40
JUSTICE, COURT OF APPEAL	\$211,862.52	\$0.00	\$0.00	\$211,862.52	\$14,995.80	\$226,858.32
JUSTICE, COURT OF APPEAL	\$211,796.76	\$0.00	\$8.00	\$211,804.76	\$14,874.72	\$226,679.48
JUSTICE, COURT OF APPEAL	\$211,756.44	\$0.00	\$0.00	\$211,756.44	\$14,995.80	\$226,752.24
JUSTICE, COURT OF APPEAL	\$211,756.44	\$0.00	\$0.00	\$211,756.44	\$14,995.80	\$226,752.24
JUSTICE, COURT OF APPEAL	\$211,756.44	\$0.00	\$0.00	\$211,756.44	\$14,995.80	\$226,752.24
JUSTICE, COURT OF APPEAL	\$211,756.44	\$0.00	\$0.00	\$211,756.44	\$14,995.80	\$226,752.24
JUSTICE, COURT OF APPEAL	\$211,756.44	\$0.00	\$0.00	\$211,756.44	\$14,995.80	\$226,752.24
JUSTICE, COURT OF APPEAL	\$211,756.44	\$0.00	\$145.00	\$211,901.44	\$14,995.80	\$226,897.24
JUSTICE, COURT OF APPEAL	\$211,756.44	\$0.00	\$0.00	\$211,756.44	\$14,995.80	\$226,752.24
JUSTICE, COURT OF APPEAL	\$211,729.80	\$0.00	\$0.00	\$211,729.80	\$14,995.80	\$226,725.60
JUSTICE, COURT OF APPEAL	\$211,612.04	\$0.00	\$17.68	\$211,629.72	\$14,995.80	\$226,625.52
JUSTICE, COURT OF APPEAL	\$211,529.76	\$0.00	\$0.00	\$211,529.76	\$14,995.80	\$226,525.56
JUSTICE, COURT OF APPEAL	\$211,479.72	\$0.00	\$0.00	\$211,479.72	\$14,995.80	\$226,475.52
JUSTICE, COURT OF APPEAL	\$211,479.72	\$0.00	\$290.00	\$211,769.72	\$14,995.80	\$226,765.52
JUSTICE, COURT OF APPEAL	\$211,479.72	\$0.00	\$0.00	\$211,479.72	\$14,995.80	\$226,475.52
JUSTICE, COURT OF APPEAL	\$211,413.96	\$0.00	\$0.00	\$211,413.96	\$14,874.72	\$226,288.68
JUSTICE, COURT OF APPEAL	\$211,375.56	\$0.00	\$0.00	\$211,375.56	\$14,995.80	\$226,371.36
JUSTICE, COURT OF APPEAL	\$211,267.56	\$0.00	\$0.00	\$211,267.56	\$14,995.80	\$226,263.36
JUSTICE, COURT OF APPEAL	\$211,156.44	\$0.00	\$0.00	\$211,156.44	\$14,995.80	\$226,152.24

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
JUSTICE, COURT OF APPEAL	\$211,018.32	\$0.00	\$0.00	\$211,018.32	\$19,458.48	\$230,476.80
JUSTICE, COURT OF APPEAL	\$210,594.48	\$0.00	\$0.00	\$210,594.48	\$18,171.96	\$228,766.44
JUSTICE, COURT OF APPEAL	\$210,464.36	\$0.00	\$17.68	\$210,482.04	\$14,874.72	\$225,356.76
JUSTICE, COURT OF APPEAL	\$210,295.08	\$0.00	\$0.00	\$210,295.08	\$19,458.48	\$229,753.56
JUSTICE, COURT OF APPEAL	\$210,165.60	\$0.00	\$0.00	\$210,165.60	\$19,458.48	\$229,624.08
JUSTICE, COURT OF APPEAL	\$209,953.56	\$0.00	\$0.00	\$209,953.56	\$19,458.48	\$229,412.04
JUSTICE, COURT OF APPEAL	\$209,838.76	\$0.00	\$0.00	\$209,838.76	\$19,458.48	\$229,297.24
JUSTICE, COURT OF APPEAL	\$209,723.88	\$0.00	\$0.00	\$209,723.88	\$14,079.96	\$223,803.84
JUSTICE, COURT OF APPEAL	\$209,418.60	\$0.00	\$0.00	\$209,418.60	\$14,995.80	\$224,414.40
JUSTICE, COURT OF APPEAL	\$209,418.60	\$0.00	\$0.00	\$209,418.60	\$14,995.80	\$224,414.40
JUSTICE, COURT OF APPEAL	\$209,356.44	\$0.00	\$0.00	\$209,356.44	\$14,995.80	\$224,352.24
JUSTICE, COURT OF APPEAL	\$209,206.44	\$0.00	\$0.00	\$209,206.44	\$14,995.80	\$224,202.24
JUSTICE, COURT OF APPEAL	\$209,206.44	\$0.00	\$0.00	\$209,206.44	\$14,995.80	\$224,202.24
JUSTICE, COURT OF APPEAL	\$208,625.54	\$0.00	\$330.00	\$208,955.54	\$18,776.48	\$227,732.02
JUSTICE, COURT OF APPEAL	\$208,533.96	\$0.00	\$290.00	\$208,823.96	\$19,458.48	\$228,282.44
JUSTICE, COURT OF APPEAL	\$206,438.10	\$0.00	\$9,273.12	\$215,711.22	\$14,995.80	\$230,707.02
JUSTICE, COURT OF APPEAL	\$205,250.29	\$0.00	\$0.00	\$205,250.29	\$19,458.48	\$224,708.77
MANAGING INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$393,100.37	\$0.00	\$190,384.19	\$583,484.56	\$123,048.34	\$706,532.90
MANAGING INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$388,807.97	\$0.00	\$229,171.80	\$617,979.77	\$118,150.58	\$736,130.35
MANAGING INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$361,452.06	\$0.00	\$212,425.01	\$573,877.07	\$115,387.14	\$689,264.21
MANAGING INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$361,041.07	\$0.00	\$137,293.78	\$498,334.85	\$109,023.20	\$607,358.05
MANAGING INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM	\$347,055.98	\$0.00	\$209,534.61	\$556,590.59	\$110,935.63	\$667,526.22
MEDICAL CONSULTANT I (PSYCHIATRIST), DEPARTMENT OF SOCIAL SERVICES	\$244,191.34	\$13,474.01	\$2,000.00	\$259,665.35	\$51,327.45	\$310,992.80
MEDICAL DIRECTOR, METROPOLITAN STATE HOSPITAL	\$305,980.00	\$0.00	\$3.76	\$305,983.76	\$101,573.16	\$407,556.92
MEDICAL DIRECTOR, STATE HOSPITAL/DEVELOPMENTAL CENTER	\$297,964.20	\$0.00	\$1,000.00	\$298,964.20	\$92,544.25	\$391,508.45
MEDICAL DIRECTOR, STATE HOSPITAL/DEVELOPMENTAL CENTER	\$296,129.80	\$0.00	\$1,000.00	\$297,129.80	\$97,618.89	\$394,748.69
MEDICAL DIRECTOR, STATE HOSPITAL/DEVELOPMENTAL CENTER	\$285,145.52	\$0.00	\$1,000.00	\$286,145.52	\$94,767.45	\$380,912.97
MENTAL HEALTH ADMINISTRATOR, CEA (SAFETY)	\$181,196.19	\$0.00	\$6,858.40	\$188,054.59	\$39,764.21	\$227,818.80
MENTAL HEALTH ADMINISTRATOR, CEA (SAFETY)	\$181,013.61	\$0.00	\$0.00	\$181,013.61	\$43,303.79	\$224,317.40
MENTAL HEALTH ADMINISTRATOR, CEA (SAFETY)	\$180,019.77	\$0.00	\$0.00	\$180,019.77	\$55,015.79	\$235,035.56
OFFICER, CALIFORNIA HIGHWAY PATROL	\$266,063.73	\$5,701.64	\$5,698.15	\$277,463.52	\$169,247.84	\$446,711.36
PHYSICIAN AND SURGEON	\$227,122.19	\$0.00	\$1,000.00	\$228,122.19	\$65,023.93	\$293,146.12
PHYSICIAN AND SURGEON	\$224,122.94	\$0.00	\$1,000.00	\$225,122.94	\$76,591.93	\$301,714.87
PHYSICIAN AND SURGEON	\$219,210.48	\$0.00	\$1,000.00	\$220,210.48	\$72,151.93	\$292,362.41
PHYSICIAN AND SURGEON	\$215,694.12	\$14,618.13	\$1,000.00	\$231,312.25	\$76,591.93	\$307,904.18
PHYSICIAN AND SURGEON	\$214,488.36	\$0.00	\$1,000.00	\$215,488.36	\$76,591.93	\$292,080.29
PHYSICIAN AND SURGEON	\$211,042.68	\$0.00	\$1,000.00	\$212,042.68	\$74,357.76	\$286,400.44
PHYSICIAN AND SURGEON	\$201,331.88	\$0.00	\$1,000.00	\$202,331.88	\$72,767.96	\$275,099.84
PHYSICIAN AND SURGEON	\$193,462.70	\$0.00	\$1,000.00	\$194,462.70	\$50,382.40	\$244,845.10
PHYSICIAN AND SURGEON (SAFETY)	\$230,800.56	\$0.00	\$178,390.76	\$409,191.32	\$45,684.96	\$454,876.28
PHYSICIAN AND SURGEON (SAFETY)	\$230,108.62	\$0.00	\$17,327.34	\$247,435.96	\$48,403.54	\$295,839.50
PHYSICIAN AND SURGEON (SAFETY)	\$224,349.96	\$0.00	\$66,903.64	\$291,253.60	\$45,684.96	\$336,938.56

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON (SAFETY)	\$224,349.96	\$0.00	\$1,000.00	\$225,349.96	\$45,684.96	\$271,034.92
PHYSICIAN AND SURGEON (SAFETY)	\$224,349.96	\$0.00	\$38,195.00	\$262,544.96	\$45,684.96	\$308,229.92
PHYSICIAN AND SURGEON (SAFETY)	\$224,349.96	\$0.00	\$20,781.84	\$245,131.80	\$45,684.96	\$290,816.76
PHYSICIAN AND SURGEON (SAFETY)	\$224,349.96	\$0.00	\$1,000.00	\$225,349.96	\$45,684.96	\$271,034.92
PHYSICIAN AND SURGEON (SAFETY)	\$224,349.96	\$0.00	\$1,000.00	\$225,349.96	\$45,684.96	\$271,034.92
PHYSICIAN AND SURGEON (SAFETY)	\$224,049.96	\$0.00	\$1,000.00	\$225,049.96	\$46,979.52	\$272,029.48
PHYSICIAN AND SURGEON (SAFETY)	\$224,008.44	\$0.00	\$71,472.81	\$295,481.25	\$45,684.96	\$341,166.21
PHYSICIAN AND SURGEON (SAFETY)	\$223,837.80	\$0.00	\$38,302.50	\$262,140.30	\$46,444.68	\$308,584.98
PHYSICIAN AND SURGEON (SAFETY)	\$223,708.44	\$0.00	\$1,000.00	\$224,708.44	\$46,979.52	\$271,687.96
PHYSICIAN AND SURGEON (SAFETY)	\$223,708.44	\$0.00	\$22,661.25	\$246,369.69	\$45,930.12	\$292,299.81
PHYSICIAN AND SURGEON (SAFETY)	\$223,443.51	\$0.00	\$1,000.00	\$224,443.51	\$45,509.43	\$269,952.94
PHYSICIAN AND SURGEON (SAFETY)	\$222,489.96	\$0.00	\$1,145.76	\$223,635.72	\$44,312.16	\$267,947.88
PHYSICIAN AND SURGEON (SAFETY)	\$222,489.96	\$0.00	\$73,674.00	\$296,163.96	\$43,824.96	\$339,988.92
PHYSICIAN AND SURGEON (SAFETY)	\$221,618.92	\$0.00	\$90,510.94	\$312,129.86	\$51,017.28	\$363,147.14
PHYSICIAN AND SURGEON (SAFETY)	\$221,144.64	\$0.00	\$45,612.50	\$266,757.14	\$51,017.28	\$317,774.42
PHYSICIAN AND SURGEON (SAFETY)	\$221,040.60	\$0.00	\$1,000.00	\$222,040.60	\$58,642.02	\$280,682.62
PHYSICIAN AND SURGEON (SAFETY)	\$220,547.88	\$0.00	\$5,300.00	\$225,847.88	\$51,017.28	\$276,865.16
PHYSICIAN AND SURGEON (SAFETY)	\$220,528.82	\$0.00	\$3,579.92	\$224,108.74	\$51,013.42	\$275,122.16
PHYSICIAN AND SURGEON (SAFETY)	\$220,391.28	\$0.00	\$1,000.00	\$221,391.28	\$51,017.28	\$272,408.56
PHYSICIAN AND SURGEON (SAFETY)	\$219,876.36	\$0.00	\$1,000.00	\$220,876.36	\$51,017.28	\$271,893.64
PHYSICIAN AND SURGEON (SAFETY)	\$219,472.32	\$0.00	\$8,740.72	\$228,213.04	\$62,585.28	\$290,798.32
PHYSICIAN AND SURGEON (SAFETY)	\$219,097.92	\$0.00	\$109,701.33	\$328,799.25	\$62,585.28	\$391,384.53
PHYSICIAN AND SURGEON (SAFETY)	\$219,097.92	\$10,548.91	\$113,575.09	\$343,221.92	\$62,585.28	\$405,807.20
PHYSICIAN AND SURGEON (SAFETY)	\$219,097.92	\$0.00	\$101,875.36	\$320,973.28	\$62,585.28	\$383,558.56
PHYSICIAN AND SURGEON (SAFETY)	\$219,097.92	\$0.00	\$1,000.00	\$220,097.92	\$62,585.28	\$282,683.20
PHYSICIAN AND SURGEON (SAFETY)	\$219,097.92	\$0.00	\$1,000.00	\$220,097.92	\$62,585.28	\$282,683.20
PHYSICIAN AND SURGEON (SAFETY)	\$219,003.60	\$0.00	\$1,000.00	\$220,003.60	\$51,017.28	\$271,020.88
PHYSICIAN AND SURGEON (SAFETY)	\$218,991.84	\$0.00	\$187,415.89	\$406,407.73	\$62,585.28	\$468,993.01
PHYSICIAN AND SURGEON (SAFETY)	\$218,929.96	\$0.00	\$153,216.65	\$372,146.61	\$53,987.28	\$426,133.89
PHYSICIAN AND SURGEON (SAFETY)	\$218,920.44	\$0.00	\$1,000.00	\$219,920.44	\$62,585.28	\$282,505.72
PHYSICIAN AND SURGEON (SAFETY)	\$218,756.40	\$0.00	\$1,000.00	\$219,756.40	\$62,585.28	\$282,341.68
PHYSICIAN AND SURGEON (SAFETY)	\$218,592.00	\$0.00	\$1,000.00	\$219,592.00	\$58,145.28	\$277,737.28
PHYSICIAN AND SURGEON (SAFETY)	\$218,592.00	\$0.00	\$1,860.00	\$220,452.00	\$58,145.28	\$278,597.28
PHYSICIAN AND SURGEON (SAFETY)	\$218,589.96	\$0.00	\$72,595.00	\$291,184.96	\$51,017.28	\$342,202.24
PHYSICIAN AND SURGEON (SAFETY)	\$218,416.92	\$0.00	\$57,958.94	\$276,375.86	\$61,904.28	\$338,280.14
PHYSICIAN AND SURGEON (SAFETY)	\$218,361.60	\$0.00	\$93,124.58	\$311,486.18	\$58,145.28	\$369,631.46
PHYSICIAN AND SURGEON (SAFETY)	\$218,273.52	\$0.00	\$43,143.92	\$261,417.44	\$62,819.82	\$324,237.26
PHYSICIAN AND SURGEON (SAFETY)	\$218,128.08	\$0.00	\$125,773.66	\$343,901.74	\$58,145.28	\$402,047.02
PHYSICIAN AND SURGEON (SAFETY)	\$217,609.12	\$0.00	\$236,660.29	\$454,269.41	\$62,585.28	\$516,854.69
PHYSICIAN AND SURGEON (SAFETY)	\$217,523.45	\$0.00	\$86,208.87	\$303,732.32	\$54,581.28	\$358,313.60
PHYSICIAN AND SURGEON (SAFETY)	\$217,415.04	\$0.00	\$1,000.00	\$218,415.04	\$62,585.28	\$281,000.32
PHYSICIAN AND SURGEON (SAFETY)	\$217,415.04	\$0.00	\$107,336.86	\$324,751.90	\$62,585.28	\$387,337.18

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON (SAFETY)	\$217,325.88	\$0.00	\$110,727.18	\$328,053.06	\$61,320.74	\$389,373.80
PHYSICIAN AND SURGEON (SAFETY)	\$217,297.42	\$0.00	\$4,414.71	\$221,712.13	\$62,585.28	\$284,297.41
PHYSICIAN AND SURGEON (SAFETY)	\$217,137.84	\$0.00	\$43,142.59	\$260,280.43	\$58,145.28	\$318,425.71
PHYSICIAN AND SURGEON (SAFETY)	\$216,909.64	\$0.00	\$1,000.00	\$217,909.64	\$50,173.03	\$268,082.67
PHYSICIAN AND SURGEON (SAFETY)	\$216,300.48	\$0.00	\$18,092.50	\$234,392.98	\$58,145.28	\$292,538.26
PHYSICIAN AND SURGEON (SAFETY)	\$216,181.30	\$0.00	\$5,030.88	\$221,212.18	\$44,091.72	\$265,303.90
PHYSICIAN AND SURGEON (SAFETY)	\$215,995.44	\$0.00	\$160,706.80	\$376,702.24	\$62,585.28	\$439,287.52
PHYSICIAN AND SURGEON (SAFETY)	\$215,995.44	\$0.00	\$141,942.58	\$357,938.02	\$62,585.28	\$420,523.30
PHYSICIAN AND SURGEON (SAFETY)	\$215,906.28	\$0.00	\$56,040.00	\$271,946.28	\$62,585.28	\$334,531.56
PHYSICIAN AND SURGEON (SAFETY)	\$215,800.44	\$0.00	\$70,236.45	\$286,036.89	\$62,585.28	\$348,622.17
PHYSICIAN AND SURGEON (SAFETY)	\$215,800.44	\$0.00	\$65,183.48	\$280,983.92	\$62,585.28	\$343,569.20
PHYSICIAN AND SURGEON (SAFETY)	\$215,800.44	\$0.00	\$96,683.90	\$312,484.34	\$62,585.28	\$375,069.62
PHYSICIAN AND SURGEON (SAFETY)	\$215,564.76	\$0.00	\$1,000.00	\$216,564.76	\$62,585.28	\$279,150.04
PHYSICIAN AND SURGEON (SAFETY)	\$215,458.92	\$0.00	\$1,000.00	\$216,458.92	\$62,585.28	\$279,044.20
PHYSICIAN AND SURGEON (SAFETY)	\$214,825.92	\$0.00	\$62,119.47	\$276,945.39	\$62,585.28	\$339,530.67
PHYSICIAN AND SURGEON (SAFETY)	\$214,688.76	\$0.00	\$1,000.00	\$215,688.76	\$62,585.28	\$278,274.04
PHYSICIAN AND SURGEON (SAFETY)	\$214,587.24	\$0.00	\$66,418.34	\$281,005.58	\$58,505.28	\$339,510.86
PHYSICIAN AND SURGEON (SAFETY)	\$214,258.34	\$0.00	\$2,000.00	\$216,258.34	\$57,620.76	\$273,879.10
PHYSICIAN AND SURGEON (SAFETY)	\$213,621.84	\$0.00	\$1,000.00	\$214,621.84	\$61,449.33	\$276,071.17
PHYSICIAN AND SURGEON (SAFETY)	\$213,097.18	\$0.00	\$47,882.05	\$260,979.23	\$51,017.28	\$311,996.51
PHYSICIAN AND SURGEON (SAFETY)	\$212,908.92	\$0.00	\$1,000.00	\$213,908.92	\$62,585.28	\$276,494.20
PHYSICIAN AND SURGEON (SAFETY)	\$212,816.76	\$0.00	\$51,637.22	\$264,453.98	\$62,585.28	\$327,039.26
PHYSICIAN AND SURGEON (SAFETY)	\$212,578.04	\$0.00	\$1,000.00	\$213,578.04	\$60,769.28	\$274,347.32
PHYSICIAN AND SURGEON (SAFETY)	\$209,831.88	\$0.00	\$82,792.33	\$292,624.21	\$48,826.89	\$341,451.10
PHYSICIAN AND SURGEON (SAFETY)	\$209,239.32	\$0.00	\$74,676.40	\$283,915.72	\$48,826.89	\$332,742.61
PHYSICIAN AND SURGEON (SAFETY)	\$208,522.44	\$0.00	\$1,000.00	\$209,522.44	\$55,954.89	\$265,477.33
PHYSICIAN AND SURGEON (SAFETY)	\$208,476.48	\$0.00	\$1,000.00	\$209,476.48	\$60,509.46	\$269,985.94
PHYSICIAN AND SURGEON (SAFETY)	\$204,559.32	\$0.00	\$103,017.88	\$307,577.20	\$60,394.89	\$367,972.09
PHYSICIAN AND SURGEON (SAFETY)	\$198,229.20	\$0.00	\$1,870.71	\$200,099.91	\$46,643.44	\$246,743.35
PHYSICIAN AND SURGEON (SAFETY)	\$198,229.20	\$0.00	\$79,222.40	\$277,451.60	\$46,643.44	\$324,095.04
PHYSICIAN AND SURGEON (SAFETY)	\$198,123.12	\$0.00	\$1,000.00	\$199,123.12	\$46,643.44	\$245,766.56
PHYSICIAN AND SURGEON (SAFETY)	\$197,553.48	\$0.00	\$33,314.50	\$230,867.98	\$46,643.44	\$277,511.42
PHYSICIAN AND SURGEON (SAFETY)	\$196,740.60	\$0.00	\$81,447.67	\$278,188.27	\$58,211.44	\$336,399.71
PHYSICIAN AND SURGEON (SAFETY)	\$195,146.88	\$0.00	\$11,060.96	\$206,207.84	\$58,211.44	\$264,419.28
PHYSICIAN AND SURGEON (SAFETY)	\$195,048.57	\$0.00	\$54,668.98	\$249,717.55	\$55,954.89	\$305,672.44
PHYSICIAN AND SURGEON (SAFETY)	\$194,934.72	\$0.00	\$57,211.78	\$252,146.50	\$58,211.44	\$310,357.94
PHYSICIAN AND SURGEON (SAFETY)	\$193,638.12	\$0.00	\$92,718.59	\$286,356.71	\$58,211.44	\$344,568.15
PHYSICIAN AND SURGEON (SAFETY)	\$193,532.28	\$3,308.88	\$156,077.82	\$352,918.98	\$58,211.44	\$411,130.42
PHYSICIAN AND SURGEON (SAFETY)	\$193,532.28	\$0.00	\$59,721.18	\$253,253.46	\$58,211.44	\$311,464.90
PHYSICIAN AND SURGEON (SAFETY)	\$191,246.54	\$0.00	\$4,735.98	\$195,982.52	\$55,714.44	\$251,696.96
PHYSICIAN AND SURGEON (SAFETY)	\$188,202.72	\$0.00	\$76,883.33	\$265,086.05	\$54,357.44	\$319,443.49
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$304,913.88	\$0.00	\$1,000.00	\$305,913.88	\$67,427.72	\$373,341.60

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$290,039.77	\$0.00	\$1,000.00	\$291,039.77	\$65,411.13	\$356,450.90
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$269,040.48	\$0.00	\$1,000.00	\$270,040.48	\$55,968.84	\$326,009.32
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$267,755.88	\$297.18	\$1,000.00	\$269,053.06	\$60,299.72	\$329,352.78
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$266,725.32	\$594.35	\$1,000.00	\$268,319.67	\$60,299.72	\$328,619.39
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$252,328.08	\$0.00	\$1,000.00	\$253,328.08	\$64,775.28	\$318,103.36
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$252,115.92	\$22,163.78	\$1,000.00	\$275,279.70	\$64,775.28	\$340,054.98
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$251,882.40	\$0.00	\$148,232.46	\$400,114.86	\$64,775.28	\$464,890.14
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$249,554.76	\$85,064.34	\$1,000.00	\$335,619.10	\$69,215.28	\$404,834.38
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$243,085.96	\$0.00	\$109,776.33	\$352,862.29	\$49,243.06	\$402,105.35
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$242,792.16	\$11,794.03	\$17,892.28	\$272,478.47	\$65,420.23	\$337,898.70
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$240,783.36	\$1,337.33	\$1,000.00	\$243,120.69	\$55,001.83	\$298,122.52
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$240,338.40	\$0.00	\$1,000.00	\$241,338.40	\$55,001.83	\$296,340.23
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$240,237.36	\$3,324.57	\$6,102.99	\$249,664.92	\$55,001.83	\$304,666.75
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$240,162.36	\$3,953.35	\$1,000.00	\$245,115.71	\$55,001.83	\$300,117.54
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$239,942.16	\$10,891.46	\$33,846.10	\$284,679.72	\$62,129.83	\$346,809.55
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$239,669.16	\$0.00	\$1,000.00	\$240,669.16	\$66,569.83	\$307,238.99
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$239,496.48	\$130,449.90	\$1,000.00	\$370,946.38	\$62,129.83	\$433,076.21
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$238,665.84	\$0.00	\$8,668.00	\$247,333.84	\$62,129.83	\$309,463.67
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$236,086.44	\$469.20	\$3,815.44	\$240,371.08	\$66,569.83	\$306,940.91
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$225,674.82	\$7,098.43	(\$189.16)	\$232,584.09	\$61,131.53	\$293,715.62
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY	\$207,395.09	\$1,780.39	\$65,526.63	\$274,702.11	\$58,241.28	\$332,943.39
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$311,932.56	\$0.00	\$1,000.00	\$312,932.56	\$54,967.40	\$367,899.96
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$307,689.36	\$1,625.28	\$1,000.00	\$310,314.64	\$71,991.85	\$382,306.49
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$307,022.04	\$0.00	\$1,000.00	\$308,022.04	\$71,867.72	\$379,889.76
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$307,022.04	\$29,554.11	\$1,000.00	\$337,576.15	\$71,867.72	\$409,443.87
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$306,965.76	\$6,256.32	\$1,000.00	\$314,222.08	\$71,867.72	\$386,089.80
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$306,932.88	\$0.00	\$1,000.00	\$307,932.88	\$72,726.62	\$380,659.50
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$306,591.36	\$7,820.40	\$1,000.00	\$315,411.76	\$71,867.72	\$387,279.48
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$300,085.23	\$0.00	\$1,000.00	\$301,085.23	\$71,867.72	\$372,952.95
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$297,094.48	\$0.00	\$1,000.00	\$298,094.48	\$58,207.16	\$356,301.64
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$296,005.26	\$7,448.40	\$620.61	\$304,074.27	\$57,992.85	\$362,067.12
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$288,768.26	\$53,052.31	\$1,000.00	\$342,820.57	\$65,355.28	\$408,175.85
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$277,316.32	\$445.76	\$66,337.09	\$344,099.17	\$76,098.70	\$420,197.87

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$276,181.32	\$12,074.71	\$1,000.00	\$289,256.03	\$71,867.72	\$361,123.75
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$272,508.48	\$58,953.16	\$712.78	\$332,174.42	\$56,335.30	\$388,509.72
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,740.43	\$51,213.08	\$98,271.47	\$421,224.98	\$75,720.58	\$496,945.56
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,608.48	\$27,555.19	\$1,000.00	\$300,163.67	\$54,967.40	\$355,131.07
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,608.48	\$2,881.11	\$1,000.00	\$275,489.59	\$54,967.40	\$330,456.99
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,608.48	\$58,297.27	\$1,000.00	\$330,905.75	\$54,967.40	\$385,873.15
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,608.48	\$445.76	\$1,000.00	\$273,054.24	\$54,967.40	\$328,021.64
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,608.48	\$948.88	\$1,000.00	\$273,557.36	\$54,967.40	\$328,524.76
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,608.48	\$1,098.77	\$1,000.00	\$273,707.25	\$54,967.40	\$328,674.65
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,608.48	\$0.00	\$1,000.00	\$272,608.48	\$54,967.40	\$327,575.88
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,396.32	\$32,556.34	\$1,000.00	\$304,952.66	\$54,967.40	\$359,920.06
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,308.48	\$0.00	\$1,000.00	\$272,308.48	\$56,261.96	\$328,570.44
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,164.00	\$0.00	\$0.00	\$271,164.00	\$73,364.54	\$344,528.54
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,107.45	\$0.00	\$3,927.68	\$275,035.13	\$53,786.67	\$328,821.80
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,104.00	\$0.00	\$10,427.28	\$281,531.28	\$70,089.14	\$351,620.42
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$271,096.32	\$3,443.58	\$1,000.00	\$275,539.90	\$56,261.96	\$331,801.86
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$270,108.48	\$0.00	\$1,030.00	\$271,138.48	\$55,727.12	\$326,865.60
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$269,748.48	\$28,291.59	\$5,063.70	\$303,103.77	\$53,750.08	\$356,853.85
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$269,748.48	\$3,349.74	\$1,000.00	\$274,098.22	\$53,107.40	\$327,205.62
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$269,748.48	\$15,128.57	\$1,000.00	\$285,877.05	\$53,703.92	\$339,580.97
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$269,748.48	\$90,998.18	\$1,000.00	\$361,746.66	\$53,107.40	\$414,854.06
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$269,661.30	\$0.00	\$2,353.22	\$272,014.52	\$72,913.51	\$344,928.03
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$269,608.56	\$28,680.01	\$1,000.00	\$299,288.57	\$54,967.40	\$354,255.97
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$269,519.52	\$0.00	\$10,577.28	\$280,096.80	\$77,713.46	\$357,810.26

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$269,406.96	\$4,189.13	\$1,000.00	\$274,596.09	\$54,612.80	\$329,208.89
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,999.68	\$0.00	\$1,000.00	\$269,999.68	\$60,299.72	\$330,299.40
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,893.60	\$60,608.09	\$1,000.00	\$330,501.69	\$60,299.72	\$390,801.41
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,821.36	\$3,086.46	\$1,000.00	\$272,907.82	\$60,299.72	\$333,207.54
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,598.52	\$1,637.07	\$1,000.00	\$271,235.59	\$60,299.72	\$331,535.31
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,598.52	\$2,640.69	\$1,000.00	\$272,239.21	\$60,299.72	\$332,538.93
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,547.16	\$6,077.75	\$1,000.00	\$275,624.91	\$60,299.72	\$335,924.63
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,474.56	\$5,129.51	\$1,000.00	\$274,604.07	\$67,427.72	\$342,031.79
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,454.52	\$23,717.48	\$1,000.00	\$293,172.00	\$60,299.72	\$353,471.72
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,454.52	\$1,097.46	\$1,000.00	\$270,551.98	\$60,299.72	\$330,851.70
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,441.08	\$445.76	\$1,000.00	\$269,886.84	\$60,299.72	\$330,186.56
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,403.16	\$3,089.06	\$1,000.00	\$272,492.22	\$60,299.72	\$332,791.94
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,403.16	\$3,082.54	\$1,000.00	\$272,485.70	\$60,299.73	\$332,785.43
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,136.52	\$0.00	\$1,000.00	\$269,136.52	\$60,299.72	\$329,436.24
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$268,082.24	\$16,626.17	\$1,050.52	\$285,758.93	\$61,487.72	\$347,246.65
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,958.20	\$594.35	\$1,000.00	\$269,552.55	\$60,299.72	\$329,852.27
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,888.90	\$90,093.61	\$1,000.00	\$358,982.51	\$71,497.72	\$430,480.23
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,861.84	\$6,950.23	\$1,000.00	\$275,812.07	\$71,867.72	\$347,679.79
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,755.88	\$2,549.45	\$1,000.00	\$271,305.33	\$60,299.72	\$331,605.05
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,755.88	\$0.00	\$1,023.00	\$268,778.88	\$60,299.72	\$329,078.60
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,755.88	\$44,945.95	\$1,000.00	\$313,701.83	\$60,299.72	\$374,001.55
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,701.16	\$297.18	\$1,000.00	\$268,998.34	\$60,299.72	\$329,298.06
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,649.80	\$445.76	\$1,000.00	\$269,095.56	\$60,299.72	\$329,395.28
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,474.99	\$5,356.99	\$783.05	\$273,615.03	\$69,485.86	\$343,100.89

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,450.58	\$148.59	\$1,028.46	\$268,627.63	\$71,867.72	\$340,495.35
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,209.88	\$3,925.84	\$1,000.00	\$272,135.72	\$60,299.72	\$332,435.44
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,145.08	\$12,541.80	\$1,000.00	\$280,686.88	\$67,427.72	\$348,114.60
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,145.08	\$0.00	\$1,000.00	\$268,145.08	\$67,427.72	\$335,572.80
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,134.88	\$0.00	\$1,000.00	\$268,134.88	\$60,299.72	\$328,434.60
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,134.88	\$0.00	\$1,000.00	\$268,134.88	\$60,299.72	\$328,434.60
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,126.84	\$445.77	\$1,000.00	\$268,572.61	\$67,427.72	\$336,000.33
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,126.84	\$0.00	\$1,000.00	\$268,126.84	\$67,427.72	\$335,554.56
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,101.16	\$445.76	\$1,000.00	\$268,546.92	\$60,299.72	\$328,846.64
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$267,010.29	\$0.00	(\$306.16)	\$266,704.13	\$84,357.46	\$351,061.59
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,932.92	\$43,029.43	\$1,000.00	\$310,962.35	\$67,427.72	\$378,390.07
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,914.68	\$16,566.23	\$1,000.00	\$284,480.91	\$67,427.72	\$351,908.63
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,816.94	\$445.77	\$1,343.92	\$268,606.63	\$67,427.72	\$336,034.35
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,725.32	\$0.00	\$1,000.00	\$267,725.32	\$60,299.72	\$328,025.04
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,725.32	\$1,246.05	\$1,000.00	\$268,971.37	\$60,299.72	\$329,271.09
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,716.48	\$8,542.49	\$1,008.84	\$276,267.81	\$60,299.72	\$336,567.53
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,685.00	\$23,521.15	\$1,855.03	\$292,061.18	\$71,867.72	\$363,928.90
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,678.48	\$0.00	\$1,000.00	\$267,678.48	\$70,051.72	\$337,730.20
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,670.60	\$14,827.48	\$792.42	\$282,290.50	\$60,893.72	\$343,184.22
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,641.68	\$4,838.22	\$1,000.00	\$272,479.90	\$71,867.72	\$344,347.62
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,469.00	\$0.00	\$1,000.00	\$267,469.00	\$67,427.72	\$334,896.72
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,389.32	\$2,492.10	\$1,000.00	\$269,881.42	\$71,867.72	\$341,749.14
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,356.44	\$0.00	\$1,000.00	\$267,356.44	\$71,867.72	\$339,224.16
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,356.44	\$1,261.70	\$1,131.85	\$268,749.99	\$71,867.72	\$340,617.71

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,356.44	\$9,807.38	\$1,000.00	\$277,163.82	\$71,867.72	\$349,031.54
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,356.44	\$20,941.72	\$1,000.00	\$288,298.16	\$71,867.72	\$360,165.88
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,356.44	\$0.00	\$1,000.00	\$267,356.44	\$71,867.72	\$339,224.16
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,267.28	\$971.64	\$1,000.00	\$268,238.92	\$71,867.72	\$340,106.64
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,267.28	\$13,279.05	\$1,000.00	\$280,546.33	\$71,867.72	\$352,414.05
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,267.28	\$1,097.46	\$1,000.00	\$268,364.74	\$71,867.72	\$340,232.46
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,250.36	\$1,339.90	\$1,000.00	\$268,590.26	\$71,867.72	\$340,457.98
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,144.28	\$2,137.59	\$1,000.00	\$269,281.87	\$71,867.72	\$341,149.59
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,144.28	\$2,915.71	\$1,000.00	\$270,059.99	\$71,867.72	\$341,927.71
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,075.40	\$0.00	\$0.00	\$266,075.40	\$89,425.46	\$355,500.86
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,055.12	\$12,442.26	\$1,000.00	\$279,497.38	\$71,867.72	\$351,365.10
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,055.12	\$3,519.18	\$1,000.00	\$270,574.30	\$71,867.72	\$342,442.02
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,014.92	\$25,295.74	\$9,386.08	\$300,696.74	\$71,867.72	\$372,564.46
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$266,014.92	\$52,944.11	\$1,000.00	\$319,959.03	\$71,867.72	\$391,826.75
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,926.00	\$35,191.80	\$1,000.00	\$302,117.80	\$60,299.72	\$362,417.52
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,925.76	\$6,235.57	\$1,000.00	\$273,161.33	\$71,867.72	\$345,029.05
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,903.20	\$0.00	\$1,000.00	\$266,903.20	\$60,299.72	\$327,202.92
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,850.52	\$11,153.20	\$1,000.00	\$278,003.72	\$67,427.72	\$345,431.44
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,827.84	\$9,439.06	\$1,000.00	\$276,266.90	\$66,575.72	\$342,842.62
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,813.28	\$92,957.19	\$1,000.00	\$359,770.47	\$71,413.72	\$431,184.19
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,710.36	\$2,343.51	\$1,000.00	\$269,053.87	\$60,299.72	\$329,353.59
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,638.36	\$6,287.61	\$1,000.00	\$272,925.97	\$67,427.72	\$340,353.69
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,620.12	\$0.00	\$1,020.00	\$266,640.12	\$67,427.72	\$334,067.84
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,620.12	\$78.20	\$1,000.00	\$266,698.32	\$67,427.72	\$334,126.04

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,620.12	\$6,243.29	\$1,000.00	\$272,863.41	\$67,427.72	\$340,291.13
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,610.40	\$51,997.84	\$1,000.00	\$318,608.24	\$71,867.72	\$390,475.96
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,437.84	\$0.00	\$1,000.00	\$266,437.84	\$67,427.72	\$333,865.56
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,386.60	\$5,923.84	\$1,000.00	\$272,310.44	\$67,427.72	\$339,738.16
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,359.28	\$0.00	\$1,000.00	\$266,359.28	\$70,959.72	\$337,319.00
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,120.32	\$1,097.46	\$1,000.00	\$267,217.78	\$71,867.72	\$339,085.50
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$265,101.88	\$148.59	\$1,000.00	\$266,250.47	\$69,597.72	\$335,848.19
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,793.66	\$7,259.94	\$37,456.50	\$309,510.10	\$67,013.54	\$376,523.64
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,685.08	\$15,467.44	\$1,000.00	\$281,152.52	\$67,427.72	\$348,580.24
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,673.56	\$0.00	\$1,000.00	\$265,673.56	\$71,867.72	\$337,541.28
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,673.56	\$19,323.89	\$1,000.00	\$284,997.45	\$71,867.72	\$356,865.17
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,673.56	\$8,809.68	\$1,000.00	\$274,483.24	\$71,867.72	\$346,350.96
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,673.56	\$13,376.02	\$1,000.00	\$279,049.58	\$71,867.72	\$350,917.30
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,645.10	\$25,657.43	\$1,325.76	\$291,628.29	\$71,867.72	\$363,496.01
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,613.94	\$0.00	\$1,000.00	\$265,613.94	\$47,766.16	\$313,380.10
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,608.52	\$0.00	\$1,000.00	\$265,608.52	\$67,427.72	\$333,036.24
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,584.40	\$10,594.04	\$1,000.00	\$276,178.44	\$71,867.72	\$348,046.16
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,584.40	\$1,097.47	\$1,000.00	\$266,681.87	\$71,867.72	\$338,549.59
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,584.40	\$1,973.35	\$1,000.00	\$267,557.75	\$71,867.72	\$339,425.47
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,584.40	\$5,661.97	\$1,000.00	\$271,246.37	\$71,867.72	\$343,114.09
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,584.40	\$32,886.09	\$1,000.00	\$298,470.49	\$71,867.72	\$370,338.21
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,584.40	\$1,543.23	\$1,000.00	\$267,127.63	\$71,867.72	\$338,995.35
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,584.40	\$74,706.74	\$7,103.60	\$346,394.74	\$71,867.72	\$418,262.46
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,584.40	\$6,968.51	\$1,000.00	\$272,552.91	\$71,867.72	\$344,420.63

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,378.12	\$43,282.29	\$1,000.00	\$308,660.41	\$67,427.72	\$376,088.13
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,332.04	\$297.18	\$1,000.00	\$265,629.22	\$71,867.72	\$337,496.94
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,332.04	\$0.00	\$7,742.64	\$272,074.68	\$73,171.60	\$345,246.28
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,307.92	\$6,251.10	\$1,000.00	\$271,559.02	\$71,867.72	\$343,426.74
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,294.60	\$18,958.99	\$1,000.00	\$284,253.59	\$67,427.72	\$351,681.31
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,242.88	\$2,698.04	\$1,000.00	\$267,940.92	\$71,867.72	\$339,808.64
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,242.88	\$0.00	\$1,000.00	\$265,242.88	\$71,867.72	\$337,110.60
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,234.84	\$297.18	\$1,000.00	\$265,532.02	\$71,867.72	\$337,399.74
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$264,180.84	\$33,030.16	\$1,000.00	\$298,211.00	\$71,867.72	\$370,078.72
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,968.68	\$5,587.68	\$1,000.00	\$270,556.36	\$71,867.72	\$342,424.08
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,925.99	\$0.00	\$1,000.00	\$264,925.99	\$59,678.45	\$324,604.44
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,896.44	\$19,637.04	\$1,000.00	\$284,533.48	\$71,867.72	\$356,401.20
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,856.48	\$32,388.19	\$1,000.00	\$297,244.67	\$71,867.72	\$369,112.39
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,731.68	\$1,414.02	\$6,151.42	\$271,297.12	\$57,647.28	\$328,944.40
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,715.60	\$0.00	\$10,427.28	\$274,142.88	\$89,425.46	\$363,568.34
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,603.43	\$3,181.46	\$1,000.00	\$267,784.89	\$59,480.78	\$327,265.67
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,436.84	\$20,746.23	\$1,000.00	\$285,183.07	\$71,867.72	\$357,050.79
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,384.40	\$3,931.06	\$1,000.00	\$268,315.46	\$71,867.72	\$340,183.18
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,384.40	\$297.18	\$1,000.00	\$264,681.58	\$71,867.72	\$336,549.30
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,309.76	\$0.00	\$1,000.00	\$264,309.76	\$51,867.08	\$316,176.84
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,253.96	\$22,916.08	\$1,000.00	\$287,170.04	\$71,867.72	\$359,037.76
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,248.47	\$445.76	\$1,000.00	\$264,694.23	\$59,057.18	\$323,751.41
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,238.36	\$0.00	\$1,000.00	\$264,238.36	\$67,427.72	\$331,666.08
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,164.80	\$1,097.47	\$1,000.00	\$265,262.27	\$71,867.72	\$337,129.99

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,095.32	\$4,001.44	\$1,000.00	\$268,096.76	\$71,867.72	\$339,964.48
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,088.36	\$7,329.02	\$1,970.10	\$272,387.48	\$67,427.72	\$339,815.20
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,088.36	\$1,600.58	\$53,714.67	\$318,403.61	\$67,427.72	\$385,831.33
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,070.12	\$0.00	\$1,000.00	\$264,070.12	\$67,427.72	\$331,497.84
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,058.96	\$2,234.03	\$15,867.96	\$281,160.95	\$71,867.72	\$353,028.67
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,058.96	\$1,097.46	\$1,000.00	\$265,156.42	\$71,867.72	\$337,024.14
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,058.96	\$15,692.93	\$1,082.07	\$279,833.96	\$71,867.72	\$351,701.68
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$263,058.96	\$742.94	\$1,000.00	\$264,801.90	\$71,867.72	\$336,669.62
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$262,446.80	\$49,229.19	\$1,457.82	\$313,133.81	\$59,562.63	\$372,696.44
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$262,424.40	\$15,062.11	\$1,000.00	\$278,486.51	\$71,867.72	\$350,354.23
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$262,245.45	\$8,038.08	\$1,000.00	\$271,283.53	\$58,865.00	\$330,148.53
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$262,048.76	\$48,412.19	\$648.68	\$311,109.63	\$71,867.72	\$382,977.35
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$261,782.04	\$12,741.92	\$1,000.00	\$275,523.96	\$71,867.72	\$347,391.68
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$261,652.56	\$2,400.87	\$1,000.00	\$265,053.43	\$71,867.72	\$336,921.15
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$261,582.48	\$214,067.80	\$2,042.72	\$477,693.00	\$67,427.72	\$545,120.72
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$261,356.52	\$3,932.75	\$1,000.00	\$266,289.27	\$71,867.72	\$338,156.99
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$261,178.02	\$1,637.07	\$1,000.00	\$263,815.09	\$68,503.54	\$332,318.63
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$260,477.50	\$1,691.81	\$1,000.00	\$263,169.31	\$71,068.95	\$334,238.26
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$259,250.66	\$5,544.67	(\$62.50)	\$264,732.83	\$71,867.72	\$336,600.55
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$259,131.83	\$0.00	\$1,000.00	\$260,131.83	\$58,850.09	\$318,981.92
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$258,767.40	\$3,571.11	\$1,000.00	\$263,338.51	\$71,867.72	\$335,206.23
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$258,151.52	\$0.00	\$1,000.00	\$259,151.52	\$58,047.86	\$317,199.38
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$258,116.62	\$1,600.58	\$1,000.00	\$260,717.20	\$58,207.16	\$318,924.36
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$257,756.76	\$3,852.85	\$1,000.00	\$262,609.61	\$65,531.19	\$328,140.80

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$257,377.80	\$4,266.02	\$1,000.00	\$262,643.82	\$71,867.72	\$334,511.54
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$257,136.03	\$3,172.48	\$1,000.00	\$261,308.51	\$63,635.18	\$324,943.69
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$257,110.94	\$0.00	\$1,000.00	\$258,110.94	\$58,207.16	\$316,318.10
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$257,067.19	\$297.18	(\$525.90)	\$256,838.47	\$66,963.69	\$323,802.16
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$256,871.04	\$445.76	\$1,000.00	\$258,316.80	\$50,590.71	\$308,907.51
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$256,557.84	\$37,638.34	\$4,829.00	\$299,025.18	\$70,720.10	\$369,745.28
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$256,487.34	\$0.00	\$12,422.70	\$268,910.04	\$61,487.72	\$330,397.76
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$256,183.60	\$109,435.31	\$34,052.97	\$399,671.88	\$65,626.36	\$465,298.24
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$256,032.12	\$27,236.68	\$1,000.00	\$284,268.80	\$51,960.36	\$336,229.16
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$255,671.43	\$267.47	\$1,000.00	\$256,938.90	\$70,081.53	\$327,020.43
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$255,377.32	\$742.94	\$1,000.00	\$257,120.26	\$65,114.48	\$322,234.74
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$255,308.72	\$1,139.52	\$1,000.00	\$257,448.24	\$69,758.77	\$327,207.01
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$255,273.77	\$1,394.64	\$1,000.00	\$257,668.41	\$68,936.63	\$326,605.04
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$255,102.94	\$0.00	\$11,297.05	\$266,399.99	\$71,718.94	\$338,118.93
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$254,882.32	\$297.18	\$610.44	\$255,789.94	\$71,867.72	\$327,657.66
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$254,760.57	\$3,422.73	(\$232.30)	\$257,951.00	\$70,209.93	\$328,160.93
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$252,105.15	\$121.80	\$116,757.10	\$368,984.05	\$67,932.21	\$436,916.26
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$251,971.77	\$445.76	\$5,472.46	\$257,889.99	\$65,914.51	\$323,804.50
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$251,942.52	\$0.00	(\$1,598.20)	\$250,344.32	\$65,183.54	\$315,527.86
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$251,882.61	\$0.00	\$1,000.00	\$252,882.61	\$65,231.47	\$318,114.08
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$251,816.26	\$1,700.93	\$1,000.00	\$254,517.19	\$68,956.53	\$323,473.72
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$251,731.08	\$1,840.40	\$10,654.36	\$264,225.84	\$64,911.03	\$329,136.87
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$251,431.20	\$27,488.04	\$1,280.24	\$280,199.48	\$69,215.28	\$349,414.76
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$251,254.32	\$55,384.69	\$1,000.00	\$307,639.01	\$64,775.28	\$372,414.29

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$251,169.36	\$705.77	\$1,000.00	\$252,875.13	\$69,215.28	\$322,090.41
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$251,133.80	\$1,991.60	\$1,000.00	\$254,125.40	\$65,671.78	\$319,797.18
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$250,195.92	\$0.00	\$1,000.00	\$251,195.92	\$65,897.78	\$317,093.70
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$250,102.99	\$48,910.34	\$1,000.00	\$300,013.33	\$56,757.63	\$356,770.96
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$249,568.35	\$534.89	\$1,000.00	\$251,103.24	\$68,760.85	\$319,864.09
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$249,320.40	\$0.00	\$1,353.18	\$250,673.58	\$64,775.28	\$315,448.86
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$248,545.47	\$8,369.52	\$1,068.90	\$257,983.89	\$64,576.85	\$322,560.74
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$247,529.28	\$1,183.72	(\$30.50)	\$248,682.50	\$55,703.74	\$304,386.24
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$243,994.44	\$3,148.60	\$1,000.00	\$248,143.04	\$49,996.76	\$298,139.80
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$242,347.44	\$0.00	\$1,000.00	\$243,347.44	\$59,061.85	\$302,409.29
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$241,348.18	\$3,834.60	\$1,000.00	\$246,182.78	\$65,033.18	\$311,215.96
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$240,973.98	\$22,393.72	\$22,226.80	\$285,594.50	\$68,537.72	\$354,132.22
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$237,678.46	\$1,862.88	\$1,000.00	\$240,541.34	\$61,823.94	\$302,365.28
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$237,573.84	\$267.47	\$1,000.00	\$238,841.31	\$62,129.83	\$300,971.14
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$236,086.44	\$7,489.07	\$1,000.00	\$244,575.51	\$66,569.83	\$311,145.34
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$235,568.08	\$0.00	\$29,674.80	\$265,242.88	\$71,867.72	\$337,110.60
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$233,760.39	\$8,317.38	\$928.15	\$243,005.92	\$52,826.44	\$295,832.36
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$232,092.12	\$0.00	\$36,190.60	\$268,282.72	\$60,299.72	\$328,582.44
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$230,216.20	\$297.18	\$1,000.00	\$231,513.38	\$60,593.73	\$292,107.11
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$226,090.40	\$0.00	\$70,621.87	\$296,712.27	\$46,262.40	\$342,974.67
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$226,090.40	\$1,238.23	\$70,547.42	\$297,876.05	\$46,247.20	\$344,123.25
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$224,702.00	\$0.00	\$53,831.80	\$278,533.80	\$45,408.10	\$323,941.90
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$221,802.86	\$0.00	\$663.82	\$222,466.68	\$50,644.90	\$273,111.58
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$216,302.37	\$0.00	\$867.12	\$217,169.49	\$48,301.79	\$265,471.28

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
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PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$214,545.96	\$0.00	\$50,802.79	\$265,348.75	\$58,689.32	\$324,038.07
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$212,783.82	\$0.00	\$59,824.66	\$272,608.48	\$52,666.02	\$325,274.50
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$212,165.16	\$6,754.22	\$53,508.40	\$272,427.78	\$71,867.72	\$344,295.50
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$211,953.48	\$4,746.98	\$800.00	\$217,500.46	\$49,703.03	\$267,203.49
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$210,533.16	\$447.75	\$800.00	\$211,780.91	\$61,458.65	\$273,239.56
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$210,183.71	\$0.00	\$10,803.52	\$220,987.23	\$56,704.64	\$277,691.87
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$207,021.56	\$445.76	\$57,232.40	\$264,699.72	\$71,867.72	\$336,567.44
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$205,496.76	\$297.18	\$2,852.86	\$208,646.80	\$40,497.35	\$249,144.15
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$205,050.08	\$0.00	\$63,563.20	\$268,613.28	\$60,299.72	\$328,913.00
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$203,099.60	\$0.00	\$66,170.00	\$269,269.60	\$60,299.72	\$329,569.32
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$202,568.64	\$148.59	\$800.00	\$203,517.23	\$59,257.67	\$262,774.90
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$201,352.81	\$1,394.64	\$948.32	\$203,695.77	\$41,882.99	\$245,578.76
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$196,607.37	\$0.00	\$880.00	\$197,487.37	\$34,688.76	\$232,176.13
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE)	\$192,737.70	\$0.00	\$954.57	\$193,692.27	\$43,702.79	\$237,395.06
PHYSICIAN AND SURGEON, CORRECTIONAL FACILITY (INTERNAL MEDICINE/FAMILY PRACTICE) PHYSICIAN AND SURGEON. DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	\$190,342.44	\$2,137.58	\$700.00	\$193,180.02	\$39,072.39	\$232,252.41
SERVICES PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	\$224,349.96	\$0.00	\$1,000.00	\$225,349.96	\$59,691.61	\$285,041.57
SERVICES PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	\$224,049.96	\$0.00	\$10,998.45	\$235,048.41	\$60,897.01	\$295,945.42
SERVICES PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	\$221,461.20	\$0.00	\$179,885.27	\$401,346.47	\$76,591.93	\$477,938.40
SERVICES	\$221,144.64	\$0.00	\$47,390.58	\$268,535.22	\$65,023.93	\$333,559.15
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$221,144.64	\$0.00	\$45,724.18	\$266,868.82	\$65,023.93	\$331,892.75
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$219,886.56	\$0.00	\$1,000.00	\$220,886.56	\$72,151.93	\$293,038.49
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$218,920.44	\$0.00	\$33,521.80	\$252,442.24	\$76,591.93	\$329,034.17
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$218,756.40	\$0.00	\$36,639.59	\$255,395.99	\$76,591.93	\$331,987.92
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$218,379.84	\$0.00	\$1,000.00	\$219,379.84	\$72,151.93	\$291,531.77

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	ga.a ay			,		Total Tuy and Donollo
SERVICES	\$218,097.36	\$0.00	\$65,882.32	\$283,979.68	\$65,023.93	\$349,003.61
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL						
SERVICES	\$217,350.00	\$0.00	\$1,000.00	\$218,350.00	\$72,151.93	\$290,501.93
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL						
SERVICES	\$215,711.28	\$0.00	\$182,171.44	\$397,882.72	\$76,591.93	\$474,474.65
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	4010010-0	40.00	4== 000 04	4000000	4=2 4=4 00	40.1.001.10
SERVICES PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	\$213,918.72	\$0.00	\$55,023.81	\$268,942.53	\$72,151.93	\$341,094.46
SERVICES	\$213,640.38	\$0.00	\$30,176.87	\$243,817.25	\$55,552.61	\$299,369.86
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	\$213,040.36	\$0.00	\$30,170.67	\$243,617.23	\$33,332.01	\$255,305.60
SERVICES	\$207,440.04	\$0.00	\$75,685.26	\$283,125.30	\$69,259.43	\$352,384.73
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	\$207,110.01	φο.σσ	ψ73,003. 2 0	Ψ203,123.30	Ç03,233.13	\$33 2 ,30 1.73
SERVICES	\$205,096.58	\$0.00	(\$3,116.01)	\$201,980.57	\$50,560.72	\$252,541.29
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	,		,	,	,	. ,
SERVICES	\$204,559.32	\$44,524.32	\$1,000.00	\$250,083.64	\$73,699.43	\$323,783.07
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL						
SERVICES	\$202,009.32	\$0.00	\$55,481.02	\$257,490.34	\$73,699.43	\$331,189.77
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	dann 242 20	40.00	6440 707 44	4240.040.64	☆ ₹0.046.40	6200 755 70
SERVICES DIVISIONAL AND SUBCEON DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	\$200,242.20	\$0.00	\$119,707.41	\$319,949.61	\$70,816.18	\$390,765.79
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$198,131.12	\$0.00	\$65,376.80	\$263,507.92	\$59,248.18	\$322,756.10
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	\$190,151.12	\$0.00	\$05,570.60	\$205,507.92	\$39,240.10	\$522,750.10
SERVICES	\$197,125.08	\$0.00	\$63,979.92	\$261,105.00	\$59,248.18	\$320,353.18
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL	Ψ237)2 2 3133	φο.σσ	Ψ00,070.02	Ψ201)100.00	ψοσήΣ :0:120	ψ520)555.125
SERVICES	\$193,529.01	\$0.00	\$76,350.02	\$269,879.03	\$65,641.77	\$335,520.80
PHYSICIAN AND SURGEON, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL						·
SERVICES	\$184,545.00	\$0.00	\$875.00	\$185,420.00	\$51,374.19	\$236,794.19
PODIATRIST	\$188,212.32	\$0.00	\$1,000.00	\$189,212.32	\$68,307.71	\$257,520.03
PODIATRIST	\$187,243.86	\$0.00	\$1,000.00	\$188,243.86	\$64,237.71	\$252,481.57
PODIATRIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$205,008.31	\$0.00	\$1,000.00	\$206,008.31	\$55,558.54	\$261,566.85
PODIATRIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$185,386.32	\$0.00	\$1,000.00	\$186,386.32	\$56,311.81	\$242,698.13
PODIATRIST, DEPARTMENTS OF MENTAL HEALTH AND DEVELOPMENTAL SERVICES	\$184,652.28	\$0.00	\$1,000.00	\$185,652.28	\$56,311.81	\$241,964.09
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$235,925.58	\$0.00	\$51,662.40	\$287,587.98	\$78,780.74	\$366,368.72
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$223,682.88	\$0.00	\$31,399.40	\$255,082.28	\$76,166.56	\$331,248.84
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$219,359.85	\$0.00	\$110,042.00	\$329,401.85	\$70,256.53	\$399,658.38
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$219,355.53	\$0.00	\$27,045.00	\$246,400.53	\$74,705.01	\$321,105.54
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$217,299.36	\$0.00	\$34,507.95	\$251,807.31	\$74,632.48	\$326,439.79
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$217,253.50	\$0.00	\$34,165.80	\$249,322.80	\$57,210.12	\$306,532.92
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$214,647.48	\$0.00	\$114,016.60		\$58,659.61	\$387,323.69
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$214,647.48	\$0.00		\$239,571.00	\$56,167.29	\$295,738.29
·	· '	,	\$28,029.00	· ,	. ,	
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$210,520.32	\$0.00	\$96,186.00	\$306,706.32	\$73,129.38	\$379,835.70
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$209,202.96	\$0.00	\$27,039.00	\$236,241.96	\$74,720.53	\$310,962.49
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$208,428.96	\$0.00	\$85,247.20	\$293,676.16	\$72,469.37	\$366,145.53
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$208,037.56	\$0.00	\$31,390.00	\$239,427.56	\$74,632.48	\$314,060.04

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$207,715.68	\$0.00	\$33,060.60	\$240,776.28	\$69,484.79	\$310,261.07
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$202,436.50	\$0.00	\$43,137.60	\$245,574.10	\$70,792.47	\$316,366.57
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$199,381.09	\$0.00	\$77,051.00	\$276,432.09	\$64,320.36	\$340,752.45
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$196,433.20	\$0.00	\$30,884.80	\$227,318.00	\$70,876.32	\$298,194.32
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$195,023.69	\$0.00	\$97,291.00	\$292,314.69	\$55,864.61	\$348,179.30
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$192,971.57	\$0.00	\$69,090.40	\$262,061.97	\$68,272.32	\$330,334.29
PORTFOLIO MANAGER, STATE TEACHERS' RETIREMENT SYSTEM	\$192,003.96	\$0.00	\$101,340.00	\$293,343.96	\$70,876.32	\$364,220.28
PRESIDENT	\$545,299.08	\$0.00	\$22,500.00	\$567,799.08	\$161,403.58	\$729,202.66
PRESIDENT AND CEO, STATE COMPENSATION INSURANCE FUND	\$491,433.20	\$0.00	\$219,381.60	\$710,814.80	\$141,520.95	\$852,335.75
PRINCIPAL MANAGER I	\$192,014.84	\$0.00	\$0.00	\$192,014.84	\$58,545.80	\$250,560.64
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$397,525.32	\$0.00	\$1,000.00	\$398,525.32	\$98,363.19	\$496,888.51
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$358,145.35	\$0.00	\$1,000.00	\$359,145.35	\$77,978.17	\$437,123.52
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$344,681.45	\$0.00	\$67,400.69	\$412,082.14	\$67,405.09	\$479,487.23
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$333,181.68	\$0.00	\$1,000.00	\$334,181.68	\$80,374.29	\$414,555.97
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$332,897.63	\$0.00	\$1,069.00	\$333,966.63	\$85,444.45	\$419,411.08
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$330,992.75	\$0.00	\$1,030.00	\$332,022.75	\$80,342.79	\$412,365.54
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$318,936.00	\$0.00	\$1,000.00	\$319,936.00	\$63,952.02	\$383,888.02
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$317,328.44	\$0.00	\$1,000.00	\$318,328.44	\$82,070.70	\$400,399.14
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$314,403.48	\$0.00	\$1,000.00	\$315,403.48	\$82,103.75	\$397,507.23
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$313,717.92	\$0.00	\$1,000.00	\$314,717.92	\$62,952.88	\$377,670.80
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$312,218.68	\$0.00	\$1,008.84	\$313,227.52	\$69,078.39	\$382,305.91
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$311,396.40	\$0.00	\$10,810.12	\$322,206.52	\$76,786.06	\$398,992.58
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$310,643.04	\$0.00	\$1,000.00	\$311,643.04	\$80,609.83	\$392,252.87
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$306,659.92	\$0.00	\$1,000.00	\$307,659.92	\$80,294.87	\$387,954.79
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$304,145.50	\$0.00	\$1,028.46	\$305,173.96	\$79,498.14	\$384,672.10
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$301,723.21	\$0.00	\$1,000.00	\$302,723.21	\$79,861.29	\$382,584.50
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$298,236.36	\$0.00	\$1,000.00	\$299,236.36	\$78,264.60	\$377,500.96
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$297,205.62	\$0.00	\$6,924.09	\$304,129.71	\$79,671.68	\$383,801.39
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$294,299.08	\$0.00	\$1,000.00	\$295,299.08	\$77,899.40	\$373,198.48
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$294,290.37	\$0.00	\$1,000.00	\$295,290.37	\$77,608.82	\$372,899.19
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$293,731.62	\$0.00	\$1,000.00	\$294,731.62	\$65,468.95	\$360,200.57
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$292,298.40	\$0.00	\$1,000.00	\$293,298.40	\$77,549.28	\$370,847.68
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$291,511.08	\$0.00	\$1,000.00	\$292,511.08	\$77,352.27	\$369,863.35
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$291,169.77	\$0.00	\$20,328.78	\$311,498.55	\$65,016.49	\$376,515.04
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$290,097.53	\$0.00	\$1,000.00	\$291,097.53	\$64,903.25	\$356,000.78
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$289,906.92	\$20,577.06	\$1,000.00	\$311,483.98	\$77,086.92	\$388,570.90
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$289,237.80	\$0.00	\$1,000.00	\$290,237.80	\$72,717.10	\$362,954.90
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$288,892.58	\$0.00	\$12,170.83	\$301,063.41	\$72,153.06	\$373,216.47
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$287,555.61	\$1,160.56	\$1,112.96	\$289,829.13	\$64,277.60	\$354,106.73
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$281,969.28	\$0.00	\$1,000.00	\$282,969.28	\$75,201.72	\$358,171.00
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$281,920.76	\$0.00	\$1,112.96	\$283,033.72	\$75,732.04	\$358,765.76
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$281,828.80	\$0.00	\$10,575.31	\$292,404.11	\$65,011.40	\$357,415.51

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$280,890.83	\$511.02	\$1,000.00	\$282,401.85	\$74,976.45	\$357,378.30
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$277,933.88	\$0.00	\$1,000.00	\$278,933.88	\$74,696.78	\$353,630.66
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$277,459.71	\$0.00	\$5,469.00	\$282,928.71	\$75,666.52	\$358,595.23
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$267,796.44	\$0.00	\$111.94	\$267,908.38	\$75,873.75	\$343,782.13
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$260,836.00	\$0.00	\$763.90	\$261,599.90	\$73,068.55	\$334,668.45
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$250,752.64	\$0.00	\$63,126.09	\$313,878.73	\$58,800.61	\$372,679.34
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$218,170.67	\$2,521.64	\$412.40	\$221,104.71	\$54,517.01	\$275,621.72
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$193,539.32	\$0.00	\$1,000.00	\$194,539.32	\$49,540.72	\$244,080.04
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)	\$180,218.62	\$0.00	\$530,645.02	\$710,863.64	\$44,157.20	\$755,020.84
RECEIVER'S NURSE EXECUTIVE (SAFETY)	\$194,996.24	\$0.00	\$7,581.60	\$202,577.84	\$53,841.62	\$256,419.46
RECEIVER'S NURSE EXECUTIVE (SAFETY)	\$194,796.00	\$0.00	\$0.00	\$194,796.00	\$41,166.26	\$235,962.26
RECEIVER'S NURSE EXECUTIVE (SAFETY)	\$194,548.44	\$0.00	\$30.00	\$194,578.44	\$58,140.15	\$252,718.59
RECEIVER'S NURSE EXECUTIVE (SAFETY)	\$193,502.40	\$0.00	\$30.00	\$193,532.40	\$53,502.65	\$247,035.05
RECEIVER'S NURSE EXECUTIVE (SAFETY)	\$190,720.52	\$0.00	\$7,567.99	\$198,288.51	\$57,415.31	\$255,703.82
RECEIVER'S NURSE EXECUTIVE (SAFETY)	\$190,662.24	\$0.00	\$0.00	\$190,662.24	\$52,993.74	\$243,655.98
RECEIVER'S NURSE EXECUTIVE (SAFETY)	\$189,964.56	\$0.00	\$23.00	\$189,987.56	\$52,759.16	\$242,746.72
RECEIVER'S NURSE EXECUTIVE (SAFETY)	\$186,217.13	\$0.00	\$2,592.93	\$188,810.06	\$50,831.85	\$239,641.91
REGIONAL DENTAL DIRECTOR, CEA	\$356,305.84	\$0.00	\$1,051.00	\$357,356.84	\$70,866.98	\$428,223.82
REGIONAL DENTAL DIRECTOR, CEA	\$341,110.00	\$0.00	\$1,000.00	\$342,110.00	\$67,586.37	\$409,696.37
REGIONAL DENTAL DIRECTOR, CEA	\$334,961.92	\$0.00	\$1,000.00	\$335,961.92	\$85,827.14	\$421,789.06
REGIONAL DENTAL DIRECTOR, CEA	\$334,499.56	\$0.00	\$13,995.20	\$348,494.76	\$85,827.14	\$434,321.90
REGIONAL HEALTH CARE EXECUTIVE, CEA (SAFETY)	\$194,873.84	\$0.00	\$1,000.00	\$195,873.84	\$41,225.02	\$237,098.86
REGIONAL HEALTH CARE EXECUTIVE, CEA (SAFETY)	\$191,646.94	\$0.00	\$1,508.05	\$193,154.99	\$45,382.24	\$238,537.23
REGIONAL HEALTH CARE EXECUTIVE, CEA (SAFETY)	\$188,343.56	\$0.00	\$8,471.83	\$196,815.39	\$57,260.20	\$254,075.59
REGIONAL HEALTH CARE EXECUTIVE, CEA (SAFETY)	\$185,208.64	\$0.00	\$21,218.67	\$206,427.31	\$50,917.05	\$257,344.36
SECRETARY FOR ENVIRONMENTAL PROTECTION	\$182,991.74	\$0.00	\$0.00	\$182,991.74	\$63,882.73	\$246,874.47
SECRETARY OF FOOD AND AGRICULTURE	\$185,817.26	\$0.00	\$23.00	\$185,840.26	\$63,882.73	\$249,722.99
SECRETARY OF LABOR AND WORKFORCE DEVELOPMENT	\$183,052.94	\$0.00	\$7,248.00	\$190,300.94	\$68,346.73	\$258,647.67
SECRETARY OF THE CALIFORNIA HEALTH AND HUMAN SERVICES AGENCY	\$184,848.02	\$0.00	\$0.00	\$184,848.02	\$63,882.73	\$248,730.75
SECRETARY OF THE NATURAL RESOURCES AGENCY	\$184,626.02	\$0.00	\$0.00	\$184,626.02	\$63,882.73	\$248,508.75
SECRETARY OF VETERANS AFFAIRS/DEPARTMENT OF VETERANS AFFAIRS	\$191,253.62	\$0.00	\$0.00	\$191,253.62	\$1,983.96	\$193,237.58
SECRETARY, CALIFORNIA STATE TRANSPORTATION AGENCY	\$184,472.54	\$0.00	\$0.00	\$184,472.54	\$68,346.73	\$252,819.27
SECRETARY, DEPARTMENT OF CORRECTIONS AND REHABILITATION	\$230,333.21	\$0.00	\$67.00	\$230,400.21	\$107,973.88	\$338,374.09
SECRETARY, GOVERNMENT OPERATIONS AGENCY	\$187,703.06	\$0.00	\$0.00	\$187,703.06	\$56,634.73	\$244,337.79
SENIOR ADVISOR, OFFICE OF PLANNING AND RESEARCH	\$183,053.52	\$0.00	\$0.00	\$183,053.52	\$68,230.42	\$251,283.94
SENIOR PSYCHIATRIST (SPECIALIST)	\$291,531.72	\$0.00	\$120,240.90	\$411,772.62	\$58,958.47	\$470,731.09
SENIOR PSYCHIATRIST (SPECIALIST)	\$291,371.72	\$0.00	\$1,000.00	\$292,371.72	\$59,313.07	\$351,684.79
SENIOR PSYCHIATRIST (SPECIALIST)	\$290,579.28	\$0.00	\$1,000.00	\$291,579.28	\$64,645.39	\$356,224.67
SENIOR PSYCHIATRIST (SPECIALIST)	\$286,714.98	\$0.00	\$1,028.40	\$287,743.38	\$76,213.39	\$363,956.77
SENIOR PSYCHIATRIST (SPECIALIST)	\$280,485.24	\$0.00	\$1,000.00	\$281,485.24	\$75,069.55	\$356,554.79
SENIOR PSYCHIATRIST (SPECIALIST)	\$279,748.68	\$0.00	\$10,868.32	\$290,617.00	\$70,157.60	\$360,774.60

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
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SENIOR PSYCHIATRIST (SPECIALIST), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$348,707.22	\$0.00	\$5,575.72	\$354,282.94	\$79,894.35	\$434,177.29
SENIOR PSYCHIATRIST (SPECIALIST), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$289,944.83	\$0.00	(\$268.28)	\$289,676.55	\$71,884.29	\$361,560.84
SENIOR PSYCHIATRIST (SPECIALIST), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$285,622.20	\$0.00	\$1,212.56	\$286,834.76	\$62,297.96	\$349,132.72
SENIOR PSYCHIATRIST (SPECIALIST), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$254,027.00	\$0.00	\$6,000.00	\$260,027.00	\$68,068.98	\$328,095.98
SENIOR PSYCHIATRIST (SUPERVISOR)	\$306,125.12	\$0.00	\$61,658.47	\$367,783.59	\$61,851.83	\$429,635.42
SENIOR PSYCHIATRIST (SUPERVISOR)	\$299,718.00	\$0.00	\$12,399.02	\$312,117.02	\$60,201.87	\$372,318.89
SENIOR PSYCHIATRIST (SUPERVISOR)	\$298,620.00	\$0.00	\$12,337.76	\$310,957.76	\$61,342.71	\$372,300.47
SENIOR PSYCHIATRIST (SUPERVISOR)	\$296,521.80	\$0.00	\$7,351.43	\$303,873.23	\$67,137.74	\$371,010.97
SENIOR PSYCHIATRIST (SUPERVISOR)	\$294,952.80	\$0.00	\$1,000.00	\$295,952.80	\$77,678.19	\$373,630.99
SENIOR PSYCHIATRIST (SUPERVISOR)	\$294,831.96	\$0.00	\$38,162.37	\$332,994.33	\$77,678.19	\$410,672.52
SENIOR PSYCHIATRIST (SUPERVISOR)	\$294,619.80	\$0.00	\$1,000.00	\$295,619.80	\$77,678.19	\$373,297.99
SENIOR PSYCHIATRIST (SUPERVISOR)	\$294,490.44	\$0.00	\$1,000.00	\$295,490.44	\$77,678.19	\$373,168.63
SENIOR PSYCHIATRIST (SUPERVISOR)	\$294,281.64	\$0.00	\$1,000.00	\$295,281.64	\$73,214.19	\$368,495.83
SENIOR PSYCHIATRIST (SUPERVISOR)	\$293,746.80	\$0.00	\$12,399.20	\$306,146.00	\$73,214.19	\$379,360.19
SENIOR PSYCHIATRIST (SUPERVISOR)	\$293,269.92	\$0.00	\$1,000.00	\$294,269.92	\$77,678.19	\$371,948.11
SENIOR PSYCHIATRIST (SUPERVISOR)	\$293,149.08	\$0.00	\$1,000.00	\$294,149.08	\$77,678.19	\$371,827.27
SENIOR PSYCHIATRIST (SUPERVISOR)	\$292,668.33	\$7,122.02	\$1,000.00	\$300,790.35	\$77,671.55	\$378,461.90
SENIOR PSYCHIATRIST (SUPERVISOR)	\$292,341.92	\$0.00	\$9,349.60	\$301,691.52	\$59,299.14	\$360,990.66
SENIOR PSYCHIATRIST (SUPERVISOR)	\$292,215.26	\$0.00	\$1,000.00	\$293,215.26	\$73,214.19	\$366,429.45
SENIOR PSYCHIATRIST (SUPERVISOR)	\$291,534.48	\$0.00	\$1,000.00	\$292,534.48		\$370,212.67
SENIOR PSYCHIATRIST (SUPERVISOR)	\$291,073.33	\$0.00	\$1,000.00	\$292,073.33	\$75,074.19	\$367,147.52
SENIOR PSYCHIATRIST (SUPERVISOR)	\$288,058.96	\$0.00	\$1,000.00	\$289,058.96	\$77,046.21	\$366,105.17
SENIOR PSYCHIATRIST (SUPERVISOR)	\$284,724.64	\$0.00	\$4,333.27	\$289,057.91	\$75,772.47	\$364,830.38
SENIOR PSYCHIATRIST (SUPERVISOR)	\$282,851.60	\$33,955.74	\$1,000.00	\$317,807.34	\$63,514.35	\$381,321.69
SENIOR PSYCHIATRIST (SUPERVISOR)	\$281,737.21	\$0.00	\$1,000.00	\$282,737.21	\$56,939.18	\$339,676.39
SENIOR PSYCHIATRIST (SUPERVISOR)	\$281,146.20	\$0.00	\$1,000.00	\$282,146.20	\$62,784.26	\$344,930.46
SENIOR PSYCHIATRIST (SUPERVISOR)	\$254,180.97	\$0.00	\$40,082.95	\$294,263.92	\$76,934.19	\$371,198.11
SENIOR PSYCHIATRIST (SUPERVISOR)	\$249,707.62	\$0.00	\$1,000.00	\$250,707.62	\$65,966.20	\$316,673.82
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$312,764.00	\$0.00	\$1,000.00	\$313,764.00	\$61,255.37	\$375,019.37
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$310,224.20	\$0.00	\$27,548.26	\$337,772.46	\$71,732.19	\$409,504.65
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$309,952.96	\$0.00	\$6,017.68	\$315,970.64	\$80,510.18	\$396,480.82
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$309,517.28	\$0.00	\$9,379.28	\$318,896.56	\$80,591.69	\$399,488.25
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$309,347.24	\$0.00	\$1,000.00	\$310,347.24	\$80,591.69	\$390,938.93
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$309,238.40	\$1,405.48	\$1,000.00	\$311,643.88	\$76,127.69	\$387,771.57

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$309,187.64	\$0.00	\$118,456.91	\$427,644.55	\$76,127.70	\$503,772.25
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$308,055.08	\$0.00	\$1,000.00	\$309,055.08	\$80,591.69	\$389,646.77
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$308,055.08	\$4,006.86	\$1,635.89	\$313,697.83	\$80,591.69	\$394,289.52
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$306,965.12	\$35,339.56	\$11,219.68	\$353,524.36	\$76,127.69	\$429,652.05
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$306,440.48	\$44,681.45	\$1,000.00	\$352,121.93	\$80,591.69	\$432,713.62
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$306,135.08	\$28,934.69	\$1,000.00	\$336,069.77	\$80,591.69	\$416,661.46
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$302,826.12	\$0.00	\$7,412.28	\$310,238.40	\$76,127.69	\$386,366.09
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$302,538.08	\$0.00	\$6,000.00	\$308,538.08	\$80,591.69	\$389,129.77
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$300,997.61	\$4,426.10	\$3,496.91	\$308,920.62	\$62,453.38	\$371,374.00
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$297,269.79	\$0.00	\$8,340.76	\$305,610.55	\$62,341.17	\$367,951.72
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$284,480.02	\$3,441.12	\$36,917.07	\$324,838.21	\$75,050.70	\$399,888.91
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$276,832.68	\$0.00	\$3,243.00	\$280,075.68	\$74,616.71	\$354,692.39
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$266,255.44	\$0.00	\$6,000.00	\$272,255.44	\$60,372.68	\$332,628.12
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)	\$265,126.48	\$0.00	\$1,000.00	\$266,126.48	\$60,162.89	\$326,289.37
SENIOR PSYCHIATRIST (SUPERVISOR), CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)		\$0.00	\$9,340.00	\$273,835.27	\$52,493.58	\$326,328.85
SOLICITOR GENERAL	\$181,564.00	\$0.00	\$53.00	\$181,617.00	\$46,989.39	\$228,606.39
SPECIAL AGENT SUPERVISOR, DEPARTMENT OF JUSTICE	\$687,244.51	\$4,636.07	\$2,849.74	\$694,730.32	\$273,555.90	\$968,286.22
SPECIAL ASSISTANT INSPECTOR GENERAL	\$179,377.18	\$0.00	\$0.00	\$179,377.18	\$22,250.34	\$201,627.52
STAFF PSYCHIATRIST	\$266,673.24	\$0.00		\$267,673.24	\$88,954.76	\$356,628.00
STAFF PSYCHIATRIST	\$226,322.48	\$0.00	\$125.00	\$226,447.48	\$62,137.42	\$288,584.90
STAFF PSYCHIATRIST (SAFETY)	\$366,473.09	\$0.00	\$1,000.00	\$367,473.09	\$71,947.42	\$439,420.51
STAFF PSYCHIATRIST (SAFETY)	\$329,688.90	\$0.00		\$448,225.90	\$61,917.91	\$510,143.81
STAFF PSYCHIATRIST (SAFETY)	\$326,093.86	\$0.00	\$92,539.08	\$418,632.94	\$69,045.91	\$487,678.85
STAFF PSYCHIATRIST (SAFETY)	\$312,776.42	\$0.00		\$322,603.16	\$73,485.91	\$396,089.07
STAFF PSYCHIATRIST (SAFETY)	\$302,032.25	\$0.00		\$333,858.98	\$69,045.91	\$402,904.89
STAFF PSYCHIATRIST (SAFETY)	\$291,336.92	\$0.00		\$292,336.92	\$77,200.20	\$369,537.12
STAFF PSYCHIATRIST (SAFETY)	\$290,819.20	\$0.00		\$333,267.45	\$74,199.37	\$407,466.82
STAFF PSYCHIATRIST (SAFETY)	\$283,070.63	\$0.00	\$84,682.02	\$367,752.65	\$73,485.91	\$441,238.56
STAFF PSYCHIATRIST (SAFETY)	\$282,318.44	\$0.00	\$72,958.73	\$355,277.17	\$73,485.91	\$428,763.08
STAFF PSYCHIATRIST (SAFETY)	\$279,847.08	\$0.00	\$1,000.00	\$280,847.08	\$56,585.59	\$337,432.67
STAFF PSYCHIATRIST (SAFETY)	\$279,576.25	\$0.00	\$201,906.18	\$481,482.43	\$75,296.67	\$556,779.10

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
STAFF PSYCHIATRIST (SAFETY)	\$279,547.08	\$0.00	\$1,000.00	\$280,547.08	\$57,327.07	\$337,874.15
STAFF PSYCHIATRIST (SAFETY)	\$279,547.08	\$0.00	\$1,000.00	\$280,547.08	\$57,880.15	\$338,427.23
STAFF PSYCHIATRIST (SAFETY)	\$279,441.00	\$0.00	\$35,654.56	\$315,095.56	\$57,880.15	\$372,975.71
STAFF PSYCHIATRIST (SAFETY)	\$279,413.62	\$0.00	\$1,000.00	\$280,413.62	\$56,993.33	\$337,406.95
STAFF PSYCHIATRIST (SAFETY)	\$277,987.08	\$0.00	\$1,000.00	\$278,987.08	\$54,725.59	\$333,712.67
STAFF PSYCHIATRIST (SAFETY)	\$277,881.00	\$0.00	\$104,292.23	\$382,173.23	\$55,767.07	\$437,940.30
STAFF PSYCHIATRIST (SAFETY)	\$277,382.28	\$0.00	\$1,000.00	\$278,382.28	\$61,917.91	\$340,300.19
STAFF PSYCHIATRIST (SAFETY)	\$276,693.12	\$0.00	\$47,071.76	\$323,764.88	\$61,917.91	\$385,682.79
STAFF PSYCHIATRIST (SAFETY)	\$276,693.12	\$0.00	\$1,000.00	\$277,693.12	\$61,917.91	\$339,611.03
STAFF PSYCHIATRIST (SAFETY)	\$276,641.76	\$0.00	\$1,000.00	\$277,641.76	\$61,917.91	\$339,559.67
STAFF PSYCHIATRIST (SAFETY)	\$276,641.76	\$0.00	\$1,000.00	\$277,641.76	\$61,917.91	\$339,559.67
STAFF PSYCHIATRIST (SAFETY)	\$276,444.00	\$0.00	\$1,030.00	\$277,474.00	\$61,917.91	\$339,391.91
STAFF PSYCHIATRIST (SAFETY)	\$276,411.00	\$0.00	\$168,295.56	\$444,706.56	\$61,917.91	\$506,624.47
STAFF PSYCHIATRIST (SAFETY)	\$276,274.04	\$0.00	\$40,557.74	\$316,831.78	\$73,485.91	\$390,317.69
STAFF PSYCHIATRIST (SAFETY)	\$276,070.92	\$0.00	\$1,000.00	\$277,070.92	\$69,045.91	\$346,116.83
STAFF PSYCHIATRIST (SAFETY)	\$275,910.58	\$0.00	\$1,028.46	\$276,939.04	\$73,485.91	\$350,424.95
STAFF PSYCHIATRIST (SAFETY)	\$275,781.36	\$0.00	\$1,000.00	\$276,781.36	\$63,699.91	\$340,481.27
STAFF PSYCHIATRIST (SAFETY)	\$275,618.74	\$0.00	\$55,466.76	\$331,085.50	\$69,045.91	\$400,131.41
STAFF PSYCHIATRIST (SAFETY)	\$275,503.92	\$0.00	\$1,000.00	\$276,503.92	\$73,485.91	\$349,989.83
STAFF PSYCHIATRIST (SAFETY)	\$275,443.44	\$0.00	\$85,596.02	\$361,039.46	\$61,917.91	\$422,957.37
STAFF PSYCHIATRIST (SAFETY)	\$275,424.84	\$0.00	\$2,611.84	\$278,036.68	\$61,917.91	\$339,954.59
STAFF PSYCHIATRIST (SAFETY)	\$275,424.84	\$0.00	\$28,938.56	\$304,363.40	\$61,917.91	\$366,281.31
STAFF PSYCHIATRIST (SAFETY)	\$275,363.50	\$0.00	\$1,000.00	\$276,363.50	\$73,485.91	\$349,849.41
STAFF PSYCHIATRIST (SAFETY)	\$275,333.80	\$0.00	\$36,863.82	\$312,197.62	\$73,485.91	\$385,683.53
STAFF PSYCHIATRIST (SAFETY)	\$275,247.50	\$0.00	\$59,294.88	\$334,542.38	\$69,045.91	\$403,588.29
STAFF PSYCHIATRIST (SAFETY)	\$274,969.44	\$0.00	\$41,363.16	\$316,332.60	\$73,485.91	\$389,818.51
STAFF PSYCHIATRIST (SAFETY)	\$274,909.20	\$11,634.04	\$59,424.38	\$345,967.62	\$61,917.91	\$407,885.53
STAFF PSYCHIATRIST (SAFETY)	\$274,909.20	\$0.00	\$1,000.00	\$275,909.20	\$61,917.91	\$337,827.11
STAFF PSYCHIATRIST (SAFETY)	\$274,880.28	\$0.00	\$32,699.52	\$307,579.80	\$73,485.91	\$381,065.71
STAFF PSYCHIATRIST (SAFETY)	\$274,830.60	\$0.00	\$66,548.16	\$341,378.76	\$69,045.91	\$410,424.67
STAFF PSYCHIATRIST (SAFETY)	\$274,707.60	\$0.00	\$60,369.44	\$335,077.04	\$69,045.91	\$404,122.95
STAFF PSYCHIATRIST (SAFETY)	\$274,688.40	\$0.00	\$56,608.48	\$331,296.88	\$61,917.91	\$393,214.79
STAFF PSYCHIATRIST (SAFETY)	\$274,595.04	\$0.00	\$1,000.00	\$275,595.04	\$73,485.91	\$349,080.95
STAFF PSYCHIATRIST (SAFETY)	\$274,595.04	\$0.00	\$11,342.64	\$285,937.68	\$73,485.91	\$359,423.59
STAFF PSYCHIATRIST (SAFETY)	\$274,595.04	\$0.00	\$44,251.04	\$318,846.08	\$73,485.91	\$392,331.99
STAFF PSYCHIATRIST (SAFETY)	\$274,595.04	\$0.00	\$1,000.00	\$275,595.04	\$73,485.91	\$349,080.95
STAFF PSYCHIATRIST (SAFETY)	\$274,549.20	\$0.00	\$2,611.84	\$277,161.04	\$69,045.91	\$346,206.95
STAFF PSYCHIATRIST (SAFETY)	\$274,505.88	\$0.00	\$54,392.20	\$328,898.08	\$73,485.91	\$402,383.99
STAFF PSYCHIATRIST (SAFETY)	\$274,253.52	\$0.00	\$1,000.00	\$275,253.52	\$73,485.91	\$348,739.43
STAFF PSYCHIATRIST (SAFETY)	\$274,164.36	\$0.00	\$51,302.84	\$325,467.20	\$73,485.91	\$398,953.11
STAFF PSYCHIATRIST (SAFETY)	\$274,164.36	\$0.00	\$1,000.00	\$275,164.36	\$73,485.91	\$348,650.27
STAFF PSYCHIATRIST (SAFETY)	\$274,112.16	\$0.00	\$162,989.92	\$437,102.08	\$73,720.45	\$510,822.53

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
STAFF PSYCHIATRIST (SAFETY)	\$273,971.52	\$11,798.67	\$72,660.59	\$358,430.78	\$69,045.91	\$427,476.69
STAFF PSYCHIATRIST (SAFETY)	\$273,966.12	\$0.00	\$1,000.00	\$274,966.12	\$73,485.91	\$348,452.03
STAFF PSYCHIATRIST (SAFETY)	\$273,963.68	\$0.00	\$9,433.24	\$283,396.92	\$67,625.91	\$351,022.83
STAFF PSYCHIATRIST (SAFETY)	\$273,876.96	\$0.00	\$1,000.00	\$274,876.96	\$69,045.91	\$343,922.87
STAFF PSYCHIATRIST (SAFETY)	\$273,858.72	\$0.00	\$1,000.00	\$274,858.72	\$69,045.91	\$343,904.63
STAFF PSYCHIATRIST (SAFETY)	\$273,681.48	\$0.00	\$1,000.00	\$274,681.48	\$69,045.91	\$343,727.39
STAFF PSYCHIATRIST (SAFETY)	\$273,305.88	\$0.00	\$1,000.00	\$274,305.88	\$73,485.91	\$347,791.79
STAFF PSYCHIATRIST (SAFETY)	\$273,142.62	\$84,064.39	\$136,995.28	\$494,202.29	\$76,445.17	\$570,647.46
STAFF PSYCHIATRIST (SAFETY)	\$273,053.52	\$0.00	\$97,374.63	\$370,428.15	\$73,485.91	\$443,914.06
STAFF PSYCHIATRIST (SAFETY)	\$272,912.16	\$0.00	\$1,000.00	\$273,912.16	\$73,485.91	\$347,398.07
STAFF PSYCHIATRIST (SAFETY)	\$272,912.16	\$0.00	\$1,000.00	\$273,912.16	\$73,485.91	\$347,398.07
STAFF PSYCHIATRIST (SAFETY)	\$272,904.58	\$0.00	\$38,302.26	\$311,206.84	\$72,123.91	\$383,330.75
STAFF PSYCHIATRIST (SAFETY)	\$272,847.12	\$0.00	\$1,000.00	\$273,847.12	\$69,045.91	\$342,893.03
STAFF PSYCHIATRIST (SAFETY)	\$272,823.00	\$0.00	\$1,000.00	\$273,823.00	\$73,485.91	\$347,308.91
STAFF PSYCHIATRIST (SAFETY)	\$272,823.00	\$0.00	\$1,000.00	\$273,823.00	\$73,485.91	\$347,308.91
STAFF PSYCHIATRIST (SAFETY)	\$272,823.00	\$0.00	\$1,000.00	\$273,823.00	\$73,485.91	\$347,308.91
STAFF PSYCHIATRIST (SAFETY)	\$272,634.96	\$0.00	\$1,000.00	\$273,634.96	\$69,045.91	\$342,680.87
STAFF PSYCHIATRIST (SAFETY)	\$272,496.86	\$0.00	\$31,193.45	\$303,690.31	\$68,413.01	\$372,103.32
STAFF PSYCHIATRIST (SAFETY)	\$272,490.72	\$0.00	\$1,000.00	\$273,490.72	\$73,485.91	\$346,976.63
STAFF PSYCHIATRIST (SAFETY)	\$272,481.48	\$0.00	\$1,000.00	\$273,481.48	\$73,485.91	\$346,967.39
STAFF PSYCHIATRIST (SAFETY)	\$272,357.92	\$0.00	\$27,291.09	\$299,649.01	\$71,215.91	\$370,864.92
STAFF PSYCHIATRIST (SAFETY)	\$272,014.44	\$0.00	\$8,962.34	\$280,976.78	\$55,047.10	\$336,023.88
STAFF PSYCHIATRIST (SAFETY)	\$272,009.76	\$0.00	\$1,000.00	\$273,009.76	\$69,045.91	\$342,055.67
STAFF PSYCHIATRIST (SAFETY)	\$271,955.88	\$0.00	\$1,000.00	\$272,955.88	\$73,485.91	\$346,441.79
STAFF PSYCHIATRIST (SAFETY)	\$271,894.36	\$0.00	\$22,088.24	\$293,982.60	\$71,215.91	\$365,198.51
STAFF PSYCHIATRIST (SAFETY)	\$271,770.36	\$0.00	\$1,000.00	\$272,770.36	\$73,485.91	\$346,256.27
STAFF PSYCHIATRIST (SAFETY)	\$271,668.64	\$0.00	\$1,000.00	\$272,668.64	\$73,228.55	\$345,897.19
STAFF PSYCHIATRIST (SAFETY)	\$271,654.44	\$0.00	\$27,368.57	\$299,023.01	\$55,047.10	\$354,070.11
STAFF PSYCHIATRIST (SAFETY)	\$271,539.12	\$0.00	(\$912.50)	\$270,626.62	\$69,045.91	\$339,672.53
STAFF PSYCHIATRIST (SAFETY)	\$271,520.88	\$0.00	\$83,136.68	\$354,657.56	\$69,045.91	\$423,703.47
STAFF PSYCHIATRIST (SAFETY)	\$271,492.56	\$0.00	\$85,957.40	\$357,449.96	\$73,485.91	\$430,935.87
STAFF PSYCHIATRIST (SAFETY)	\$271,343.52	\$0.00	\$79,107.08	\$350,450.60	\$73,822.82	\$424,273.42
STAFF PSYCHIATRIST (SAFETY)	\$271,233.28	\$0.00	\$36,754.32	\$307,987.60	\$60,828.29	\$368,815.89
STAFF PSYCHIATRIST (SAFETY)	\$271,208.40	\$0.00	\$1,000.00	\$272,208.40	\$73,485.91	\$345,694.31
STAFF PSYCHIATRIST (SAFETY)	\$271,061.88	\$0.00	\$94,382.40	\$365,444.28	\$73,485.91	\$438,930.19
STAFF PSYCHIATRIST (SAFETY)	\$271,061.88	\$0.00	\$131,491.88	\$402,553.76	\$73,485.91	\$476,039.67
STAFF PSYCHIATRIST (SAFETY)	\$271,027.08	\$0.00	\$15,170.76	\$286,197.84	\$73,485.91	\$359,683.75
STAFF PSYCHIATRIST (SAFETY)	\$270,956.04	\$0.00	\$1,000.00	\$271,956.04	\$73,485.91	\$345,441.95
STAFF PSYCHIATRIST (SAFETY)	\$270,252.59	\$0.00	\$5,605.25	\$275,857.84	\$61,917.91	\$337,775.75
STAFF PSYCHIATRIST (SAFETY)	\$270,099.00	\$0.00	\$56,743.95	\$326,842.95	\$70,761.91	\$397,604.86
STAFF PSYCHIATRIST (SAFETY)	\$269,942.28	\$0.00	\$1,000.00	\$270,942.28	\$54,228.58	\$325,170.86
STAFF PSYCHIATRIST (SAFETY)	\$269,599.42	\$0.00	\$1,000.00	\$270,599.42	\$68,175.68	\$338,775.10

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
STAFF PSYCHIATRIST (SAFETY)	\$268,238.28	\$0.00	\$1,000.00	\$269,238.28	\$67,507.42	\$336,745.70
STAFF PSYCHIATRIST (SAFETY)	\$268,161.84	\$0.00	\$19,535.50	\$287,697.34	\$60,379.42	\$348,076.76
STAFF PSYCHIATRIST (SAFETY)	\$267,716.88	\$0.00	\$31,154.74	\$298,871.62	\$60,379.42	\$359,251.04
STAFF PSYCHIATRIST (SAFETY)	\$267,653.40	\$0.00	\$112,888.56	\$380,541.96	\$73,485.91	\$454,027.87
STAFF PSYCHIATRIST (SAFETY)	\$267,551.04	\$0.00	\$78,112.87	\$345,663.91	\$67,507.42	\$413,171.33
STAFF PSYCHIATRIST (SAFETY)	\$267,087.12	\$0.00	\$64,241.82	\$331,328.94	\$67,507.42	\$398,836.36
STAFF PSYCHIATRIST (SAFETY)	\$266,997.96	\$0.00	\$62,027.45	\$329,025.41	\$67,507.42	\$396,532.83
STAFF PSYCHIATRIST (SAFETY)	\$266,762.40	\$0.00	\$1,000.00	\$267,762.40	\$71,947.42	\$339,709.82
STAFF PSYCHIATRIST (SAFETY)	\$266,762.40	\$0.00	\$1,000.00	\$267,762.40	\$71,947.42	\$339,709.82
STAFF PSYCHIATRIST (SAFETY)	\$266,720.16	\$0.00	\$1,000.00	\$267,720.16	\$73,485.91	\$341,206.07
STAFF PSYCHIATRIST (SAFETY)	\$266,673.24	\$0.00	\$1,000.00	\$267,673.24	\$71,947.42	\$339,620.66
STAFF PSYCHIATRIST (SAFETY)	\$266,584.92	\$0.00	\$55,169.97	\$321,754.89	\$71,947.42	\$393,702.31
STAFF PSYCHIATRIST (SAFETY)	\$266,473.94	\$0.00	\$37,852.12	\$304,326.06	\$54,725.59	\$359,051.65
STAFF PSYCHIATRIST (SAFETY)	\$266,420.88	\$0.00	\$67,510.13	\$333,931.01	\$71,947.42	\$405,878.43
STAFF PSYCHIATRIST (SAFETY)	\$266,322.48	\$0.00	\$68,831.60	\$335,154.08	\$73,485.91	\$408,639.99
STAFF PSYCHIATRIST (SAFETY)	\$266,256.48	\$0.00	\$1,000.00	\$267,256.48	\$67,507.42	\$334,763.90
STAFF PSYCHIATRIST (SAFETY)	\$266,256.48	\$0.00	\$10,033.36	\$276,289.84	\$67,507.42	\$343,797.26
STAFF PSYCHIATRIST (SAFETY)	\$266,238.24	\$0.00	\$18,390.50	\$284,628.74	\$67,507.42	\$352,136.16
STAFF PSYCHIATRIST (SAFETY)	\$266,044.32	\$0.00	\$1,000.00	\$267,044.32	\$67,507.42	\$334,551.74
STAFF PSYCHIATRIST (SAFETY)	\$265,792.56	\$0.00	\$1,000.00	\$266,792.56	\$67,507.42	\$334,299.98
STAFF PSYCHIATRIST (SAFETY)	\$265,792.56	\$0.00	\$1,000.00	\$266,792.56	\$67,507.42	\$334,299.98
STAFF PSYCHIATRIST (SAFETY)	\$265,146.24	\$0.00	\$1,000.00	\$266,146.24	\$67,507.42	\$333,653.66
STAFF PSYCHIATRIST (SAFETY)	\$265,079.52	\$0.00	\$12,356.14	\$277,435.66	\$71,947.42	\$349,383.08
STAFF PSYCHIATRIST (SAFETY)	\$264,461.40	\$0.00	\$1,000.00	\$265,461.40	\$67,507.42	\$332,968.82
STAFF PSYCHIATRIST (SAFETY)	\$264,189.99	\$0.00	\$1,000.00	\$265,189.99	\$68,617.42	\$333,807.41
STAFF PSYCHIATRIST (SAFETY)	\$263,464.92	\$0.00	\$1,000.00	\$264,464.92	\$71,947.42	\$336,412.34
STAFF PSYCHIATRIST (SAFETY)	\$263,464.92	\$0.00	\$1,000.00	\$264,464.92	\$71,947.42	\$336,412.34
STAFF PSYCHIATRIST (SAFETY)	\$263,464.92	\$0.00	\$1,000.00	\$264,464.92	\$71,947.42	\$336,412.34
STAFF PSYCHIATRIST (SAFETY)	\$263,034.24	\$0.00	\$49,230.87	\$312,265.11	\$71,947.42	\$384,212.53
STAFF PSYCHIATRIST (SAFETY)	\$261,787.52	\$0.00	\$18,653.48	\$280,441.00	\$56,882.11	\$337,323.11
STAFF PSYCHIATRIST (SAFETY)	\$261,546.82	\$0.00	\$14,048.22	\$275,595.04	\$73,485.91	\$349,080.95
STAFF PSYCHIATRIST (SAFETY)	\$260,652.17	\$0.00	\$260,213.03	\$520,865.20	\$69,744.29	\$590,609.49
STAFF PSYCHIATRIST (SAFETY)	\$260,351.70	\$0.00	\$1,000.00	\$261,351.70	\$51,282.59	\$312,634.29
STAFF PSYCHIATRIST (SAFETY)	\$258,400.56	\$0.00	\$17,118.40	\$275,518.96	\$61,917.91	\$337,436.87
STAFF PSYCHIATRIST (SAFETY)	\$253,735.20	\$0.00	\$1,000.00	\$254,735.20	\$70,892.33	\$325,627.53
STAFF PSYCHIATRIST (SAFETY)	\$252,246.96	\$0.00	\$67,954.11	\$320,201.07	\$53,337.02	\$373,538.09
STAFF PSYCHIATRIST (SAFETY)	\$251,261.63	\$0.00	\$1,643.00	\$252,904.63	\$50,881.01	\$303,785.64
STAFF PSYCHIATRIST (SAFETY)	\$248,317.42	\$0.00	\$1,000.00	\$249,317.42	\$73,485.91	\$322,803.33
STAFF PSYCHIATRIST (SAFETY)	\$245,513.48	\$0.00	\$20,195.31	\$265,708.79	\$67,144.17	\$332,852.96
STAFF PSYCHIATRIST (SAFETY)	\$243,791.21	\$0.00	\$61,605.22	\$305,396.43	\$49,506.35	\$354,902.78
STAFF PSYCHIATRIST (SAFETY)	\$242,638.52	\$0.00	\$1,000.00	\$243,638.52	\$65,991.76	\$309,630.28
STAFF PSYCHIATRIST (SAFETY)	\$237,094.35	\$0.00	\$22,397.67	\$259,492.02	\$63,341.16	\$322,833.18

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
STAFF PSYCHIATRIST (SAFETY)	\$236,146.31	\$0.00	\$1,000.00	\$237,146.31	\$46,526.33	\$283,672.64
STAFF PSYCHIATRIST (SAFETY)	\$236,034.04	\$0.00	\$38,522.32	\$274,556.36	\$64,299.08	\$338,855.44
STAFF PSYCHIATRIST (SAFETY)	\$235,599.63	\$0.00	\$1,000.00	\$236,599.63	\$47,439.12	\$284,038.75
STAFF PSYCHIATRIST (SAFETY)	\$234,800.99	\$0.00	\$1,000.00	\$235,800.99	\$53,718.65	\$289,519.64
STAFF PSYCHIATRIST (SAFETY)	\$233,205.90	\$0.00	\$16,521.34	\$249,727.24	\$46,972.39	\$296,699.63
STAFF PSYCHIATRIST (SAFETY)	\$231,450.94	\$0.00	\$207,516.42	\$438,967.36	\$63,275.02	\$502,242.38
STAFF PSYCHIATRIST (SAFETY)	\$220,170.95	\$0.00	\$9,616.05	\$229,787.00	\$57,071.73	\$286,858.73
STAFF PSYCHIATRIST (SAFETY)	\$216,909.19	\$0.00	\$1,000.00	\$217,909.19	\$58,984.13	\$276,893.32
STAFF PSYCHIATRIST (SAFETY)	\$214,948.79	\$0.00	\$1,155.00	\$216,103.79	\$47,746.06	\$263,849.85
STAFF PSYCHIATRIST (SAFETY)	\$214,342.89	\$0.00	\$116,276.29	\$330,619.18	\$60,255.74	\$390,874.92
STAFF PSYCHIATRIST (SAFETY)	\$203,006.28	\$0.00	\$750.00	\$203,756.28	\$55,395.49	\$259,151.77
STAFF PSYCHIATRIST (SAFETY)	\$193,444.64	\$0.00	\$60,204.28	\$253,648.92	\$57,890.33	\$311,539.25
STAFF PSYCHIATRIST (SAFETY)	\$187,312.61	\$0.00	\$65,857.35	\$253,169.96	\$57,276.63	\$310,446.59
STAFF PSYCHIATRIST (SAFETY)	\$185,222.58	\$0.00	\$20,024.10	\$205,246.68	\$43,042.48	\$248,289.16
STAFF PSYCHIATRIST (SAFETY)	\$184,864.02	\$0.00	\$923.87	\$185,787.89	\$41,528.66	\$227,316.55
STAFF PSYCHIATRIST (SAFETY)	\$182,582.53	\$0.00	\$666.19	\$183,248.72	\$35,873.89	\$219,122.61
STAFF PSYCHIATRIST (SAFETY)	\$181,576.08	\$0.00	\$7,126.02	\$188,702.10	\$41,824.15	\$230,526.25
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$393,216.60	\$0.00	\$68,413.04	\$461,629.64	\$78,115.15	\$539,744.79
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$388,052.98	\$0.00	\$71,454.27	\$459,507.25	\$72,267.47	\$531,774.72
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$381,448.64	\$0.00	\$77,753.53	\$459,202.17	\$58,753.41	\$517,955.58
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$379,461.54	\$0.00	\$65,233.22	\$444,694.76	\$61,956.31	\$506,651.07
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$354,403.56	\$0.00	\$96,018.88	\$450,422.44	\$76,213.39	\$526,635.83
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$349,465.83	\$0.00	\$92,215.84	\$441,681.67	\$64,645.39	\$506,327.06
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$341,475.92	\$0.00	\$53,422.24	\$394,898.16	\$61,674.86	\$456,573.02
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$332,463.30	\$0.00	\$27,302.10	\$359,765.40	\$66,275.47	\$426,040.87
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$327,571.51	\$0.00	\$66,301.86	\$393,873.37	\$57,236.33	\$451,109.70
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$318,235.26	\$14,681.23	\$56,186.73	\$389,103.22	\$71,773.39	\$460,876.61
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$313,434.77	\$3,627.39	\$1,000.00	\$318,062.16	\$62,897.95	\$380,960.11
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$312,600.96	\$0.00	\$68,311.07	\$380,912.03	\$58,438.76	\$439,350.79
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$309,386.25	\$0.00	\$38,196.62	\$347,582.87	\$77,627.68	\$425,210.55
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$306,908.75	\$0.00	\$1,000.00	\$307,908.75	\$78,831.10	\$386,739.85
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$304,528.52	\$0.00	\$10,374.99	\$314,903.51	\$81,774.78	\$396,678.29
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$302,195.05	\$0.00	\$167,813.68	\$470,008.73	\$59,313.07	\$529,321.80
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$301,552.65	\$0.00	\$6,000.00	\$307,552.65	\$79,069.63	\$386,622.28
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$300,031.82	\$0.00	\$63,822.96	\$363,854.78	\$74,397.39	\$438,252.17
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$299,936.80	\$0.00	\$51,308.34	\$351,245.14	\$70,425.96	\$421,671.10
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$293,733.24	\$0.00	\$46,414.88	\$340,148.12	\$59,313.07	\$399,461.19
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$293,733.24	\$24,439.08	\$1,000.00	\$319,172.32	\$59,313.07	\$378,485.39
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$293,733.24	\$0.00	\$15,500.26	\$309,233.50	\$61,156.23	\$370,389.73
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$293,733.24	\$0.00	\$1,000.00	\$294,733.24	\$59,313.07	\$354,046.31
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$293,627.16	\$0.00	\$1,000.00	\$294,627.16	\$59,313.07	\$353,940.23
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$293,521.08	\$0.00	\$86,470.24	\$379,991.32	\$59,313.07	\$439,304.39

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$293,433.24	\$0.00	\$6,000.00	\$299,433.24	\$59,013.07	\$358,446.31
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$293,433.24	\$0.00	\$1,000.00	\$294,433.24	\$60,518.47	\$354,951.71
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$292,992.10	\$0.00	\$31,103.48	\$324,095.58	\$64,512.68	\$388,608.26
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$292,622.94	\$0.00	\$26,266.10	\$318,889.04	\$76,283.66	\$395,172.70
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$292,275.92	\$0.00	\$1,000.00	\$293,275.92	\$77,480.04	\$370,755.96
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$292,194.28	\$4,230.90	\$8,535.31	\$304,960.49	\$64,910.89	\$369,871.38
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$292,065.96	\$0.00	\$38,008.06	\$330,074.02	\$64,941.03	\$395,015.05
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$291,873.24	\$12,293.60	\$6,000.00	\$310,166.84	\$57,453.07	\$367,619.91
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$291,873.24	\$0.00	\$1,000.00	\$292,873.24	\$57,453.07	\$350,326.31
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$291,810.84	\$0.00	\$5,812.80	\$297,623.64	\$59,850.51	\$357,474.15
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$291,767.16	\$0.00	\$1,000.00	\$292,767.16	\$58,049.59	\$350,816.75
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$291,284.28	\$0.00	\$153,107.34	\$444,391.62	\$64,645.39	\$509,037.01
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$290,685.66	\$0.00	\$36,540.62	\$327,226.28	\$73,489.39	\$400,715.67
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$290,579.28	\$19,321.11	\$1,000.00	\$310,900.39	\$64,645.39	\$375,545.78
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$290,565.84	\$4,504.47	\$1,000.00	\$296,070.31	\$64,645.39	\$360,715.70
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$290,527.92	\$11,282.40	\$6,000.00	\$307,810.32	\$64,645.39	\$372,455.71
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$290,421.84	\$321.55	\$4,932.13	\$295,675.52	\$65,022.49	\$360,698.01
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$290,245.93	\$22,141.71	\$469.35	\$312,856.99	\$64,645.39	\$377,502.38
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,986.60	\$6,628.41	\$1,000.00	\$297,615.01	\$76,213.39	\$373,828.40
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,961.70	\$0.00	\$1,000.00	\$290,961.70	\$59,846.35	\$350,808.05
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,880.64	\$4,188.59	\$6,082.76	\$300,151.99	\$64,645.39	\$364,797.38
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,880.64	\$0.00	\$1,000.00	\$290,880.64	\$64,645.39	\$355,526.03
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,774.56	\$5,309.77	\$1,000.00	\$296,084.33	\$64,645.39	\$360,729.72
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,767.24	\$0.00	\$1,000.00	\$290,767.24	\$72,513.39	\$363,280.63
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,435.68	\$0.00	\$1,000.00	\$290,435.68	\$64,645.39	\$355,081.07
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,334.64	\$0.00	\$1,000.00	\$290,334.64	\$64,645.39	\$354,980.03
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,323.24	\$0.00	\$1,000.00	\$290,323.24	\$57,453.07	\$347,776.31
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,269.84	\$44,424.45	\$1,000.00	\$334,694.29	\$71,773.39	\$406,467.68
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,259.64	\$0.00	\$1,000.00	\$290,259.64	\$64,645.39	\$354,905.03
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$289,057.68	\$19,837.28	\$1,000.00	\$309,894.96	\$71,773.39	\$381,668.35
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,659.64	\$40,221.55	\$8,158.26	\$337,039.45	\$64,720.29	\$401,759.74
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,481.20	\$0.00	\$1,000.00	\$289,481.20	\$76,213.39	\$365,694.59
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,481.20	\$99,333.42	\$1,000.00	\$388,814.62	\$76,213.39	\$465,028.01
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,481.20	\$0.00	\$175,596.21	\$464,077.41	\$76,213.39	\$540,290.80
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,452.74	\$0.00	\$48,414.98	\$336,867.72	\$76,213.39	\$413,081.11
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,392.04	\$2,256.48	\$9,602.84	\$300,251.36	\$76,213.39	\$376,464.75
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,319.12	\$964.65	\$44,901.43	\$334,185.20	\$56,764.99	\$390,950.19
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,303.72	\$0.00	\$1,000.00	\$289,303.72	\$76,213.39	\$365,517.11
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,179.88	\$0.00	\$1,000.00	\$289,179.88	\$76,213.39	\$365,393.27
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$288,139.68	\$0.00	\$1,000.00	\$289,139.68	\$76,213.39	\$365,353.07
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$287,975.28	\$0.00	\$1,000.00	\$288,975.28	\$71,773.39	\$360,748.67
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$287,975.28	\$3,384.72	\$1,000.00	\$292,360.00	\$71,773.39	\$364,133.39

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$287,975.28	\$0.00	\$1,000.00	\$288,975.28	\$71,773.39	\$360,748.67
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$287,975.28	\$0.00	\$1,000.00	\$288,975.28	\$71,773.39	\$360,748.67
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$287,895.60	\$0.00	\$1,000.00	\$288,895.60	\$76,213.39	\$365,108.99
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$287,813.76	\$21,295.53	\$1,000.00	\$310,109.29	\$76,213.39	\$386,322.68
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$287,570.18	\$0.00	(\$62.50)	\$287,507.68	\$71,773.39	\$359,281.07
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$287,511.36	\$0.00	\$125,044.93	\$412,556.29	\$71,773.39	\$484,329.68
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$287,472.24	\$0.00	\$1,000.00	\$288,472.24	\$76,213.39	\$364,685.63
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$287,014.20	\$5,996.59	\$1,000.00	\$294,010.79	\$64,645.39	\$358,656.18
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,962.24	\$11,987.37	\$1,000.00	\$299,949.61	\$76,213.39	\$376,163.00
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,798.32	\$47,313.11	\$1,000.00	\$335,111.43	\$76,213.39	\$411,324.82
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,798.32	\$1,187.47	\$1,000.00	\$288,985.79	\$76,213.39	\$365,199.18
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,709.16	\$0.00	\$1,000.00	\$287,709.16	\$76,213.39	\$363,922.55
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,709.16	\$16,781.16	\$11,423.00	\$314,913.32	\$78,261.23	\$393,174.55
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,671.12	\$0.00	\$1,000.00	\$287,671.12	\$71,773.39	\$359,444.51
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,485.12	\$0.00	\$18,628.77	\$305,113.89	\$70,495.39	\$375,609.28
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,464.30	\$19,026.00	\$1,000.00	\$306,490.30	\$70,360.39	\$376,850.69
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,456.80	\$0.00	\$52,338.56	\$338,795.36	\$76,213.39	\$415,008.75
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,367.64	\$6,205.32	\$1,000.00	\$293,572.96	\$76,213.39	\$369,786.35
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,299.36	\$0.00	\$6,500.00	\$292,799.36	\$64,645.39	\$357,444.75
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,244.03	\$2,256.48	\$20,446.08	\$308,946.59	\$63,453.60	\$372,400.19
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$286,059.12	\$1,128.24	\$1,000.00	\$288,187.36	\$70,069.39	\$358,256.75
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,914.16	\$0.00	\$9,333.53	\$295,247.69	\$69,890.90	\$365,138.59
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,863.36	\$99,047.81	\$1,000.00	\$385,911.17	\$74,597.60	\$460,508.77
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,702.00	\$38,385.56	\$1,000.00	\$325,087.56	\$71,773.39	\$396,860.95
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,512.33	\$0.00	\$6,000.00	\$291,512.33	\$70,779.40	\$362,291.73
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,457.08	\$2,538.54	\$1,000.00	\$288,995.62	\$71,773.39	\$360,769.01
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,427.20	\$0.00	\$61,365.12	\$346,792.32	\$74,733.39	\$421,525.71
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,378.72	\$0.00	\$1,000.00	\$286,378.72	\$76,213.39	\$362,592.11
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,263.76	\$6,381.61	\$1,000.00	\$292,645.37	\$76,213.39	\$368,858.76
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,213.12	\$0.00	\$1,000.00	\$286,213.12	\$71,773.39	\$357,986.51
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,183.72	\$1,128.24	\$71,310.51	\$357,622.47	\$76,213.39	\$433,835.86
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,183.72	\$0.00	\$1,000.00	\$286,183.72	\$76,213.39	\$362,397.11
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,183.72	\$0.00	\$1,000.00	\$286,183.72	\$76,213.39	\$362,397.11
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$285,183.72	\$1,785.44	\$1,000.00	\$287,969.16	\$76,213.39	\$364,182.55
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,842.20	\$14,667.12	\$1,000.00	\$300,509.32	\$76,213.39	\$376,722.71
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,753.04	\$0.00	\$1,000.00	\$285,753.04	\$76,213.39	\$361,966.43
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,753.04	\$45,782.56	\$1,000.00	\$331,535.60	\$76,213.39	\$407,748.99
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,617.38	\$41,781.56	\$1,750.29	\$328,149.23	\$71,861.97	\$400,011.20
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,535.12	\$0.00	\$1,000.00	\$285,535.12	\$69,787.39	\$355,322.51
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,298.36	\$14,244.03	\$1,000.00	\$299,542.39	\$76,213.39	\$375,755.78
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,156.59	\$5,641.20	\$1,000.00	\$290,797.79	\$73,716.39	\$364,514.18
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,118.84	\$0.00	\$1,000.00	\$285,118.84	\$76,213.39	\$361,332.23

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,118.84	\$18,051.84	\$1,000.00	\$303,170.68	\$76,213.39	\$379,384.07
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,058.96	\$0.00	\$1,000.00	\$285,058.96	\$71,773.39	\$356,832.35
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$284,029.68	\$6,910.47	\$1,000.00	\$291,940.15	\$76,213.39	\$368,153.54
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$283,906.80	\$5,288.63	\$1,000.00	\$290,195.43	\$76,213.39	\$366,408.82
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$283,613.16	\$2,538.54	\$1,000.00	\$287,151.70	\$76,213.39	\$363,365.09
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$282,609.84	\$0.00	\$4,056.92	\$286,666.76	\$72,331.47	\$358,998.23
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$282,577.32	\$15,575.36	\$1,000.00	\$299,152.68	\$76,213.39	\$375,366.07
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$282,513.64	\$803.87	\$6,000.00	\$289,317.51	\$72,359.39	\$361,676.90
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$282,445.32	\$0.00	\$1,000.00	\$283,445.32	\$63,029.60	\$346,474.92
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$282,345.04	\$0.00	\$1,000.00	\$283,345.04	\$74,872.30	\$358,217.34
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$281,760.00	\$2,741.20	\$1,000.00	\$285,501.20	\$74,597.60	\$360,098.80
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$281,628.72	\$483.73	\$6,000.00	\$288,112.45	\$76,213.39	\$364,325.84
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$281,547.96	\$1,096.48	\$1,000.00	\$283,644.44	\$63,029.60	\$346,674.04
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$281,547.96	\$0.00	\$1,000.00	\$282,547.96	\$63,029.60	\$345,577.56
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$281,308.56	\$2,569.88	\$1,000.00	\$284,878.44	\$74,597.60	\$359,476.04
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$281,103.00	\$0.00	\$67,641.80	\$348,744.80	\$63,029.60	\$411,774.40
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$281,025.00	\$164,056.72	\$1,000.00	\$446,081.72	\$70,157.60	\$516,239.32
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$280,942.48	\$0.00	\$1,000.00	\$281,942.48	\$76,289.28	\$358,231.76
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$280,823.52	\$0.00	\$80,480.86	\$361,304.38	\$68,813.60	\$430,117.98
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$280,579.32	\$0.00	\$1,000.00	\$281,579.32	\$70,157.60	\$351,736.92
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$280,517.40	\$0.00	\$1,000.00	\$281,517.40	\$63,029.60	\$344,547.00
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$280,434.10	\$0.00	\$14,483.46	\$294,917.56	\$75,359.23	\$370,276.79
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$280,254.60	\$0.00	\$1,000.00	\$281,254.60	\$74,597.60	\$355,852.20
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$280,237.09	\$0.00	\$50,811.04	\$331,048.13	\$75,009.25	\$406,057.38
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$280,049.24	\$0.00	\$1,000.00	\$281,049.24	\$69,163.60	\$350,212.84
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$279,913.08	\$0.00	\$56,714.89	\$336,627.97	\$74,597.60	\$411,225.57
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$279,748.68	\$13,200.85	\$1,000.00	\$293,949.53	\$70,157.60	\$364,107.13
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$279,748.68	\$4,224.19	\$1,000.00	\$284,972.87	\$70,157.60	\$355,130.47
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$279,029.76	\$0.00	\$1,000.00	\$280,029.76	\$62,400.62	\$342,430.38
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$278,634.24	\$0.00	\$45,473.28	\$324,107.52	\$67,748.60	\$391,856.12
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$278,571.72	\$0.00	\$1,000.00	\$279,571.72	\$74,597.60	\$354,169.32
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$278,571.72	\$2,192.96	\$1,000.00	\$281,764.68	\$74,597.60	\$356,362.28
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$278,571.72	\$625.00	\$1,000.00	\$280,196.72	\$74,597.60	\$354,794.32
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$278,521.50	\$0.00	\$1,000.00	\$279,521.50	\$56,395.41	\$335,916.91
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$278,506.68	\$0.00	\$1,000.00	\$279,506.68	\$70,157.60	\$349,664.28
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$278,163.16	\$482.32	\$13,778.07	\$292,423.55	\$62,385.22	\$354,808.77
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$278,103.60	\$0.00	\$1,000.00	\$279,103.60	\$70,157.60	\$349,261.20
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$278,101.89	\$0.00	\$1,000.00	\$279,101.89	\$62,335.01	\$341,436.90
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$278,066.58	\$0.00	\$1,000.00	\$279,066.58	\$74,181.43	\$353,248.01
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$277,861.71	\$0.00	\$1,000.00	\$278,861.71	\$54,710.41	\$333,572.12
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$277,687.56	\$0.00	\$1,000.00	\$278,687.56	\$70,157.60	\$348,845.16
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$277,648.32	\$1,252.73	\$1,000.00	\$279,901.05	\$74,597.60	\$354,498.65

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$277,566.96	\$803.87	\$1,000.00	\$279,370.83	\$74,424.05	\$353,794.88
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$277,507.38	\$1,115.92	\$1,000.00	\$279,623.30	\$74,086.02	\$353,709.32
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$277,416.86	\$0.00	\$2,124.38	\$279,541.24	\$74,043.34	\$353,584.58
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$277,152.12	\$1,070.45	\$1,000.00	\$279,222.57	\$74,597.60	\$353,820.17
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$277,047.34	\$0.00	\$1,000.00	\$278,047.34	\$69,336.84	\$347,384.18
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$276,957.12	\$0.00	\$37,834.88	\$314,792.00	\$74,597.60	\$389,389.60
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$276,620.86	\$0.00	\$4,577.34	\$281,198.20	\$67,894.96	\$349,093.16
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$276,394.26	\$803.87	\$1,000.00	\$278,198.13	\$74,181.43	\$352,379.56
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$275,965.68	\$0.00	\$6,000.00	\$281,965.68	\$67,466.60	\$349,432.28
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$275,803.08	\$0.00	\$1,000.00	\$276,803.08	\$74,597.60	\$351,400.68
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$275,610.99	\$0.00	\$955.36	\$276,566.35	\$62,240.97	\$338,807.32
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$275,407.72	\$0.00	\$6,000.00	\$281,407.72	\$73,956.65	\$355,364.37
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$275,281.54	\$2,179.68	\$27,759.36	\$305,220.58	\$61,609.22	\$366,829.80
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$275,123.14	\$0.00	\$52,646.17	\$327,769.31	\$73,949.59	\$401,718.90
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$275,086.29	\$82,380.42	\$1,000.00	\$358,466.71	\$74,441.56	\$432,908.27
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$274,593.36	\$0.00	\$7,718.79	\$282,312.15	\$61,777.37	\$344,089.52
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$274,407.12	\$0.00	\$87,212.68	\$361,619.80	\$74,597.60	\$436,217.40
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$274,164.36	\$0.00	\$1,000.00	\$275,164.36	\$73,485.91	\$348,650.27
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$274,118.07	\$0.00	\$59,648.14	\$333,766.21	\$61,309.85	\$395,076.06
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$271,882.30	\$0.00	\$1,000.00	\$272,882.30	\$73,177.22	\$346,059.52
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$271,806.57	\$0.00	\$1,000.00	\$272,806.57	\$61,220.03	\$334,026.60
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$271,152.96	\$0.00	\$2,187.00	\$273,339.96	\$74,834.23	\$348,174.19
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$270,955.90	\$0.00	\$1,000.00	\$271,955.90	\$60,799.91	\$332,755.81
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$270,918.48	\$5,885.89	\$1,000.00	\$277,804.37	\$60,811.30	\$338,615.67
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$270,812.40	\$0.00	\$1,000.00	\$271,812.40	\$60,811.30	\$332,623.70
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$270,004.12	\$0.00	\$1,000.00	\$271,004.12	\$60,823.67	\$331,827.79
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$269,859.97	\$0.00	\$6,376.57	\$276,236.54	\$75,793.72	\$352,030.26
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$269,762.20	\$63,847.04	\$6,000.00	\$339,609.24	\$54,605.04	\$394,214.28
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$269,171.44	\$2,192.96	\$1,000.00	\$272,364.40	\$73,368.70	\$345,733.10
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$268,980.57	\$0.00	\$1,017.68	\$269,998.25	\$67,797.05	\$337,795.30
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$268,930.98	\$0.00	\$80,546.56	\$349,477.54	\$71,214.91	\$420,692.45
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$268,833.09	\$0.00	\$1,000.00	\$269,833.09	\$73,038.45	\$342,871.54
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$267,214.73	\$0.00	\$1,231.96	\$268,446.69	\$68,676.96	\$337,123.65
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$266,655.24	\$0.00	\$1,000.00	\$267,655.24	\$72,547.36	\$340,202.60
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$266,379.00	\$0.00	\$1,000.00	\$267,379.00	\$60,140.89	\$327,519.89
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$266,231.21	\$0.00	\$131,545.50	\$397,776.71	\$67,730.66	\$465,507.37
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$265,641.75	\$0.00	\$1,000.00	\$266,641.75	\$72,606.17	\$339,247.92
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$264,521.05	\$0.00	\$1,000.00	\$265,521.05	\$71,436.89	\$336,957.94
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$263,578.20	\$0.00	\$36,312.11	\$299,890.31	\$59,505.94	\$359,396.25
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$262,426.24	\$0.00	\$49,169.26	\$311,595.50	\$72,125.24	\$383,720.74
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$260,972.89	\$0.00	\$1,000.00	\$261,972.89	\$71,436.89	\$333,409.78
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$258,632.84	\$0.00	\$28,790.92	\$287,423.76	\$59,077.27	\$346,501.03

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$258,093.52	\$0.00	\$6,000.00	\$264,093.52	\$58,284.28	\$322,377.80
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$257,658.52	\$0.00	\$988.24	\$258,646.76	\$69,156.14	\$327,802.90
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$257,272.30	\$0.00	\$6,000.00	\$263,272.30	\$68,302.66	\$331,574.96
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$256,436.40	\$5,172.85	\$34,444.24	\$296,053.49	\$64,645.39	\$360,698.88
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$255,349.36	\$0.00	\$6,000.00	\$261,349.36	\$64,256.34	\$325,605.70
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$255,310.81	\$0.00	\$1,000.00	\$256,310.81	\$68,136.57	\$324,447.38
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$254,416.99	\$37,463.17	\$11,000.00	\$302,880.16	\$68,854.29	\$371,734.45
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$254,312.59	\$0.00	\$10,221.00	\$264,533.59	\$68,615.52	\$333,149.11
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$254,269.48	\$0.00	\$5,603.66	\$259,873.14	\$68,146.92	\$328,020.06
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$254,152.36	\$156.25	\$1,000.00	\$255,308.61	\$65,533.58	\$320,842.19
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$253,226.82	\$0.00	\$17,685.34	\$270,912.16	\$57,491.62	\$328,403.78
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$253,144.38	\$147.52	\$6,000.00	\$259,291.90	\$68,888.98	\$328,180.88
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$252,776.04	\$0.00	\$1,000.00	\$253,776.04	\$67,496.07	\$321,272.11
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$248,765.36	\$0.00	\$6,000.00	\$254,765.36	\$68,426.76	\$323,192.12
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$248,197.64	\$4,534.04	\$1,000.00	\$253,731.68	\$56,335.09	\$310,066.77
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$247,075.17	\$0.00	\$7,506.00	\$254,581.17	\$57,386.59	\$311,967.76
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$246,744.16	\$0.00	\$6,000.00	\$252,744.16	\$55,780.16	\$308,524.32
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$246,490.17	\$0.00	\$934.28	\$247,424.45	\$65,012.50	\$312,436.95
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$245,609.68	\$0.00	\$6,053.00	\$251,662.68	\$55,838.63	\$307,501.31
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$243,912.08	\$0.00	\$6,000.00	\$249,912.08	\$67,144.17	\$317,056.25
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$243,624.97	\$1,602.08	\$5,545.26	\$250,772.31	\$56,526.53	\$307,298.84
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$240,800.24	\$0.00	\$1,000.00	\$241,800.24	\$67,903.09	\$309,703.33
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$229,055.80	\$0.00	\$6,000.00	\$235,055.80	\$61,629.65	\$296,685.45
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$227,340.07	\$0.00	\$17,847.08	\$245,187.15	\$46,022.78	\$291,209.93
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$220,149.68	\$0.00	\$19,158.61	\$239,308.29	\$57,013.46	\$296,321.75
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$213,798.16	\$643.10	\$750.00	\$215,191.26	\$43,632.86	\$258,824.12
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$213,665.10	\$0.00	\$25,152.49	\$238,817.59	\$43,866.22	\$282,683.81
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$207,095.34	\$7,420.85	\$1,000.00	\$215,516.19	\$48,083.63	\$263,599.82
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$207,036.29	\$0.00	\$65,881.53	\$272,917.82	\$52,494.19	\$325,412.01
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$202,321.03	\$0.00	\$717.33	\$203,038.36	\$54,572.11	\$257,610.47
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$201,498.80	\$0.00	\$327,409.53	\$528,908.33	\$50,663.43	\$579,571.76
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$193,299.61	\$0.00	\$6,000.00	\$199,299.61	\$47,270.45	\$246,570.06
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$192,944.96	\$0.00	\$55,128.22	\$248,073.18	\$42,714.19	\$290,787.37
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$186,990.04	\$0.00	\$87,511.96	\$274,502.00	\$51,731.85	\$326,233.85
STAFF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES(SAFETY)	\$181,179.44	\$308.39	\$5,874.55	\$187,362.38	\$45,170.57	\$232,532.95
STATE AUDITOR/BUREAU OF STATE AUDITS	\$185,796.98	\$0.00	\$2,385.18	\$188,182.16	\$56,634.73	\$244,816.89
STATE OIL AND GAS SUPERVISOR	\$190,581.38	\$0.00	\$8,231.20	\$198,812.58	\$70,830.06	\$269,642.64
STATEWIDE DENTAL DIRECTOR, C.E.A., INMATE DENTAL SERVICES PROGRAM, DIVISION OF CORRECTIONAL HE ALTH CARE SERVICES	\$371,263.20	\$0.00	\$15,326.40	\$386,589.60	\$83,344.18	\$469,933.78
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$333,369.92	\$0.00	\$10,399.32	\$343,769.24	\$74,053.73	\$417,822.97
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$312,177.84	\$1,231.44	\$12,955.23	\$326,364.51	\$62,403.33	\$388,767.84
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$310,234.80	\$0.00	\$1,000.00	\$311,234.80	\$76,054.53	\$387,289.33

Job title	Regular Pay	Overtime Pay	Other Pay	Total Pay	Total Benefits	Total Pay and Benefits
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$310,098.72	\$0.00	\$1,000.00	\$311,098.72	\$68,789.55	\$379,888.27
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$309,570.12	\$12,809.94	\$1,000.00	\$323,380.06	\$76,289.10	\$399,669.16
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$309,363.96	\$0.00	\$1,000.00	\$310,363.96	\$80,518.53	\$390,882.49
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$309,094.12	\$3,340.28	\$1,000.00	\$313,434.40	\$79,774.53	\$393,208.93
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$309,022.44	\$3,694.32	\$12,955.20	\$325,671.96	\$80,518.53	\$406,190.49
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$309,022.44	\$1,231.44	\$1,000.00	\$311,253.88	\$80,518.53	\$391,772.41
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$308,652.24	\$0.00	\$1,000.00	\$309,652.24	\$76,054.53	\$385,706.77
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$308,157.96	\$0.00	\$1,000.00	\$309,157.96	\$76,054.53	\$385,212.49
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$307,681.08	\$0.00	\$3,400.00	\$311,081.08	\$78,513.03	\$389,594.11
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$307,681.08	\$2,462.88	\$1,000.00	\$311,143.96	\$80,518.53	\$391,662.49
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$307,681.08	\$0.00	\$1,000.00	\$308,681.08	\$80,518.53	\$389,199.61
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$307,681.08	\$2,462.88	\$3,400.00	\$313,543.96	\$80,518.53	\$394,062.49
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$307,339.56	\$15,018.72	\$9,388.24	\$331,746.52	\$80,518.53	\$412,265.05
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$305,984.36	\$6,154.12	\$1,000.00	\$313,138.48	\$79,537.03	\$392,675.51
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$305,871.62	\$0.00	\$1,000.00	\$306,871.62	\$67,856.06	\$374,727.68
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$305,290.23	\$4,889.84	\$1,000.00	\$311,180.07	\$80,057.96	\$391,238.03
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$305,281.08	\$0.00	\$1,000.00	\$306,281.08	\$80,518.53	\$386,799.61
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$305,181.12	\$0.00	\$1,000.00	\$306,181.12	\$80,518.53	\$386,699.65
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$303,152.36	\$0.00	\$1,000.00	\$304,152.36	\$74,758.23	\$378,910.59
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$300,266.91	\$2,462.88	\$3,249.82	\$305,979.61	\$68,838.17	\$374,817.78
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$299,746.40	\$0.00	\$1,000.00	\$300,746.40	\$74,272.39	\$375,018.79
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$283,576.00	\$0.00	\$1,000.00	\$284,576.00	\$55,556.73	\$340,132.73
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$283,551.74	\$5,379.84	\$3,400.00	\$292,331.58	\$63,419.64	\$355,751.22
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$282,473.96	\$160.56	\$1,000.00	\$283,634.52	\$70,646.54	\$354,281.06
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$277,884.05	\$829.98	\$1,000.00	\$279,714.03	\$74,585.05	\$354,299.08
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$275,366.12	\$0.00	\$1,000.00	\$276,366.12	\$74,177.91	\$350,544.03
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$261,428.90	\$0.00	\$1,000.00	\$262,428.90	\$71,662.66	\$334,091.56
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$258,583.68	\$0.00	\$612.64	\$259,196.32	\$71,388.63	\$330,584.95
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$254,910.70	\$0.00	\$24,590.23	\$279,500.93	\$62,917.83	\$342,418.76
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$234,693.68	\$0.00	\$58,233.88	\$292,927.56	\$77,506.19	\$370,433.75
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$222,160.15	\$0.00	\$17,290.78	\$239,450.93	\$75,744.74	\$315,195.67
SUPERVISING DENTIST, CORRECTIONAL FACILITY	\$204,310.91	\$0.00	\$3,400.00	\$207,710.91	\$47,994.70	\$255,705.61
SYSTEM ACTUARY, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM	\$203,731.73	\$0.00	\$0.00	\$203,731.73	\$73,081.94	\$276,813.67
UNDERSECRETARY, HEALTH CARE SERVICES	\$245,216.68	\$0.00	\$8,470.60	\$253,687.28	\$56,654.39	\$310,341.67
VICE CHAIRMAN	\$225,000.00	\$0.00	\$0.00	\$225,000.00	\$58,066.91	\$283,066.91
VICE PRESIDENT OF THERAPEUTICS	\$277,272.44	\$0.00	(\$67.31)	\$277,205.13	\$80,621.58	\$357,826.71
VICE PRESIDENT OF THERAPEUTICS	\$196,096.41	\$0.00	\$20,174.62	\$216,271.03	\$55,537.58	\$271,808.61

EXECUTIVE DIRECTOR/CEO COMPENSATION – STATE BARS

EXECUTIVE DIRECTOR/CEO – UNIFIED STATE BARS

	UNIFIED STATE BARS 50,000+ (2)	UNIFIED STATE BARS 20,000- 49,999 (9)	UNIFIED STATE BARS 10,000- 19,999 (6) ³	UNIFIED STATE BARS 5,000- 9,999 (7)	UNIFIED STATE BARS UNDER 5,000 (4)
YEARS IN POSITION					
Mean	18.5	12.3	16.4	17.4	17.9
Median	18.5	10	14	15	16.3
Range	2-35	3-26	1-32	5.8-31	4-35
BASE SALARY					
Mean	\$281,868	\$201,059	\$176,459	\$151,482	\$131,337
Median	\$281,868	\$203,474	\$172,316	\$154,500	\$128,000
Pango	\$267,500-	\$173,400-	\$142,210-	\$103,231-	\$88,538-
Range	\$296,236	\$227,515	\$229,000	\$198,887	\$180,811
BONUS COMPENSATION					
Percent offering	0%	33.3%	16.7%	28.6%	25%
Mean	n/a	\$24,400	\$8,000	\$11,241	\$850
Median	n/a	\$25,000	\$8,000	\$11,241	\$850
Range	n/a	\$18,201-\$30,000	n/a	\$75-\$22,407	n/a
DEFERRED COMPENSATION					
Percent offering	100%	33.3%	33.3%	14.3%	25%
Mean	\$23,812	\$13,333	\$12,248	\$10,000	\$13,393
Median	\$23,812	\$15,000	\$12,248	\$10,000	\$13,393
Range	\$18,000-\$29,623	\$7,500-\$17,500	\$3,696-\$20,800	n/a	n/a
OTHER COMPENSATION					
Percent offering	100%	0%	16.7%	0%	0%
Mean	\$54,800	n/a	\$1,500	n/a	n/a
Median	\$54,800	n/a	\$1,500	n/a	n/a
Range	\$36,000-\$73,600	n/a	n/a	n/a	n/a

EXECUTIVE DIRECTOR/CEO – VOLUNTARY STATE BARS

	VOLUNTARY STATE BARS 20,000+ (3)	VOLUNTARY STATE BARS 10,000-19,999 (6)	VOLUNTARY STATE BARS UNDER 10,000 (7)
YEARS IN POSITION			
Mean	16.2	13.2	6.3
Median	18	11	4
Range	4.5-26	1-30	1-19
BASE SALARY			
Mean	\$249,808	\$226,691	\$115,638
Median	\$252,410	\$223,913	\$98,963
Range	\$240,000-\$257,000	\$200,000-\$264,718	\$85,000-\$163,000
BONUS COMPENSATION			
Percent offering	0%	0%	14.3%
Mean	n/a	n/a	\$6,750
Median	n/a	n/a	\$6,750
Range	n/a	n/a	n/a
DEFERRED COMPENSATION			
Percent offering	0%	16.7%	14.3%
Mean	n/a	\$17,500	\$8,150
Median	n/a	\$17,500	\$8,150
Range	n/a	n/a	n/a
OTHER COMPENSATION			
Percent offering	0%	33.3%	14.3%
Mean	n/a	\$8,250	\$7,600
Median	n/a	\$8,250	\$7,600
Range	n/a	\$6,500-\$10,000	n/a

³ Six bars in this category provided compensation figures, but only 5 provided years in service figures.

State Bar of California Projected Reserve Balance by Fund

	12/31/2016 Reserve Bal	Projected 2017 Revenues	Projected 2017 Expenses	Indirect cost chargeback	Interfund Transfer	Projected 2017 surplus/(deficit)	Projected Reserve Bal 12/31/17	2018 Budgeted Revenues	2018 Budgeted Expenses	Indirec Costs	2018 Budgeted Expenses & Indirect Costs	Interfund Transfer	2018 Budgeted Surplus/(Deficit)	Projected Reserve Bal 12/31/18	Reserve Level (%)
General Fund															
Administration & Discipline (10)	11,862,000	69,052,000	(50,664,000)	(18,885,000)	(1,600,000)	(2,097,000)	9,765,000	70,396,000	(55,300,000)	(20,780,000)	(76,080,000)	(21,000)	(5,705,000)	4,060,000	
Fixed Assets Fund (15)			-	-	-	-	-	-	-		-		-	-	
Legal Education and Development Fund (18)	7,934,000	1,997,000	(298,000)	(88,000)	-	1,611,000	9,545,000	475,000	(105,000)	(7,000)	(112,000)		363,000	9,908,000	
Public Protection Fund (25)	1,900,000	12,000	-	-	-	12,000	1,912,000				-		-	1,912,000	
Benefit Reserve Fund (34)	(914,000)	-	-	-	-	-	(914,000)				-		-	(914,000)	
Technology Fund (19)	3,851,000	23,000	(2,984,000)	(120,000)	400,000	(2,681,000)	1,170,000		(5,630,000)	(688,000)	(6,318,000)	2,217,000	(4,101,000)	(2,931,000)	
Support and Administration Fund (23)	96,000	4,000	(24,196,000)	25,021,000	(400,000)	429,000	525,000	1,086,000	(27,499,000)	26,426,000	(1,073,000)		13,000	538,000	
Building Fund (26)	4,291,000	1,644,000	(1,630,000)	1,235,000	-	1,249,000	5,540,000	1,795,000	(3,945,000)	2,288,000	(1,657,000)		138,000	5,678,000	
LA Facility Fund (35)	(4,948,000)	433,000	(2,300,000)	2,300,000	-	433,000	(4,515,000)	394,000	(762,000)	762,000	-		394,000	(4,121,000)	
Consolidated General Fund Total	24,072,000	73,165,000	(82,072,000)	9,463,000	(1,600,000)	(1,044,000)	23,028,000	74,146,000	(93,241,000)	8,001,000	(85,240,000)	2,196,000	(8,898,000)	14,130,000	16.6%
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Restricted Fund Group															
Legislative Activities Fund (16)	552,000	166,000	(419,000)	(69,000)	-	(322,000)	230,000	777,000	(644,000)	(122,000)	(766,000)		11,000	241,000	31.5%
Elimination of Bias Fund (17)	470,000	105,000	(503,000)	(105,000)		(503,000)	(33,000)	330,000	(180,000)	(51,000)	(231,000)		99,000	66,000	28.6%
Lawyer Assistance Program Fund (21)	2,988,000	2,145,000	(1,111,000)	(465,000)		569,000	3,557,000	2,127,000	(1,707,000)	(530,000)	(2,237,000)		(110,000)	3,447,000	154.1%
Legal Specialization Fund (24)	6,109,000	570,000	(1,561,000)	(802,000)		(1,793,000)	4,316,000	2,033,000	(3,699,000)	(853,000)	(4,552,000)	(900,000)	(3,419,000)	897,000	19.7%
Client Security Fund (27)	1,439,000	8,055,000	(6,635,000)	(580,000)	1,600,000	2,440,000	3,879,000	7,977,000	(7,456,000)	(585,000)	(8,041,000)		(64,000)	3,815,000	47.4%
Legal Services Trust Fund (28)	8,608,000	13,047,000	(14,356,000)	(750,000)	2,133,000	74,000	8,682,000	13,585,000	(15,909,000)	(784,000)	(16,693,000)		(3,108,000)	5,574,000	33.4%
Equal Access Fund (29)	1,753,000	19,661,000	(19,226,000)	(16,000)		419,000	2,172,000	26,108,000	(26,219,000)	(14,000)	(26,233,000)		(125,000)	2,047,000	NA
Justice Gap Fund (32)	1,659,000	1,133,000	-	(9,000)	(2,133,000)	(1,009,000)	650,000	911,000	-	(7,000)	(7,000)		904,000	1,554,000	NA
IT Special Assessment Fund	1,217,000	8,000	-	-	-	8,000	1,225,000	-	-	-	-	(1,217,000)	(1,217,000)	8,000	NA
Bank Settlement Fund (37)	44,103,000	275,000	(5,510,000)	(31,000)		(5,266,000)	38,837,000	150,000	(10,038,000)	(28,000)	(10,066,000)		(9,916,000)	28,921,000	NA
Restricted Fund Group Total	68,898,000	45,165,000	(49,321,000)	(2,827,000)	1,600,000	(5,383,000)	63,515,000	53,998,000	(65,852,000)	(2,974,000)	(68,826,000)	(2,117,000)	(16,945,000)	46,570,000	
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Special Revenue Fund Group	I]
Grants Fund (12)	452,000	16,000	(53,000)	-	-	(37,000)	415,000	16,000	(34,000)		(34,000)		(18,000)	397,000	NA
Annual Meeting Fund (14)	(81,000)	69,000	(5,000)	-	-	64,000	(17,000)	-	-		-	21,000	21,000	4,000	NA
Admissions Fund (20)	4,158,000	21,669,000	(16,384,000)	(4,901,000)	-	384,000	4,542,000	22,061,000	(16,507,000)	(5,027,000)	(21,534,000)	(100,000)	427,000	4,969,000	23.1%
Sections Funds (70-89)	7,897,000	9,752,000	(7,855,000)	(1,735,000)	-	162,000	8,059,000	-	-		-		_	8,059,000	NA
Special Revenue Fund Group Total	12,426,000	31,506,000	(24,297,000)	(6,636,000)	-	573,000	12,999,000	22,077,000	(16,541,000)	(5,027,000)	(21,568,000)	(79,000)	430,000	13,429,000	
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Grand Total:	108,380,000	149,886,000	(156,090,000)	-	-	(6,204,000)	102,176,000	150,271,000	(176,034,000)	-	(176,034,000)	-	(25,763,000)	76,413,000	
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SF Tenant Improvement Fund (38)	2,984,000	50,000	(400,000)			(350,000)	2,634,000	50,000	(400,000)		(400,000)		(350,000)	2,284,000	Ī

Notes: ** Board Book policy, Article 1, Section 3C specifies that all grant-related Funds are excluded from the Minimum Target Reserve requirement: The Excluded Minimum Target Reserve Funds include Grant, Legal Service Trust, Equal Access, Justice Gap, and Bank Settlement Funds.

SPENDING PLAN

SUBMITTED PURSUANT TO

Business and Professions Code Section 6140.16



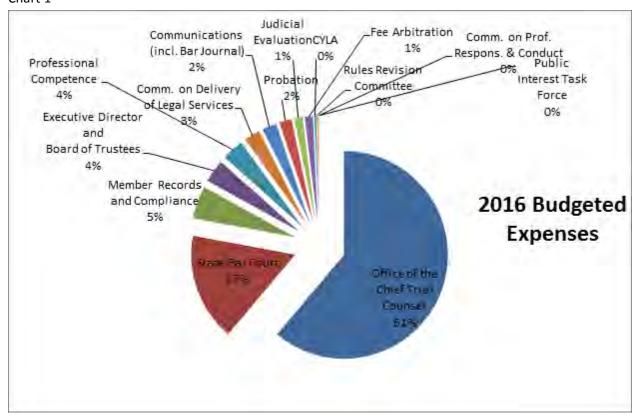
THE STATE BAR OF CALIFORNIA MAY 13, 2016

INTRODUCTION

Senate Bill 387 (2015-2016 Reg. Sess., ch. 537, 2015 Cal. Stat.) required the State Bar to conduct a thorough analysis of its priorities and necessary operating costs and develop a spending plan, which includes its fund balances, to determine a reasonable amount for the annual membership fee that reflects its actual or known costs and those to implement its workforce plan.¹

Chart 1 below reflects the components of the Bar's unconsolidated General Fund,² which houses the annual membership fee. As Chart 1 reflects, 80 percent of budgeted expenses reflect the costs of the Office of the Chief Trial Counsel, State Bar Court, and the Office of Probation.





The bill also directed the Bar to develop and recommend a new backlog goal, and an assessment of the staffing needed to achieve that goal.

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¹ Business and Professions Code section 6140.16 directs the State Bar to develop and implement a workforce plan for its discipline system as well as a public sector compensation and benefits analysis. These reports were prepared by consulting firms and are being submitted separately.

² Unconsolidated General Fund membership fees and resources of the State Bar support the discipline system; other General Fund activities include the Building Fund, the IT Fund, and non-discipline-related programs. Membership fee revenue is only deposited in the unconsolidated General Fund.

The following spending plan is submitted pursuant to these directives.

ANNUAL MEMBERSHIP FEE

REVENUE

The Bar's annual membership fee, which has not been increased since 2000, is \$330; an additional \$50 in mandatory fees, \$40 of which are assigned to the Client Security Fund, and \$10 of which are designated for the Lawyer Assistance Program. Mandatory fees are outlined below:

Table 1: 2016 Mandatory Membership Fees

Membership Fee	\$330
Client Security Fund	\$40
Lawyer Assistance Program	\$10
Total	\$380

Summary information regarding maximum mandatory licensing fees from the 2015 International Survey of Attorney Licensing Fees³ suggests that the California State Bar's commensurate fee of \$330 is only slightly above the national average:

Table 2: 2015 US Attorney

Membership Fees				
Minimum Annual Fee (CT)	\$75			
Maximum Annual Fee (AK)	\$660			
Average Annual Fee	\$321			

As reflected in the Bar's adopted 2016-2018 Budget, projected 2016 revenue from mandatory fees are as follows:

Table 3: 2016 Membership Fee

Budgeted Revenue (millions)

Membership Fee \$64.5⁴
Client Security Fund \$7.8
Lawyer Assistance Program \$2.0

Total \$74.3

In addition to membership fees, other program revenue is housed in the State Bar's unconsolidated General Fund; these programs, with corresponding 2016 budgeted revenue, are outlined on the following page. This plan includes spending associated with these other revenue sources that are comingled with the membership fee in the applicable Fund. Client Security and

³ "International Survey of Attorney Licensing Fees." July 2015. Office of Attorney Ethics of New Jersey. Note: the information provided in this table is limited to fees charged in the 50 US states and the District of Columbia.

⁴ This figure includes only mandatory fee revenue; penalties and late fees are excluded.

Lawyer Assistance Program revenues are housed in separate funds.

Table 4: 2016 Other Unconsolidated General Fund

Budgeted Revenue (thousands)				
Penalties and Late Fees	\$2,100			
Multi-Jurisdictional Practice	\$510			
LLP Registration	\$620			
LLC Registration	\$820			
MCLE & Compliance	\$593			
Certification	\$205			
Investment	\$105			
Other	\$347			
Total	\$5.300			

Complete revenue detail is provided as Appendix A.

EXPENDITURES

Expenditures against this revenue as reflected in the Bar's 2016 adopted budget are provided below. Eighty percent of expenditures tie to the Office of the Chief Trial Counsel, State Bar Court, and Probation, alone.

Table 5: General Fund Expenses

Tuote 5. General Land Expenses	
Office of the Chief Trial Counsel	42,467,700
State Bar Court	11,938,500
Member Records and Compliance	3,604,200
Executive Director and Board of Trustees ⁵	2,564,600
Professional Competence & COPRAC	2,482,400
Comm. on Delivery of Legal Services	1,786,900
Communications (incl. Bar Journal)	1,569,800
Probation	1,379,000
Judicial Evaluation	933,400
Fee Arbitration	907,400
CYLA	213,500
Rules Revision Committee	172,800
Public Interest Task Force	51,300
Commission on Access to Justice	28,600
Residuals from Indirect Allocation	-600,000
Total	69,461,900

⁵ The expenses for the Executive Director and Board of Trustees are allocated as indirect costs to other Bar programs.

Over 68 percent of all expenses reflect salary and benefit costs.

ALIGNMENT WITH STATE BAR PRIORITIES

At its January 31, 2016 planning retreat, the State Bar Board of Trustees developed the following Mission and Vision Statements, as well as Goals and Objectives for the period 2016-2018. Unconsolidated General Fund expenditures support the Bar's advancement of these priorities:

MISSION AND VISION STATEMENTS

Mission: Protection of the public shall be the highest priority for the State Bar of California and its Board of trustees in exercising their licensing, regulatory, and disciplinary functions. Whenever the protection of the public is inconsistent with other interests sought to be promoted, the protection of the public shall be paramount.

(Added by Stats. 2011, Ch. 417, Sec. 1. Effective January 1, 2012.)

Vision: A public service organization committed to transparency, accountability and excellence to ensure public protection through lawyer regulation, education and discipline, and support for improvements to the legal justice system.

GOALS AND OBJECTIVES

GOAL 1: Ensure a timely, fair, and appropriately resourced discipline and regulatory system.

- a. Conduct and implement Workforce Planning for the discipline system.
- b. Review and implement a Classification and Compensation Study for the discipline system, as part of an organization-wide effort.
- c. Develop and implement transparent and accurate reporting and tracking of the health and efficacy of the discipline system, to include (a) completion of the Annual Discipline Report and assessment of ways to enhance the process for the completion and review of future reports, (b) developing and implementing an appropriate backlog metric and seeking any needed statutory changes in regard to that metric, and (c) assessing ways to staff a dedicated data and research function.
- d. Develop and deploy a new case management system for Office of Chief Trial Counsel and State Bar Court.
- e. Expeditiously refine, adopt and implement phased-in and/or modified Task Force on Admissions Regulation Reform recommendations.
- f. Manage the review, recommendation for Supreme Court adoption, and promulgation of new Rules of Professional Conduct as prepared by the Rules Revision Commission.
- g. Complete full implementation of the Auditor's 2015 recommendations.
- h. Consider and implement the most effective mechanism for ensuring compliance with MCLE requirements.

i. Design and implement a program of preventative education.

GOAL 2: Proactively inform and educate Stakeholders about the State Bar's responsibilities, initiatives, and accomplishments.

- a. Develop and implement a Communications Strategy Plan for timely and effective external and internal communication.
- b. Manage and support the Governance in the Public Interest Task Force and its recommendations and continue to address the implementation of the California Public Records Act and Bagley-Keene Bar-wide.
- c. Redesign the State Bar website to improve access, legibility and utility for all stakeholders.
- d. Continue to play an appropriate role in preventing and remedying the Unauthorized Practice of Law in cooperation with law enforcement agencies empowered to prosecute this crime, and to continue dialog with the Legislature and other Stakeholders about the Bar's statutory authority and appropriate role in this area.

GOAL 3: Improve fiscal and operational management, emphasizing integrity, transparency, and accountability.

- a. Complete the Workforce Planning and Classification and Compensation Studies. Develop and implement action plans to improve personnel and fiscal resource utilization.
- b. Improve productivity through performance accountability, training, and professional development.
- c. Improve staff morale and career satisfaction through recognition of performance, career path development, and transparent and collaborative communication.
- d. Reallocate funds to reflect expenditure review, new reserve policy, and other reengineering efforts.
- e. Clarify and harmonize policy and regulatory mandates impacting the Bar arising from: Statute; changes in Board composition and leadership (including Board Book review and update); and management policy directives.
- f. Develop a three-year technology plan to use appropriate technology to facilitate information sharing and records management. Ensure sufficient funding for the plan and staff training to support its implementation.
- g. In conjunction with annual budgets, ensure maintenance and use of the Bar's Los Angeles and San Francisco buildings to maximize benefit to the Bar and the people of California.

GOAL 4: Support Access to Justice and improvements in the Justice System

- a. Support increased funding and enhanced outcome measures for Legal Services.
- b. Support increased Access to Justice by working with the California Commission on Access to Justice, Council on Access and Fairness, and Standing Committee on the Delivery of Legal Services, to identify and develop programs for implementation by partner organizations.

c. Support adequate funding of the Client Security Fund.

In addition to aligning with adopted 2016-2018 Goals and Objectives, as reflected in Appendix B, the majority of unconsolidated General Fund programs are mandated by statute or rule. Table 6 depicts how each Unconsolidated General Fund program aligns with the Bar's goals:

Table 6: Unconsolidated General Fund Priority
Alignment

Tiligilliont			
Department/Program	Goal	/Obje	ctive
Office of the Chief Trial Counsel	1	2d	
State Bar Court	1		
Member Records and Compliance	1h		
Executive Director and Board of Trustees		All	
Professional Competence	1f	1i	
Comm. on Delivery of Legal Services	1e	4a	4b
Communications (incl. Bar Journal)	2a	2c	2d
Probation	1		
Judicial Evaluation	4		
Fee Arbitration	2		
CYLA	1i		
Rules Revision Committee	1f		
Comm. on Prof. Responsibility & Conduct	1f	1i	
Public Interest Task Force	2b		

THE LAWYER ASSISTANCE PROGRAM AND CLIENT SECURITY FUND

The Lawyer Assistance Program has been operating with a structural surplus for a number of years, resulting in a sizeable fund balance accumulating as of December 31, 2015. For example, budgeted revenue in 2016 is \$2,064,100, while budgeted expenses total \$1,623,600⁶. The Bar recently directed over 90 percent of the Program's surplus fund balance, or \$1.6 million, to the Client Security Fund. As the declining LAP caseload trend continues, it may be appropriate to consider a permanent adjustment of the \$10 mandatory fee supporting this effort.

Specifically, the Bar has recommended redirection a portion of the Lawyer Assistance Program fee to the Client Security Fund on a permanent basis. This recommendation should be considered in light of workforce planning recommendations which suggest, one the one hand,

⁶ This amount varies by \$28,300 compared to adopted 2016 budget because one contract was determined

a downsizing of Program staff due to declining caseloads, and conversely, the need to implement a strategic planning initiative which may trigger significant program growth.

As distinct from the Lawyer Assistance Program which has been operating at a surplus, the Client Security Fund has an estimated \$16 million in applicant payouts⁷ pending, which, absent a significant infusion of resources, will take years to address. In addition to that backlog which was generated by a particular market occurrence (the loan modification crisis), the Fund is operating at a slight structural deficit⁸, when comparing the value of applications received annually against annual revenue. A limited term augmentation of the annual fee of between \$15 - \$20 is needed to expedite processing of these pending payouts; on an ongoing basis, redirection of a portion of the LAP fee could ameliorate a portion of the structural deficit in the Fund.

UNCONSOLIDATED GENERAL FUND EXPENDITURE DETAIL

Detailed information regarding unconsolidated General Fund expenditures is provided as Appendix C.

BUDGET IMPLICATIONS OF BACKLOG STANDARD, WORKFORCE PLANNING AND CLASSIFICATION AND COMPENSATION ANALYSES

Concurrent with preparation of this spending plan, the Bar underwent workforce planning and classification and compensation analyses; in addition, a recommendation regarding a new backlog goal was developed, pursuant to legislative mandate. The tables on the following pages detail the financial impact of implementing both current and proposed backlog standards, and the recommendations stemming from both the workforce planning and classification and compensation analyses.

With respect to the backlog standard, the current statutory goal is 180 days from complaint receipt to filing in State Bar Court. This compares to the 2015 *average* time from receipt to filing of 305 days, as reported in the 2015 Annual Discipline Report. Under separate cover the Bar has presented options for the legislature to consider with respect to a new backlog goal. These are Feasible (243 days) and Enhanced (197 days); in addition, the workload needs associated with the current 180 day standard have been identified.

Also presented under separate cover is a classification and compensation analysis of the Office of the Chief Trial Counsel. This report suggests that changes in both classification and compensation are warranted, and implicates both attorney and non-attorney staffing.

⁷ The significant backlog in applicant payouts is due to the spike in claims stemming from the loan modification crisis

⁸ Estimated to total approximately \$1.3 million annually based on projected annual payouts of \$7.3 million.

Table 7 reflects the fiscal analysis of the resource needs associated with the various backlog standards considered and classification and compensation recommendations:

Table 7: Impact of Revised Backlog Goals and Classification and Compensation Analysis

	<u> </u>	1 3
Salary Structure	Backlog Goal	Additional Cost (millions) ⁹
	Current statutory (180 days)	\$9.9
Current	Enhanced (197)	\$8.6
	Feasible (243)	\$4.9
Classification and	Current statutory (180 days)	\$9.8
Compensation Study	Enhanced (197)	\$8.5
Recommendations	Feasible (243)	\$4.9

In addition, the Bar has modeled the fiscal impact of implementation of OCTC-related workforce planning recommendations. Those recommendations, which center around adoption of a team structure in the office, will result in the need for additional staff, particularly supervising attorneys to manage teams; associated costs are provided in Table 8 below.

Table 8: Impact of Workforce Planning Recommendations

Backlog Goal	Current Compensation	Class and Comp
	(millions)	Recommendations (millions)
Current Statutory	+ \$.5 ¹⁰ = \$10.4	+ \$.6 = 10.4
Enhanced	+ \$.4 = \$9.0	+ \$.6 = \$9.1
Feasible	+ \$.4 = \$5.3	+ \$.5 = \$5.4
Current Actual	\$1.6	\$1.5

Detailed cost modeling is provided as Appendix D.

USE OF FUND BALANCE TO ADDRESS IDENTIFIED NEEDS

On February 1, 2016, the Board of Trustees adopted a reserve policy. As related to the unconsolidated General Fund, that policy reflects a minimum "floor" reserve of 17 percent of annual operating expenditures, and a ceiling of 30 percent. Unconsolidated General Fund, Client Security Fund, and Lawyer Assistance Program fund balances are provided on the following page.

¹⁰ Figures reflect an addition to those in Table 7.

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⁹ All cost estimates reflect budgeting personnel at the midpoint of the salary range, and include benefits.

Table 9: Fund Balances

	Unconsolidated		
	General Fund ¹¹	LAP	CSF
Fund Balance 12/31/2015	(28,057,290)	2,233,020	2,200,440
2016 Budgeted Revenues	69,827,700	2,064,100	7,847,100
Less: 2016 Budgeted Expenditures	(69,461,770)	(1,623,600)	(7,831,400)
Projected Fund Balance 12/31/2016	(27,691,360)	2,673,520	2,216,140
Board Approved Interfund Transfers in March 2016:		$(1,600,000)^{12}$	1,600,000
Projected Fund Balance 12/31/2016 after Transfers:		1,073,520	3,816,140
Working Capital & Reserve Calculation:			
Total Current Assets as of 12/31/2015	88,041,965	2,765,625	4,110,966
Less: Total Current Liabilities as of 12/31/2015	(82,107,430)	(525,970)	(1,895,629)
Net Working Capital - 12/31/2015	5,934,535	2,239,655	2,215,337
Board Approved Interfund Transfers in March 2016:		(1,600,000)	1,600,000
Adjusted Working Capital after Interfund Transfers (A):	5,934,535	639,655	3,815,337
2015 Operating Expenses	64,309,853	1,632,537	7,745,688
Adjustment: CSF Payout (Non Operating Expenses)	-	-	(6,005,388)
Adjusted Operating Expenses (B)	64,309,853	1,632,537	1,740,300
Reserve Level Calculation: {(A)/(B)}	9.23%	39.18%	219.23%
Reserve Level meeting 17% target?	No	Yes	Yes

As reflected above, the unconsolidated General Fund balance is below the adopted floor of 17 percent; as such, no fund balance is available to address identified discipline-system needs. The Lawyer Assistance Program maintains a fund balance in excess of the 30 percent ceiling. Concomitant with redirecting a significant portion of Program fund balance to the Client Security Fund, the Board designated remaining excess reserves to support a comprehensive assessment and evaluation of the Program; as a result, Lawyer Assistance Program fund balance is fully committed. It should be noted that this particular Board directive is in alignment with workforce planning recommendations, which suggest that a complete review of the purpose and structure of the Lawyer Assistance Program be conducted.

The Client Security Fund balance supports applicant payout and cannot be appropriately used to advance other discipline-related initiatives.

ADDITIONAL CONSIDERATIONS

¹¹ The Bar's February budget submission to legislature reflected fund balances for the consolidated General Fund while this information relates to the unconsolidated General Fund only.

¹² At its March 11 meeting, the Board approved a transfer of \$1.6 million in LAP fund balance to the Client Security Fund.

This spending plan reflects an analysis of the fiscal impact of implementation of the most significant component of workforce planning and compensation and classification recommendations – those related to the Office of the Chief Trial Counsel. In addition, the impact of existing and proposed backlog standards is identified. It is important to note, however, that additional workforce planning recommendations, related to other areas of the discipline system, were not comprehensively analyzed from a cost perspective. These areas include:

- cost savings associated with proposed reductions in Lawyer Assistance Program staffing.
- additional costs to create a new Probation Deputy Supervisor position, as well as a joint manager over the Lawyer Assistance Program and the Office of Probation
- additional costs to create new positions in State Bar Court;
- the cost implications of faster OCTC case processing on the workload of the State Bar Court (increased prosecutorial resources are likely to result in an increased need for State Bar Court staffing);
- physical space needs resulting from addition of more staff.

The State Bar is committed to ongoing business process improvement while it continues to refine the estimates of the fiscal impact of these recommendations; these efforts may ultimately reduce implementation costs.

IMPLICATIONS FOR DETERMINING THE ANNUAL MEMBERSHIP FEE

The State Bar currently has a combined active and inactive membership of approximately 250,000. To calculate the impact of fees on revenues, that membership number translates into approximately \$5 million for every \$20 increase in fees, across all Bar members.

Under the most limited scenario outlined in Table 8 above, the State Bar would need only \$1.5 million in additional revenue to implement a version of OCTC-related workforce planning recommendations. This approach would result in status quo case processing timelines, and suggests an increased membership fee of between \$5 and \$6.

Under the most ambitious scenario, the State Bar would need an additional \$10.4 million in additional General Fund revenue. Under this scenario, the State Bar would add the resources necessary to meet the statutory time frame of 180 days before cases fall into backlog, and fully implement workforce planning and classification and compensation recommendations. An increase in the membership fee by approximately \$40 would be needed to implement this

approach.

In addition to these unconsolidated General Fund adjustments, the Client Security Fund fee warrants an increase. With over \$16 million in estimated payouts, clients who have been harmed by unscrupulous attorneys are facing payment delays of months or even years solely from the funds inability to pay. A limited term \$15-\$20 increase will address the fund's shortfall and ensure the public is protected.

The implication of this analysis for what constitutes a reasonable amount for the annual membership fee is clear. As currently structured, the State Bar's membership fees provide sufficient resources only to maintain the status quo. Even modest improvements will require an investment in the State Bar's discipline system; the level of investment should directly tie to the performance goals that are being considered for adoption.

Line Item	Account Description	Unconsolidated General	Lawyer Assistance	Client Security Fund
30110	Mandatory Membership Dues	64,500,000	2,050,000	7,792,000
30130	Penalties-Current Year	1,800,000	-	-
30140	Penalties-Prior Years	76,000	-	-
30150	Prior Years Member Fee	230,000	7,500	27,300
30160	Bankcard Proc. Fees	-	-	-
30510	MJP Annual Renewal Fees	500,000	-	-
33010	MJP Late Fees	10,000	-	-
34010	Registration as a Law Corp.	130,000	-	-
34020	Late Fee-Law Corp.	90,000	-	-
34030	Annual Report-Law Corp.	600,000	-	-
34510	Investment Income	105,200	6,600	14,500
34520	Unrealized Gain/Loss on Invest	-	-	-
35610	LLP Registration	35,000	-	-
35620	LLP Renewal	588,000	-	-
35710	MCLE Application Fees	-	-	-
35710	MCLE Self Study Test	113,700	-	-
35750	Member Credit Req.	5,000	-	-
35760	Ex/Mod. Application Fees	1,700	-	-
35770	Late Compliance Fees	426,000	-	-
35780	Reentry Fee	47,000	-	-
36540	Classified Advertising Revenue	23,400	-	-
36550	Internet Adv. Revenue	93,500	-	-
37010	Seminar and Workshop Revenue	20,800	-	-
38300	All Other Miscellaneous	78,800	-	-
38310	Subs. renewal-nontaxable	14,000	-	-
38410	Court Order Sanction	-	-	13,300
38520	Ethics School Class Fees	57,500	-	-
38700	Fee Arbitration Revenues	44,000	-	-
38800	Outside Label Revenue	15,000	-	-
39220	Proc. Fee-Certification	202,500	-	-
39240	Proc. Fee-Oath Cards	3,000	-	-
39510	Sale of Publication 250	6,000	-	-
39510	Sales of Ethics Opinion	10,000	-	-
39520	Sale of Trust Acctg Handbook	-	-	-
39520	Sales of Pamphlets	1,500	-	-
39530	Sale of e-Publications	100	-	-
	Total	69,827,700	2,064,100	7,847,100

Appendix B Authorities for State Bar Spending Plan

Goal	Spending Area	Authority		
	Office of the Chief Trial Counsel	Business and Professions Code section 6079.5		
	State Bar Court	Business and Professions Code sections 6079.1 and 6086.65		
	Office of Probation	State Bar Rules of Procedure Rules 550-566 and 2701-2703 California Rules of Court Rule 9.20		
Ensure a timely, fair and	Committee on Professional Responsibility and Conduct	Board of Trustees		
appropriate discipline and regulatory system	Office of Professional Responsibility and Competence	Board of Trustees		
	Rules Revision Committee	Board of Trustees, pursuant to direction from Supreme Court		
	Member Records and Compliance	State Bar Act Business and Professions Code sections 6160 and 6174 Family Code section 17520		
	California Young Lawyers Association	Board of Trustees		
Proactively inform and educate	Mandatory Fee Arbitration	Business and Professions Code sections 6200-6206 Rules of the State Bar Title 3, Division 4, Chapter 2		
Stakeholders about the State Bar's responsibilities, initiatives	Communications	Board of Trustees		
and accomplishments	California Bar Journal	Board of Trustees		
	Governance in the Public Interest Task Force	Business and Professions Code section 6001.2		
Improve fiscal and operational management, emphasizing integrity, transparency, and accountability	Office of the Executive Director and Board of Trustees	Board of Trustees		
	Judicial Evaluation	Government Code section 12011.5		
Support Access to Justice and improvements in the Justice System	Commission on Access to Justice	Board of Trustees		
	Commission on Delivery of Legal Services	Board of Trustees		

APPENDIX C - EXPENDITURE DETAIL

Department	Cost Center	Authorized FTE	Vacant FTE	Filled FTE	Budget Personnel Expense	ОРЕВ	SF Alloc	LA Alloc	Budget Operating Expense	Budget Indirect Cost	Budget Total Expense	Budget Revenue
Public Interest Task Force	10010 - Public Interest Task Force	_	_	_	_	_	3,300	_	48,000	3,300	51,300	_
Judicial Evaluation	10101 - Judicial Evaluation	4.0	-	4.0	454,400	4,600	250,100	-	224,300	254,700	933,400	-
	40004 011110 5 11 0				200							
Member Records and Compliance	10201 - Child & Family Support 10202 - Member Rec. & Cert.	-	-	-	200	-	-	-	4,000	-	4,200	3,000
	10202 Weiliber Neel & Certi											3,000
	10251 - Member Services Center	19.0	-	19.0	2,088,800	21,200	1,036,500	-	425,200	1,057,700	3,571,700	710,200
	10252 - Transition Assistance Services								28,300		28,300	
Member Records and Compliance Total	Sel vices	19.0	-	19.0	2,089,000	21,200	1,036,500	-	457,500	1,057,700	3,604,200	713,200
·					· ·	<u> </u>			<u> </u>	<u> </u>		<u> </u>
					2,089,000	21,200	1,036,500		457,500	1,057,700	3,604,200	713,200
	10310 - OCTC-Enforcement											
остс	(Consolidated)	233.1	16.0	217.1	30,176,200	305,400	9,956,400	2,142,800	886,900	12,404,600	43,467,700	60,500
	10310 - OCTC-Enforcement								()		(
OCTC Adjustment for Reimbursements	(Consolidated)	-	-	-	-				(1,000,000)	-	(1,000,000)	-
SBC	10401 - SBC Sr. Executive	2.9	-	2.9	512,200	73,000	2,934,600	1,359,000	78,600	4,366,600	4,957,400	14,000
	10402 - Hearing AdminSF	8.0	-	8.0	1,036,500				51,400	-	1,087,900	
	10403 - Hearing Counsel LA/SF	7.0	-	7.0	1,320,800				25,200	-	1,346,000	
	10404 - Hearing Judges	5.0	-	5.0	1,182,300				87,300	-	1,269,600	
	10405 - Hearing/Effec./AdminLA	11.0	-	11.0	1,486,700				59,400	-	1,546,100	1,500
	10407 - Presiding/Review Judges	2.6	_	2.6	743,200				46,000	_	789,200	
	10408 - Review Counsel/Clerk	6.0	-	6.0	932,100				10,200	-	942,300	
SBC Total		42.5	-	42.5	7,213,800	73,000	2,934,600	1,359,000	358,100	4,366,600	11,938,500	15,500
	10503 - Mandatory Fee Arb											
Mandatory Fee Arb	Committee	_	_	_	_	-	_	_	24,800	_	24,800	_
	10504 - Mandatory Fee Arbitration								,		,	
	(Consolidated)	5.0	-	5.0	575,500	5,800	222,200	-	79,100	228,000	882,600	48,300
Mandatory Fee Arb Total		5.0	-	5.0	575,500	5,800	222,200	-	103,900	228,000	907,400	48,300
Probation	10601 - Probation	8.0	-	8.0	919,700	9,300	290,800	139,000	20,200	439,100	1,379,000	-
COPRAC	10702 - COPRAC	-	-	-	-	-	5,800		48,000	5,800	53,800	4,300
Professional Competence - Excl COPRAC	ar 10706 - Prof. Resp. & Conduct 10709 - OPC Publications	13.0	1.0	12.0	1,574,500	15,900	764,800	-	47,800	780,700	2,403,000	
	(Consolidated)	-	-	-	-	-	-	-	25,600	-	25,600	17,100
Professional Competence Total		13.0	1.0	12.0	1,574,500	15,900	764,800	-	73,400	780,700	2,428,600	17,100
Rules Revision Committee	10708 - Rules Revision Committee	-	-	-	-	-	11,200		161,600	11,200	172,800	-
Communications - Media Relations	10801 - Media & Info. Svcs.	4.8	1.0	3.8	781,300	7,900	304,000		269,600	311,900	1,362,800	-
Communications - Calbar Journal	10802 - Calif. Bar Journal	1.0	-	1.0	119,700	1,200	39,000		47,100	40,200	207,000	230,600

		Authorized		Filled	Budget Personnel				Budget Operating	Budget	Budget Total	Budget
Department	Cost Center	FTE	Vacant FTE	FTE	Expense	OPEB	SF Alloc	LA Alloc	Expense	Indirect Cost	Expense	Revenue
Commission on Assess to Insting	10901 - Commission on Access to Justic						C 000		24 000	C 900	20,000	
Commission on Access to Justice		-	-	-	-	-	6,800		21,800	6,800	28,600	-
Commission on Baltimore of Local Company	10905 - Comm. on Delivery of	0.0		0.0	4 4 4 4 000	11 600	F 42 200		04 200	FF2 000	4 706 000	60.000
Commission on Delivery of Legal Services	Legal SVC	9.0	-	9.0	1,141,800	11,600	542,200		91,300	553,800	1,786,900	60,000
CYLA	10903 - Calif. Young Lawyers	0.9	_	0.9	112,500	1,100	39,200		500	40,300	153,300	
	Assoc.				,	,	,			-,	,	
	10908 - CYLA - Admin	-	-	-					35,600	-	35,600	
	10909 - CYLA - Education	-	-	-					,	-	23,500	17,000
	10910 - CYLA - Outreach	-	-	-					24,600	-	1,100	
CYLA Total		0.9	-	0.9	112,500	1,100	39,200	-	60,700	40,300	213,500	17,000
Dues Revenue	10 - General Fund OH Alloc BU	-	-	-	-	-	-	-	-	-	-	66,606,000
Multi Jurisdictional Practice	10 - General Fund OH Alloc BU	-	-	-	-	-	-	-	-	-	-	510,000
Law Corporation	10 - General Fund OH Alloc BU	-	-	-	-	-	-	-	-	-	-	820,000
LLP	10 - General Fund OH Alloc BU	-	-	-	-	-	-	-	-	-	-	610,000
Investment Income	10 - General Fund OH Alloc BU	-	-	-	-	-	-	-	-	-	-	105,200
Miscellaneous Income	_ 10 - General Fund OH Alloc BU		-	-	-	-	-	-	-	-	-	10,000
Totals:		340.3	18.0	322.3	45,158,400	457,000	16,406,900	3,640,800	1,872,400	20,504,700	67,535,500	69,827,700
Allegated Forestine Disease / Assat/DOT/5	de ation Coat Coaten											
Allocated Executive Director/Appt/BOT/E	lection Cost Centers											
Executive Director	10001 - Executive Director	9.0	1.0	8.0	1,961,600	-	_		263,700	2,225,300	2,225,300	_
	10002 - Appointments				, ,				,	, -,	, -,	
Appointments	Administration	1.0	-	1.0	99,300	-	-	-	1,600	100,900	100,900	-
Board of Trustees	10003 - Board of Trustees	-	-	-	-	-	-	-	182,100	182,100	182,100	-
Elections	10005 - Elections	-	-	-	200	-	-	-	56,100	56,300	56,300	-
Total Allocated Executive Director/Appt	/BOT/Election Cost Centers:	10.0	1.0	9.0	2,061,100	0	0	0	503,500	2,564,600	2,564,600	0
Indirect Costs allocated out (ED/BOT/Elec	ction)	-	-	-	-	-	-	-	-	(2,564,600)	(2,564,600)	-
Non-Departmental	10 - General Fund OH Alloc BU	-	-	-	-	-	1,882,200	44,200	-	1,926,400	1,926,400	-
Grand Total:		350.3	19	331.3	47,219,500	457,000	18,289,100	3,685,000	2,375,900	22,431,100	69,461,900	69,827,700

APPENDIX C - EXPENDITURE DETAIL

Public Interest Task Force 1		Authorized		Filled	Budget Personnel				Budget Operating	Budget	Budget Total	Budget
Judicial Favilation 4.0 4.0 4.54,400 4.54,400 2.50,100 2.24,300 2.54,700 333,400 7.0 7	Department	FTE	Vacant FTE	FTE	Expense	OPEB	SF Alloc	LA Alloc	Expense	Indirect Cost	Expense	Revenue
Member Records and Compliance 19.0 19.0 2.089,000 21,200 3.05,600 457,500 1,057,700 3,604,200 713,200 0.0TC 233.1 16.0 217.1 30,176,200 30,400 9,96,400 2,142,800 886,900 12,404,600 43,467,700 60,500 7.000 7	Public Interest Task Force	-	-	-	-		3,300		48,000	3,300	51,300	-
CCTC	Judicial Evaluation	4.0	-	4.0	454,400	4,600	250,100		224,300	254,700	933,400	-
CTC Adjustment for Reimbursements	Member Records and Compliance	19.0	-	19.0	2,089,000	21,200	1,036,500		457,500	1,057,700	3,604,200	713,200
SBC	OCTC	233.1	16.0	217.1	30,176,200	305,400	9,956,400	2,142,800	886,900	12,404,600	43,467,700	60,500
Mandatory Fee Arb	OCTC Adjustment for Reimbursements	-	-	-	-				(1,000,000)	-	(1,000,000)	-
Probation 8.0 - 8.0 919,700 9,300 290,800 139,000 20,200 439,100 1,379,000 - COPRAC - - - - - - 5,800 48,000 5,800 53,800 43,000 Professional Competence - Excl COPRAC and Rules Revision Commil 13.0 10.0 12.0 15,74,500 15,900 764,800 73,400 780,700 2,428,600 17,100 Rules Revision Commilitee - - - - - 11,200 161,600 11,200 172,800 - Comminications - Glabar Journal 1.0 1.3 3.8 781,300 7,900 304,000 269,600 311,900 1,268,800 - Commission on Access to Justice - - - - - - - 6,800 21,800 6,800 28,600 - CVIA - - - - - - - - - - -	SBC	42.5	-	42.5	7,213,800	73,000	2,934,600	1,359,000	358,100	4,366,600	11,938,500	15,500
COPRAC - - - - - - 5,800 48,000 5,800 53,800 43,00 Professional Competence - Excl COPRAC and Rules Revision Commit 13.0 12.0 1,574,500 15,900 764,800 73,400 780,700 2,486,00 171,100 Rules Revision Committed - - - - 11,200 161,600 11,200 172,800 - Communications - Media Relations 4.8 1.0 3.8 781,300 7,900 304,000 269,600 311,900 1,362,800 - Commission on Access to Justice - - - - - 6,800 21,800 69,000 28,600 28,600 28,600 28,600 28,600 28,600 28,600 17,869,00 60,000 28,600 17,809 60,000 28,600 17,809 60,000 28,600 17,809 60,000 28,600 17,809 60,000 28,600 17,809 60,000 28,600 17,809 60,000 28,600 </td <td>Mandatory Fee Arb</td> <td>5.0</td> <td>-</td> <td>5.0</td> <td>575,500</td> <td>5,800</td> <td>222,200</td> <td></td> <td>103,900</td> <td>228,000</td> <td>907,400</td> <td>48,300</td>	Mandatory Fee Arb	5.0	-	5.0	575,500	5,800	222,200		103,900	228,000	907,400	48,300
Professional Competence - Excl COPRAC and Rules Revision Comm 13.0 1.0 12.0 1,574,500 15,900 764,800 73,400 780,700 2,428,600 17,100 17,100 17,100 18,000 17,100	Probation	8.0	-	8.0	919,700	9,300	290,800	139,000	20,200	439,100	1,379,000	-
Rules Revision Committee	COPRAC	-	-	-	-	-	5,800		48,000	5,800	53,800	4,300
Communications - Media Relations 4.8 1.0 3.8 781,300 7,900 304,000 269,600 311,900 1,362,800 - Communications - Calbar Journal 1.0 1.0 119,700 11,200 39,000 47,100 40,200 207,000 230,600 230,600 20,000 230,600	Professional Competence - Excl COPRAC and Rules Revision Comm	13.0	1.0	12.0	1,574,500	15,900	764,800		73,400	780,700	2,428,600	17,100
Communications - Calbar Journal 1.0 1.0 119,700 1,200 39,000 47,100 40,200 207,000 230,600 Commission on Access to Justice	Rules Revision Committee	-	-	-	-	-	11,200		161,600	11,200	172,800	-
Commission on Access to Justice	Communications - Media Relations	4.8	1.0	3.8	781,300	7,900	304,000		269,600	311,900	1,362,800	=
Commission on Delivery of Legal Services 9.0 - 9.0 1,141,800 11,600 542,200 91,300 553,800 1,786,900 60,000 CYLA 0.9 0.9 112,500 1,100 39,200 60,700 40,300 213,500 17,000	Communications - Calbar Journal	1.0	-	1.0	119,700	1,200	39,000		47,100	40,200	207,000	230,600
CYLA 0.9 - 0.9 112,500 1,100 39,200 60,700 40,300 213,500 17,000 Dues Revenue - - - - - - - - - 66,606,000 Multi Jurisdictional Practice - - - - - - - - - - 510,000 Law Corporation -	Commission on Access to Justice	-	-	-	-	-	6,800		21,800	6,800	28,600	-
Dues Revenue - - - - - - - 66,606,000 Multi Jurisdictional Practice - - - - - - - 510,000 Law Corporation - <t< td=""><td>Commission on Delivery of Legal Services</td><td>9.0</td><td>-</td><td>9.0</td><td>1,141,800</td><td>11,600</td><td>542,200</td><td></td><td>91,300</td><td>553,800</td><td>1,786,900</td><td>60,000</td></t<>	Commission on Delivery of Legal Services	9.0	-	9.0	1,141,800	11,600	542,200		91,300	553,800	1,786,900	60,000
Multi Jurisdictional Practice 1	CYLA	0.9	-	0.9	112,500	1,100	39,200		60,700	40,300	213,500	17,000
Law Corporation	Dues Revenue	-	-	-	-	-	-	-	-	-	-	66,606,000
LLP 105,200 Miscellaneous Income 1	Multi Jurisdictional Practice	-	-	-	-	-	-	-	=	-	-	510,000
Investment Income	Law Corporation	-	-	-	-	-	-	-	=	-	-	820,000
Miscellaneous Income Company C	LLP	-	-	-	-	-	-	-	-	-	-	610,000
Allocated Executive Director/BOT/Election Cost Centers 10.0 1.0 9.0 2,061,100 1 1- 1- 1- 1- 1- 1- 1- 1- 1- 1- 1- 1-	Investment Income	-	-	-	-	-	-	-	-	-	-	105,200
Allocated Executive Director/BOT/Election Cost Centers 10.0 1.0 9.0 2,061,100 503,500 2,564,600 2,564,600 - Indirect Costs allocated out (ED/BOT/Election) (2,564,600) (2,564,600) - Non-Departmental 1,882,200 44,200 - 1,926,400 1,926,400 -	Miscellaneous Income	-	-	-	-	-	-	-	=	-	-	10,000
Indirect Costs allocated out (ED/BOT/Election) - <td>Totals:</td> <td>340.3</td> <td>18.0</td> <td>322.3</td> <td>45,158,400</td> <td>457,000</td> <td>16,406,900</td> <td>3,640,800</td> <td>1,872,400</td> <td>20,504,700</td> <td>67,535,500</td> <td>69,827,700</td>	Totals:	340.3	18.0	322.3	45,158,400	457,000	16,406,900	3,640,800	1,872,400	20,504,700	67,535,500	69,827,700
Indirect Costs allocated out (ED/BOT/Election) - <th></th>												
Indirect Costs allocated out (ED/BOT/Election) - <td>Allocated Executive Director/BOT/Election Cost Centers</td> <td>10.0</td> <td>1.0</td> <td>9.0</td> <td>2,061,100</td> <td>=</td> <td>-</td> <td>_</td> <td>503,500</td> <td>2,564,600</td> <td>2,564,600</td> <td>=</td>	Allocated Executive Director/BOT/Election Cost Centers	10.0	1.0	9.0	2,061,100	=	-	_	503,500	2,564,600	2,564,600	=
Non-Departmental 1,882,200 44,200 - 1,926,400 -	Indirect Costs allocated out (ED/BOT/Election)	-	-	_	- · · · · -	-	-	_	-	(2,564,600)	(2,564,600)	-
Grand Total: 250.2 10 221.2 A7.210.500 A57.000 19.290.100 2.595.000 2.275.000 22.421.100 50.451.000 50.227.700		-	-	_	-	-	1,882,200	44,200	-			-
Gianu iotai. 47,451,700 47,451,700 47,000, 50,000,000 40,507,900 22,451,100 69,401,900 69,827,700	Grand Total:	350.3	19	331.3	47,219,500	457,000	18,289,100	3,685,000	2,375,900	22,431,100	69,461,900	69,827,700

Cost Center 10001 - Executive Director 2016 Budget

Revenue

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	1,354,000	
40140	Payroll Tax Allocation	101,500	
40150	Fringe Allocation	352,100	
40159	Misc Benefits	145,500	
40180	Dues & Membership	2,100	
40200	Rideshare Program Reimbursemen	6,000	
40160	Temporary Outside Help	400	
Total Personnel Expen	nses	1,961,600	88%
			
Operating Expenses			
Line Item	Account Description	2016 Budget	
40220	Seminars and Training	10,000	
40510	Travel - Staff	70,400	
40530	Travel - Others	6,100	
40550	Travel - Volunteers	19,000	
40590	Catering	7,400	
41020	Postage	300	
41030	Stationery and Office Supplies	3,900	
41040	Subscriptions	700	
42560	In House Copier Usages Alloc.	8,200	
43510	Professional Services	112,600	
41050	Telephone	12,500	
42730	Equipment Rental	4,000	
44580	Delivery Services	600	
41510	Computer Software Purchase	1,300	
41540	Equipment - Hardware Purchases	6,200	
46220	Non-Section Mbr Dues Expenses	500	
Total Operating Expe	nses	263,700	12%
Total Expenses		2,225,300	100%

Cost Center 10002 - Appointments Administration 2016 Budget

Revenue

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	72,100	
40140	Payroll Tax Allocation	5,400	
40150	Fringe Allocation	18,700	
40159	Misc Benefits	700	
40200	Rideshare Program Reimbursemen	1,500	
40130	Salaries - Overtime	900	
Total Personnel Expe	nses	99,300	98%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40550	Travel - Volunteers	100	
42560	In House Copier Usages Alloc.	1,300	
41050	Telephone	100	
44580	Delivery Services	100	
Total Operating Expe	nses	1,600	2%
Total Expenses		100,900	100%

Cost Center 10003 - Board of Trustees 2016 Budget

Revenue

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses	Assessment Description	2016 Budget	
Line Item	Account Description	2016 Budget	
Total Personnel Exper	nses	-	0%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	21,900	
40530	Travel - Others	1,400	
40540	Travel - Speakers	700	
40550	Travel - Volunteers	94,500	
40590	Catering	44,500	
40600	Meeting Room Rental	1,500	
40610	Public Member Per Diem	1,000	
41020	Postage	400	
41030	Stationery and Office Supplies	300	
42560	In House Copier Usages Alloc.	1,000	
43510	Professional Services	6,100	
41050	Telephone	900	
42730	Equipment Rental	2,800	
44000	Photo/Awards/Certificates	3,000	
44580	Delivery Services	400	
45000	Ticketed Event Expenses	1,500	
47250	In House Printing Service	200	
Total Operating Exper	nses	182,100	100%
Total Expenses		182,100	100%

Cost Center 10005 - Elections 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40130	Salaries - Overtime	200	
Total Personnel Expe	nses	200	0%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	300	
41020	Postage	9,400	
43510	Professional Services	46,400	
Total Operating Expe	nses	56,100	100%
Total Expenses		56,300	100%

Cost Center 10010 - Public Interest Task Force 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue			
Personnel Expenses	Assessment Description	2016 Budget	
Line Item	Account Description	2016 Budget	
Total Personnel Expenses			0%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	2,500	
40530	Travel - Others	5,000	
40540	Travel - Speakers	5,000	
40550	Travel - Volunteers	19,100	
40590	Catering	5,000	
41020	Postage	300	
41030	Stationery and Office Supplies	300	
42560	In House Copier Usages Alloc.	500	
43510	Professional Services	10,000	
41050	Telephone	300	
Total Operating Exper	nses	48,000	100%
Total Expenses		48,000	100%

Cost Center 10101 - Judicial Evaluation 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	327,400	
40140	Payroll Tax Allocation	24,600	
40150	Fringe Allocation	85,100	
40159	Misc Benefits	3,200	
40200	Rideshare Program Reimbursemen	5,300	
40130	Salaries - Overtime	7,200	
40160	Temporary Outside Help	1,600	
Total Personnel Expe	nses	454,400	67%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	5,000	
40530	Travel - Others	2,800	
40540	Travel - Speakers	400	
40550	Travel - Volunteers	118,500	
40590	Catering	14,000	
41020	Postage	8,300	
41030	Stationery and Office Supplies	5,000	
42560	In House Copier Usages Alloc.	2,700	
43510	Professional Services	54,900	
42090	Janitorial Services-Contract	500	
42190	Repairs and Maintenance- Build	3,500	
41050	Telephone	3,800	
44120	Outside Printing	1,300	
44560	Outside services-others	2,000	
44580	Delivery Services	1,400	
44620	Document Destruction	100	
47250	In House Printing Service	100	
Total Operating Expe	•	224,300	33%
Total Expenses		678,700	100%

Cost Center 10201 - Child & Family Support 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40130	Salaries - Overtime	200	
Total Personnel Exper	nses	200	5%
Operating Expenses			
Line Item	Account Description	2016 Budget	
41020	Postage	1,200	
42560	In House Copier Usages Alloc.	100	
44560	Outside services-others	2,700	
Total Operating Exper	nses	4,000	95%
Total Expenses		4,200	100%

Cost Center 10202 - Member Rec. & Cert. 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
39240	Proc. Fee-Oath Cards	(3,000)	
Total Revenue		(3,000)	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
Total Personnel Exper	nses	-	-
Operating Expenses			
Line Item	Account Description	2016 Budget	
Total Operating Exper	nses		-
Total Expenses			-

83%

Cost Center 10251 - Member Services Center 2016 Budget

Revenue

Line Item	Account Description	2016 Budget	Percent of Expense
35620	LLP Renewal	(13,000)	
35780	Reentry Fee	(47,000)	
39220	Proc. Fee-Certification	(202,500)	
35750	Member Credit Req.	(5,000)	
35760	Ex/Mod. Application Fees	(1,700)	
38800	Outside Label Revenue	(15,000)	
35770	Late Compliance Fees	(426,000)	
Total Revenue		(710,200)	•

Personnel Expenses

Line Item	Account Description	2016 Budget
40110	Salaries - Regular	1,403,200
40140	Payroll Tax Allocation	105,200
40150	Fringe Allocation	364,800
40159	Misc Benefits	14,000
40180	Dues & Membership	100
40200	Rideshare Program Reimbursemen	22,500
40130	Salaries - Overtime	14,000
40160	Temporary Outside Help	165,000
Total Personnel Expenses		2,088,800

Operating Expenses

Operating Expenses			
Line Item	Account Description	2016 Budget	
40220	Seminars and Training	6,000	
40510	Travel - Staff	3,000	
41020	Postage	192,000	
41030	Stationery and Office Supplies	7,600	
42560	In House Copier Usages Alloc.	15,100	
43510	Professional Services	200	
41050	Telephone	19,100	
44120	Outside Printing	152,500	
44560	Outside services-others	1,500	
44580	Delivery Services	14,100	
44620	Document Destruction	100	
45010	Outside Mailing Services	1,500	
41540	Equipment - Hardware Purchases	200	
42720	Equipment Purchase-Non-Capital	300	
42760	Furniture Purchase-Non-Capital	800	
47250	In House Printing Service	11,200	
Total Operating Exp	enses	425,200	17%
Total Expenses		2,514,000	100%

Cost Center 10252 - Transition Assistance Services

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue			
Personnel Expenses Line Item	Account Description	2016 Budget	
Total Personnel Expen	ises		0%
Operating Expenses			
Line Item	Account Description	2016 Budget	
43510	Professional Services	28,300	
Total Operating Expen	ses	28,300	100%
Total Expenses		28,300	100%

Cost Center 10310 - OCTC-Enforcement (Consolidated) 2016 Budget

Revenue

Line Item	Account Description	2016 Budget	Percent of Expense
38520	Ethics School Class Fees	(57,500)	
38300	All Other Miscellaneous	(3,000)	
Total Revenue		(60,500)	
Personnel Expenses			

Personnel Expenses

Line Item	Account Description	2016 Budget
40110	Salaries - Regular	21,371,700
40140	Payroll Tax Allocation	1,651,700
40150	Fringe Allocation	5,725,800
40159	Misc Benefits	224,400
40180	Dues & Membership	400
40200	Rideshare Program Reimbursemen	382,300
40130	Salaries - Overtime	11,700
40160	Temporary Outside Help	808,200
Total Personnel Expenses		30,176,200

100%

Operating Expenses

Line Item	Account Description	2016 Budget	
40220	Seminars and Training	9,900	
40510	Travel - Staff	58,000	
40530	Travel - Others	39,500	
40590	Catering	600	
41010	Books and Publications	2,700	
41020	Postage	59,700	
41030	Stationery and Office Supplies	106,900	
41040	Subscriptions	35,700	
42560	In House Copier Usages Alloc.	125,400	
43510	Professional Services	58,500	
42180	Parking - Lease Contracts	200	
41050	Telephone	153,000	
44100	Reporting and Transcribing	35,200	
44120	Outside Printing	100	
44560	Outside services-others	127,000	
44620	Document Destruction	3,850	
45030	Deposition Fees	42,000	
45040	Witness Fees	15,000	
45570	Collection Fees	4,200	
41510	Computer Software Purchase	400	
41520	Computer Supplies	100	
42760	Furniture Purchase-Non-Capital	1,100	
42810	Ergonomic Expenses	2,400	
46520	Abandoned Case Expenses	1,500	
47250	In House Printing Service	4,000	
45530	CSF proc. Costs reimb. Collect	(1,000,000)	
Total Operating Exper	nses	(113,050)	0%
Total Expenses		30,063,150	100%

Total Expenses

Cost Center 10401 - SBC Sr. Executive 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
38310 Total Revenue	Subs. renewal-nontaxable	(14,000)	
rotai kevenue		(14,000)	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	376,400	
40140	Payroll Tax Allocation	28,200	
40150	Fringe Allocation	97,900	
40159	Misc Benefits	3,700	
40180	Dues & Membership	630	
40200	Rideshare Program Reimbursemen	5,400	
Total Personnel Expe	_	512,230	87%
Total I CISOIIICI Expe	11363	=======================================	0770
Operating Expenses			
Line Item	Account Description	2016 Budget	
40220	Seminars and Training	4,900	
40510	Travel - Staff	16,100	
40530	Travel - Others	2,600	
40550	Travel - Volunteers	2,700	
40590	Catering	300	
41010	Books and Publications	35,300	
41020	Postage	400	
41040	Subscriptions	500	
42560	In House Copier Usages Alloc.	9,000	
43510	Professional Services	500	
41050	Telephone	4,900	
44100	Reporting and Transcribing	100	
44120	Outside Printing	600	
44560	Outside services-others	300	
44580	Delivery Services	200	
42720	Equipment Purchase-Non-Capital	100	
47250	In House Printing Service	100	
Total Operating Expended	nses	78,600	13%
Total Expenses		<u>590,830</u>	100%

Cost Center 10402 - Hearing Admin.-SF 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	761,000	
40140	Payroll Tax Allocation	57,100	
40150	Fringe Allocation	197,900	
40159	Misc Benefits	7,600	
40180	Dues & Membership	1,000	
40200	Rideshare Program Reimbursemen	11,900	
Total Personnel Exper	nses	1,036,500	95%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40220	Seminars and Training	3,200	
40510	Travel - Staff	8,300	
41010	Books and Publications	1,000	
41020	Postage	2,100	
41030	Stationery and Office Supplies	8,800	
42560	In House Copier Usages Alloc.	7,300	
43510	Professional Services	100	
42780	Repairs and Maintenance - Equi	4,600	
41050	Telephone	9,000	
44580	Delivery Services	2,800	
44620	Document Destruction	200	
42720	Equipment Purchase-Non-Capital	3,400	
42810	Ergonomic Expenses	600	
Total Operating Expen	nses	51,400	5%
			4855
Total Expenses		1,087,900	100%

Cost Center 10403 - Hearing Counsel LA/SF 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		<u> </u>	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	973,900	
40140	Payroll Tax Allocation	73,000	
40150	Fringe Allocation	253,200	
40159	Misc Benefits	9,700	
40200	Rideshare Program Reimbursemen	11,000	
40160	Temporary Outside Help	-	
Total Personnel Exper	nses	1,320,800	98%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40220	Seminars and Training	5,600	
40510	Travel - Staff	6,500	
42560	In House Copier Usages Alloc.	2,200	
41050	Telephone	8,300	
44620	Document Destruction	100	
42720	Equipment Purchase-Non-Capital	700	
42810	Ergonomic Expenses	1,800	
Total Operating Expen	nses	25,200	2%
Total Expenses		1,346,000	100%

Cost Center 10404 - Hearing Judges 2016 Budget

Account Description	2016 Budget	Percent of Expense
	-	
Account Description	2016 Budget	
Salaries - Regular	874,000	
Payroll Tax Allocation	65,500	
Fringe Allocation	227,200	
Misc Benefits	8,700	
Dues & Membership	3,900	
Rideshare Program Reimbursemen	3,000	
nses	1,182,300	93%
Account Description	2016 Budget	
Seminars and Training	1,600	
Travel - Staff	38,600	
In House Copier Usages Alloc.	400	
Professional Services	100	
Telephone	16,700	
Appointed Counsel Fees	15,400	
Interpreter's Fees	10,600	
Equipment Purchase-Non-Capital	3,500	
Miscellaneous Expenses	400	
nses	87,300	7%
	1,269,600	100%
	Account Description Salaries - Regular Payroll Tax Allocation Fringe Allocation Misc Benefits Dues & Membership Rideshare Program Reimbursemen ases Account Description Seminars and Training Travel - Staff In House Copier Usages Alloc. Professional Services Telephone Appointed Counsel Fees Interpreter's Fees Equipment Purchase-Non-Capital Miscellaneous Expenses	Account Description Salaries - Regular Payroll Tax Allocation Fringe Allocation Misc Benefits Dues & Membership Rideshare Program Reimbursemen Sees Account Description Seminars and Training Travel - Staff In House Copier Usages Alloc. Professional Services Telephone Appointed Counsel Fees Interpreter's Fees Equipment Purchase-Non-Capital Miscellaneous Expenses A74,000 A87,300 2016 Budget 3,900 1,182,300 2016 Budget 3,000 1,182,300

Cost Center 10405 - Hearing/Effec./Admin.-LA 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
38300	All Other Miscellaneous	(1,500)	
Total Revenue		(1,500)	•
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	1,025,400	
40140	Payroll Tax Allocation	76,900	
40150	Fringe Allocation	266,600	
40159	Misc Benefits	10,300	
40180	Dues & Membership	200	
40200	Rideshare Program Reimbursemen	18,900	
40160	Temporary Outside Help	88,400	
Total Personnel Expe	nses	1,486,700	96%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40220	Seminars and Training	3,200	
40510	Travel - Staff	1,000	
41020	Postage	5,100	
41030	Stationery and Office Supplies	17,300	
41040	Subscriptions	100	
42560	In House Copier Usages Alloc.	5,000	
43510	Professional Services	700	
42780	Repairs and Maintenance - Equi	7,200	
41050	Telephone	13,100	
44560	Outside services-others	400	
44580	Delivery Services	2,400	
42720	Equipment Purchase-Non-Capital	2,100	
42760	Furniture Purchase-Non-Capital	800	
47250	In House Printing Service	1,000	
Total Operating Expended	nses	59,400	4%
Total Expenses		1,546,100	100%

Cost Center 10407 - Presiding/Review Judges 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	505,400	
40140	Payroll Tax Allocation	37,900	
40150	Fringe Allocation	131,400	
40159	Misc Benefits	5,000	
40180	Dues & Membership	2,400	
40200	Rideshare Program Reimbursemen	3,000	
40160	Temporary Outside Help	58,100	
Total Personnel Exper	nses	743,200	94%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40220	Seminars and Training	2,900	
40510	Travel - Staff	34,900	
40540	Travel - Speakers	200	
40590	Catering	500	
42560	In House Copier Usages Alloc.	300	
43510	Professional Services	100	
41050	Telephone	7,000	
47250	In House Printing Service	100	
Total Operating Exper	nses	46,000	6%
Total Expenses		789,200	100%
i Otal Expelises		103,200	100/6

Cost Center 10408 -Review Counsel/Clerk 2016 Budget

Account Description	2016 Budget	Percent of Expense
	-	
Account Description	2016 Budget	
Salaries - Regular	661,700	
Payroll Tax Allocation	49,600	
Fringe Allocation	172,000	
Misc Benefits	6,600	
Rideshare Program Reimbursemen	11,200	
Temporary Outside Help	31,000	
nses	932,100	99%
Account Description	2016 Budget	
Travel - Staff	1,800	
In House Copier Usages Alloc.	2,300	
Telephone	5,600	
Equipment Purchase-Non-Capital	400	
Ergonomic Expenses	100	
nses	10,200	1%
	942.300	100%
	Account Description Salaries - Regular Payroll Tax Allocation Fringe Allocation Misc Benefits Rideshare Program Reimbursemen Temporary Outside Help nses Account Description Travel - Staff In House Copier Usages Alloc. Telephone Equipment Purchase-Non-Capital	Account Description Salaries - Regular Payroll Tax Allocation Fringe Allocation Misc Benefits Rideshare Program Reimbursemen Temporary Outside Help 31,000 Account Description Travel - Staff In House Copier Usages Alloc. Telephone Equipment Purchase-Non-Capital Ergonomic Expenses 2016 Budget 1,800 2016 Budget 1,800 4,000 2,300 4,000

Cost Center 10503 - Mandatory Fee Arb Committee 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses	Account Description	204C Burdent	
Line Item	Account Description	2016 Budget	
Total Personnel Exper	nses	-	0%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40220	Seminars and Training	100	
40510	Travel - Staff	1,500	
40530	Travel - Others	100	
40550	Travel - Volunteers	16,400	
40590	Catering	2,700	
41020	Postage	300	
41040	Subscriptions	400	
42560	In House Copier Usages Alloc.	1,300	
44010	Awards	600	
44580	Delivery Services	400	
47250	In House Printing Service	1,000	
Total Operating Expen	nses	24,800	100%
Table		24.000	4000/
Total Expenses		24,800	100%

Cost Center 10504 - Mandatory Fee Arbitration (Consolidated) 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
38300	All Other Miscellaneous	(4,300)	
38700	Fee Arbitration Revenues	(44,000)	
Total Revenue		(48,300)	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	422,900	
40140	Payroll Tax Allocation	31,700	
40150	Fringe Allocation	110,000	
40159	Misc Benefits	4,200	
40200	Rideshare Program Reimbursemen	6,700	
Total Personnel Exper	nses	575,500	88%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	3,500	
40550	Travel - Volunteers	4,300	
40590	Catering	200	
40600	Meeting Room Rental	300	
41020	Postage	4,400	
41030	Stationery and Office Supplies	1,900	
42560	In House Copier Usages Alloc.	3,200	
41050	Telephone	3,900	
44120	Outside Printing	100	
44580	Delivery Services	200	
45060	Arbitrations-Local Bar	57,000	
47250	In House Printing Service	100	
Total Operating Exper	nses	79,100	12%
Total Expenses		654,600	100%

Cost Center 10601 - Probation 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		<u> </u>	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	667,900	
40140	Payroll Tax Allocation	50,100	
40150	Fringe Allocation	173,600	
40159	Misc Benefits	6,700	
40180	Dues & Membership	300	
40200	Rideshare Program Reimbursemen	19,200	
40160	Temporary Outside Help	1,900	
Total Personnel Exper	nses	919,700	98%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40220	Seminars and Training	500	
41020	Postage	2,300	
41030	Stationery and Office Supplies	5,800	
41040	Subscriptions	100	
42560	In House Copier Usages Alloc.	3,900	
41050	Telephone	6,700	
42720	Equipment Purchase-Non-Capital	100	
42810	Ergonomic Expenses	400	
47250	In House Printing Service	400	
Total Operating Exper	nses	20,200	2%
Total Expenses		939,900	100%
i otai Expenses			100/0

Cost Center 10702 - COPRAC 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
37010	Seminar and Workshop Revenue	(4,300)	
Total Revenue		(4,300)	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
Total Personnel Expe	enses		0%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	6,900	
40540	Travel - Speakers	100	
40550	Travel - Volunteers	28,300	
40590	Catering	7,900	
40600	Meeting Room Rental	400	
41020	Postage	1,100	
42560	In House Copier Usages Alloc.	2,400	
43510	Professional Services	200	
41050	Telephone	300	
44580	Delivery Services	300	
45070	Bank Processing Fees	100	
Total Operating Expe	enses	48,000	100%
Total Evnences		48,000	100%
Total Expenses		40,000	100%

Cost Center 10706 -Prof. Resp. & Conduct 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	1,154,800	
40140	Payroll Tax Allocation	86,600	
40150	Fringe Allocation	300,300	
40159	Misc Benefits	11,500	
40200	Rideshare Program Reimbursemen	18,000	
40130	Salaries - Overtime	3,300	
Total Personnel Expe	enses	1,574,500	97%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	9,100	
41010	Books and Publications	400	
41020	Postage	100	
41030	Stationery and Office Supplies	5,400	
41040	Subscriptions	1,000	
42560	In House Copier Usages Alloc.	4,600	
43510	Professional Services	100	
41050	Telephone	20,500	
44100	Reporting and Transcribing	100	
44120	Outside Printing	200	
44560	Outside services-others	3,900	
44580	Delivery Services	100	
42720	Equipment Purchase-Non-Capital	1,000	
47250	In House Printing Service	1,300	
Total Operating Expe	enses	47,800	3%
Total Expenses		1,622,300	100%

Cost Center 10708 - Rules Revision Committee 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
Total Personnel Exper	nses	-	0%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	6,600	
40550	Travel - Volunteers	54,400	
40590	Catering	7,500	
41020	Postage	400	
41030	Stationery and Office Supplies	100	
42560	In House Copier Usages Alloc.	2,100	
43510	Professional Services	83,500	
42090	Janitorial Services-Contract	2,700	
41050	Telephone	300	
44100	Reporting and Transcribing	3,400	
44580	Delivery Services	600	
Total Operating Exper	nses	161,600	100%
Total Expenses		161,600	100%

Cost Center 10709 - OPC Publications (Consolidated) 2016 Budget

Account Description	2016 Budget	Percent of Expense
Sale of Publication 250	(6,000)	
Sales of Ethics Opinion	(10,000)	
Sales of Pamphlets	(1,000)	
Sale of e-Publications	(100)	
	(17,100)	
Account Description	2016 Budget	
nses	<u> </u>	0%
	_	
Account Description	2016 Budget	
Postage	3,200	
Stationery and Office Supplies	100	
In House Copier Usages Alloc.	2,500	
Outside Printing	9,000	
Outside Services-Printing-Desi	2,800	
Delivery Services	3,400	
In House Printing Service	4,600	
nses	25,600	100%
	25 600	100%
	Sale of Publication 250 Sales of Ethics Opinion Sales of Pamphlets Sale of e-Publications Account Description Inses Account Description Postage Stationery and Office Supplies In House Copier Usages Alloc. Outside Printing Outside Services-Printing-Desi Delivery Services In House Printing Service	Sale of Publication 250 Sales of Ethics Opinion Sales of Pamphlets (1,000) Sale of e-Publications (100) Account Description Account Description Account Description Postage Stationery and Office Supplies In House Copier Usages Alloc. Outside Printing Outside Services-Printing-Desi Delivery Services In House Printing Service (100) (17,100) 2016 Budget 2016 Budget 100 2016 Budget 100 2016 Budget 2016 Budget

Cost Center 10801- Media & Info. Svcs. 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	535,300	
40140	Payroll Tax Allocation	48,600	
40150	Fringe Allocation	139,200	
40159	Misc Benefits	5,300	
40180	Dues & Membership	1,000	
40200	Rideshare Program Reimbursemen	6,900	
40120	Salaries - Casual Hourly	45,000	
Total Personnel Expe	nses	781,300	74%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	17,400	
41020	Postage	2,600	
41030	Stationery and Office Supplies	900	
41040	Subscriptions	2,900	
43510	Professional Services	41,900	
41050	Telephone	3,400	
44120	Outside Printing	122,600	
44560	Outside services-others	60,300	
44580	Delivery Services	17,300	
41520	Computer Supplies	200	
47250	In House Printing Service	100	
Total Operating Expe	enses	269,600	26%
Total Expenses		1,050,900	100%

Cost Center 10802 - Calif. Bar Journal 2016 Budget

Revenue

Total Expenses

Line Item	Account Description	2016 Budget	Percent of Expense
35710	MCLE Self Study Test	(113,700)	
36540	Classified Advertising Revenue	(23,400)	
36550	Internet Adv. Revenue	(93,500)	
Total Revenue		(230,600)	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	87,300	
40140	Payroll Tax Allocation	6,500	
40150	Fringe Allocation	22,700	
40159	Misc Benefits	900	
40180	Dues & Membership	900	
40200	Rideshare Program Reimbursemen	1,400	
Total Personnel Exper	nses	119,700	72%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	2,700	
41040	Subscriptions	600	
42560	In House Copier Usages Alloc.	200	
43510	Professional Services	40,500	
41050	Telephone	4,400	
45070	Bank Processing Fees	2,700	
47230	CalBar Journal Internal Adv. C	(4,000)	
Total Operating Exper	nses	47,100	28%

166,800

100%

Cost Center 10901 -Commission on Access to Justic 2016 Budget

Line Item	Account Description	2016 Budge	et Percent of Expense
Total Revenue		-	<u> </u>
Personnel Expenses Line Item	Account Description	2016 Budge	et
Total Personnel Exper	nses	<u>-</u>	0%
Operating Expenses			
Line Item	Account Description	2016 Budge	et
40220	Seminars and Training	1,300	
40510	Travel - Staff	900	
40530	Travel - Others	300	
40550	Travel - Volunteers	5,800	
40590	Catering	2,800	
41020	Postage	100	
42560	In House Copier Usages Alloc.	500	
43510	Professional Services	7,800	
41050	Telephone	2,300	
Total Operating Expen	nses	21,800	100%
			<u> </u>
Total Expenses		21,800	100%

Cost Center 10903 -Calif. Young Lawyers Assoc. 2016 Budget

Line Item	Account Description	2016 Budget Percent of Exp	
Total Revenue		-	
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	82,800	
40140	Payroll Tax Allocation	6,200	
40150	Fringe Allocation	21,500	
40159	Misc Benefits	800	
40130	Salaries - Overtime	1,200	
Total Personnel Exper	nses	112,500	100%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40550	Travel - Volunteers	500	
Total Operating Expen	nses	500	0%
Total Expenses		113,000	100%

Cost Center 10905 - Comm. on Delivery of Legal Svc 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
38300	All Other Miscellaneous	(60,000)	
Total Revenue		(60,000)	•
Personnel Expenses			
Line Item	Account Description	2016 Budget	
40110	Salaries - Regular	838,900	
40140	Payroll Tax Allocation	62,900	
40150	Fringe Allocation	218,100	
40159	Misc Benefits	8,400	
40180	Dues & Membership	400	
40200	Rideshare Program Reimbursemen	12,300	
40130	Salaries - Overtime	800	
Total Personnel Expe	nses	1,141,800	93%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40220	Seminars and Training	2,300	
40510	Travel - Staff	20,600	
40530	Travel - Others	300	
40540	Travel - Speakers	100	
40550	Travel - Volunteers	16,100	
40590	Catering	17,000	
41020	Postage	600	
41030	Stationery and Office Supplies	5,800	
41040	Subscriptions	800	
42560	In House Copier Usages Alloc.	2,300	
43510	Professional Services	14,700	
41050	Telephone	8,200	
44560	Outside services-others	1,900	
44580	Delivery Services	500	
47250	In House Printing Service	100	
Total Operating Expe	-	91,300	7%
Total Expenses		1,233,100	100%

Cost Center 10908 -CYLA - Admin 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue			
Personnel Expenses			
Line Item	Account Description	2016 Budget	
Total Personnel Exper	nses	-	0%
Operating Expenses			
Line Item	Account Description	2016 Budget	
40510	Travel - Staff	2,500	
40530	Travel - Others	100	
40550	Travel - Volunteers	21,900	
40590	Catering	8,000	
41020	Postage	200	
42560	In House Copier Usages Alloc.	100	
43510	Professional Services	500	
41050	Telephone	1,100	
43550	Photography	300	
44120	Outside Printing	200	
42720	Equipment Purchase-Non-Capital	200	
46220	Non-Section Mbr Dues Expenses	500	
Total Operating Expen	nses	35,600	100%
Total Expenses		35,600	100%

Cost Center 10909- CYLA - Education 2016 Budget

Line Item 37010 39520 Total Revenue	Account Description Seminar and Workshop Revenue Sales of Pamphlets	2016 Budge (16,500) (500) (17,000)	Percent of Expense
Personnel Expenses			
Line Item	Account Description	2016 Budge	t
Total Personnel Exper	nses	-	
Operating Expenses			
Line Item	Account Description	2016 Budge	t
40510	Travel - Staff	2,900	
40540	Travel - Speakers	2,300	
40550	Travel - Volunteers	3,000	
40590	Catering	7,200	
42560	In House Copier Usages Alloc.	100	
43510	Professional Services	5,200	
41050	Telephone	100	
44560	Outside services-others	100	
44580	Delivery Services	100	
44640	Marketing and Advertising	2,100	
45070	Bank Processing Fees	400	
Total Operating Exper	nses	23,500	100%
Total Expenses		23,500	100%

Cost Center 10910 - CYLA - Outreach 2016 Budget

Line Item	Account Description	2016 Budget	Percent of Expense
Total Revenue		-	
Personnel Expenses Line Item	Account Description	2016 Budget	
Total Personnel Exper	ises	-	0%
Operating Expenses			
Line Item	Account Description	2016 Budget	
43510	Professional Services	900	
44580	Delivery Services	100	
44640	Marketing and Advertising	100	
Total Operating Exper	ises	1,100	100%
Total Expenses		1,100	100%

Additional FTE Needed Under Three Different Backlog Targets			Burden Rate		33.5%	
				Statutory	Enhanced	Feasible
		Salary Midpoint	Salary Midpoint Comp Class			
	Grade	Baseline	Adj	(180 days)	(197 days)	(243 days)
Attorneys	16	107,928	116,821	11.5	9.9	5.6
Senior Attorneys	17	129,192	135,070	11.5	9.9	5.7
Investigators	9	83,904	78,517	25.4	22.0	12.6
ACTC	56	144,452	167,334	1.6	1.4	0.8
Supervising Attorney	TBD	148,440	148,440	4.1	3.5	2.0
Administrative Supervisor	10A	91,920	91,920	0.8	0.7	0.4
Sr. Administrative Assistant	8	76,368	76,368	0.4	0.4	0.2
Executive Secretary	37	73,227	73,227	0.8	0.7	0.4
Administrative Assistant II	6	63,132	63,132	3.3	2.8	1.6
Legal Secretary	6	63,132	51,964	5.7	5.0	2.8
Administrative Assistant I	5	57,120	57,120	7.8	6.7	3.8
Paralegals	8	76,368	63,561	6.1	5.3	3.0
General Clerks	3	46,896	46,896	2.0	1.8	1.0
Total				81.1	70.1	40.1

Impact of Additional FTE Under Three Different Backlog Targets - Baseline Salary Ranges - Including Benefits

				Statutory	Enhanced	Feasible
		Salary Midpoint	Salary Midpoint Comp Class			
	Grade	Baseline	Adj	(180 days)	(197 days)	(243 days)
Attorneys	16			1,656,965	1,426,430	806,870
Senior Attorneys	17			1,983,420	1,707,466	983,087
Investigators	9			2,846,202	2,459,119	1,406,024
ACTC	56			316,137	273,143	156,172
Supervising Attorney	TBD			812,161	701,708	401,208
Administrative Supervisor	10A			100,585	86,905	49,689
Sr. Administrative Assistant	8			41,783	36,101	20,641
Executive Secretary	37			80,130	69,232	39,584
Administrative Assistant II	6			276,332	238,751	136,508
Legal Secretary	6			483,581	417,814	238,889
Administrative Assistant I	5			593,790	513,035	293,333
Paralegals	8			626,750	541,512	309,614
General Clerks	3			128,291	110,844	63,376
Total				9,946,128	8,582,058	4,904,993

Impact of Additional FTE Under Three Different Backlog Targets - Comp Class Adjusted Salary Ranges - Including Benefits

				Statutory	Enhanced	Feasible
		Salary Midpoint	Salary Midpoint Comp Class			
	Grade	Baseline	Adj	(180 days)	(197 days)	(243 days)
Attorneys	16			1,793,499	1,543,968	873,356
Senior Attorneys	17			2,073,666	1,785,156	1,027,817
Investigators	9			2,663,464	2,301,233	1,315,751
ACTC	56			366,215	316,409	180,910
Supervising Attorney	TBD			812,161	701,708	401,208
Administrative Supervisor	10A			100,585	86,905	49,689
Sr. Administrative Assistant	8			41,783	36,101	20,641
Executive Secretary	37			80,130	69,232	39,584
Administrative Assistant II	6			276,332	238,751	136,508
Legal Secretary	6			398,036	343,903	196,630
Administrative Assistant I	5			593,790	513,035	293,333
Paralegals	8			521,643	450,700	257,692
General Clerks	3			128,291	110,844	63,376
Total				9,849,594	8,497,944	4,856,493

Additional FTE Needed Under Three Different Backlog Goals

	FTE Need by Classification					
						Salaries Recommended by
	Statutory	Enhanced	Feasible	Classification Grade	Current Salaries	Compensation Study
Attorneys	11.5	9.9	5.6	16	\$107,928	\$116,821
Senior Attorneys	11.5	9.9	5.7	17	\$129,192	\$135,070
Investigators	25.4	22.0	12.6	9	\$83,904	\$78,517
ACTC	1.6	1.4	0.8	56	\$144,452	\$167,334
Supervising Attorney	4.1	3.5	2.0	TBD	\$148,440	\$148,440
Administrative Supervisor	0.8	0.7	0.4	10A	\$91,920	\$91,920
Sr. Administrative Assistant	0.4	0.4	0.2	8	\$76,368	\$76,368
Executive Secretary	0.8	0.7	0.4	37	\$73,227	\$73,227
Administrative Assistant II	3.3	2.8	1.6	6	\$63,132	\$63,132
Legal Secretary	5.7	5.0	2.8	6	\$63,132	\$51,964
Administrative Assistant I	7.8	6.7	3.8	5	\$57,120	\$57,120
Paralegals	6.1	5.3	3.0	8	\$76,368	\$63,561
General Clerks	2.0	1.8	1.0	3	\$46,896	\$46,896
Total	81.1	70.1	40.1			

Fiscal Impact of Additional FTE Under Three Different Backlog Goals (FTE Need multiplied by *Current* Salaries + Benefits)*

	Statutory	Enhanced	Feasible
Attorneys	\$1,656,965	\$1,426,430	\$806,870
Senior Attorneys	\$1,983,420	\$1,707,466	\$983,087
Investigators	\$2,846,202	\$2,459,119	\$1,406,024
ACTC	\$316,137	\$273,143	\$156,172
Supervising Attorney	\$812,161	\$701,708	\$401,208
Administrative Supervisor	\$100,585	\$86,905	\$49,689
Sr. Administrative Assistant	\$41,783	\$36,101	\$20,641
Executive Secretary	\$80,130	\$69,232	\$39,584
Administrative Assistant II	\$276,332	\$238,751	\$136,508
Legal Secretary	\$483,581	\$417,814	\$238,889
Administrative Assistant I	\$593,790	\$513,035	\$293,333
Paralegals	\$626,750	\$541,512	\$309,614
General Clerks	\$128,291	\$110,844	\$63,376
Total	\$9,946,128	\$8,582,058	\$4,904,993

^{*} Salaries are calculated at the mid-point of the range. Benefits are calculated at Burden Rate of 33%

Fiscal Impact of Additional FTE Under Three Different Backlog Goals (FTE need multiplied by *Recommended* Salaries + Benefits)*

	Statutory	Enhanced	Feasible
Attorneys	\$1,793,499	\$1,543,968	\$873,356
Senior Attorneys	\$2,073,666	\$1,785,156	\$1,027,817
Investigators	\$2,663,464	\$2,301,233	\$1,315,751
ACTC	\$366,215	\$316,409	\$180,910
Supervising Attorney	\$812,161	\$701,708	\$401,208
Administrative Supervisor	\$100,585	\$86,905	\$49,689
Sr. Administrative Assistant	\$41,783	\$36,101	\$20,641
Executive Secretary	\$80,130	\$69,232	\$39,584
Administrative Assistant II	\$276,332	\$238,751	\$136,508
Legal Secretary	\$398,036	\$343,903	\$196,630
Administrative Assistant I	\$593,790	\$513,035	\$293,333
Paralegals	\$521,643	\$450,700	\$257,692
General Clerks	\$128,291	\$110,844	\$63,376
Total	\$9,849,594	\$8,497,944	\$4,856,493

^{*} Salaries are calculated at the mid-point of the range. Benefits are calculated at Burden Rate of 33%

Fiscal Impact of Organizational Changes under Three Different Backlog Goals (Net of increased cost to meet Backlog Goals)

(FTE Need multiplied by Current Salaries + Benefits)*

	Statutory	Enhanced	Feasible	Status Quo
Supervising Attorney	\$2,421,319	\$2,325,593	\$2,065,160	\$1,717,447
Attorneys	\$0	\$0	\$0	\$0
Investigators	-\$947,511	-\$910,052	-\$808,139	-\$672,072
Paralegals	\$527,025	\$506,190	\$449,504	\$1,699,183
Administrative Staff**	-\$1,543,348	-\$1,482,331	-\$1,316,332	-\$1,094,700
Total	\$457,486	\$439,399	\$390,193	\$1,649,859

^{*} Salaries are calculated at the mid-point of the range. Benefits are calculated at Burden Rate of 33%

An annual salary of \$60K was assumed under the current compensation structure, with a 10% reduction to \$54K under the recommended compensation structure.

Fiscal Impact of Organizational Changes under Three Different Backlog Goals (Net of increased cost to meet Backlog Goals)

(FTE need multiplied by Recommended Salaries + Benefits)*

Statutory	Enhanced	Feasible	Status Quo
\$2,421,319	\$2,325,593	\$2,065,160	\$1,717,447
-\$886,674	-\$851,620	-\$756,251	-\$628,920
\$438,644	\$421,302	\$374,123	\$1,414,233
-\$1,389,013	-\$1,334,098	-\$1,184,699	-\$985,230
\$584,276	\$561,177	\$498,333	\$1,517,531
	\$2,421,319 -\$886,674 \$438,644 -\$1,389,013	\$2,421,319 \$2,325,593 -\$886,674 -\$851,620 \$438,644 \$421,302 -\$1,389,013 -\$1,334,098	\$2,421,319 \$2,325,593 \$2,065,160 -\$886,674 -\$851,620 -\$756,251 \$438,644 \$421,302 \$374,123 -\$1,389,013 -\$1,334,098 -\$1,184,699

^{*} Salaries are calculated at the mid-point of the range. Benefits are calculated at Burden Rate of 33%

An annual salary of \$60K was assumed under the current compensation structure, with a 10% reduction to \$54K under the recommended compensation structure.

^{** &}quot;Administrative Staff" includes: Sr. Administrative Supervisor, Administrative Assistant II, Administrative Secretary, Administrative Assistant I, Secretary II, Coordinator of Records, Sr. Administrative Assistant, Executive Secretary, Legal Secretary, and General Clerk classifications.

^{** &}quot;Administrative Staff" includes: Sr. Administrative Supervisor, Administrative Assistant II, Administrative Secretary, Administrative Assistant I, Secretary II, Coordinator of Records, Sr. Administrative Assistant, Executive Secretary, Legal Secretary, and General Clerk classifications.



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Title of Report: 2018 Proposed Final Budget

Statutory Citation: Business and Professions Code section 6140.1

Date of Report: February 15, 2018

The State Bar of California has submitted a report to the Legislature in accordance with Business and Professions Code section 6140.1. Business and Professions Code section 6140.1 which requires the Bar of California to submit a proposed baseline budget to the Legislature by November 15 and later a proposed final budget February 15.

The 2018 Proposed Final Budget reflects the impact of transformative changes to the State Bar, including the separation of the State Bar sections and the cessation of Bar administration of affinity and insurance programs. These important organizational reforms place new financial pressures on the Bar, which is entering its 20th year without a licensing fee increase. The Bar's ability to continue to advance a vitally needed reform agenda, improve the performance of its discipline system, and support foundationally critical investments in information technology and capital infrastructure, are becoming increasingly jeopardized by a static licensing fee that has not even kept up with the pace of inflation. Nonetheless, the 2018 preliminary budget reflects increased investments in the attorney discipline system, particularly in the Office of the Chief Trial Counsel, as well as measures to increase accountability and good governance. The budget also includes, for the first time, funding to support organization-wide professional language access services, reflecting the Bar's commitment to serving *all* of the public.

2018 General Fund expenditures, which are supported by mandatory licensing fees, total \$85.2 million. This represents an increase of 7.0 percent from 2017 budgeted expense levels, and compares to \$74.2 million in budgeted 2018 revenue. Budget highlights include:

- ➤ \$3.6 million for Case Management System initiatives designed to improve efficiency and access in the Bar's discipline and admissions systems;
- ➤ \$4.0 million for life and safety capital improvement investments necessary to ensure the structural integrity of the Bar's San Francisco location;
- > \$0.6 million for information technology infrastructure which will support the deployment of new Case Management systems;
- ➤ \$0.2 million for the development of new online educational content regarding in part anticipated new Rules of Professional Conduct; and
- ➤ \$0.3 million in anticipated lump sum payments to staff pursuant to ongoing collective bargaining.

This summary is provided under Government Code section 9795. The 2018 Proposed 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 415-538-2157.

Table of Contents

A.	Executive Director's Budget Message	1
	Fiscal Year 2017 Accomplishments	2
В.	Outline of Key 2018 Initiatives	5
C.	State Bar Background	6
	1. History	6
	2. Board of Trustees	7
	3. Licensees	8
	4. Organizational Structure	8
D.	Fiscal 2018 Budget Overview	9
	1. Sources of Funds	
	2. Use of Funds	11
	3. Budget Assumptions	15
	4. Mandatory Licensee Fees & Voluntary Donations	15
	5. Personnel Expenses	15
	6. Affinity and Insurance Program Revenues	15
	7. Elimination of Bias	15
	8. Catering, Professional Services and Temporary Help Services	16
	9. Separation of The State Bar Sections	16
	10. Legal Specialization Fund	16
	11. Attorney Fingerprinting	16
	12. Capital Maintenance	17
	13. Lawyers Assistance Program	17
	14. Information Technology Projects	17
	15. Indirect Cost Allocation	17
	16. Use Of Reserves	18
E.	2018 Major Projects	19
	Information Technology	19
	2. Building Improvements	19
F.	Budget Development Process	20
	1. Budget Calendar	20

	2.	Budget Development	20
	3.	Budget Management	20
	4.	Budget Variances and Adjustments	21
G.	Fund S	Structure and Financial Policies	21
	1.	Fund Structure	21
	2.	Accrual Basis Accounting	22
	3.	Procurement	23
	4.	Reserves	23
	5.	Investment Policy	23
	6.	Cash Receipts Policy	24
Н.	State I	Bar Operations Budget Detail	25
l.	Opera	ting Area Profiles	26
	1.	Office of the Executive Director	26
	2.	Office of the General Counsel	29
	3.	Office of the Chief Trial Counsel	31
	4.	State Bar Court	34
	5.	Mission Advancement and Accountability Division	38
	6.	Programs Division	42
	7.	Administrative Division	69
	8.	Office of Finance	77
J.	Appen	ndices	
	1.	Operating Area by Cost Center	80
	2.		
	3.		
	4.	Indirect Cost Allocation	248

EXECUTIVE DIRECTOR'S BUDGET MESSAGE

The final proposed 2018 budget reflects the impact of transformative changes to the State Bar, including the separation of the State Bar sections and the cessation of Bar administration of affinity and insurance programs. These important organizational reforms place new financial pressures on the Bar, which is entering its 18th year without a licensing fee increase. The Bar's ability to continue to advance a vitally needed reform agenda, improve the performance of its discipline system, and support foundationally critical investments in information technology and capital infrastructure, are becoming increasingly jeopardized by a static licensing fee that has not even kept up with the pace of inflation. Nonetheless, the 2018 preliminary budget reflects increased investments in the attorney discipline system, particularly in the Office of the Chief Trial Counsel, as well as measures to increase accountability and good governance. The budget also includes, for the first time, funding to support organization-wide professional language access services, reflecting the Bar's commitment to serving *all* of the public.

As a result of a failed fee bill in 2017 the Supreme Court issued an order authorizing an interim special regulatory assessment in the amount of \$297 for that year. This amount compared to the historical licensing fee amount of \$315. The reduced licensing fee resulted in the Bar needing to spend heavily from its reserves, as well as to restructure the way in which a number of its programs were funded and administered.

The 2018 statutorily approved licensing fee returns to \$315; in addition to the licensing fee itself, other fee bill provisions are particularly impactful on the State Bar's 2018 fiscal position. First, the bill directs the separation of the State Bar Sections into a new stand-alone entity effective January 1, 2018. Second, the bill redirects all of the Bar's affinity program revenue and 75 percent of its insurance program revenue to other entities in 2018.

The final 2018 budget reflects these significant developments. 2018 General Fund expenditures, which are supported by mandatory licensing fees, total \$85.2 million. This represents an increase of 7.0 percent from 2017 budgeted expense levels, and compares to \$74.2 million in budgeted 2018 revenue. Virtually all of the \$8.9 million in budgeted reserve spending, represents planned non-recurring expenses:

- ➤ \$3.6 million for Case Management System initiatives designed to improve efficiency and access in the Bar's discipline and admissions systems;
- ➤ \$4.0 million for life and safety capital improvement investments necessary to ensure the structural integrity of the Bar's San Francisco location;
- ➤ \$0.6 million for information technology infrastructure which will support the deployment of new Case Management systems;
- ➤ \$0.2 million for the development of new online educational content regarding in part anticipated new Rules of Professional Conduct; and
- ➤ \$0.3 million in anticipated lump sum payments to staff pursuant to ongoing collective bargaining.

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The General Fund budget also includes a modest ongoing augmentation for the Office of the Chief Trial Counsel, which has been prioritized for increased funding even given fiscal pressures facing the State Bar. Lastly, the 2018 budget reflects, for the first time, an organization wide budget for translation and interpretation services.

With respect to Other (non-General) Funds, the 2018 preliminary budget reflects \$76.1 million in revenue and \$90.4 million in expenses. Planned reserve spending, primarily stemming from the draw-down of nearly \$10 million in Bank Settlement Fund revenue to be used to support legal service grants, accounts for the variance between revenue and expenses outside of the General Fund. This \$10 million, in addition to increased IOLTA and Equal Access Fund allocations, will result in a meaningful increase in funding to support critical access to justice efforts throughout the state in 2018.

Accounting for budgeted reserve spending in 2018, the State Bar anticipates reducing its various Fund balances over the course of the year. Even with these reductions the Bar projects remaining compliant with a 2016 Board of Trustees adopted minimum reserve policy for all but one of its Funds as of December 31, 2018.

FISCAL YEAR 2017 ACCOMPLISHMENTS

In January 2017, the Board of Trustees (Board) of the State Bar of California (Bar) adopted a five-year State Bar Strategic Plan. The Strategic Plan sets forth ambitious goals for 2017-2022 as follows:

- 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 justice for all California residents and improvements to the state's justice system.
- Goal 5. Proactively inform and educate all stakeholders, but particularly the public, about the State Bar's responsibilities, initiatives, and resources.

The Board also adopted objectives describing specific activities the Bar would undertake to achieve these goals over the course of the Strategic Plan period.

The Bar made significant progress on the Strategic Plan during 2017, as described below.

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

- Transition of the State Bar Sections. In 2017 the Bar effectuated the transition of the State Bar Sections to a new entity, the California Lawyers Association (CLA). As of December 31, 2017, CLA was established and Memoranda of Understanding (MOUs) between the State Bar and CLA codifying the terms of the separation, the nature of the continuing relationship between the Bar and CLA, and mechanisms to ensure compliance with the auditing and oversight provisions of the 2018 fee bill, had been executed.
- Adoption of a New Mission Statement. In July 2017 the Board of Trustees adopted a new mission statement for the Bar, further focusing the efforts of the organization on its licensing, regulation and discipline functions, as well as expressly articulating the Bar's role in the advancement of the ethical and competent practice of law and support for efforts to increase access to justice and diversity in the legal system:

"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."

Sovernance Reforms. The Bar's Governance in the Public Interest Taskforce completed its 2017 review and report. Consistent with and taking the lead from Taskforce recommendations, the Board revised its committee structure to better align with State Bar operations, realigned the executive management of the Bar, developed dashboards to enable review of progress on key activities, eliminated a number of sub-entities, and began a comprehensive review of all remaining sub- committees to ensure that each sub-entity's purpose and operations align with the Bar's public protection mission.

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

- ➤ Fully Implemented Workforce Planning Redesign, Office of Chief Trial Counsel (OCTC). While Workforce Planning recommendations have been implemented throughout the discipline system, OCTC's effort is particularly significant. In 2017 OCTC completely transformed its organizational structure into an inter-disciplinary team model pursuant to those recommendations and streamlined a number of its business processes.
- Conducted Studies of the California Bar Exam. The Bar completed three studies of the California Bar Examination designed to identify factors that might explain the significant variance in bar pass rates between 2008 and 2016. The final study, the Law School Performance Study, is currently underway.
- ➤ <u>Implemented the Two-Day Bar Exam</u>. The Bar successfully implemented a new Two Day Bar Examination format, administering the first two-day exam in July 2017.
- ➤ <u>Began Configuration of the Odyssey Case Management System</u>. The Bar launched the Odyssey case management system initiative in 2017. Subject matter experts from throughout the Bar have been assigned to the project, which is led by a dedicated project manager. This team is working on configuration, data conversion, and identifying areas for

- business process reengineering. When implemented later this year, Odyssey will both streamline many of the administrative aspects of discipline case processing as well as increase public access.
- ➤ <u>Launched a Discipline System Workload Study</u>. The Workload Study conducted in the fall of 2017 will identify the number and type of staff needed to achieve certain case processing goals in OCTC, State Bar Court, and the Office of Probation. Results of the study will be presented in the first quarter of 2018.
- ➤ <u>Developed OCTC Case Prioritization</u>. The Chief Trial Counsel developed a new case prioritization strategy to meaningfully prioritize those cases that present the most risk of harm to the public. Necessary policy changes are underway and the system is slated to be implemented in early 2018.

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

- Implemented New Classification and Compensation Structure. The Bar implemented a new, market-based, classification and compensation structure for its executive and confidential employees. The structure aligns Bar salaries with those of comparable agencies and provides for clear promotional pathways for staff.
- ➤ <u>Investments in the State Bar Workforce</u>. In 2017 the Bar hired a dedicated professional development staff person and implemented an articulated staff training program.
- ➤ <u>New Procurement and Expenditure Rules</u>. The Bar implemented more restrictive procurement and expenditure procedures mirroring those of other state regulatory agencies.
- Focus on Compliance. In 2017 the Bar determined that it had been out of compliance with a nearly 30-year old statute regarding licensee subsequent arrest notifications. In response to this and other compliance lapses that staff has identified in recent years, the Bar established the Mission Advancement and Accountability Division. This Division has Barwide responsibility for compliance, specifically State Bar statutory and rule compliance.
- ➤ Implemented Information Technology Strategic Plan. In 2017 the Bar adopted a three year Information Technology Strategic Plan. 2017 activities in support of that Plan included completion of a security review and deploying online billing for annual licensee fees, including a system allowing for firm and agency billing.
- ➤ <u>Increased Investment in OCTC</u>. Continuing on progress made in 2016, the Bar's 2017 budget reflected increased staff for OCTC. These staffing augmentations are the result of ongoing efforts to reallocate funding from other areas of the Bar to OCTC.

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

- Developed Mechanisms to Improve Access to Justice. In response to the needs of the many people impacted by the Northern California wildfires, the Bar worked with legal service providers and local bar associations to coordinate legal assistance, provide a hotline and online resources, recruit pro bono attorneys, and educate individuals on what to expect from lawyers and how to protect against fraud. This effort has been replicated for other California disasters, including the Southern California fires.
- Supported Access to Pro Bono Attorneys. The Bar began work to develop an online referral platform for pro bono attorneys and exploring ways to educate and train new pro bono attorneys.

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

- Launched a New Website. The Bar launched its redesigned website, the Bar's primary public and licensee communication tool. The website clearly reflects the Bar's public protection, as opposed to associational, purpose.
- ➤ Improved Stakeholder Communication. The Bar developed and disseminated legislative newsletters designed to provide legislators with information about State Bar activity in their districts. In addition, in 2017 the Bar increased its efforts to bring attention to attorney discipline, which were proactively placed with media outlets statewide so as to increase public awareness about the Bar's public protection activities.
- ➤ Improved Public Information. In response to the Northern California wildfires, the Bar developed consumer fraud alerts in 3 languages warning the public to watch out for and report potential fraud perpetrated by those posing as lawyers or lawyers taking advantage of vulnerable victims.

OUTLINE OF KEY 2018 INITIATIVES

At its January 26, 2018, planning session, the Board will revisit its Strategic Plan, an activity which will include exploration of the activities that have been undertaken in support of the Plan, determining if any existing objectives have been completed or otherwise become obsolete, and deciding whether additional objectives should be added for 2018 and beyond. The following key 2018 initiatives have been identified in advance of the planning session; these may be modified pursuant to Board of Trustee direction:

- ➤ Complete the Governance in the Public Interest Taskforce Sub-Entity Review. The Bar will complete this review in 2018.
- Launch the Odyssey Case Management System. The new system will be deployed in 2018.
- Complete a California Job Analysis. As part of the next phase of the Bar's effort to align its administration of the attorney licensing function with best practices, the Bar will conduct a Job Analysis in 2018. The Job Analysis will provide information as to the skills and substantive knowledge most needed by California attorneys within their first five years of

practice.

- ➤ Develop a Discipline System Funding Methodology Based on Workload Study Results.
- The Bar will develop a quantitative and objective methodology for advocating for and allocating resources based on workload. The results will specifically be used to support a request for a 2019 licensing fee increase.
- ➤ <u>Implement and Evaluate Case Prioritization</u>. OCTC will fully implement a new case prioritization system. Both the fidelity of the implementation and outcomes will be evaluated.
- Complete Comprehensive Review of the Client Security Fund (CSF). The Bar will complete a study of the CSF to include an analysis of mechanisms to increase funding, the amount of funding needed to facilitate timely payouts, current CSF payout protocols, and process changes that could result in increased efficiency.
- Collaborate on Innovative Bar Passage Initiative. The Bar will partner with a consortium of academics to deploy a psychological intervention for the bar exam designed to address belonging anxieties that can negatively impact performance on high-stakes tests.
- ➤ <u>Improve Bar Employee Engagement and Development Opportunities</u>. The Bar will continue to invest in employee engagement efforts including through expanded professional development opportunities.

STATE BAR BACKGROUND

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

HISTORY

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

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

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

BOARD OF TRUSTEES

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

The board is made up of 13 trustees, including:

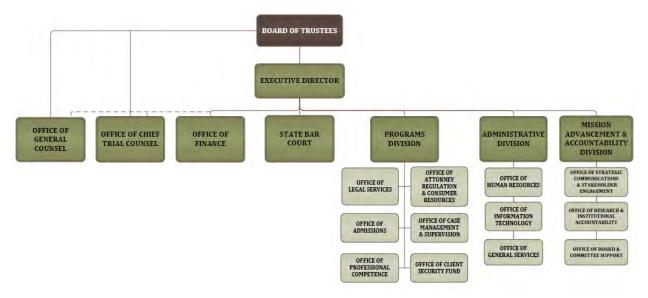
- Five attorneys appointed by the California Supreme Court, who will serve four year terms;
- Two attorneys appointed by the Legislature, one by the Senate Committee on Rules and one by the Speaker of the Assembly; and
- Six "public" or non-attorney members, four appointed by the governor, one by the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

LICENSEES

With over 263,000 attorneys the State Bar of California is the largest State Bar in the country. To practice law in California attorneys must pass the California Bar Examination, meet moral character requirements, and pay annual licensing fees to the State Bar.

ORGANIZATIONAL STRUCTURE

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



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

FISCAL 2018 BUDGET OVERVIEW

SOURCES OF FUNDS

The State Bar's 2018 Adopted Budget reflects \$150.3 million in total revenue and \$176.0 million in total expenses. The graphs and tables below report the major revenues and expenses expected in 2018. Variances in budgeted amounts compared to the prior year are discussed below.

Figure 1 reports anticipated sources of funding for 2018. Mandatory fees are the largest source of revenue for the State Bar.

Figure 1: Revenues, 2018

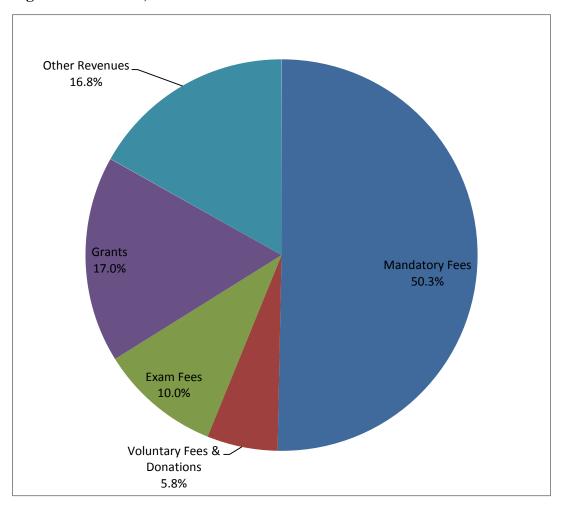


Table 1 provides a detailed breakdown of 2017 actual revenues and 2018 budgeted revenues by funding source. It also outlines budget variance by dollar amount and percent change from previous year.

Table 1: Revenues, 2018

	2017	2018
	Budget	Budget
Mandatory Fees	\$74,047,100	\$75,617,300
Voluntary Fees & Donations	7,500,000	8,745,000
Exam Fees	14,473,500	14,985,400
Grants	19,208,400	25,616,300
Other Revenues	31,814,700	25,307,500
Total Fund Sources	\$147,043,700	\$150,271,500

Mandatory Fees

Mandatory fee revenues include the attorney licensing fee, \$25 discipline fee, \$40 Client Security Fund fee, and the \$10 Lawyer Assistance Program fee. The attorney licensing fee is set by the Legislature annually. The adopted budget represents a 2.1% increase from the prior year's mandatory dues revenues, resulting from projected growth in the number of licensees by 1% and the reversion to the status quo licensing fee of \$315 per attorney (compared to \$297 in 2017).

Grants

Grants include revenues received by the State Bar from a variety of granting agencies and other sources. The adopted budget represents a 33.4% increase from the prior year's grants revenues, resulting primarily from \$6.4 million increase in grants received by the Equal Access Fund.

Exam Fees

Exam fees include revenues from the First-Year Law Students' Examination and the California Bar Examination, which are housed in the Bar's Admissions Fund. The adopted budget represents a 3.5% increase from the prior year's exam fees revenues, resulting primarily from an expected 3.0 increase in the number of applicants from 2017 to 2018.

Voluntary Fees and Donations

The Bar also generates revenue through voluntary fees from members and donations. Voluntary fees and donations fund specific program areas including the Elimination of Bias and legislative activities. The adopted budget represents a 16.6% increase from the prior year's voluntary fees and donations revenues, resulting primarily from a \$0.7 million increase due to reinstatement of the \$5 opt-in for Legislative Activities and a \$0.3 million increase due to reinstatement of the \$5 deduction for Legislative Activities and a \$2 Elimination of Bias deduction.

Other Revenues

In addition to the funding sources outlined above, the State Bar generates revenue in from a host of other sources and services provided, including student registration fees, law school accreditation, penalty and late fee assessments, the Interest on Lawyers' Trust Account program, certificates of standing, moral character fees, insurance commissions, lease revenues, and interest income.

USE OF FUNDS

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

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

Table 2 below outlines the operating budget by expense type for 2018.

Table 2: Bar Expenses by Cost Type

	2017	2018
	Budget	Budget
Personnel Expenses	\$83,876,400	\$84,558,200
Leases and Rent	\$7,017,800	\$7,473,000
Services	\$14,064,900	\$10,953,400
Legal Services Grants	\$37,387,100	\$50,227,700
Supplies and Equipment	\$12,665,800	\$14,840,400
Other Expenses	\$8,850,400	\$6,819,600
Debt Service	\$2,700,000	\$1,162,100
Depreciation	\$3,597,400	\$0
Total Expenses	\$170,159,800	\$176,034,400

Personnel Expenses

Personnel expenses include salary and benefits, supplemental staffing, severance expenses, and retiree medical funding. These expenses total \$84.6 million of the Bar's 2018 budget. The adopted budget represents a 0.8% increase from the prior year's budgeted personnel expenses. Changes in personnel costs reflect the estimated impact of the economic package presented to the Service Employees International Union as further described on page, offset by a decline in the number of budgeted employees from 599.8 last year to 587.5 in 2018.

Leases and Rent

Leases and rent expenses include occupancy costs and exam room rentals. Leases and rent account for \$7.5 million of the Bar's 2018 budget. The adopted budget represents a small 6.5% increase from the prior year's leases and rent expenses.

Services

Services expenses include professional services, other outside services, exam graders, and exam proctors. Services account for \$11.0 million of the Bar's 2018 Budget. The adopted budget represents a 22.1% decrease from the prior year's services expenses, resulting primarily from reduction in Sections costs due to their January 1, 2018 separation (\$1.5 million), broker commissions for recruiting tenants budgeted in 2017 but not in 2018 (\$0.6 million) and reduction in Professional Services related to the Legal Specialization spend down (1.2 million).

Legal Services Grants

Legal Services grants represent distribution of grants generated through the Interest on Lawyers' Trust Accounts program, Equal Access Fund, and bank settlements. Legal Services Grants account for \$50.2 million of the Bar's 2018 Budget. These expenses represent a 34.3% increase in 2018 compared to the prior year primarily due to increases in the Equal Access Fund (\$7.0 million), Bank Settlement Fund (\$4.5 million) and the Legal Services Trust Fund (1.3 million).

Supplies and Equipment

Supplies and equipment expenses include exam and software licensing, supplies and postage, computers and software, buildings and equipment, and telecommunications. Supplies account for \$14.8 million of the Bar's 2018 budget. The adopted budget represents a 17.2% increase from the prior year's services expenses, resulting from a \$2.0 million increase in budgeted expenses to ensure that the Howard Street building operates safely, efficiently, and in compliance with building codes.

Debt Service

In 2012 the State Bar acquired a real property located at 845 South Figueroa Street in Los Angeles and entered into a 15- year loan agreement in the amount of \$25.5 million with Bank of America. The annual interest rate on this loan is 4.26% and the outstanding loan balance as of December 2017 is approximately \$18.6 million.

In 2016, the State Bar entered into a 10-year loan agreement with Bank of America for \$10 million for the purpose of refinancing the costs of tenant improvements of its 180 Howard Street building in San Francisco. These improvements are needed in order to restore vacant floors to lease-ready status. The annual interest rate on this loan is 4.26% and the outstanding balance as of December 2017 is approximately \$8.6 million.

Annual interest expense for these loans is approximately \$1.1 million for 2018 and the costs are charged to individual program funds through indirect cost allocation based on space occupancy.

Depreciation

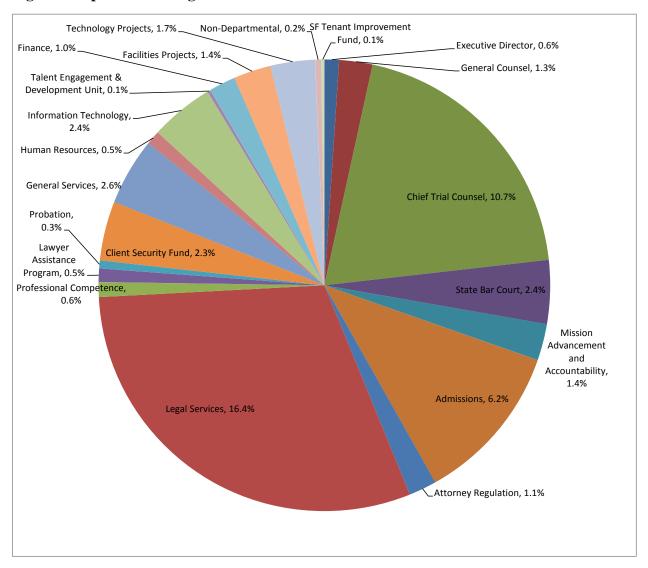
Budgeted depreciation expense for 2018 is \$3.6 million below 2017. In 2017, capital projects were budgeted both when the acquisition occurred and when the asset was used via depreciation expense. This incorrectly caused a double recording of capital costs. In 2018, capital projects are correctly budgeted only when the acquisition occurs.

Other Expenses

Other expenses include travel and training, offset by reimbursements, and other expenses. These expenses account for \$6.8 million of the Bar's 2018 budget. The adopted budget represents a

22.9% decrease from the prior year's costs, resulting from a decline in travel and training expenses previously incurred by Sections. In most fiscal years, the Office of the Chief Trial Counsel assumes the largest portion of the Bar's budget, followed by Legal Services and Admissions. Due to planned spend down of a large bank settlement grant, the Office of Legal Services comprises the largest portion of the Bar's 2018 budget, as shown below.

Figure 2: Operations Budgets



The 2018 adopted budget funds 587.50 full-time equivalent positions compared to 599.80 budgeted for 2017. **Figure 3** below illustrates the distribution of FTEs across the Bar. Details are provided in the State Bar Operations Budget Detail section of this document.

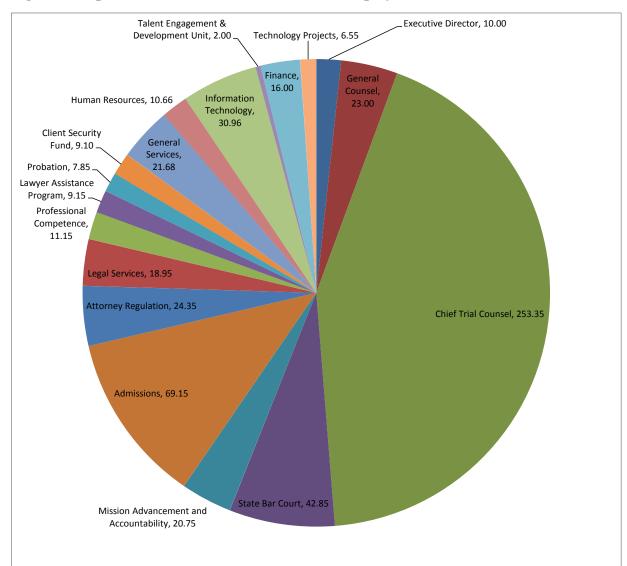


Figure 3: Department Distribution of Full Time Employees

ATTACHMENT K

BUDGET ASSUMPTIONS

The proposed 2018 budget reflects the following significant assumptions:

Mandatory Licensee Fees & Voluntary Donations

The 2018 budget assumes 1 % projected growth in the number of licensees based on historical averages. Budgeted licensee fees and voluntary donations, excluding late penalties, total \$84.4 million, reflecting a \$2.9 million increase as compared to \$81.5 million in the 2017 adopted budget. This increase stems from a reversion to the status quo licensing fee of \$315 in the 2018 fee bill as well as the projected licensee base increase.

Personnel Expenses

Personnel expenses are the largest single driver of the State Bar's costs. The 2018 personnel expenses budget increased by \$0.7 million or 1.0 percent, from \$83.9 million in 2017 to \$84.6 million in 2018. The increase is due primarily to inclusion of the State Bar's economic package presented to the Service Employees International Union (SEIU) in the 2018 budget.

With respect to non-represented State Bar staff, 2018 personnel costs reflect: (a) implementation of the new classification and compensation structure (which became effective for these employees in July 2017); (b) a requirement that these employees begin contributing 20% of the cost of their health care premiums mirroring represented staff contributions; and (c) step increases in accordance with parallel increases afforded to represented staff.

Increases in personnel costs stemming from the Bar's labor proposal and the application of similar provisions for non-represented staff are partially offset by the requirement that non-represented staff begin contributing to the cost of their health care premiums and an overall reduction in the number of budgeted FTE's.

Affinity and Insurance Program Revenues

The 2018 Fee Bill redirects virtually all of the State Bar's affinity and insurance program revenue. First, 100% of affinity program revenue will be remitted to the California Bar Foundation. Revenue received from insurance programs will be split as follows: 50% to the California Lawyers Association, 25% to the State Bar Foundation for allocation by that entity to qualified legal services projects and support centers, and 25% to support discipline functions of the State Bar or the Client Security Fund. Accordingly, the State Bar's 2018 budget reflects a 75 percent reduction in revenue from these funding sources. The net negative fiscal impact on the 2018 budget totals \$1.5 million.

Elimination of Bias

In 2017, the California Supreme Court did not approve the \$5 "opt out" provision that had been previously used to support the Elimination of Bias (EOB) and Bar Relations¹² programs. The Bar used reserves that had accumulated in the EOB Fund to support a continuation of activity in 2017;

² The Bar Relations Program was discontinued in 2017. Because the previous opt out supported both the EOB and Bar Relations Programs, the reinstated opt out in the 2018 budget has been reduced to reflect the fact that it will be used to support one, not two, programs.

reserve funding was augmented by a small amount of donation support received in that year. The 2018 budget returns to the "opt out" model of EOB funding, at a reduced level of \$2.

Catering, Professional Services and Temporary Help Services

Zero-based budgeting continues in 2018 for catering, professional services and temporary help line items. Catering expenses are budgeted at \$0.1 million, a decline from last year's budget of \$1.6 million. Professional services expenses are budgeted at \$5.4 million, a decline from last year's budget of \$6.0 million. The 2017 budget included approximately \$2.5 million of professional services related to the Legal Specialization Fund spend down. This spend down was deferred to 2018, with a budget of \$1.3 million. Temporary help expenses are budgeted at \$1.2 million, a decline from last year's budget of \$1.4 million.

Separation of The State Bar Sections

The 2018 budget reflects a reduction of revenues and expenses of approximately \$9 million and \$9 million, respectively, compared to the 2017 budget due to the transition of the State Bar Sections to a new non-profit entity, the California Lawyers Association (CLA). In addition, approximately \$1.7 million of indirect costs that were formerly allocated to the Sections are borne by the General Fund in the 2018 budget. CLA has contracted with the State Bar for 8 staff and office space for 6 months of 2018; the 2018 budget reflects these contractual agreements.

Legal Specialization Fund

In July 2016, the Board of Trustees adopted a reserve policy establishing minimum and maximum reserves levels. The Legal Specialization Fund was significantly over the reserve policy maximum at that time and the Board adopted a spend-down plan for the Fund. The 2017 budget accordingly included \$2.5 million for Legal Specialization related professional services. Use of this \$2.5 million was delayed in 2017 while staff and question drafters were processing a record number of examination registrations for the examinations offered that year; \$1.3 million is carried over to the 2018 budget. In addition, \$.5 million is budgeted as the Legal Specialization Fund's contribution toward implementation of the Admissions Information Management System.

The 2018 budget reflects a \$1 million loan from the Legal Specialization Fund to the Admissions Fund to finance a portion of the Admissions Information Management System (AIMS). The \$1 million loan is to be repaid to the Legal Specialization Fund in equal installments of \$0.1 million over 10 years, starting in 2018. The first installment is in the 2018 budget.

Attorney Fingerprinting

The California Supreme Court has directed the State Bar to require active licensed attorneys to resubmit fingerprints no later than December 2019 so that the Bar can enter into a subsequent arrest notification contract with the California Department of Justice. The State Bar will have to increase staffing to effectuate this requirement. The number and timing of new staffing needs is dependent on many factors including the number of attorneys charged and convicted of crimes, the number of these cases that have gone unreported, the severity of the crimes, the number of attorneys who fail to comply with the new mandate, and the number of attorneys who contact the Bar to inquire about the policy or request an accommodation. Despite the initial estimate that staffing needs include a minimum of nine positions spread throughout various Bar offices, due to the unknown

implementation start date, the as yet unknown schedule for implementation of the new requirement and other budget needs, the 2018 budget assumes only four new staff positions for the fingerprinting effort. Funding for additional staffing needs will likely be included with the 2019 budget.

Capital Maintenance

The Bar has a multi-year capital improvement program in place to ensure that its 180 Howard Street headquarters building operates safely and efficiently and complies with updated building codes. Improvement budgeted in 2018 totals \$4.0 million and includes the upgrade, replacement or new installation of components of heating, ventilation and air conditioning systems, electrical and plumbing systems, fire and life safety systems, and the emergency generator. Funding is also provided for elevator upgrade work and OCTC reconfiguration.

Lawyers Assistance Program

Budgeted expenses in the Lawyers' Assistance Program (LAP) increased to \$2.2 million in 2018 from the \$1.6 million budgeted in 2017; budgeted revenue remains the same at \$2.1 million. The 2018 budget reflects resources needed to implement the LAP Strategic Plan adopted in March 2017. As reflected on page 229 (Projected Reserve Balance By Fund) of this budget, even with planned deficit spending in the program the LAP Fund balance will remain significantly in excess of the maximum reserve established by the Board of Trustees. The 2018 Fee Bill allows for the transfer of reserves from LAP to the Client Security Fund under limited circumstances. Staff anticipates working with the LAP Oversight Committee to develop a proposed process to guide the Board's future consideration of any such transfer.

Information Technology Projects

2018 information technology projects include various implementation efforts, including the Odyssey Case Management System (CMS), the Oracle financial software upgrade (ERP System), and the Admissions Information Management System (AIMS). In addition, the project budget includes funding for automating the process by which attorneys notify the Bar of compliance with mandated MCLE. The 2017 adopted budget provided \$4.3 million budget for the CMS project, of which approximately \$2.0 million is unspent and carried over to the 2018 budget. The Board previously approved \$700,000 to purchase Oracle ERP software in July 2017; \$225,000 was spent in 2017 and \$475,000 is carried over to the 2018 budget. See further discussion of these projects on page 19.

Indirect Cost Allocation

Direct costs are those that can be specifically identified with a particular cost objective. For the State Bar, this includes services such as Admissions, Client Security, Lawyer Assistance and Legal Services. On the other hand, indirect costs are not readily identifiable with a specific direct operating program, but rather, are incurred for a joint purpose that benefits more than one cost objective. Common examples of indirect costs include finance, human resources, information technology, insurance and building maintenance. Although indirect costs are generally not readily identifiable with direct cost programs, their cost should be included if we want to know the total cost of delivering specific services.

In the State Bar's budget, indirect costs are captured in the General Fund and allocated out to

Offices and programs based on an indirect cost allocation methodology approved by the Board of Trustees. The total amount of the 2018 indirect cost pool is \$32.8 million compared to \$32.7 million in the 2017 amended budget. Page 248 of this budget summarizes indirect cost allocation detail.

With the Sections' separation, approximately \$1.7 million additional indirect costs would have been allocated to other Offices and programs through cost allocation in 2018. This amount represents the amount of the cost pool borne by the Sections in prior years. Cost allocated Offices will need to right-size their budgets through a combination of revenue increases and expense reductions in order to absorb the increased allocations due to the loss of the Sections. Accordingly, the \$1.7 million is budgeted in the General Fund reserve in 2018 to provide cost allocated Offices with a year to make such adjustments.

Use of Reserves

Budgeted revenues are \$150.3 million, with \$25.7 million funded from reserves. The \$25.7 million assumed reserve funding is composed of \$16.8 million of non-General Fund amounts collected in prior years that will be spent in 2018, and \$8.9 million for certain non-recurring expenses that staff recommends be financed from General Fund reserves. Following is a description of the use of reserves related to the funds that are primarily affected:

•	General Fund	\$8.9
•	Legal Specialization Fund	3.4
•	Legal Services Trust Fund	3.1
•	Bank Settlement Fund	9.9

The 2018 General Fund reserve fund spending of \$8.9 million primarily represent expenses that are one-time in nature and intended to advance the Bar's mission and objectives, as follows.

- Case Management Systems (CMS): \$3.6 million budgeted in 2018. This includes purchase of the Odyssey Case Management system and related document imaging capability.
- Capital Maintenance, Howard Street: \$4.0 million budgeted in 2018.
- *IT Infrastructure*: \$0.6 million is budgeted to support high priority information technology infrastructure upgrades.
- Educational Content Development: \$0.2 million is allocated to support the development of online content primarily regarding anticipated new Rules of Professional Conduct; and
- One-Time Payments Pursuant to Labor Agreement: \$0.3 million is budgeted for anticipated one-time employee payments that will be made pursuant to a pending agreement with SEIU.

Legal Specialization reserve spending will be used to support planned activities in the areas of exam development, administration, and grading, as well as for the program's portion of the AIMS system.

\$3.1 million in the Legal Services Trust Fund reserve balance has been budgeted pursuant to

established policy directing a spend down of that Fund's reserves when certain benchmarks are hit.

The Bar received \$44.7 million in bank settlement funds in 2016. In 2018, \$9.9 million is budgeted to be spent from these funds to support legal services initiatives focused on foreclosure prevention and community economic development.

2018 MAJOR PROJECTS

INFORMATION TECHNOLOGY

Odyssey Case Management System (CMS), Office of the Chief Trial Counsel, State Bar Court, and Probation. The CMS project will improve the level of automation, functionality, and end-to-end integration between OCTC, SBC, and Probation. The CMS integrated solution will also reduce operational costs and complexity by reducing the number of disparate applications and tools needed for the lifecycle processes of the discipline system. 2018 budgeted costs total \$3.6 million; this figure includes in-kind staffing support.

Enterprise Resource and Planning (ERP) System, Office of Human Resources, Office of General Services (Procurement, and Office of Finance. The ERP system is currently on a legacy version of Oracle's JD Edwards platform. The State Bar recently selected Oracle's Fusion to address a majority of the Bar's ERP requirements. The Board of Trustees approved the upgrade to Oracle Fusion in 2017 and the project will be implemented in 2018. The 2018 budget includes \$500,000 to support this effort; this figure does not include in-kind staffing support.

Admissions Information Management System (AIMS), Office of Admissions. The current Admissions systems rely on older technology, are insufficiently integrated, difficult to navigate, and do not support the required business processes and workflow necessary to aid in automating core activities such as tracking accommodations petitions, moral character determinations, and communicating with applicants, institutions and others involved in the admissions process. A new Admissions Information Management System will be developed in 2018. 2018 budgeted costs total \$2.5 million; this figure does not include in-kind staffing support.

Information Technology Infrastructure. The 2018 budget includes \$600,000 for high priority IT infrastructure projects including Network Infrastructure Upgrades of equipment nearing the end of their useful life (\$410K), MCLE Attendance Tracking Project (\$100K), Software maintenance for 10 hour MCLE development (\$50K), and of a new system for managing board and committee agendas and materials (\$40K).

BUILDING IMPROVEMENTS

The State Bar is required to perform certain improvements and upgrades to ensure that its 180 Howard Street headquarters building is in compliance with City and County of San Francisco

building codes. Related 2018 budgeted costs total \$1.0 million. Additional funding is provided for emergency generator and HVAC work (\$2 million) as well as OCTC expansion and the Howard Street elevator project (\$1 million).

BUDGET DEVELOPMENT PROCESS

BUDGET CALENDAR

The State Bar's budget process begins in August with preliminary revenue and expense projections for the upcoming budget year. In September, under the direction of the Chief Financial Officer (CFO), the Office of Finance issues budget instructions that contain detailed guidance on the preparation of budget requests. Offices then prepare their budget requests and submit to the Office of Finance for review in October. The Office of Finance reviews the budget requests, compares against projected revenues and prepares the budget document. With the approval of the Executive Director, the State Bar's preliminary budget is presented and adopted by the Board of Trustees in November of each year, followed by the final budget in January. Upon the Board's adoption of the preliminary and final budgets, the Office of Finance is responsible for preparing and submitting each version to the Legislature by November 15 and February 15 respectively.

BUDGET DEVELOPMENT

Each year, the State Bar budget is prepared in accordance with Business and Professional Code section 6140.1. The State Bar's Budget Policies and Procedures Manual documents in detail budget preparation, formulation, submission and approval processes. The budget expresses, in terms of dollars, the funded programs and plans of the State Bar for the budget year and the estimated income by sources necessary to finance these programs and plans. The budget is the primary instrument of fiscal control and, accordingly, contains all income and expenses of the State Bar. The State Bar's strategic plan provides the framework for the annual budget formulation and process.

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

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

BUDGET MANAGEMENT

The Office of Finance is responsible for monitoring budget spending on a monthly basis. It conducts analytical studies to support the planning and budget development processes and

produces management information related to the State Bar's operations. The Office of Finance strives to provide efficient and productive methods of budget preparation, using sound budget and management practices, financial planning that supports management decision making, developing innovative solutions to challenging problems, and ensuring that the State Bar's budget is linked to the Bar's Strategic Plan.

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

BUDGET VARIANCES AND ADJUSTMENTS

The State Bar's Board Book and Budget Policies and Procedures Manual set guidance for budget control and amendment. Quarterly financial report, mid-year forecasting and budget-to-actual variance reports are required to be presented to the Board of Trustees for review. A significant variance is defined in the Board Book policy as a year-to-date budget-to-actual variance that is greater than \$100,000 over the budgeted line item. When significant variances arise, the Office of Finance is responsible for investigating and identifying unusual items and activities. Corrective actions and reporting to the Board of Trustees are necessary depending on the extent to which the variances impact overall expenditure authority.

FUND STRUCTURE AND FINANCIAL POLICIES

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

FUND STRUCTURE

The State Bar's budget represents a complex mix of 23 funding sources supporting over 40 distinct functions within the organization. Pursuant to Board action in 2015, each of these sources is categorized into one of three Fund types:

- General Fund (*renamed from Consolidated General Fund in June 2017*): This Fund accounts for spendable financial resources that can generally be used to support most aspects of the Bar's operations.
- Restricted Fund Group: These funds account for activities and financial resources that can
 only be used for specific purposes or when constraints are placed on the use of resources
 imposed externally through legislation or similar external restrictions. The State Bar has ten
 funds in this group:
 - Legislative Activities Fund
 - Elimination of Bias Fund
 - o Lawyer Assistance Program Fund
 - o Legal Specialization Fund

- Client Security Fund
- o IT Special Assessment Fund
- Legal Service Trust Fund
- Equal Access Fund
- Justice GAP Fund
- Bank Settlement Fund
- Special Revenue Fund Group: These funds account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes. The State Bar has four funds in this group:
 - o Admissions Fund
 - Grant Fund

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

Restricted Funds are primarily generated outside of the fee bill process, through either separate statutory authority (for example, the Client Security and Lawyer Assistance Program Funds), or grant or settlement sources. However the Legislative Activities Fund is dependent on fee bill authorization. Special Revenue Funds are self-sustained by fees paid by licensees or applicants. While Restricted and Special Revenue Funds differ in their underlying revenue sources, neither is used to support General Fund activity, other than as charged for administrative support services through the allocation of indirect costs.

ACCRUAL BASIS ACCOUNTING

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

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

PROCUREMENT

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

RESERVES

The State Bar adopted a new fund structure in 2015 and revised its Reserve Policy the following year. The fund structure, which utilizes the concept of "fund balance" for Enterprise Funds under GAAP and the Governmental Accounting Standards Board Statement No. 54, establishes a fundamental framework for the Reserve Policy in defining the classification of reserves in each program fund. Under the Reserve Policy, the State Bar is required to maintain a net minimum reserve balance that equates to two months or a level of 17 percent of operating expenses for all non-grant funds. Funds subject to the policy are the General Fund, Legislative Activities Fund, Elimination of Bias Fund, Lawyer Assistance Program Fund, Legal Specialization Fund, Client Security Fund, Legal Services Trust Fund, and Admissions Fund. Whenever reserve levels surpass 30 percent, for a consecutive six-month period, a reserve spend-down plan shall occur in accordance with the principles stated in the Reserve Policy.

INVESTMENT POLICY

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

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

The CFO is designated as the official with responsibility for authorizing the sale or liquidation of investments in advance of their scheduled maturity dates. The CFO makes quarterly reports to the Board of Trustees on the status of the State Bar's investment portfolio. These reports include

information as to the type of investment, the amount of money invested with various institutions, market value for securities with a maturity of more than 12 months, purchase and maturity dates, rate of interest, and statement of portfolio liquidity, as required by California state law. Under the policy, investment officials and employees shall disclose any financial interests as required by the Conflict of Interest Code for Designated Employees of the State Bar of California and the Conflict of Interest Code for the State Bar Board of Trustees. All persons authorized to place or approve investments shall report annually on Form 700 of the California Fair Political Practices Commission all required economic interests for that year.

CASH RECEIPTS POLICY

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

STATE BAR OPERATIONS BUDGET DETAIL

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

- Overview
- Division Objectives
- Organizational structure
- 2017 accomplishments
- 2018 objectives
- Adopted budget expenditures by cost type¹
- Staffing requirements
- Significant budget changes

In the State Bar's budget, indirect costs are captured in the General Fund and allocated out to Offices and programs based on an indirect cost allocation methodology approved by the Board of Trustees. The total amount of the 2018 indirect cost pool is \$32.8 million compared to \$32.7 million in the 2017 amended budget. Page 248 of this Budget summarizes the indirect cost allocation.

¹ Budgeted expenditures include information regarding indirect costs. Direct costs are those that can be specifically identified with a particular cost objective. Indirect costs are not readily identifiable with a specific direct operating program, but rather, are incurred for a joint purpose that benefits more than one cost objective. Common examples of indirect costs include finance, human resources, information technology, insurance and building maintenance. Although indirect costs are generally not readily identifiable with direct cost programs, these costs are included in the total cost of delivering specific services.

OPERATING AREA PROFILES

The table below compares the adopted 2018 budget to 2017 actual expenses by operating area, and outlines budget variance by dollar amount and percent change from the previous year.

Bar Expenses by Operating Area

	2017	2018
Expenses	Budget	Budget
Executive Director	\$1,735,700	\$1,838,300
General Counsel	4,375,000	4,182,400
Chief Trial Counsel	32,888,600	34,835,400
State Bar Court	7,515,100	7,988,400
Mission Advancement and Accountability	3,893,100	4,624,500
Admissions	21,162,100	20,205,600
Attorney Regulation	3,732,500	3,481,500
Legal Services	40,724,000	53,382,800
Professional Competence	1,750,800	1,886,200
Lawyer Assistance Program	1,200,600	1,707,400
Probation	739,900	996,200
Client Security Fund	6,734,600	7,456,300
General Services	7,816,800	8,476,000
Human Resources	1,779,400	1,784,700
Information Technology	6,448,800	7,967,600
Talent Engagement & Development Unit	0	417,300
Finance	3,649,900	3,329,400
Facilities Projects	6,400,000	4,706,700
Technology Projects	5,033,100	5,630,200
Education	7,253,900	0
Non-Departmental	4,285,900	737,500
SF Tenant Improvement Fund	1,040,000	400,000
Total Expenses	\$170,159,800	\$176,034,400

OFFICE OF THE EXECUTIVE DIRECTOR

Overview

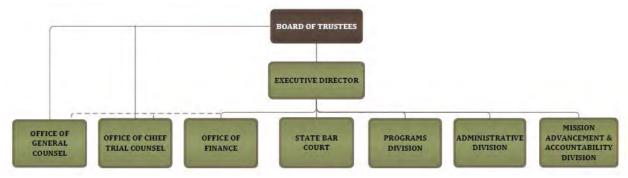
The Office of the Executive Director (OED) is responsible for ensuring that the State Bar achieves the goals and objectives outlined in the Bar's Strategic Plan; the OED is responsible for supporting the Board of Trustees and overseeing Bar staff to this end.

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

Office Objectives

- Ensure that the State Bar achieves the goals and objectives outlined in its Strategic Plan.
- Ensure that the State Bar is an accountable and transparent organization.
- Ensure the responsible use of funds.

Organizational Chart



Fiscal Year 2017 Accomplishments:

- Significant progress on implementation of the Bar's 2017-2022 Strategic Plan including:
 - o Separation of the State Bar Sections.
 - o Revision of the Board of Trustees Board Book to improve the Board's governance of the State Bar.
 - Revision of the Board Committee structure to align with the State Bar's organizational structure ensuring appropriate governance-level accountability for all functional areas of the Bar.
 - o Reorganization of the State Bar to ensure appropriate management-level accountability for all functional areas of the Bar; and
 - o Expansion of the Office of the Chief Trial Counsel not withstanding a reduced 2017 licensing fee.

Fiscal Year 2018 Projects and Objectives

- Continued progress on the 2017-2022 Strategic Plan.
- Completion of statutorily required reports including a report regarding the Client Security Fund and the relationship between the Fund's fiscal needs and executive compensation.
- Completion of a discipline system workload study and development of a quantitative, objective, funding methodology based on that study.
- Institutionalization of improved communications with State Bar staff, key stakeholders, and the public.
- Effective advocacy to support the ongoing fiscal health of the State Bar.

2018 revenue recognized in the Office of the Executive Director derives from State Bar sponsored insurance programs; in 2018, only 25 percent of related revenue will be retained by the State Bar.

Table 1: Source of Revenue by Fund

The entire \$2.0 million revenue budgeted in 2017 was Affinity and Insurance. In 2018, that amount has been reduced to \$475K. The remaining \$1.1 million is the rental income from CLA for staff support.

	2017	2018
Fund	Budget	Budget

General Fund

Total Funds	\$1,999,000	\$1,556,300
General Fund Total	\$1,999,000	\$1,556,300
Other Revenues	\$1,999,000	\$1,556,300

2018 Budget by Expense Category

The Office of Executive Director's total budget for 2018 is \$1.8 million. Table 2 provides detailed and comparative information regarding the Office of Executive Director budgeted 2018 expenses.

Table 2: Expenses

	2017	2018
	Budget	Budget
Personnel Expenses	\$1,331,200	\$1,559,300
Leases and Rent	0	0
Services	161,900	158,400
Supplies and Equipment	31,100	27,000
Other Expenses	116,500	93,000
Total Expenses	\$1,735,700	\$1,838,300

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Executive Director and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

	2017	2018
	Budget	Budget
Indirect Costs	\$88,500	\$7,200
Interfund Transfers Out	0	0
Total Interfund Transactions	\$88,500	\$7,200

Personnel Requirements

The Office of Executive Director employs 10.00 full-time employees. Table 4 provides prior and current year staffing information for the Office of Executive Director. Staffing consists of the Executive Director and one Senior Administrative Assistant. The remaining eight staff support the newly formed California Lawyer's Association. They are housed in the Office of the Executive Director as part of the Sections transition.

Table 4: Staffing

	Budgeted Positions			Budgeted Salaries
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Executive Director	1.00	1.00	1.00	\$267,500
Chief Operating Officer	1.00	1.00		
Director (Exec Office Programs)		1.00		
Managing Dir Planning Admin	1.00			
Program Director I			1.00	142,960
Special Assistant Exec Dir	1.00			
Dir. Procurement & Risk Mgmt.	1.00			
Senior Administrative Specialist	1.00	1.00		
Senior Admin Specialist	1.00			
Budget & Perf Analyst	1.00			
Program Coordinator			3.00	311,184

Senior Librarian/Archivist	1.00			
Senior Administrative Assistant	0.80	1.00	2.00	166,813
Program Specialist			2.00	143,838
Administrative Specialist I	1.00	0.80		
Administrative Assistant II	1.00		1.00	74,417
Total FTE	11.80	5.80	10.00	\$1,106,712

OFFICE OF THE GENERAL COUNSEL

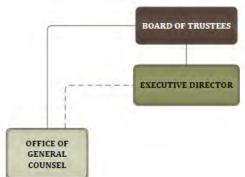
Overview

The Office of the General Counsel (OGC) functions as the State Bar's lawyer, and is responsible for providing legal advice and counsel to the Board of Trustees, its working groups, taskforces, and committees, and all departments and programs of the State Bar.

Office Objectives

To provide legal advice and representation to the State Bar's Board of Trustees, executive staff and subentities in trial and appellate administrative and civil litigation in substantive areas including discipline
and admissions, governance, labor and employment, intellectual property, contracts, bankruptcy and
ethics.

Organizational Chart



Fiscal Year 2017 Accomplishments

- Successfully transitioned non-legal contract work to the Administrative Division.
- Continued reductions in the use of outside counsel.
- Assumed responsibility for "second look" work from the Office of the Chief Trial Counsel and decreased time from complaint filing to resolution.

Fiscal Year 2018 Projects and Objectives

- Fully staff OGC to support continued reductions in contracting out work.
- Achieve a 35 day average for Complaint Review Unit case completion.
- Decrease use of document filing services in favor of OGC support staff performing the work.
- Install effective data and tracking systems.

2018 Budget by Expense Category

The Office of General Counsel's total budget for 2018 is \$4.2 million. Table 1 provides detailed and comparative information regarding the Office of General Counsel budgeted 2018 expenses.

Table 1: Expenses

	2017	2018
	Budget	Budget
Personnel Expenses	\$4,098,900	\$3,937,100
Services	162,100	148,600
Supplies and Equipment	68,000	55,500
Other Expenses	46,000	41,000
Total Expenses	\$4,375,000	\$4,182,400

2018 Interfund Transactions

Table 2 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of General Counsel and the amount of transfers to or from other operation areas.

Table 2: Interfund Transactions

	2017	2018
	Budget	Budget
Interfund Transfers Out	\$0	\$0
Total Interfund Transactions	\$0	\$0

Personnel Requirements

The Office of General Counsel employs 23.00 full-time employees. Table 3 provides prior and current year staffing information for the Office of General Counsel.

Table 3: Staffing

	Budgeted Positions			Budgeted Salaries
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Legal Officer	1.00	1.00	1.00	\$227,712
Deputy General Counsel	1.00	1.00		
Deputy Chief Legal Officer			1.00	194,250
Chief Assistant General Counsel	2.00			
Attorney IV			2.00	302,817
Attorney III Conf	7.00	8.75		
Attorney III			9.00	1,367,392
Attorney II Conf		2.00		
Attorney II			1.00	111,879
Attorney I - Confidential	3.00	3.00		
Attorney I			1.00	96,511
Legal Assistant (Confidential)	1.00	1.00		
Program/Court Systems Analyst (Conf)	1.00	1.00		
Admin Specialist II - Conf	1.00	1.00		
Administrative Supervisor			1.00	94,500
Paralegal			1.00	70,133
Administrative Secretary (Conf)	1.00			
Administrative Assistant II (Conf)	1.00	1.00		
Administrative Assistant II			3.00	230,600
Admin Specialist III (Conf)	1.00	1.00		

Legal Secretary (Confidential)	2.00	3.00		
Legal Secretary			2.00	134,058
Coordinator Of Records	1.00	1.00		
Program Assistant II			1.00	59,110
Total FTE	23.00	24.75	23.00	\$2,888,962

OFFICE OF THE CHIEF TRIAL COUNSEL

Overview

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

OCTC is staffed with executive, attorney and non-attorney staff. Together, these staff comprise 41 percent of the Bar's workforce.

Office Objectives

To protect the public by fairly, efficiently, and aggressively investigating and prosecuting
misconduct and ethics violations committed by California-licensed attorneys, by promptly and
thoroughly investigating the unauthorized practice of law committed by both non-attorneys and
by former California-licensed attorneys, and by working proactively to prevent attorney
misconduct.

Organizational Chart



Fiscal Year 2017 Accomplishments

- Implemented Workforce Planning redesign and fully transitioned to a team structure.
- Established a Supervising Attorney position to lead teams and filled 15 of 16 Supervising Attorney positions.
- Increased investigator staffing.
- Per the recommendations of the California State Auditor, the Audit and Review second-look function was moved to OGC in July 2016. In March 2017, OCTC had resolved all second-look cases that were in its inventory as of June 30, 2016.

 Hired a new Chief Trial Counsel and successfully began addressing long-standing morale challenges in the Office.

Performance Objective	2017 Progress			
Increase attorney and investigator staffing to support timely resolution of complaints and backlog reduction.	 ✓ Although additional attorney positions were included in OCTC's 2017 budget, the combined impact of the Bar's voluntary reduction in force program and hiring through internal promotions resulted in a small decline in the number of filled attorney positions when comparing the beginning and end of 2017 (82 versus 79). ✓ 19 additional investigator positions were filled in 2017, increasing the number of filled investigator positions from 40 to 59. 			
Develop and track new performance	New metrics have been id	entified including	:	
objectives	 ✓ All matters closed or referred to enforcement within 60 days: 2017 average = 22.6 days ✓ No more than 5% of complainants' requests to reopen matters closed in Intake are deemed appropriate to be reopened By OGC's Complaint Review Unit: 2017 average = 6.3% ✓ The decision to close an investigation complies with applicable case law, charging standards and office policies and procedures in at least 95% of closed investigations randomly audited: new metric for collection in 2018. 			
Monitor Year-Over-Year Workload by	Workload Category	2016	Est 2017	
Case Processing Stage	Opened in Intake	15,247	15,542	
	Closed in Intake	10,445	9,023	
	Closed in Investigations	3,676	3,851	
	Closed Pre-Filing	109	91	
	Closed Pre-Filing	117	116	
	Filed in State Bar	671	431	
	Court			

Fiscal Year 2018 Projects and Objectives

- Seek additional resources to support increased staffing to improve case processing timelines and reduce backlog.
- Implement a 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.
- Implement the Odyssey Case Management system.
- Leverage lessons learned from bi-annual audits, appeals, stipulations, and other sources to reduce errors and increase compliance with policy.

- Focus on reducing recidivism.
- Focus on proactive methods to prevent misconduct before it occurs.
- In partnership with the Office of Research and Institutional Accountability, conduct an assessment of the impact of Workforce Planning redesign.

Table 1: Source of Revenue by Fund

2018 Revenue recognized in the Office of Chief Trial Counsel derives primarily from Ethics School Class Fees.

	2017	2018
Fund	Budget	Budget
General Fund		_
Other Revenues	\$60,500	\$60,500
General Fund Total	\$60,500	\$60,500
Total Funds	\$60,500	\$60,500

2018 Budget by Expense Category

The Office of Chief Trial Counsel's total budget for 2018 is \$34.8 million. Table 2 provides detailed and comparative information regarding the Office of Chief Trial Counsel budgeted 2018 expenses.

Table 2: Expenses

•	2017	2018
	Budget	Budget
Personnel Expenses	\$31,860,700	\$34,563,800
Services	436,100	328,600
Supplies and Equipment	1,030,700	489,200
Other Expenses	(848,700)	(846,000)
Total Expenses	\$32,888,600	\$34,835,400

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Chief Trial Counsel and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

Table 5. Interfund 11 ansactions		
	2017	2018
	Budget	Budget
Indirect Costs	\$12,743,400	\$14,042,200
Interfund Transfers Out	0	0
Total Interfund Transactions	\$12,743,400	\$14,042,200

Personnel Requirements

The Office of Chief Trial Counsel employs 253.35 full-time employees. Table 4 provides prior and current year staffing information for the Office of Chief Trial Counsel.

Table 4: Staffing

	Budgeted Positions			Budgeted Salaries
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Trial Counsel	1.00	1.00	1.00	\$245,000

Total FTE	233.10	247.35	253.35	\$25,310,405
Program Assistant II			20.00	1,242,115
Office Assistant II			3.00	151,448
General Clerk III	5.00	4.00		
Coordinator Of Records	18.00	17.00		
Administrative Assistant I	2.00	2.00	2.00	114,762
Legal Secretary	16.00	16.00	16.00	1,054,772
Admin Secretary	1.00			
Administrative Assistant II	1.00	1.00	21.00	1,401,849
Secretary II	12.00	11.00		
Senior Administrative Assistant	3.00	3.00	5.00	395,882
Administrative Secretary	7.00	7.00		
Case Administrator (JD Asst)		1.00		
Paralegal	15.00	17.00	18.00	1,382,624
Executive Secretary Conf	2.00	2.00		
Administrative Supervisor			4.00	354,063
Translator / Interpreter		1.00	2.00	165,479
Complaint Analyst I	6.00	1.00		, ,
Investigator I	2.00	11.00	17.00	1,423,289
Complaint Analyst II	15.00	14.00		, ,
Investigator II	40.00	38.00	46.00	4,199,914
Program/Court Systems Analyst	2.00			
Lead Data Analyst	1.00			
Investigator Supervisor	6.00	4.00		,
Investigator III			4.00	422,184
Senior Administrative Supervisor	2.00	2.00		, - · · · ,
Attorney	34.80	45.80	42.80	4,673,152
Senior Attorney - Part Time		0.50		, ,
Senior Attorney	32.30	32.80	25.30	3,565,614
Supervising Attorney		6.00	17.00	2,680,856
Attorney III		0.23	0.25	42,604
Attorney III Conf	1.00	0.25		
Director, Central Admin, CTC	1.00	1.00	1.00	100,540
Program Manager III	1.00		1.00	160,348
Special Asst. Chief Trial Cnsl	1.00			
Director Of Administration	1.00	7.00	0.00	1,143,193
Deputy Chief Trial Counsel Assistant Chief Trial Counsel	5.00	7.00	2.00 6.00	489,258 1,145,193
Danuty Chief Triel Councel	1.00	1.00	2.00	100 250

STATE BAR COURT

Overview

The California State Bar is the only state bar in the United States with independent professional judges dedicated to ruling on attorney disciplinary and regulatory cases. The independent State Bar Court

adjudicates matters filed by OCTC, and has the power to recommend that the California Supreme Court suspend or disbar those attorneys found to have committed acts of professional misconduct or to have been convicted of serious crimes. For lesser offenses, public or private reprovals may be issued. In regulatory matters, the State Bar Court adjudicates attorney reinstatements and matters where applicants for admission are challenging an adverse moral character determination.

Hearing Department

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

Review Department

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

Effectuations Unit

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

State Bar Court Objectives

- To hear and decide cases fairly, correctly and efficiently for the protection of the public, the courts and the legal profession.
- To meet identified Court Performance Standards including:
 - o Achieve a caseload clearance ratio of 1:1 meaning the total number of cases completed each year is equivalent to the total number of cases filed.
 - o Achieve "on time" case processing of 90% for Hearing and Review Department matters and 100% for the Effectuations Unit, thus ensuring that respondents are given timely due process and the public is protected from any attorney misconduct as rapidly as possible.
 - o Ensure that no more than 10% of Hearing or Review matters are in backlog status and that 0% of Effectuation matters are in that status.

Organizational Chart



Fiscal Year 2017 Accomplishments

Using the opportunity afforded by the lower case filings, the State Bar Court made steady progress in meeting the Court Performance Standards in 2017. Additionally Court staff completed drafting proposed revisions to the Rules of Procedure and revisions to the Rules of Practice in 2017; these revisions were designed to delete duplicative and occasionally conflicting sections, to move all procedural rules into the Rules of Procedure and to clean up the Rules of Practice to only include those matters generally found in a trial court's local rules.

Performance Objective	Previous Year Result	,		
Court caseload clearance is 100%	2017 caseload clearance rate was 117%			
Hearing Department on time case processing	2016 Hearing Departm	ent result w	as 87%	
objective is 90%				
Review Department on time case processing	2016 Review Departme	ent result wa	ıs 71%	
objective is 90%				
Effectuations Unit on time case processing	2016 Effectuations Uni	t result was	100% (Q3	
objective is 100%	available only)			
Hearing Department Backlog objective is not	2016 Hearing Departm	ent backlog	was 11%	
to exceed 10%	(Q3 available only)			
Review Department backlog objective is not	2016 Review Department backlog was 0%			
to exceed 10%	(Q3 available only)			
Effectuations Unit backlog objective is not to	2016 Effectuations Unit backlog was 0% (Q3			
exceed 0%	available only)			
Monitor Year-Over-Year Workload by Filing	Workload Category	2016	2017	
Type and Outcome	Discipline Filings	541	427	
	Regulatory Filings	81	84	
	Disposition: 229 201			
	Disbarment			
	Disposition: 260 199			
	Suspension			
	Disposition: Other	154	154	

Fiscal Year 2018 Projects and Objectives

- Meet stated case processing goals for all case and matter types.
- Implement the Odyssey Case Management System.
- Successfully onboard new State Bar Court judges pending conclusion of appointment terms in the winter of 2018.
- Develop back office standards and practices for the Court to support implementation of efiling and a transition to an electronic environment.

Table 1: Source of Revenue by Fund

2017	2018

Fund	Budget	Budget
General Fund		
Other Revenues	\$26,100	\$22,600
General Fund Total	\$26,100	\$22,600
Total Funds	\$26,100	\$22,600

2018 Budget by Expense Category

State Bar Court's total budget for 2018 is \$8.0 million. Table 2 provides detailed and comparative information regarding State Bar Court budgeted 2018 expenses.

Table 2: Expenses

•	2017	2018
	Budget	Budget
Personnel Expenses	\$7,164,800	\$7,526,400
Leases and Rent	22,200	23,200
Services	33,100	59,400
Supplies and Equipment	177,000	184,500
Other Expenses	118,000	122,400
Total Expenses	\$7,515,100	\$7,988,400

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from State Bar Court and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

Tuble of interioris	2017	2018
	Budget	Budget
Indirect Costs	\$4,505,900	\$5,105,000
Interfund Transfers Out	0	0
Interfund Transfers In	0	0
Total Interfund Transactions	\$4,505,900	\$5,105,000

Personnel Requirements

State Bar Court employs 42.85 full-time employees. Table 4 provides prior and current year staffing information for State Bar Court.

Table 4: Staffing

	Budgeted Positions			Budgeted Salaries
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Court Counsel			1.00	\$224,312
Assistant Chief Court Counsel			2.00	347,968
Chief Assistant Court Counsel	2.00	2.00		
Senior Dir State Bar Court	1.00	1.00		
Special Assistant - State Bar Court		1.00		
Program Manager II			1.65	262,013

Court Administrator	2.00	1.00		
Presiding Judge	1.00	1.00	1.00	205,043
Review Judge	1.60	2.00	2.00	410,086
Hearing Judge	5.00	5.00	5.00	936,250
Senior Attorney	8.00	8.00	8.00	1,219,437
Senior Program Analyst			1.00	100,674
Lead Data Analyst	1.00	1.00		
Program/Court Systems Analyst	2.00	2.00		
Court Services Analyst/Tech	1.00			
Senior Administrative Assistant			4.40	352,074
Senior Administrative Secretary	0.90	0.90		
Court Specialist			13.00	1,170,698
Deputy Court Clerk IV	2.00	2.00		
IT Support Technician II			1.00	73,722
Program Specialist			1.00	80,249
Case Administrator	12.00	13.00		
Administrative Assistant II	1.00	1.00		
Admin Specialist III (Conf)	1.00	1.00		
Legal Secretary	1.00	1.00	1.80	135,574
Total FTE	42.50	42.90	42.85	\$5,518,099

MISSION ADVANCEMENT AND ACCOUNTABILITY DIVISION

Overview

The Mission Advancement and Accountability Division is responsible for advancing the mission and long-term vision of the State Bar with staff, leadership, stakeholders, and interested parties. The Division is responsible for ensuring that the State Bar has the appropriate measurement, evaluation, and internal and external communications practices in place to promote transparency, excellence, and accountability. The Division provides support to the Board of Trustees and State Bar Commissions and Committees, and drives continuous performance improvement in promoting the mission and ensuring fair, effective and compliant operating practices. The Division comprises the Offices of Strategic Communications and Stakeholder Engagement, Board and Committee Support; and Research and Institutional Accountability.

Office of Strategic Communication and Stakeholder Engagement

The Office of Communications and Stakeholder Engagement (OCSE) is responsible for ensuring that the general public and stakeholders – the Legislature, the Court, attorney licensees, and applicants – are informed about the agency's public protection role and know how to access the Bar's services and resources. OCSE is tasked with conveying critical information to Californians about how to protect themselves from attorney misconduct and what to do if that happens, including by filing complaints against attorneys or seeking compensation for harm through the Client Security Fund.

Office of Board and Committee Support

The Office of Board and Committee Support leads both Board and staff planning processes to ensure that the State Bar clearly articulates its vision for the future, aligns the use of its resources to implement

plans, and achieves its goals and objectives. To fulfill these responsibilities, the Office provides staff support to the Board and works with senior management in guiding planning efforts and ensuring that the State Bar complies with its outside regulatory requirements and internal policies.

Board and Committee Support staff also support the Commission on Judicial Nominees Evaluation (JNE), established pursuant to Government Code section 12011.5, which evaluates all candidates who are under consideration for a judicial appointment by the Governor.

Office of Research and Institutional Accountability

The Office of Research and Institutional Accountability (ORIA) is responsible for advancing the mission of the Bar by leading strategic initiatives to improve the efficiency, effectiveness, and accountability of Bar operations. The work of ORIA falls into three major categories: mandated studies; data management and internal research support; and project management.

Division Objectives

Ensure that the State Bar is compliant with statutory and rule mandates through oversight of an operational and policy compliance function; develop remediation plans for any issues of compliance.

- Ensure that the State Bar uses best practices in data analytics and outcome evaluation to monitor, evaluate, and report on its performance.
- Provide effective staff support to the Board of Trustees and support continuous improvement in the Board's operations and governance.
- Develop, maintain and implement effective internal and external communication plans.
- Provide independent, comprehensive, accurate, and fair evaluations of candidates for judicial appointment and nomination.
- Conduct a volunteer application and appointment process that is timely, accurate and in compliance with exiting Board policies and statutory requirements



- Creation of the Mission Advancement and Accountability Division.
- Completion of 2017 Governance in the Public Interest Taskforce report and implementation of key governance recommendations.
- Development of of Board committee workplans in alignment with the State Bar's strategic plan.
- Development and launch of Procedural Fairness surveys in English and Spanish to get feedback from Complaining Witnesses on their experience with the handling of their complaint.
- Oversaw the implementation of over 70 Workforce Planning redesign recommendations.
- Managed three studies of the California Bar Exam.
- Served as lead project manager for implementation of the Odyssey Case Management System.

Performance Objective	2017

Ensure evaluation for 100% of judicial candidates completed within 90 days, unless withdrawn by the Governor.	All candidates submitted for evaluation completed within 90 days or withdrawn by Governor.
Volunteer application and appointment process that is timely, accurate and in compliance with exiting Board policies and statutory requirements	100% of applications and appointments completed within established deadlines
Board agenda process is efficient and streamlined	 ✓ 100% of Board and Board Committee agendas posted within the legal notice requirement. ✓ 90% of Board and Board Committee materials posted consistent with Bar policy.
Launch a redesigned State Bar website	Launched new website in May 2017
Increase language access	 ✓ Translated consumer-facing website information into 5 languages ✓ Implemented a consistent process for securing interpretation and translation services that consistently adhere to a high-quality standard
Increase public communication regarding attorney discipline	Distributed 36 formal news releases to a newly developed statewide media list which translated to 525 published articles
Improve communication with the Legislature	Created and disseminated a periodic legislative newsletter outlining State Bar activities by legislative district.

Fiscal Year 2018 Projects and Objectives

- Oversee the implementation of new attorney fingerprinting requirements.
- Oversee the completion of a mandated study of the Client Security Fund.
- In partnership with impacted State Bar Offices, develop new metrics for measuring the efficacy of the discipline system.
- Successfully launch the Odyssey Case Management System.
- Implement an Internal Communications Plan.
- Update online consumer resources related to the State Bar's regulatory work.
- Create greater transparency on governance related information on the website.
- Streamline online information about public meetings, the Board of Trustees, and sub-entities.
- Update online attorney profile pages.
- Work with State Bar Court to develop a timeline and plan for updating the State Bar Court's website.
- Expand language access by translating more of the website and other documents into frequently used non-English languages.

Table 1: Source of Revenue by Fund

2018 revenuer recognized in the Division of Mission Advancement and Accountability derives primarily from voluntary fees to Legislative Activities paid through the fee statement, followed by MCLE Self Study Test.

	2017	2018
Fund	Budget	Budget
Elimination of Bias Fund		
Other Revenues	\$0	\$0
Elimination of Bias Fund Total	\$0	\$0
General Fund		
Grants	\$0	\$0
Other Revenues	135,000	135,000
General Fund Total	\$135,000	\$135,000
Legislative Activities Fund		
Voluntary Fees & Donations	\$100,000	\$775,000
Other Revenues	1,800	2,400
Legislative Activities Fund Total	\$101,800	\$777,400
Total Funds	\$236,800	\$912,400

2018 Budget by Expense Category

Mission Advancement and Accountability Division's total budget for 2018 is \$4.6 million. Table 2 provides detailed and comparative information regarding Mission Advancement and Accountability Division budgeted 2018 expenses.

Table 2: Expenses

Tuble 2. Expenses		
	2017	2018
	Budget	Budget
Personnel Expenses	\$2,913,800	\$3,383,700
Leases and Rent	800	800
Services	362,200	517,600
Supplies and Equipment	324,900	351,500
Other Expenses	291,400	359,000
Total Expenses	\$3,893,100	\$4,624,500

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from Mission Advancement and Accountability Division and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

	2017	2018
	Budget	Budget
Indirect Costs	\$694,700	\$783,600
Interfund Transfers Out	0	0
Total Interfund Transactions	\$694,700	\$783,600

Personnel Requirements

Mission Advancement and Accountability Division employs 20.75 full-time employees. Table 4 provides prior and current year staffing information for Mission Advancement and Accountability Division.

Table 4: Staffing

Table 4: Starring	Budg	eted Positi	ons	Budgeted Salaries
Regular Status Fulltime Employees	FY 2016	•	FY 2018	2018 Budget
Chief Mission Officer			1.00	\$225,750
Chief Executive Communications	1.00			
Program Director II			2.00	371,701
Director (ORIA)		1.00		
Director (SCSE)		1.00		
Director Communications	1.00			
Managing Director Bar Relation	1.00	0.50		
Managing Dir Comm & Info Services		1.00		
Principal Program Analyst			4.00	558,589
Principal Analyst (ORIA)		3.00		
Attorney IV			1.00	174,525
Attorney III Conf	1.00			
Attorney III			0.75	127,148
Senior Administrative Specialist	1.00			
Web Administrator	1.00	1.00		
Lead Data Analyst		1.00		
IT Analyst II			1.00	84,411
Web Editor	1.00	1.00		
Public Information Officer	0.80	0.80	2.00	193,022
Program/Court Systems Analyst	2.00	3.00		
Budget & Perf Analyst		1.00		
Program Analyst			5.00	441,778
Senior Administrative Assistant	1.00	2.00	2.00	160,944
Executive Secretary Conf	1.00	1.00		
Administrative Specialist I		0.20		
Administrative Assistant II	3.00	4.00	2.00	142,513
Total FTE	14.80	21.50	20.75	\$2,480,381

PROGRAMS DIVISION

Overview

The Programs Division comprises the Office of Admissions, the Office of Attorney Regulation and Consumer Resources (formerly Member Records and Compliance), the Office of Case Management and Supervision, the Office of the Client Security Fund, the Office of Legal Services, and the Office of Professional Competence.

OFFICE OF ADMISSIONS

The Office of Admissions is responsible for all activities pertaining to the admission of attorneys to the practice of law in California. Its principal activities include developing, administering and grading the Bar Examination and the First-Year Law Students' Examination, as well as conducting moral character investigations. The Office also carries out the Committee of Bar Examiners' responsibility to accredit and register law schools. Finally, Admissions administers programs to allow non-members to practice in certain defined, limited areas, as well as programs to certify specialists in areas of legal practice.

Examinations

Staff in this area is responsible for the acquisition, development, editing, and production of examination questions. This unit also processes petitions and determines reasonable testing accommodations for applicants with disabilities, and coordinates the production of Admission certificates for new admits.

Operations and Management

Staff in this area is responsible for the receipt and processing of applications for registration, the First Year Law Students' Examination, the California Bar Examination, moral character and applicant eligibility determinations, the Multi-Jurisdictional Practice and Foreign Legal Consultant programs, and administering examinations on behalf of Committee of Bar Examiners.

Examination Grading

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

Moral Character Determinations

Staff in this area is responsible for completing the moral character investigations of applicants seeking admission to practice law in California and scheduling and coordinating informal conferences for applicants with the Committee of Bar Examiners' Subcommittee on Moral Character.

Educational Standards

Staff in this area is responsible for the registration of unaccredited law schools and the accreditation of law schools in California. The workload of this unit includes monitoring applications received, reviewing annual reports, conducting law school monitoring visits and reporting findings and recommendations to the Committee of Bar Examiners.

Special Admissions

Staff in this area process applications for Pro Hac Vice and Out-of-State Attorney Arbitration Counsel; these programs enable attorneys from other jurisdictions to practice law in California in limited ways. Staff also process applications from law students who wish to enhance their legal training by participating in the Practical Training of Law Students Program.

Legal Specialization

Staff in this unit is responsible for administering the requirements for legal specialization certification in 11 different areas of law. In addition, staff coordinate the administration of legal specialization examinations that are administered every other year.

Department Objectives

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

Organizational Chart



Fiscal Year 2017 Accomplishments

- Administered the first Two Day Bar Exam; approximately 1,000 more applicants took the exam in 2017 as compared to 2016.
- In partnership with ORIA, completed three special studies of the California Bar Exam: Recent Performance Changes on the California Bar Exam, Conducting a Standard Setting Study for the California Bar Exam, and Conducting a Content Validation Study for the California Bar Exam. A report on these studies was filed with the Supreme Court on December 1, 2017.
- Developed proposed amendments to law school rules and statutes which if ultimately included in the State Bar's legislative program will require all unaccredited law schools to become accredited and permit law schools conducting programs online to become accredited, among other changes.
- Proposed amendments to the accredited and unaccredited law school rules that will require their students to complete a minimum of six units of competency training in order to graduate and receive their Juris Doctorates; these amendments were adopted by the Committee and approved by the Board of Trustees.

• Implemented a one-time fee holiday for certified legal specialists as part of the reserve spend-down plan for the corresponding Fund.

Performance Objective	2017 Progress		
Monitor Year-Over-Year Workload		2016	2017
in Key Performance Areas			
	Applicants Certified to California	5,414	5,873
	Supreme Court		
	Law Student Registration	6,144	6,469
	Applications Received and		
	Processed		
	California Bar Examination	13,797	14,752
	Applications Received and		
	Processed		
	First-Year Law Students'	1,029	907
	Examination Applications Received		
	and Processed		
	Testing Accommodation Petitions	931	1100
	Granted		
	Moral Character (MC)	7,349	6,947
	Determination Applications		
	Received		
	Out-of-State Attorneys Practicing	3,643	4,131
	Law in Limited Practice Areas		
	Practical Training of Law Students	2,614	2,910
	Program Applications Received		
	Law Schools Accredited and	38	37
	Registered by the Committee of Bar		
	Examiners		
	# of Certified Legal Specialists	4,768	4,930

Fiscal Year 2018 Projects and Objectives

- Conduct a California job analysis study to identify the skills and subject matter knowledge
 needed by new attorneys. The results of the job analysis will inform the Bar's next steps as
 related to ongoing studies of the Bar Examination.
- Assist in the evaluation of the Two Day Bar Examination and explore additional time savings that may be obtainable, which would permit an earlier release of results from the examinations.
- Ensure that staffing adequately supports the timely processing of moral character determination application and that the procedures for moral character determination applications reviewed are efficient and effective, and updated appropriately.
- Transition the meetings of the Committee of Bar Examiners, and its advisory groups, to Bagley Keene meeting rules.
- Assist in the coordination of the review of the Committee of Bar Examiners' and the California Board of Legal Specialization directed by the Board of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task Force and assist in the implementation of any procedural or structural changes that may emerge out of such review.
- Implement a new Admissions Information Management system in coordination with the State Bar's Offices of Information Technology and Research and Institutional Accountability.
- Draft and coordinate review of proposed amendments to the State Bar rules relative to State Bar special admissions programs, including the Multijurisdictional Practice and Foreign Legal Consultant programs, Out-of-State Attorney Arbitration Counsel, Pro Hac Vice and the Practical Training of Law Students Program.
- Transition to professional question drafting and grading for legal specialist examinations.

Table 1: Source of Revenue by Fund

	2017	2018
Fund	Budget	Budget
Admissions Fund		
Exam Fees	\$14,333,500	\$14,937,400
Other Revenues	6,970,200	7,123,900
Admissions Fund Total	\$21,303,700	\$22,061,300
Legal Specialization Fund		
Exam Fees	\$140,000	\$48,000
Other Revenues	290,300	1,984,500
Legal Specialization Fund Total	\$430,300	\$2,032,500
Total Funds	\$21,734,000	\$24,093,800

2018 Budget by Expense Category

The Office of Admissions' total budget for 2018 is \$20.2 million. Table 2 provides detailed and comparative information regarding the Office of Admissions budgeted 2018 expenses.

Table 2: Expenses

•	2017	2018
	Budget	Budget
Personnel Expenses	\$7,772,100	\$8,060,600
Leases and Rent	1,947,100	1,914,900
Services	7,609,300	6,193,900
Supplies and Equipment	2,686,900	2,875,900
Other Expenses	622,900	600,700
Total Expenses	\$21,162,100	\$20,205,600

2018 Interfund Transactions

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

Table 3: Interfund Transactions

	2017	2018
	Budget	Budget
Indirect Costs	\$5,703,700	\$5,880,600
Interfund Transfers Out	1,000,000	2,100,000
Interfund Transfers In	(1,000,000)	(1,100,000)
Total Interfund Transactions	\$5,703,700	\$6,880,600

Personnel Requirements

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

Table 4. Statting				
	Budg	eted Positi	ons	Budgeted Salaries
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Program Officer			0.15	\$33,647
Senior Director, Admissions	1.00	1.00		
Program Director III			1.00	201,815
Program Director I			1.00	169,886
Dir, Moral Char Determinations	1.00	1.00		
Director, Operations & Mgmt	1.00	1.00		
Program Manager III			4.00	638,616
Director, Admissions Admin	1.00	1.00		
Assistant Director, Admissions		1.00		
Director, Examinations	1.00	1.00		
Director, Legal Specialization	1.00	1.00		
Director, Educational Standards	1.00	1.00		
Deputy Dir, Operations & Mgmt	1.00			
Program Manager II			1.00	150,773
Program Manager I			1.00	126,000
Program Supervisor			8.00	815,996
Section Chief	7.00	7.00		
IT Analyst II			1.00	98,736

Section Chief, Specialization	1.00	1.00		
Admin Specialist II	1.00	1.00		
Investigator II			9.00	744,512
Moral Character Analyst	9.00	9.00		
Program Coordinator			1.00	80,211
Examinations Technician	1.00	1.00		
Administrative Supervisor			1.00	87,339
Program Specialist			5.00	359,873
Fiscal Services Specialist		1.00	1.00	68,606
Administrative Secretary	1.00	1.00		
Senior Administrative Assistant	6.00	5.00	2.00	134,792
Accounting Technician	1.00			
Admissions Eligibility Analyst III	1.00	1.00		
Admissions Analyst III	2.00	2.00		
Administrative Assistant II	10.00	9.00	7.00	473,397
Admissions Analyst II	1.00	1.00		
Program Assistant III			7.00	507,715
Office Assistant III			1.00	72,108
Admissions Coordinator	1.00	1.00		
Administrative Assistant I	8.00	8.00	4.00	234,451
Admissions Processing Clerk II	1.00	1.00		
General Clerk	2.00			
Admissions Eligibility Analyst II	3.00	3.00		
Admissions Analyst I	1.00	1.00		
Program Assistant II			10.00	594,069
General Clerk III		3.00		
Admissions Analyst I / General Clerk	1.00			
Coordinator Of Records	5.00	4.00		
Office Assistant II			4.00	200,210
Total FTE	72.00	69.00	69.15	\$5,792,751

PROGRAMS DIVISION

Office of Attorney Regulation & Consumer Resources

Overview

The Office of Attorney Regulation and Consumer Resources (ARCR) maintains, on behalf of the Supreme Court, the official "Roll of Attorneys" - the list of all attorneys who are licensed to practice in California. ARCR also manages the registration of law corporations and limited law partnerships and is responsible for ensuring the compliance of all licensees with the requirements for mandatory continuing legal education.

In addition, ARCR manages the Mandatory Fee Arbitration program, which provides arbitration in cases of attorney-client disputes over legal fees pursuant to Business and Professions Code section 6200. The program also assists clients in enforcing those awards where an attorney has been ordered to return unearned fees to the client, but fails to do so.

Office Objectives

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

Organizational Chart



Fiscal Year 2017 Accomplishments

In addition to:

- Adopted a new Office name, Attorney Regulation & Consumer Resources, reflecting the Office's regulatory versus associational purpose.
- Working with the Offices of Information Technology and Finance successfully transitioned from paper statements and implemented an enhanced electronic billing system, resulting in significant savings for the Bar and increased efficiency for system users.
- Implemented a successful Agency Billing system, which allows firms and agencies to pay fees for multiple attorneys in one batch.
- Began integration of State Bar Call Center (State Bar Resource Center) and started taking most public calls, increasing the quality and consistency of State Bar customer service.
- Integrated MCLE provider certification and compliance functions under ARCR, increasing efficiency and MCLE provider customer service.
- Integrated the Mandatory Fee Arbitration program into ARCR
- Participated in the development of New Attorney 10-Hour MCLE, to be deployed February 1, 2018.

Performance Objective	2017 Progress
Monitor Year-Over-Year Workload in Key	
Performance Areas	2016 2017
	Handle Incoming Calls 64,000 123,000
	Certificate of Standing Orders 8,632 8,423
	Law Corp/LLP Applications 11,500 11,800
	Attorney Status Changes 6,200 8,400
	Agency Billing Accounts N/A 2,335
	Individual Attorney Payments
	Within Agency Billing N/A 40,339

Fiscal Year 2018 Projects and Objectives

- Implement a reporting and compliance tracking system for the New Attorney 10-Hour MCLE program.
- Implement new fingerprinting requirements for active attorneys and attorneys transitioning from inactive to active status.
- Complete the expansion of the State Bar Resource Center to include Admissions, attorney, and Client Security Fund calls.
- Automate the Law Corporation and LLP renewal processes.
- Implement a new fee structure for MCLE and Legal Specialization educational activity applications.
- Implement further improvements to the electronic billing system, including the Agency Billing program.
- Assist in the coordination of the review of the Mandatory Fee Arbitration Commission directed by the Board of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task Force and assist in the implementation of any procedural or structural changes that may emerge out of such review.

Table 1: Source of Revenue by Fund

	2017	2018
Fund	Budget	Budget
General Fund		_
Other Revenues	\$1,146,200	\$983,200
General Fund Total	\$1,146,200	\$983,200
Total Funds	\$1,146,200	\$983,200

2018 Budget by Expense Category

The Office of Attorney Regulation and Consumer Resources' total budget for 2018 is \$3.5 million. Table 2 provides detailed and comparative information regarding the Office of Attorney Regulation and Consumer Resources budgeted 2018 expenses.

Table 2: Expenses

	2017	2018
	Budget	Budget
Personnel Expenses	\$3,040,200	\$2,816,300
Services	267,100	233,200
Supplies and Equipment	215,100	191,000
Other Expenses	44,900	45,200
Total Expenses	\$3,732,500	\$3,481,500

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Attorney Regulation and Consumer Resources and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

	2017	2018
	Budget	Budget
Indirect Costs	\$1,647,500	\$1,656,200
Total Interfund Transactions	\$1,647,500	\$1,656,200

Personnel Requirements

The Office of Attorney Regulation and Consumer Resources employs 24.35 full-time employees. Table 4 provides prior and current year staffing information for the Office of Attorney Regulation and Consumer Resources.

Table 4: Staffing

· ·	Budgeted Positions			Budgeted Salaries
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Program Officer			0.15	\$33,647
Program Director II			1.00	157,261
Director, Fee Arbitration	1.00	0.50		
Mging Dir Memb Rec & Comp	1.00	1.00		
Program Manager II			1.00	131,931
Program Manager I			0.20	28,050
Attorney			1.00	101,517
Program Supervisor			4.00	409,482
Senior Administrative Supervisor	2.00	3.00		
Senior Administrative Specialist		1.00		
Senior Program Analyst			1.00	90,806
Lead Data Analyst	1.00			
Program Coordinator			3.00	223,594
Membership Services Representative	3.00	3.00		
Complaint Analyst I		2.00		
Program Specialist			2.00	148,583
Senior Administrative Assistant	4.00	4.00		
Administrative Assistant II	2.00	3.00	1.00	74,432

Program Assistant III			2.00	147,375
Member Services Associate	6.00	7.00		
Administrative Assistant I	4.00	5.00		
Program Assistant II			8.00	511,388
Receptionist/Reservation Coord		1.00		
Total FTE	24.00	30.50	24.35	\$2,058,067

PROGRAMS DIVISION

Office of Legal Services

Overview

The Office of Legal Services (OLS) operates several programs intended to ensure that all Californians have appropriate access to the legal system, regardless of income. The programs administered by the Office are supported by a mix of General Fund and grant funding sources.

Access to Justice

OLS works to expand, support, and improve the delivery of legal services to low and moderate income Californians. This work includes the development of policy initiatives and other programs in collaboration with institutions working to expand access to justice for low income Californians. The work includes the promotion of language access, rural access to justice, and innovative programs to increase access to justice.

Program Development

OLS develops and administers a range of programs that support and promote the direct delivery of legal services to low and middle income Californians. These efforts include encouraging increased pro bono participation; designing and facilitating free high-quality substantive and skill-based training for legal services lawyers, pro bono counsel, law students, and other advocates on a variety of topics; administering the Lawyer Referral Service (LRS) certification program; and providing staff support to the California Commission on Access to Justice and the Board of Trustees. OLS also coordinates a statewide Disaster Legal Services Response network and hosts the Pathways to Justice conference, a comprehensive, statewide legal services conference held every three years.

Legal Services Funding

Staff in this area focuses on attorney and bank compliance with Interest on Lawyers' Trust Accounts (IOLTA) requirements, including ensuring banks are paying comparable rates, and that attorneys are meeting their ethical obligations to segregate client and third party funds in an IOLTA account when those funds cannot earn interest for the benefit of that client or third party. In addition, staff in this area are responsible for the administration and distribution of grants generated through IOLTA, the Equal Access Fund, the Justice Gap Fund, and other revenue sources, including national settlements. These grants fund the provision of free legal services to low income Californians through several programs – some of which distribute funds according to statutory formula and some of which are discretionary subject to programmatic guidelines.

Elimination of Bias

Elimination of Bias consists of local and statewide programs and initiatives designed to diversify the legal profession and to eliminate bias in the practice of law. The activity in this area is funded primarily through voluntary contributions to the State Bar. Staff conducts outreach, makes presentations, compiles and disseminates demographic information and other resource materials, and provides support to the State Bar's Council on Access and Fairness (COAF). COAF is a State Bar appointed entity that serves as the Bar's diversity think tank to advise the Board of Trustees on strategies to enhance diversity opportunities and advancement in the legal profession along the full diversity pipeline and to eliminate bias in the practice of law and the legal system.

Office Objectives

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

Organizational Chart



Fiscal Year 2017 Accomplishments

- Hosted event in Sacramento to celebrate the 20th anniversary of the California Commission on Access to Justice (Access Commission).
- Organized convening of legal services and pro bono staff to discuss funding for legal services and pro bono coordination.
- Restructured the committees of the Access Commission to increase efficiency and effectiveness.
- Merged the Standing Committee on the Delivery of Legal Services with the Access Commission.
- Integrated the State Bar's Elimination of Bias unit with OLS.
- Worked with partners to successfully secure an increase in Equal Access Funds for 2018 and 2019.
- Provided professional development for faculty champions in the Community College 2+2+3 Pathway addressing elimination of bias in the classroom.
- Conducted judicial appointments workshops demystifying the appointments process and mentoring sessions to provide one-on-one feedback re online applications.

Performance Objective	2017 Progress		
Increase efficiency of grant evaluation, administration, and distribution.	 ✓ Administered over \$37 million in grant funds through 278 individual grants distributed to 94 different grantees through five different grant programs. ✓ Began analysis of new main and economic data points collected in 2016, and convened grantee community to identify gaps and discuss protocols for future collection and analysis. ✓ Developed a new online portal for banks to report IOLTA and continued developing grantee online portal for grant-making. ✓ Improve efficiency for monitoring and tracking of about 250 financial institution by increasing portal utilization to 75% 		
Monitor Workload in Key Performance Areas		2016	2017
	Total Grant \$ awarded/administered Administrative expense	\$ 30.1M	\$ 37.1M
	as a % of distribution	6.7%	5.4%
	Number of grants awarded	331	278
	Number of IOLTA accounts	47,277	47,749
	Number of participating attorneys	75,327	75,052
	Number of banks eligible to hold IOLTA accounts	203	194
	Total IOLTA \$ remitted	\$6.4M	\$7M

Fiscal Year 2018 Projects and Objectives

- Study and report on the legal needs of veterans.
- Increase funding sources and amounts for legal services.
- Develop a strategy for increasing the number of pro bono attorney volunteers.
- Further develop evaluation protocols and data collection and reporting with a goal of generating a report on the impact of the work of funded legal services providers in 2018.
- Create mechanisms to document measurable outcomes and positive change in diversity in the legal profession.
- Assist in the coordination of the review of the Access Commission and the Legal Services Trust Fund Commission directed by the Board of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task Force and assist in the implementation of any procedural or structural changes that may emerge out of such review.

Table 1: Source of Revenue by Fund

Table 1. Source of Revenue by Fund	2017	2018
Fund	Budget	Budget
Elimination of Bias Fund		
Voluntary Fees & Donations	\$0	\$320,000
Other Revenues	0	10,100
Elimination of Bias Fund Total	\$0	\$330,100
Equal Access Fund		
Grants	\$19,192,000	\$25,599,900
Other Revenues	461,000	508,200
Equal Access Fund Total	\$19,653,000	\$26,108,100
General Fund		
Other Revenues	\$60,000	\$60,000
General Fund Total	\$60,000	\$60,000
Grants Fund		
Grants	\$16,400	\$16,400
Other Revenues	0	0
Grants Fund Total	\$16,400	\$16,400
Justice Gap Fund		
Voluntary Fees & Donations	\$900,000	\$900,000
Other Revenues	1,500	11,100
Justice Gap Fund Total	\$901,500	\$911,100
Bank Settlement Fund		
Grants	\$0	\$0
Other Revenues	200,000	150,000
Bank Settlement	0	0
Bank Settlement Fund Total	\$200,000	\$150,000
Legal Services Trust Fund		
Voluntary Fees & Donations	\$6,500,000	\$6,750,000
Grants	0	0
Other Revenues	6,125,000	6,835,000
Legal Services Trust Fund Total	\$12,625,000	\$13,585,000
Total Funds	\$33,455,900	\$41,160,700

2018 Budget by Expense Category

The Office of Legal Services' total budget for 2018 is \$53.4 million. Table 2 provides detailed and comparative information regarding the Office of Legal Services budgeted 2018 expenses. Expenses exceed revenue due to planned spending of prior year revenue from the Bank Settlement Fund (\$9.9 million) and Legal Services Trust Fund (\$2.3 million).

Table 2: Expenses

	2017	2018
	Budget	Budget
Personnel Expenses	\$2,851,900	\$2,682,900
Leases and Rent	2,200	0
Services	249,300	248,600
Legal Services Grants	37,387,100	50,227,700
Supplies and Equipment	124,000	130,200
Other Expenses	109,000	88,300
Total Expenses	\$40,724,000	\$53,382,800

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Legal Services and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

	2017	2018
	Budget	Budget
Indirect Costs	\$1,518,500	\$1,546,400
Interfund Transfers Out	2,133,000	0
Interfund Transfers In	(2,133,000)	0
Total Interfund Transactions	\$1,518,500	\$1,546,400

Personnel Requirements

The Office of Legal Services employs 18.95 full-time employees. Table 4 provides prior and current year staffing information for the Office of Legal Services.

Table 4: Staffing

	Budg	eted Positi	Budgeted Salaries	
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Program Officer			0.15	\$33,647
Sr Director Admin Of Justice	1.00	1.00		
Program Director II			1.00	178,500
Program Manager III			1.00	147,181
Mangng Dir, Lgl Svcs Trust Fnd	1.00	1.00		
Managing Dir Diversity Outreac	1.00	1.00		
Program Manager I			0.80	112,204
Program Supervisor			1.00	99,090
Senior Program Analyst			7.00	678,946
Senior Financial Analyst			2.00	202,239
Senior Accountant/Auditor	2.00	2.00		
Program Developer	3.00	3.00		
Compliance Auditor I	3.00	2.00		
Program Analyst			2.00	165,486
Senior Grants Administrator	1.00	1.00		
Program Coordinator	2.00	2.00	2.00	152,828
Senior Administrative Assistant	5.00	5.00		
Program Specialist			2.00	149,072

Administrative Assistant II	3.00	3.00		
Total FTE	22.00	21.00	18.95	\$1,919,192

PROGRAMS DIVISION

Office of Professional Competence

Overview

The Office of Professional Competence (OPC) administers the State Bar's attorney professional responsibility programs and resources, including revisions to the Rules of Professional Conduct of the State Bar of California. These activities facilitate awareness of and compliance with disciplinary standards and other attorney conduct duties.

Ethics Hotline

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

Board of Trustees, Ethics Opinion Committee (COPRAC), and Rules Revision Commission (RRC) Support

As needed, Professional Competence staff provides a full range of staffing support to the Board of Trustees for issues related to attorney professional responsibility. On an ongoing basis, staffing support is provided to the Standing Committee on Professional Responsibility and Conduct (COPRAC), the State Bar Rules Revision Commission (RRC), and other special task forces and committees as directed.

Outreach & Education

Staff participates in and coordinates outreach and educational activities that raise awareness of professional responsibility issues, including revisions to the Rules of Professional Conduct. This helps ensure lawyer competence by providing continuing education in legal ethics. These outreach and educational activities include preparing and presenting the State Bar's Annual Ethics Symposium, preparing and making presentations to local and specialty bar associations and related legal professional associations and law schools; and making presentations and providing information to other State Bar departments.

Publications

OPC staff produce, annually update, and distribute the following professional responsibility publications: *The California Compendium on Professional Responsibility*; and *The California Rules of Professional Conduct, The State Bar Act and Related Statutes*. In addition, the latter publication is offered as an e-Book. Staff also continually updates extensive online professional responsibility resources on topics such as: ethics and technology; judicial ethics; civility and professionalism; and senior lawyer resources. Staff also maintains an online version of *The Handbook on Client Trust Accounting for California Attorneys*.

Office of Professional Competence Objectives

- Facilitate the competent practice of the law by providing reliable research information and resources on professional responsibility issues through the Ethics Hotline and COPRAC.
- Set and maintain high standards of professional responsibility by assisting the Board of Trustees and Supreme Court in considering proposed amendments to the Rules of Professional Conduct and other laws governing lawyers.
- Protect against abusive activities in ADA construction-related accessibility claims by monitoring demand letters sent by plaintiff attorneys pursuant to statute (Senate Bill No. 1186).

Organizational Chart



Fiscal Year 2017 Accomplishments

- By the Supreme Court's established deadline, oversaw the development and Board adoption of 67 proposed new and amended Rules of Professional Conduct and managed the comprehensive filing requesting the Court's approval of these rules.
- On an expedited basis, administered the Board's adoption of a rule governing the special responsibilities of a prosecutor, including follow-up Board action in response to a Court order approving most of the proposed rule and providing specific instructions for further consideration of other parts of the rule.
- Assumed responsibility for developing New Attorney 10-Hour MCLE which will be required for all attorneys within their first year of practice as of February 1, 2018.

Performance Objective	2017 Progress		
Monitor Year-Over-Year Workload in Key		2016	2017
Performance Areas	% of First-Time Callers to the Ethics Hotline	73%	72%
	Repeat Callers		
		27%	28%
	Web Hits: Use of the	539,140	487,000
	Rules of Professional		
	Conduct		

Fiscal Year 2018 Projects and Objectives

- Assume new responsibilities as the State Bar's primary educational content developer; in light of that role develop a State Bar education plan reflecting the goal of advancing the Bar's regulatory and public protection roles through the development and delivery of educational content.
- Complete and enhance all modules of New Attorney 10-Hour MCLE.
- Manage the State Bar's response to anticipated Supreme Court action on new proposed rules of
 professional conduct including: implementation, outreach and education on any rules approved
 by the Court, and administering Board consideration of any further instructions from the Court.
- Expand accessibility of the Annual Ethics Symposium by providing for both in-person and online attendance via webcast

Table 1: Source of Revenue by Fund

V	2017	2018
Fund	Budget	Budget
General Fund		
Other Revenues	\$21,200	\$38,700
General Fund Total	\$21,200	\$38,700
Total Funds	\$21,200	\$38,700

2018 Budget by Expense Category

The Office of Professional Competence's total budget for 2018 is \$1.9 million. Table 2 provides detailed and comparative information regarding the Office of Professional Competence budgeted 2018 expenses.

Table 2: Expenses

•	2017	2018
	Budget	Budget
Personnel Expenses	\$1,557,300	\$1,479,300
Leases and Rent	2,800	2,800
Services	69,000	221,700
Supplies and Equipment	52,300	50,500
Other Expenses	69,400	56,400
Total Expenses	\$1,750,800	\$1,886,200

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Professional Competence and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

	2017	2018
	Budget	Budget
Indirect Costs	\$822,100	\$937,800
Interfund Transfers Out	0	0
Interfund Transfers In	0	0
Total Interfund Transactions	\$822,100	\$937,800

Personnel Requirements

The Office of Professional Competence employs 11.15 full-time employees. Table 4 provides prior and current year staffing information for the Office of Professional Competence.

Table 4: Staffing

O .	Budg	eted Positi	Budgeted Salaries	
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Program Officer			0.15	\$33,647
Program Manager III			1.00	171,983
Director, Professnl Competnce	1.00	1.00		
Attorney	1.00	1.00	1.00	115,105
Program Supervisor			1.00	116,245
Senior Program Analyst			3.00	274,108
Senior Administrative Specialist	1.00	1.00		
IT Analyst II			1.00	93,941
Lead Data Analyst		1.00		
Paralegal	7.00	6.00	2.00	140,381
Administrative Secretary	1.00	1.00		
Senior Administrative Assistant	1.00	1.00	1.00	77,006
Data Analyst II	1.00	1.00		
Public Service Representative II			1.00	60,610
Total FTE	13.00	13.00	11.15	\$1,083,026

PROGRAMS DIVISION

Office of Case Management and Supervision

Overview

The Office of Case Management and Supervision (OCMS) consists of the Lawyer Assistance Program and the Office of Probation. Together these two areas of the Bar are responsible for providing case management and supervision services to prospective and licensed attorneys. Many of these attorneys have pending or completed disciplinary proceedings, however OCMS clients also include applicants to the Bar and attorneys with no pending discipline.

Lawyer Assistance Program

The Lawyer Assistance Program (LAP) provides substance abuse and mental health support services to licensed attorneys and applicants for admission to the California State Bar through a range of services that are tailored to the circumstances of each participant. The goal of the LAP is to protect the public through outreach and education about the dangers of substance abuse and mental illness in the legal community and to assist in the rehabilitation of attorneys who struggle with these issues (see Business and Professions Code section 6230).

Orientation and Assessment

Licensed attorneys are eligible to receive a free professional mental health assessment by a LAP case manager without making a longer-term commitment to participate in the program. Attorneys are also entitled to attend up to three free sessions of an LAP group without obligation to continue further.

Monitored LAP

Monitored LAP is for attorneys and applicants who must satisfy a specific monitoring or verification requirement imposed by an employer, the Office of the Chief Trial Counsel, State Bar Court, the Committee of Bar Examiners, or another entity. Monitored LAP is also available to attorneys and applicants seeking help independently. The program offers long-term structure and the support of a professional case manager. Attendance at LAP group meetings and lab testing are typically required as conditions of participating in Monitored LAP. There is a fee for group participation.

Support LAP

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

Program Objectives

• To rehabilitate attorneys with impairment due to abuse of drugs or alcohol, or due to mental illness, affecting competence so that they can return to the practice of law in a manner that will not endanger the public health and safety.

Organizational Chart



Fiscal Year 2017 Accomplishments

- Adopted a new LAP Strategic Plan with a focus on public outreach and education, and program design.
- Completed activities in accordance with the Strategic Plan including reviewing current assessment tools used against best practices and those used in other states and assessing the continuing need for the LAP Evaluation Committee.
- Secured a separate office location which will address in part attorneys' concerns regarding the close connection between the LAP and the State Bar's discipline system.

• Participated in the development of New Attorney 10-Hour MCLE

Performance Objective	2017 Progress		
Monitor Year-Over-Year Workload in Key		2016	2017
Performance Areas	Number of	273	277
	clients served		
	New intakes	134	143
	% Successful	15.1%	17.7%
	completions		

Fiscal Year 2018 Projects and Objectives

- Continue implementation of the Strategic Plan.
- Add staff to support Strategic Plan implementation.
- Measure impact of increased outreach and education efforts that will result from Strategic Plan implementation.
- Measure impact of program redesign that will result from Strategic Plan implementation.
- Move to new location.
- Assist in the coordination of the review of the LAP Oversight Committee directed by the Board
 of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task
 Force and assist in the implementation of any procedural or structural changes that may emerge
 out of such review.

Table 1: Source of Revenue by Fund

<u> </u>	2017	2018
Fund	Budget	Budget
Lawyer Assistance Program Fund		_
Mandatory Fees	\$2,084,800	\$2,107,000
Other Revenues	0	20,000
Lawyer Assistance Program Fund Total	\$2,084,800	\$2,127,000
Total Funds	\$2,084,800	\$2,127,000

2018 Budget by Expense Category

Lawyer Assistance Program's total budget for 2018 is \$1.7 million. Table 2 provides detailed and comparative information regarding Lawyer Assistance Program budgeted 2018 expenses.

Table 2: Expenses

	2017	2018
	Budget	Budget
Personnel Expenses	\$919,000	\$1,260,100
Leases and Rent	100	3,300
Services	184,600	340,000
Supplies and Equipment	22,800	22,800
Other Expenses	74,100	81,100
Total Expenses	\$1,200,600	\$1,707,400

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from Lawyer Assistance Program and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

	2017	2018
	Budget	Budget
Indirect Costs	\$464,500	\$530,000
Interfund Transfers Out	0	0
Interfund Transfers In	0	0
Total Interfund Transactions	\$464,500	\$530,000

Personnel Requirements

Lawyer Assistance Program employs 9.15 full-time employees. Table 4 provides prior and current year staffing information for Lawyer Assistance Program.

Table 4: Staffing

	Budg	eted Positi	Budgeted Salaries	
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Program Officer			0.15	\$33,647
Director, LAP Program	1.00			
Director, Fee Arbitration		0.50		
Managing Director Bar Relation		0.50		
Program Manager II			1.00	150,773
Senior Program Analyst			2.00	202,854
Program/Court Systems Analyst	1.00	1.00		
Clinical Case Coordinator			4.00	364,424
Case Manager	4.00	4.00		
Administrative Assistant II	1.00	1.00	2.00	155,119
Total FTE	7.00	7.00	9.15	\$906,817

PROGRAMS DIVISION

Office of Case Management and Supervision

Overview

The Office of Probation (OP) monitors disciplined attorneys who have been ordered to comply with probation or reproval conditions pursuant to orders issued by the California Supreme Court and/or the State Bar Court. Once these orders become effective, the OP establishes its own case files to monitor the compliance or non-compliance of each attorney.

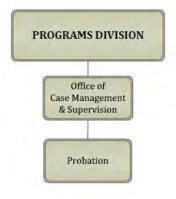
Probation Department

OP monitoring requires staff to contact the attorney being monitored and third parties such as former clients, service providers, and other departments of the State Bar. OP staff provides timely information to the attorney, the Office of the Chief Trial Counsel, and State Bar Court regarding non-compliance; OP staff are available to testify under oath in Court.

Department Objectives

- Facilitate self-rehabilitation of disciplined attorneys by supporting compliance with ordered conditions of probation.
- Accurately monitor disciplined attorneys to facilitate their self-rehabilitation as well as support public protection.
- Support public protection by timely notifying OCTC or State Bar Court of non-compliance by disciplined attorneys with ordered conditions.

Organizational Chart



Fiscal Year 2017 Accomplishments

• Eliminated OP monitoring of California Rule of Court rule 9.20 compliance in accordance with Workforce Planning recommendations.

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Performance Objective	2017 Progress			
Monitor Year-Over-Year Workload in Key		2016	2017	
Performance Areas	Open cases	808	715	
	Cases opened	983	539	
	Cases closed	1166	700	
	Modification motions	72	75	
	Motions to revoke	12	7	
	Probation			
	Noncompliance	102	112	
	referrals to OCTC			

2018 Budget by Expense Category

The Office of Probation's total budget for 2018 is \$1.0 million. Table 1 provides detailed and comparative information regarding the Office of Probation budgeted 2018 expenses.

Table 1: Expenses

•	2017	2018
	Budget	Budget
Personnel Expenses	\$719,400	\$960,600
Services	500	600
Supplies and Equipment	18,700	18,700
Other Expenses	1,300	1,300
Total Expenses	\$739,900	\$996,200

2018 Interfund Transactions

Table 2 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Probation and the amount of transfers to or from other operation areas.

Table 2: Interfund Transactions

	2017	2018
	Budget	Budget
Indirect Costs	\$389,000	\$432,400
Interfund Transfers Out	0	0
Total Interfund Transactions	\$389,000	\$432,400

Personnel Requirements

The Office of Probation employs 7.85 full-time employees. Table 3 provides prior and current year staffing information for the Office of Probation.

Table 3: Staffing

	Budg	geted Positi	Budgeted Salaries	
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Program Officer			0.15	\$33,647
Supervising Attorney			0.70	122,353
Senior Attorney	1.00			
Probation Deputy	6.00	6.00		
Probation Case Specialist			5.00	395,683
Court Specialist			1.00	77,596
Administrative Assistant II	1.00	1.00	1.00	73,192
Total FTE	8.00	7.00	7.85	\$702,470

PROGRAMS DIVISION

OFFICE OF THE CLIENT SECURITY FUND

Overview

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

Office Objectives

- The objective of the Office of the CSF is to protect the public and maintain public confidence in the legal profession by reimbursing clients who have lost money or property due to theft by a California lawyer. The CSF achieves this objective by:
 - o Making legal decisions on applications in a fair, efficient and effective manner;
 - o Ensuring that the CSF system is user-friendly and accessible;
 - o Staffing the CSF Commission to ensure appropriate decisions are made; and
 - o Monitoring the fiscal integrity of the CSF Fund to ensure its viability.

Organizational Chart



Fiscal Year 2017 Accomplishments

- Implementation of Workforce Planning recommendations.
- Distribution of 100% of budgeted payouts even with reduced CSF staffing.

Performance Objective	Prev. Year Progress			
Resolve oldest applications first.	CSF has focuse	ed its efforts on in	nvestigating	
	and resolving the oldest applications first as			
	discipline is imposed and the applications			
	become ripe fo	r review.		
Implement Workforce Planning	CSF is on track	to contact by ph	one/email or	
recommendation regarding applicant	letter every CS	F applicant by th	e end of 2017	
communication.	with a status up	pdate on their app	lication.	
Monitor Year-Over-Year Workload in Key		Vacan	Vaam	
Performance Areas		Year:	Year:	
	Amaliantiana	2016	2017	
	Applications	1,120	912	
	Filed	1.702	000	
	Applications	1,793	909	
	Paid	2 222	1757	
	Total	2,332	1757	
	Applications Resolved			
	(closed/paid			
	& denied) Total	\$8,037,525	\$6,401,000	
	Amount	(amount	\$0,401,000	
	Reimbursed	reflects		
	to Victims	additional		
	l to victilis	budget		
		available in		
		2016)		
	Average	\$4,253	\$7,043	
	Payout per	ΨΤ,233	Ψ1,0π3	
	Claim			
	Pending	4,253	3,300	
	Application	.,233		
	Inventory			
	III V CIII OI Y			

Fiscal Year 2018 Projects and Objectives

- In partnership with ORIA, complete a statutorily mandated report on the CSF by March 15, 2018, to include a fiscal estimate of the amount of fee increase needed to enable application resolution within 12 months of final discipline.
- Increase and further automate applicant communication regarding claim status.
- Assist in the coordination of the review of the Client Security Fund Commission directed by the Board of Trustees pursuant to recommendations of the 2017 Governance in the Public Interest Task Force and assist in the implementation of any procedural or structural changes that may emerge out of such review.

Table 1: Source of Revenue by Fund

	2017	2018
Fund	Budget	Budget
Client Security Fund		
Mandatory Fees	\$7,995,700	\$7,927,300
Other Revenues	35,000	49,400
Client Security Fund Total	\$8,030,700	\$7,976,700
Total Funds	\$8,030,700	\$7,976,700

2018 Budget by Expense Category

The Office of the Client Security Fund's total budget for 2018 is \$7.5 million. Table 2 provides detailed and comparative information regarding the Office of the Client Security Fund budgeted 2018 expenses.

Table 2: Expenses

	2017	2018
	Budget	Budget
Personnel Expenses	\$1,365,100	\$1,471,600
Services	16,500	11,500
Supplies and Equipment	29,400	29,400
Other Expenses	5,323,600	5,923,700
Total Expenses	\$6,734,600	\$7,456,300

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of the Client Security Fund and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

	2017	2018
	Budget	Budget
Indirect Costs	\$580,200	\$585,400
Interfund Transfers Out	0	0
Interfund Transfers In	(1,600,000)	0
Total Interfund Transactions	(\$1,019,800)	\$585,400

Personnel Requirements

The Office of the Client Security Fund employs 9.10 full-time employees. Table 4 provides prior and current year staffing information for the Office of the Client Security Fund.

Table 4: Staffing

	Budg	geted Positi	Budgeted Salaries	
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Program Officer			0.10	\$22,431
Director, Client Security Fund	1.00	1.00		
Program Manager III			1.00	171,983
Senior Attorney	2.00	2.00	2.00	322,948
Attorney			1.00	123,543
Program Supervisor			1.00	108,059

Senior Administrative Supervisor	1.00	1.00		
Program Coordinator			1.00	80,062
Administrative Secretary	1.00	1.00		
Senior Administrative Assistant			2.00	144,987
Paralegal	2.00	2.00	1.00	87,276
Administrative Assistant II	2.00	1.00		
Legal Secretary	1.00			
Coordinator Of Records	1.00			
Total FTE	11.00	8.00	9.10	\$1,061,289

ADMINISTRATIVE DIVISION

Overview

The Administrative Division comprises the core support Offices of General Services, Human Resources, and Information Technology. The Administrative Division develops policies and strategies for these support functions, ensuring that they are coordinated, aligned with the Bar's strategic goals and objectives, and effectively supporting the Bar's mission-critical programs. The Administrative Division also includes a Talent Engagement & Development Unit, newly created in 2018 to focus on training and career development.

Office of General Services

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

Office of Human Resources

The Office of Human Resources (HR) provides the full range of human resource services to the State Bar. Its primary functions include personnel policy administration; recruitment and retention; Equal Employment Opportunity (EEO) and non-discrimination policy administration; classification and compensation analysis; benefits administration; and labor relations.

Office of Information Technology

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

Talent Engagement & Development Unit

The Talent Engagement & Development Unit (TED) provides classroom and web-based training to Bar staff in wide range of topics, including new hire orientation; management and supervision; writing and communication; project management; and interpersonal skills. TED also provides programs and services to foster the professional development of Bar staff, including individual career counseling and career developing/training plans; transition support for employees transferring or promoting to new roles; mentoring for new supervisors; and one-on-one writing workshops.

Division Objectives

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

Organizational Chart



Fiscal Year 2017 Accomplishments

- Completion of several infrastructure projects at the Bar's San Francisco location: condenser
 water riser replacement, security access system upgrade, smoke dampers replacement, partial fire
 life safety system replacement (ongoing), window rig anchorage system installation, and energy
 management system front end replacement. Completion of full roof waterproofing at 845 S
 Figueroa.
- Won the local and regional 2017 Outstanding Building of the Year awards by the Building Owners & Managers Association in the Government Buildings category.
- Successfully outsourced offset printing services.
- Absorbed the offsite file storage and shredding contracts previously held by another Office.
- Absorbed contracting work from the Office of the General Counsel.
- Successfully supported new initiatives including: website redesign, the Two Day Bar Examination, credit card consolidation, automation of IOLTA bank reporting, and the establishment of a centralized State Bar call center.
- Implemented new classification and compensation structure for executive and confidential staff.
- Implemented new online learning platform to provide additional training resources.
- Piloted a new "One State Bar" employee orientation program.
- Supported the separation of the Sections into the new California Lawyers Association through: lease of temporary space; agreements to provide staff support; transfer of technology systems and contracts.

Performance Objective	2017 Progress		
Monitor Year-Over-Year Workload in Key	Metric	2016	2017
Performance Areas	Onsite meeting room reservations processed	4,265	4,738
	Travel reservations completed	1,799	2,052
	Print shop/copy center pages produced	2,098,565	2,181,753
	Facilities work orders completed	1,115	1,330
	Purchase orders issued	794	651
	Contracts executed	341	360
	Help desk tickets processed	7,025	6,270
	Meetings supported	140	801
	Employment applications received	5,112	11,163

External hires	69	86
Internal	54	121
promotions and		
transfers		
Training classes	0	52
offered		

Fiscal Year 2018 Projects and Objectives

- Continue implementing 180 Howard Street capital improvement plan, focusing on major infrastructure improvements to HVAC systems, Fire/Life Safety systems and elevators.
- Lease vacant space at 180 Howard Street.
- Reconfigure office space in Los Angeles and San Francisco to allow for the continued expansion of the Office of the Chief Trial Counsel.
- Make enhancements to the Bar's procurement process for greater efficiency and compliance, as reflected in an updated Procurement Manual.
- Develop a comprehensive Continuity of Operations Plan for the organization.
- Develop a new Talent Acquisition, Management and Retention Plan to include a modern recruitment process; professional development; career planning; performance planning; and performance management.
- Implement the new classification and compensation system for bargaining unit staff subject to the outcome of pending collective bargaining.
- Continue implementing the existing IT strategic plan and operational plan, including
 - o Enterprise Resource Planning (ERP) System upgrade, beginning with the HR module.
 - o Paperless meeting/agenda system
 - o e-Signature solution
 - o Admissions Information Management System
 - o Network infrastructure upgrade
 - o Continued enhancements to the network/cyber security

Table 1: Source of Revenue by Fund

·	2017	2018
Fund	Budget	Budget
General Fund		_
Other Revenues	\$0	\$4,500
General Fund Total	\$0	\$4,500
Total Funds	\$0	\$4,500

2018 Budget by Expense Category

The Office of General Services' total budget for 2018 is \$8.5 million. Table 2 provides detailed and comparative information regarding the Office of General Services budgeted 2018 expenses.

Table 2: Expenses

•	2017	2018	
	Budget	Budget	
Personnel Expenses	\$2,255,800	\$2,311,100	
Leases and Rent	4,692,000	5,103,200	
Services	668,400	650,400	
Supplies and Equipment	144,400	330,600	
Other Expenses	(7,600)	21,800	
Total Expenses	\$7,816,800	\$8,476,000	

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of General Services and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

No Interfund Transfers listed for this department.

Personnel Requirements

The Office of General Services employs 21.68 full-time employees. Table 4 provides prior and current year staffing information for the Office of General Services.

Table 4: Staffing

Table 4. Starring	Budg	eted Posit	ions	Budgeted Salaries
Regular Status Fulltime Employees			FY 2018	2018 Budget
Chief Administrative Officer			0.34	\$74,970
Director, General Services & Procurement			1.00	157,261
Director, General Services	1.00	1.00		
Deputy Dir, General Services	1.00	1.00		
Senior Program Analyst			0.34	32,507
Program Analyst			3.00	277,206
Administrative Supervisor			2.00	171,404
Supervisor, Off. & Recep. Svcs	2.00	2.00		
Purchasing Assistant	1.00	1.00		
General Services Specialist III			4.00	271,464
Travel & Info Svcs Coordinator	2.00	1.00		
Senior Office Services Coordinator	1.00	1.00		
Admin Specialist III (Conf)	1.00	3.00		
General Services Specialist II			10.00	613,929
Printing Technician II	2.00	2.00		
Senior Office Services Clerk	5.00	5.00		
Administrative Assistant II	2.00	1.00		
Printing Technician I	2.00	2.00		
Maintenance Technician	1.00	1.00		
General Services Specialist I			1.00	72,108
Receptionist/Reservation Coord	3.00	1.00		
Total FTE	24.00	22.00	21.68	\$1,670,849

THE OFFICE OF HUMAN RESOURCES

Table 1: Source of Revenue by Fund

No Funds listed for this department.

2018 Budget by Expense Category

The Office of Human Resources' total budget for 2018 is \$1.8 million. Table 2 provides detailed and comparative information regarding the Office of Human Resources budgeted 2018 expenses.

Table 2: Expenses

	2017	2018
	Budget	Budget
Personnel Expenses	\$1,427,300	\$1,503,600
Services	130,000	161,000
Supplies and Equipment	70,600	75,600
Other Expenses	151,500	23,500
Total Expenses	\$1,779,400	\$1,784,700

2018 Interfund Transactions

Table 3 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Human Resources and the amount of transfers to or from other operation areas.

Table 3: Interfund Transactions

No Interfund Transfers listed for this department.

Personnel Requirements

The Office of Human Resources employs 10.66 full-time employees. Table 4 provides prior and current year staffing information for the Office of Human Resources.

Table 4: Staffing

	Budg	Budgeted Salaries		
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Administrative Officer			0.33	\$72,765
Director HR & Labor Relations	1.00	1.00		
Director, Human Resources			1.00	185,850
Senior Human Resources Analyst			2.00	204,899
Senior Human Resources Specialist	1.00	3.00		
Senior Program Analyst			0.33	31,551
Human Resources Administrator	1.00	1.00		
Human Resources Analyst			3.00	261,127
Human Resources Coordinator	3.00	3.00	1.00	83,456
Human Resources Specialist	2.00	3.00	3.00	212,743
Administrative Assistant II	1.00			
Total FTE	9.00	11.00	10.66	\$1,052,389

THE OFFICE OF INFORMATION TECHNOLOGY

2018 Budget by Expense Category

The Office of Information Technology's total budget for 2018 is \$8.0 million. Table 1 provides detailed and comparative information regarding the Office of Information Technology budgeted 2018 expenses.

Table 1: Expenses

	2017	2018
	Budget	Budget
Personnel Expenses	\$4,093,000	\$4,956,800
Leases and Rent	339,600	424,800
Services	500	190,600
Supplies and Equipment	1,810,100	2,226,600
Other Expenses	55,600	56,100
Total Expenses	\$6,448,800	\$7,967,600

Personnel Requirements

The Office of Information Technology employs 30.96 full-time employees. Table 2 provides prior and current year staffing information for the Office of Information Technology.

Table 2: Staffing

<u> </u>	Budg	eted Positi	ons	Budgeted Salaries
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Administrative Officer			0.33	\$72,765
IT Director			1.00	205,217
Sr Director Info Technology	1.00	1.00		
Director Of Applications	1.00	1.00		
IT Manager III			2.00	319,164
Director, Technology Systems	1.00	1.00		
Director IS & Bus Solutions	1.00			
Managing Dir Telecommunication	1.00			
IT Manager		1.00		
Application Development Manager		1.00		
IT Manager I			2.00	276,753
Senior IT Business Systems Analyst			1.30	134,209
Senior IT Analyst		1.00	6.00	738,984
Senior Program Analyst			0.33	31,551
IT Analyst II		3.00	12.00	1,314,683
Webmaster	2.00	1.00		
Technology Service Analyst Technician	3.00	3.00		
Computer Analyst/Programmer	10.00	7.00		
Program/Court Systems Analyst (Conf)	1.00	1.00		
IT Analyst I		3.00	4.00	357,246
Senior Administrative Assistant			1.00	88,812
IT Support Technician II			1.00	96,240
Technical Support Administrator	6.00	2.00		

Total FTE	27.00	26.00	30.96	\$3,635,623
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THE OFFICE OF TALENT ENGAGEMENT & DEVELOPMENT UNIT

2018 Budget by Expense Category

The Office of Talent Engagement & Development Unit's total budget for 2018 is \$0.4 million. Table 1 provides detailed and comparative information regarding the Office of Talent Engagement & Development Unit budgeted 2018 expenses.

Table 1: Expenses

	2017	2018
	Budget	Budget
Personnel Expenses	\$0	\$274,300
Other Expenses	0	143,000
Total Expenses	\$0	\$417,300

2018 Interfund Transactions

Table 2 below provides comparative information regarding the amount of indirect costs allocated to or from the Office of Talent Engagement & Development Unit and the amount of transfers to or from other operation areas.

Table 2: Interfund Transactions

No Interfund Transfers listed for this department.

Personnel Requirements

The Office of Talent Engagement & Development Unit employs 2.00 full-time employees. Table 3 provides prior and current year staffing information for the Office of Talent Engagement & Development Unit.

Table 3: Staffing

	Budgeted Positions			Budgeted Salaries
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Senior Human Resources Analyst			2.00	\$200,889
Total FTE			2.00	\$200,889

OFFICE OF FINANCE

Overview

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

Financial Reporting, Budgeting, and Analysis

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

Licensee Billing

Licensee Billing is responsible for ensuring attorneys' annual fees and other payments are properly processed. The primary task for Licensee Billing staff is the treasury function of depositing and posting annual membership fees, discipline costs, and CSF payments in the billing system. In addition, staff responds to billing inquiries, assists in the annual suspension process, and assists in the status change process. In 2017, paper fee statements were replaced with an online portal as the primary mechanism for firms and individual members to make their payments.

Office Objectives

- Accurate Record Keeping. Finance maintains accurate financial records for all the State Bar's financial activities, including related written policies and procedures. Coordinate external audits to verify accuracy, prevent fraud, and identify opportunities for improvement.
- Transaction Processing. Finance pays employees and vendors accurately and timely.
- Strategic Budgeting. Finance creates and monitors the State Bar's budget. This includes working with all levels of State Bar management to forecast revenues and expenses, strategically allocate resources, and track budget variances to verify we are on track or need to make operational changes.
- Cost Containment .Costs must be approved before operating units can commit the State Bar to spend. Approvals are in the form of purchase orders, budgets and personnel change notices. Finance ensures that operating units do not spend more than approved.
- Promote Transparency. Finance strives for transparency of the State Bar's financial operations so that stakeholders know they can trust information we provide. This requires accurate financial information, thorough and unbiased narratives to help stakeholders' key messages and clear communication with anyone who requests information.
- Continuous Process Improvement. Finance coordinates with all operating units of the State Bar to continually improve the business processes, including payroll, payables, billing, receivables, grants, financial reporting and budgeting.



Fiscal Year 2017 Accomplishments

- Completed an internal controls audit.
- Developed process to accommodate transition to online delivery of fee statements.
- Integrated new tools to support payment processing.
- Made process improvements to reduce the number of licensee fee check payments that have to be manually processed.

Performance Objective	2017 Progress		
Ensure accuracy in the processing of Cash		2016	2017
Receipts, Accounts Payable, and Payroll	Cash Receipts:	854	1,001
	% accurate	99.5%	100%
	Accounts Payable:	13,261	11,745
	% accurate	99%	97%
	Payroll	18,493	17,713
	% accurate	99%	99%

Fiscal Year 2018 Projects and Objectives

- 1. Implement Oracle ERP upgrade.
- 2. Implement five-year internal control audit recommendations.
- 3. Research restrictions on revenue sources and redesign State Bar fund structure accordingly.

Table 1: Source of Revenue by Fund

·	2017	2018
Fund	Budget	Budget
General Fund		
Other Revenues	\$0	\$0
General Fund Total	\$0	\$0
Total Funds	\$0	\$0

2018 Budget by Expense Category

The Office of Finance's total budget for 2018 is \$3.3 million. Table 2 provides detailed and comparative information regarding the Office of Finance budgeted 2018 expenses.

Table 2: Expenses

Tuble 2. Expenses		
	2017	2018
	Budget	Budget
Personnel Expenses	\$1,869,400	\$2,188,900
Services	1,529,300	989,300
Supplies and Equipment	85,000	86,100
Other Expenses	5,500	9,100
Total Expenses	\$3,649,900	\$3,329,400

2018 Interfund Transactions

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

Table 3: Interfund Transactions

	2017	2018
	Budget	Budget
Interfund Transfers Out	\$400,000	\$0
Total Interfund Transactions	\$400,000	\$0

Personnel Requirements

The Office of Finance employs 16.00 full-time employees. Table 4 provides prior and current year staffing information for the Office of Finance.

Table 4: Staffing

Table 4. Starring	Budg	eted Positi	Budgeted Salaries	
Regular Status Fulltime Employees	FY 2016	FY 2017	FY 2018	2018 Budget
Chief Financial Officer		1.00	1.00	\$192,205
Program Director II			1.00	176,558
Director, Finance/Controller	1.00			
Finance Manager	1.00	2.00	1.00	131,250
Senior Administrative Supervisor	1.00			
Payroll Specialist Conf	1.00			
Senior Financial Analyst	3.00	4.00	5.00	537,146
Financial Analyst			1.00	80,794
Auditor/Accountant	1.00	1.00		
Fiscal Services Specialist (Conf)		1.00		
Fiscal Services Specialist		6.00	7.00	483,717
FSS/Accounting Technician	3.55			
FSS/Membership Billing Technician	5.00			
Administrative Specialist Conf	1.00			
Total FTE	17.55	15.00	16.00	\$1,601,670

Executive Director	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10001 Executive Director				
Expenses				
Personnel Expenses	(\$1,560,100)	(\$1,227,800)	(\$1,314,000)	(\$491,700)
Leases and Rent	(42,500)	(1,600)	0	0
Services	(398,500)	(107,600)	(107,000)	(103,500)
Supplies and Equipment	(115,900)	(28,800)	(25,400)	(21,200)
Other Expenses	(99,500)	(78,400)	(75,400)	(48,200)
Expenses Total	(\$2,216,500)	(\$1,444,200)	(\$1,521,800)	(\$664,600)
Interfund Transfers				
Interfund Transfers Out	(\$100)	(\$100)	\$0	\$0
Interfund Transfers Total	(\$100)	(\$100)	\$0	\$0
10001 Executive Director Surplus //D	(\$2.216.600)	(\$1.444.300)	(\$1 521 QNN)	(\$664,600)
10001 Executive Director Surplus/(D	(\$2,216,600)	(\$1,444,300)	(\$1,521,800)	(\$664,600)
	(\$2,216,600)	(\$1,444,300)	(\$1,521,800)	(\$664,600)
18 Affinity & Insurance Fund	(\$2,216,600)	(\$1,444,300)	(\$1,521,800)	(\$664,600)
18 Affinity & Insurance Fund Revenues				
18 Affinity & Insurance Fund	\$29,400	(\$1,444,300) \$54,600	(\$1,521,800) \$0	(\$664,600) \$0
18 Affinity & Insurance Fund Revenues				
18 Affinity & Insurance Fund Revenues Other Revenues Revenues Total	\$29,400	\$54,600	\$0	\$0
18 Affinity & Insurance Fund Revenues Other Revenues Revenues Total Interfund Transfers	\$29,400 \$29,400	\$54,600 \$54,600	\$0 \$0	\$0 \$0
18 Affinity & Insurance Fund Revenues Other Revenues Revenues Total Interfund Transfers Indirect Costs	\$29,400 \$29,400 (\$81,700)	\$54,600 \$54,600 (\$88,500)	\$0 \$0 (\$88,500)	\$0 \$0 \$0
18 Affinity & Insurance Fund Revenues Other Revenues Revenues Total Interfund Transfers	\$29,400 \$29,400	\$54,600 \$54,600	\$0 \$0	\$0 \$0
18 Affinity & Insurance Fund Revenues Other Revenues Revenues Total Interfund Transfers Indirect Costs	\$29,400 \$29,400 (\$81,700)	\$54,600 \$54,600 (\$88,500)	\$0 \$0 (\$88,500)	\$0 \$0 \$0

Executive Director	2016 Actual	2017 Projection	2017 Budget	2018 Budget
18001 Group Insurance Programs				
Revenues				
Other Revenues	\$1,032,200	\$973,000	\$913,000	\$225,000
Revenues Total	\$1,032,200	\$973,000	\$913,000	\$225,000
_				
Expenses				
Personnel Expenses	(\$57,400)	\$0	\$0	\$0
Services	(4,100)	(68,400)	(100)	(100)
Supplies and Equipment	(2,100)	(1,900)	(1,900)	(1,900)
Other Expenses	(21,200)	(17,200)	(11,600)	(16,900)
Expenses Total	(\$84,800)	(\$87,500)	(\$13,600)	(\$18,900)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$1,300)
Interfund Transfers Total	\$0	\$0	\$0	(\$1,300)
18001 Group Insurance Programs Su	\$947,400	\$885,500	\$899,400	\$204,800

Executive Director	2016 Actual	2017 Projection	2017 Budget	2018 Budget
18002 Professional Liab Insurance				
Revenues				
Other Revenues	\$1,120,000	\$880,000	\$1,000,000	\$250,000
Revenues Total	\$1,120,000	\$880,000	\$1,000,000	\$250,000
Expenses				
Personnel Expenses	(\$72,000)	(\$121,900)	(\$112,200)	\$0
Services	(9,000)	(11,000)	(11,000)	(11,000)
Supplies and Equipment	(2,000)	(2,200)	(2,100)	(2,200)
Other Expenses	(13,000)	(27,000)	(27,000)	(25,400)
Expenses Total	(\$96,000)	(\$162,100)	(\$152,300)	(\$38,600)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$2,600)
Interfund Transfers Out	(6,700)	0	0	0
Interfund Transfers Total	(\$6,700)	\$0	\$0	(\$2,600)
18002 Professional Liab Insurance S	\$1,017,300	\$717,900	\$847,700	\$208,800

Executive Director	2016 Actual	2017 Projection	2017 Budget	2018 Budget
18004 Affinity Programs				
Revenues				
Other Revenues	\$133,100	\$89,600	\$86,000	\$0
Revenues Total	\$133,100	\$89,600	\$86,000	\$0
Expenses				
Services	(\$52,200)	(\$43,800)	(\$43,800)	(\$43,800)
Supplies and Equipment	(1,400)	(1,700)	(1,700)	(1,700)
Other Expenses	(200)	(2,500)	(2,500)	(2,500)
Expenses Total	(\$53,800)	(\$48,000)	(\$48,000)	(\$48,000)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$3,300)
Interfund Transfers Out	(800)	0	0	0
Interfund Transfers Total	(\$800)	\$0	\$0	(\$3,300)
18004 Affinity Programs Surplus/(De	\$78,500	\$41,600	\$38,000	(\$51,300)
23009 CLA Support				
Revenues				
Other Revenues	\$0	\$0	\$0	\$1,081,300
Revenues Total	\$0	\$0	\$0	\$1,081,300
Expenses				
Personnel Expenses	\$0	\$0	\$0	(\$1,068,200)
Expenses Total	\$0	\$0	\$0	(\$1,068,200)
23009 CLA Support Surplus/(Deficit)	\$0	\$0	\$0	\$13,100

Executive Director	2016 Actual	2017 Projection	2017 Budget	2018 Budget
23602 Library/Archives-SF&LA				
Expenses				
Personnel Expenses	(\$79,100)	\$0	\$0	\$0
Services	(184,200)	300	0	0
Supplies and Equipment	(301,800)	0	0	0
Other Expenses	(200)	0	0	0
Expenses Total	(\$565,300)	\$300	\$0	\$0
23602 Library/Archives-SF&LA Surpl	(\$565,300)	\$300	\$0	\$0
Executive Director Surplus/(Deficit)	(\$791,000)	\$167,100	\$174,800	(\$289,200)
General Counsel	2016 Actual	2017 Projection	2017 Budget	2018 Budget
23001 General Counsel				
Expenses				
Personnel Expenses	(\$3,380,000)	(\$3,600,900)	(\$4,098,900)	(\$3,937,300)
Services	(130,700)	(165,400)	(162,100)	(148,600)
Supplies and Equipment	(69,900)	(68,900)	(68,000)	(55,500)
Other Expenses	(49,800)	(53,800)	(46,000)	(41,000)
Expenses Total	(\$3,630,400)	(\$3,889,000)	(\$4,375,000)	(\$4,182,400)
Interfund Transfers				
Interfund Transfers Out	(\$4,800)	(\$5,600)	\$0	\$0
Interfund Transfers Total	(\$4,800)	(\$5,600)	\$0	\$0
			-	
23001 General Counsel Surplus/(Def	(\$3,635,200)	(\$3,894,600)	(\$4,375,000)	(\$4,182,400)
General Counsel Surplus/(Deficit)	(\$3,635,200)	(\$3,894,600)	(\$4,375,000)	(\$4,182,400)

Expenses (\$27,596,600) (\$29,238,400) (\$32,214,400) (\$34,805,500) Services (\$317,300) (\$42,800) (\$33,6100) (\$328,300) Supplies and Equipment (482,400) (481,000) (1,030,600) (489,000) Other Expenses 974,000 842,100 \$32,731,600 \$34,775,000 Expenses Total (\$27,422,300) (\$29,220,100) \$32,731,600 \$34,775,000 Interfund Transfers (\$11,213,500) (\$12,718,900) \$12,718,900 \$14,022,800 Interfund Transfers Out (28,500) (32,400) 0 0 Interfund Transfers Total (\$11,242,000) (\$41,904,900) \$45,390,000 \$48,737,300 10316 Rule 2201 Conflict Cases Expenses (\$33,500) \$57,200 \$56,100 \$58,100 Services (34,100) (106,300) (100,000) \$300 Services (34,100) (106,300) (100,000) \$300 Services (34,100) (100,300) \$100 \$100 Cher Expenses (\$66,00) (1,	Chief Trial Counsel	2016 Actual	2017 Projection	2017 Budget	2018 Budget
Sepanse Sepa	10310 OCTC-Enforcement (Consolidate	ted)			
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Personnel Expenses (\$27,596,600) (\$29,238,400) (\$32,214,400) (\$34,805,500) (\$32,000) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$34,805,500) (\$489,000) (\$481,000) (\$1,030,600) (\$489,000) (\$487,800) (\$487,800) (\$447,800) (\$447,900) (\$32,731,600) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,775,000) (\$34,000) (\$34,000) (\$34,000) (\$34,000) (\$34,000) (\$34,000) (\$34,000) (\$34,000) (\$34,000) (\$34,000) (\$34,737,300) (\$34,737,	F				
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Interfund Transfers Total (\$11,242,000) (\$12,751,300) (\$12,718,900) (\$14,022,800) 10310 OCTC-Enforcement (Consolida (\$38,599,200) (\$41,904,900) (\$45,390,000) (\$48,737,300) 10316 Rule 2201 Conflict Cases Expenses Personnel Expenses (\$33,500) (\$57,200) (\$56,100) (\$58,100) Services (34,100) (106,300) (100,000) (300) Supplies and Equipment (200) (200) (100) (200) Other Expenses (600) (1,800) (800) (1,800) Expenses Total (\$68,400) (\$165,500) (\$157,000) (\$60,400) Interfund Transfers Indirect Costs (\$4,900) (\$24,500) (\$24,500) (\$19,400) Interfund Transfers Out 0 (100) 0 0 Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	Indirect Costs	(\$11,213,500)	(\$12,718,900)	(\$12,718,900)	(\$14,022,800)
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10316 Rule 2201 Conflict Cases Expenses (\$33,500) (\$57,200) (\$56,100) (\$58,100) Services (34,100) (106,300) (100,000) (300 Supplies and Equipment (200) (200) (100) (200 Other Expenses (600) (1,800) (800) (1,800) Expenses Total (\$68,400) (\$165,500) (\$157,000) (\$60,400) Interfund Transfers (\$4,900) (\$24,500) (\$24,500) (\$19,400) Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	Interfund Transfers Total	(\$11,242,000)	(\$12,751,300)	(\$12,718,900)	(\$14,022,800)
10316 Rule 2201 Conflict Cases Expenses (\$33,500) (\$57,200) (\$56,100) (\$58,100) Services (34,100) (106,300) (100,000) (300 Supplies and Equipment (200) (200) (100) (200 Other Expenses (600) (1,800) (800) (1,800) Expenses Total (\$68,400) (\$165,500) (\$157,000) (\$60,400) Interfund Transfers (\$4,900) (\$24,500) (\$24,500) (\$19,400) Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	10310 OCTC-Enforcement (Consolida	(\$38,599,200)	(\$41,904,900)	(\$45,390,000)	(\$48,737,300)
Expenses Personnel Expenses (\$33,500) (\$57,200) (\$56,100) (\$58,100) Services (34,100) (106,300) (100,000) (300) Supplies and Equipment (200) (200) (100) (200) Other Expenses (600) (1,800) (800) (1,800) Expenses Total (\$68,400) (\$165,500) (\$157,000) (\$60,400) Interfund Transfers (\$4,900) (\$24,500) (\$24,500) (\$19,400) Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	·	\	<u> </u>	<u> </u>	
Personnel Expenses (\$33,500) (\$57,200) (\$56,100) (\$58,100) Services (34,100) (106,300) (100,000) (300 Supplies and Equipment (200) (200) (100) (200 Other Expenses (600) (1,800) (800) (1,800) Expenses Total (\$68,400) (\$165,500) (\$157,000) (\$60,400) Interfund Transfers (\$4,900) (\$24,500) (\$24,500) (\$19,400) Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	10316 Rule 2201 Conflict Cases				
Personnel Expenses (\$33,500) (\$57,200) (\$56,100) (\$58,100) Services (34,100) (106,300) (100,000) (300 Supplies and Equipment (200) (200) (100) (200 Other Expenses (600) (1,800) (800) (1,800) Expenses Total (\$68,400) (\$165,500) (\$157,000) (\$60,400) Interfund Transfers (\$4,900) (\$24,500) (\$24,500) (\$19,400) Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	Expenses				
Services (34,100) (106,300) (100,000) (300 Supplies and Equipment (200) (200) (100) (200 Other Expenses (600) (1,800) (800) (1,800) Expenses Total (\$68,400) (\$165,500) (\$157,000) (\$60,400) Interfund Transfers (\$4,900) (\$24,500) (\$24,500) (\$19,400) Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	•	(\$33,500)	(\$57,200)	(\$56,100)	(\$58,100)
Supplies and Equipment (200) (200) (100) (200) Other Expenses (600) (1,800) (800) (1,800) Expenses Total (\$68,400) (\$165,500) (\$157,000) (\$60,400) Interfund Transfers (\$4,900) (\$24,500) (\$24,500) (\$19,400) Interfund Transfers Out 0 (\$4,900) (\$24,600) (\$24,500) (\$19,400) Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	•	, , ,			(300)
Other Expenses (600) (1,800) (800) (1,800) Expenses Total (\$68,400) (\$165,500) (\$157,000) (\$60,400) Interfund Transfers (\$4,900) (\$24,500) (\$24,500) (\$19,400) Interfund Transfers Out 0 (\$4,900) (\$24,600) (\$24,500) (\$19,400) Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	Supplies and Equipment	, , ,		, , ,	(200)
Interfund Transfers Indirect Costs (\$4,900) (\$24,500) (\$24,500) (\$19,400 Interfund Transfers Out 0 (100) 0 0 Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400		(600)	(1,800)	(800)	(1,800)
Indirect Costs (\$4,900) (\$24,500) (\$19,400) Interfund Transfers Out 0 (100) 0 0 Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	Expenses Total	(\$68,400)	(\$165,500)	(\$157,000)	(\$60,400)
Indirect Costs (\$4,900) (\$24,500) (\$19,400) Interfund Transfers Out 0 (100) 0 0 Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)	total advanta				
Interfund Transfers Out 0 (100) 0 0 Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400)		(64.000)	(624 500)	(604 500)	(640,400)
Interfund Transfers Total (\$4,900) (\$24,600) (\$24,500) (\$19,400				, , ,	
		-			
1021C Pula 2201 Conflict Coses Surel (\$72.200) (\$400.400) (\$404.500) (\$70.000	Interfund Transfers Total	(\$4,900)	(\$24,600)	(\$24,500)	(\$19,400)
10316 Rule 2201 Conflict Cases Surpl (\$73,300) (\$190,100) (\$181,500) (\$79,800	10316 Rule 2201 Conflict Cases Surpl	(4-0.000)			

Chief Trial Counsel	2016 Actual	2017 Projection	2017 Budget	2018 Budget
Chief Trial Counsel Surplus/(Deficit)	(\$38,672,500)	(\$42,095,000)	(\$45,571,500)	(\$48,817,100)

State Bar Court	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10401 SBC Sr. Executive				
Revenues				
Other Revenues	\$14,200	\$14,100	\$14,100	\$10,600
Revenues Total	\$14,200	\$14,100	\$14,100	\$10,600
Expenses				
Personnel Expenses	(\$511,300)	(\$528,900)	(\$518,900)	(\$443,900)
Services	13,900	(8,800)	(1,600)	(26,300)
Supplies and Equipment	(69,500)	(55,900)	(55,900)	(55,900)
Other Expenses	(29,100)	(21,300)	(21,300)	(22,200)
Expenses Total	(\$596,000)	(\$614,900)	(\$597,700)	(\$548,300)
Interfund Transfers				
Indirect Costs	(\$340,600)	(\$429,300)	(\$429,300)	(\$284,800)
Interfund Transfers Out	(800)	(700)	0	0
Interfund Transfers Total	(\$341,400)	(\$430,000)	(\$429,300)	(\$284,800)
10401 SBC Sr. Executive Surplus/(De	(\$923,200)	(\$1,030,800)	(\$1,012,900)	(\$822,500)

State Bar Court	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10402 Hearing AdminSF				
Expenses				
Personnel Expenses	(\$1,006,100)	(\$1,026,900)	(\$813,400)	(\$998,200)
Leases and Rent	(1,700)	(15,000)	(15,000)	(16,000)
Services	(1,800)	(1,900)	(1,500)	(2,000)
Supplies and Equipment	(23,400)	(28,000)	(28,000)	(27,000)
Other Expenses	(13,200)	(14,100)	(13,900)	(13,900)
Expenses Total	(\$1,046,200)	(\$1,085,900)	(\$871,800)	(\$1,057,100)
Interfund Transfers				
Interfund Transfers In	\$0	\$100	\$0	\$0
Indirect Costs	(693,400)	(793,100)	(793,100)	(1,159,900)
Interfund Transfers Total	(\$693,400)	(\$793,000)	(\$793,100)	(\$1,159,900)
10402 Hearing AdminSF Surplus/(D	(\$1,739,600)	(\$1,878,900)	(\$1,664,900)	(\$2,217,000)
10403 Hearing Counsel LA/SF				
Expenses				
Personnel Expenses	(\$1,312,700)	(\$1,332,200)	(\$1,343,200)	(\$1,406,900)
Supplies and Equipment	(10,000)	(11,600)	(10,900)	(10,900)
Other Expenses	(12,200)	(6,600)	(6,500)	(6,500)
Expenses Total	(\$1,334,900)	(\$1,350,400)	(\$1,360,600)	(\$1,424,300)
Interfund Transfers				
Indirect Costs	(\$809,000)	(\$724,100)	(\$724,100)	(\$778,600)
Interfund Transfers Out	(2,000)	(2,200)	0	0
Interfund Transfers Total	(\$811,000)	(\$726,300)	(\$724,100)	(\$778,600)
10403 Hearing Counsel LA/SF Surplu	(\$2,145,900)	(\$2,076,700)	(\$2,084,700)	(\$2,202,900)
20 .00 meaning downser English outpild	(72,2 :3,300)	(7=,070,700)	(7=)00=)/	(7-)-02)

State Bar Court	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10404 Hearing Judges				
Expenses				
Personnel Expenses	(\$1,164,500)	(\$1,231,300)	(\$1,192,200)	(\$1,276,800)
Services	(14,900)	(25,200)	(25,000)	(25,000)
Supplies and Equipment	(17,200)	(19,600)	(19,500)	(30,300)
Other Expenses	(25,200)	(39,500)	(35,600)	(37,100)
Expenses Total	(\$1,221,800)	(\$1,315,600)	(\$1,272,300)	(\$1,369,200)
Interfund Transfers				
Indirect Costs	(\$555,600)	(\$551,300)	(\$551,300)	(\$618,200)
Interfund Transfers Out	(500)	(600)	0	0
Interfund Transfers Total	(\$556,100)	(\$551,900)	(\$551,300)	(\$618,200)
10404 Hearing Judges Surplus/(Defic	(\$1,777,900)	(\$1,867,500)	(\$1,823,600)	(\$1,987,400)

State Bar Court	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10405 Hearing/Effec./AdminLA				
Revenues				
Other Revenues	\$15,900	\$12,000	\$12,000	\$12,000
Revenues Total	\$15,900	\$12,000	\$12,000	\$12,000
Fire				
Expenses	(44.047.500)	(44 202 400)	(44.077.400)	(44.000.400)
Personnel Expenses	(\$1,317,500)	(\$1,302,100)	(\$1,377,400)	(\$1,380,100)
Leases and Rent	(5,100)	(7,200)	(7,200)	(7,200)
Services	(33,400)	(5,300)	(4,400)	(4,400)
Supplies and Equipment	(43,500)	(43,800)	(43,700)	(43,700)
Other Expenses	(3,600)	(3,800)	(3,800)	(3,800)
Expenses Total	(\$1,403,100)	(\$1,362,200)	(\$1,436,500)	(\$1,439,200)
Interfund Transfers				
Interfund Transfers In	\$1,400	\$1,800	\$0	\$0
Indirect Costs	(985,300)	(1,017,100)	(1,017,100)	(918,700)
Interfund Transfers Total	(\$983,900)	(\$1,015,300)	(\$1,017,100)	(\$918,700)
10405 Hearing/Effec./AdminLA Sur	(\$2,371,100)	(\$2,365,500)	(\$2,441,600)	(\$2,345,900)

State Bar Court	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10407 Presiding/Review Judges				
Expenses				
Personnel Expenses	(\$688,600)	(\$809,400)	(\$785,600)	(\$838,200)
Services	(100)	(500)	0	(300)
Supplies and Equipment	(7,200)	(7,800)	(7,600)	(7,800)
Other Expenses	(45,900)	(36,500)	(35,100)	(35,600)
Expenses Total	(\$741,800)	(\$854,200)	(\$828,300)	(\$881,900)
Interfund Transfers				
Indirect Costs	(\$310,100)	(\$331,400)	(\$331,400)	(\$362,800)
Interfund Transfers Out	(200)	(300)	0	0
Interfund Transfers Total	(\$310,300)	(\$331,700)	(\$331,400)	(\$362,800)
10407 Presiding/Review Judges Surp	(\$1,052,100)	(\$1,185,900)	(\$1,159,700)	(\$1,244,700)
10408 Review Counsel/Clerk				
Expenses				
Personnel Expenses	(\$929,800)	(\$1,060,600)	(\$1,134,100)	(\$1,254,800)
Services	0	(1,400)	(600)	(1,400)
Supplies and Equipment	(10,200)	(11,400)	(11,400)	(8,900)
Other Expenses	(1,400)	(1,800)	(1,800)	(3,300)
Expenses Total	(\$941,400)	(\$1,075,200)	(\$1,147,900)	(\$1,268,400)
Interfund Transfers				
Indirect Costs	(\$670,200)	(\$659,600)	(\$659,600)	(\$982,000)
Interfund Transfers Out	(1,900)	(1,500)	0	0
Interfund Transfers Total	(\$672,100)	(\$661,100)	(\$659,600)	(\$982,000)
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10408 Review Counsel/Clerk Surplus	(\$1,613,500)	(\$1,736,300)	(\$1,807,500)	(\$2,250,400)
State Bar Court Surplus/(Deficit)	(\$11,623,300)	(\$12,141,600)	(\$11,994,900)	(\$13,070,800)

Mission Advancement and Accountabil	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10002 Appointments Administration				
Expenses				
Personnel Expenses	(\$97,900)	(\$100,200)	(\$99,200)	(\$102,100)
Services	0	(100)	(100)	(100)
Supplies and Equipment	(700)	(1,500)	(1,500)	(1,500)
Other Expenses	0	(100)	(100)	(100)
Expenses Total	(\$98,600)	(\$101,900)	(\$100,900)	(\$103,800)
10002 Appointments Administration	(\$98,600)	(\$101,900)	(\$100,900)	(\$103,800)
10003 Board of Trustees				
Expenses				
Services	(\$12,600)	(\$97,800)	(\$60,100)	(\$21,000)
Supplies and Equipment	(6,200)	(4,300)	(3,900)	(3,900)
Other Expenses	(106,900)	(189,800)	(147,700)	(143,600)
Expenses Total	(\$125,700)	(\$291,900)	(\$211,700)	(\$168,500)
Interfund Transfers	(4.00)	± a	4.0	4.0
Interfund Transfers Out	(\$100)	\$0	\$0	\$0
Interfund Transfers Total	(\$100)	\$0	\$0	\$0
10003 Board of Trustees Surplus/(De	(\$125,800)	(\$291,900)	(\$211,700)	(\$168,500)
10005 Elections				
Expenses Personnel Expenses	(\$23,000)	(\$16,300)	\$0	\$0
Services	(7,700)	(45,000)	(45,000)	۶0 0
Supplies and Equipment	(14,300)	(15,000)	(15,000)	0
Other Expenses	(300)	(400)	(400)	0
Expenses Total	(\$45,300)	(\$76,700)	(\$60,400)	\$0
10005 Elections Surplus/(Deficit)	(\$45,300)	(\$76,700)	(\$60,400)	\$0

Mission Advancement and Accountabil	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10010 Public Interest Task Force				
Expenses				
Services	(\$8,700)	\$0	\$0	\$0
Supplies and Equipment	(300)	0	0	0
Other Expenses	(2,800)	0	0	0
Expenses Total	(\$11,800)	\$0	\$0	\$0
10010 Public Interest Task Force Sur	(\$11,800)	\$0	\$0	\$0
10011 Class & Comp WF Planning				
Expenses				
Personnel Expenses	(\$41,500)	(\$100)	\$0	\$0
Services	(178,100)	0	0	0
Supplies and Equipment	(100)	0	0	0
Other Expenses	(9,700)	0	0	0
Expenses Total	(\$229,400)	(\$100)	\$0	\$0
10011 Class & Comp WF Planning Su	(\$229,400)	(\$100)	\$0	\$0

Mission Advancement and Accountabil	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10012 ORIA				
Revenues				
Grants	\$0	\$50,000	\$0	\$0
Other Revenues	0	15,000	15,000	15,000
Revenues Total	\$0	\$65,000	\$15,000	\$15,000
Expenses				
Personnel Expenses	(\$789,400)	(\$1,281,800)	(\$1,305,900)	(\$1,376,100)
Services	(100)	(9,800)	0	(20,100)
Supplies and Equipment	(7,900)	(288,900)	(262,300)	(292,100)
Other Expenses	(7,100)	(9,300)	(6,000)	(8,100)
Expenses Total	(\$804,500)	(\$1,589,800)	(\$1,574,200)	(\$1,696,400)
10012 ORIA Surplus/(Deficit)	(\$804,500)	(\$1,524,800)	(\$1,559,200)	(\$1,681,400)
10013 ORIA - Collections				
Expenses				
Personnel Expenses	\$0	(\$254,200)	(\$245,200)	(\$234,000)
Expenses Total	\$0	(\$254,200)	(\$245,200)	(\$234,000)
Interfund Transfers				
Indirect Costs	\$0	(\$98,600)	(\$98,600)	(\$109,200)
Interfund Transfers Total	\$0	(\$98,600)	(\$98,600)	(\$109,200)
10013 ORIA - Collections Surplus/(D	\$0	(\$352,800)	(\$343,800)	(\$343,200)

Mission Advancement and Accountabil	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10014 Chief of Mission				
Expenses				
Personnel Expenses	\$0	(\$173,600)	\$0	(\$669,600)
Other Expenses	0	(2,100)	0	0
Expenses Total	\$0	(\$175,700)	\$0	(\$669,600)
10014 Chief of Mission Surplus/(Defi	\$0	(\$175,700)	\$0	(\$669,600)
10101 Judicial Evaluation				
Expenses				
Personnel Expenses	(\$470,600)	(\$232,000)	(\$295,400)	(\$216,600)
Leases and Rent	(9,300)	(3,400)	(800)	(800)
Services	(6,600)	(8,500)	(4,700)	(10,100)
Supplies and Equipment	(15,000)	(22,800)	(20,200)	(22,800)
Other Expenses	(197,100)	(170,100)	(133,400)	(203,400)
Expenses Total	(\$698,600)	(\$436,800)	(\$454,500)	(\$453,700)
Interfund Transfers				
Indirect Costs	(\$225,000)	(\$204,100)	(\$204,100)	(\$254,800)
Interfund Transfers Total	(\$225,000)	(\$204,100)	(\$204,100)	(\$254,800)
10101 Judicial Evaluation Surplus/(D	(\$923,600)	(\$640,900)	(\$658,600)	(\$708,500)

Mission Advancement and Accountabil	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10801 Communications				
Revenues				
Other Revenues	\$0	\$120,000	\$120,000	\$120,000
Revenues Total	\$0	\$120,000	\$120,000	\$120,000
Expenses				
Personnel Expenses	(\$638,700)	(\$686,300)	(\$722,600)	(\$326,800)
Services	(242,700)	(90,800)	(90,000)	(304,000)
Supplies and Equipment	(10,800)	(20,200)	(11,300)	(20,500)
Other Expenses	(8,200)	(5,600)	(3,100)	(3,100)
Expenses Total	(\$900,400)	(\$802,900)	(\$827,000)	(\$654,400)
Interfund Transfers				
Indirect Costs	(\$274,300)	(\$322,700)	(\$322,700)	(\$297,900)
Interfund Transfers Out	(300)	0	0	0
Interfund Transfers Total	(\$274,600)	(\$322,700)	(\$322,700)	(\$297,900)
10801 Communications Surplus/(Def	(\$1,175,000)	(\$1,005,600)	(\$1,029,700)	(\$832,300)

Mission Advancement and Accountabil	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10802 Calif. Bar Journal				
Revenues				
Other Revenues	\$252,600	\$0	\$0	\$0
Revenues Total	\$252,600	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$132,200)	\$0	\$0	\$0
Services	(32,100)	0	0	0
Supplies and Equipment	(4,500)	0	0	0
Other Expenses	(100)	0	0	0
Expenses Total	(\$168,900)	\$0	\$0	\$0
Interfund Transfers				
Indirect Costs	(\$34,300)	\$0	\$0	\$0
Interfund Transfers Total	(\$34,300)	\$0	\$0	\$0
10802 Calif. Bar Journal Surplus/(Def	\$49,400	\$0	\$0	\$0

Mission Advancement and Accountabil	2016 Actual	2017 Projection	2017 Budget	2018 Budget
16 Leg. Activities -Assets BU				
Revenues				
Voluntary Fees & Donations	\$781,200	\$162,600	\$100,000	\$775,000
Other Revenues	3,900	3,400	1,800	2,400
Revenues Total	\$785,100	\$166,000	\$101,800	\$777,400
Evnonces				
Expenses Personnel Expenses	\$0	(\$2,200)	\$0	(\$2,700)
Expenses Total	\$0 \$0	(\$2,200)	\$0 \$0	(\$2,700)
Expenses Total	ŞU	(\$2,200)	30	(\$2,700)
Interfund Transfers				
Indirect Costs	(\$116,000)	(\$69,300)	(\$69,300)	(\$6,400)
Interfund Transfers Out	(420,000)	0	0	0
Interfund Transfers Total	(\$536,000)	(\$69,300)	(\$69,300)	(\$6,400)
16 Leg. Activities -Assets BU Surplus	\$249,100	\$94,500	\$32,500	\$768,300
-				
16001 Legal Activities Assistance				
Expenses				
Personnel Expenses	(\$327,800)	(\$182,700)	(\$189,000)	(\$467,700)
Services	0	(13,500)	0	0
Supplies and Equipment	(4,600)	(4,600)	(4,600)	(4,600)
Other Expenses	(200)	(400)	(400)	(400)
Expenses Total	(\$332,600)	(\$201,200)	(\$194,000)	(\$472,700)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$103,800)
Interfund Transfers Out	(400)	0	0	0
Interfund Transfers Total	(\$400)	\$0	\$0	(\$103,800)
16001 Logal Activities Assistance Sur	(\$332,000)	(\$201.200)	(\$194,000)	(\$E76 E00)
16001 Legal Activities Assistance Sur	(\$333,000)	(\$201,200)	(9134,000)	(\$576,500)

Mission Advancement and Accountabil	2016 Actual	2017 Projection	2017 Budget	2018 Budget
16002 Leg. Affairs & Activities				
Expenses				
Services	(\$175,700)	(\$209,200)	(\$162,300)	(\$162,300)
Supplies and Equipment	(1,300)	(6,100)	(6,100)	(6,100)
Other Expenses	(1,400)	(300)	(300)	(300)
Expenses Total	(\$178,400)	(\$215,600)	(\$168,700)	(\$168,700)
Interfund Transfers				
Indirect Costs	\$121,900	\$0	\$0	(\$11,500)
Interfund Transfers Total	\$121,900	\$0	\$0	(\$11,500)
16003 Los Affairo C Astinitias Correl	/¢FC F00)	(¢245 c00)	/ċ1C0 700\	(ċ190 200)
16002 Leg. Affairs & Activities Surpl	(\$56,500)	(\$215,600)	(\$168,700)	(\$180,200)
16007 Admin of Justice Comm. (Cons)				
Expenses				
Services	(\$2,100)	\$0	\$0	\$0
Supplies and Equipment	(500)	0	0	0
Other Expenses	(24,700)	0	0	0
Expenses Total	(\$27,300)	\$0	\$0	\$0
Interfund Transfers				
Interfund Transfers Out	(\$300)	\$0	\$0	\$0
Interfund Transfers Total	(\$300)	\$0	\$0	\$0
16007 Admin of Justice Comm. (Con	(\$27,600)	\$0	\$0	\$0

Mission Advancement and Accountabil	2016 Actual	2017 Projection	2017 Budget	2018 Budget
17001 Voluntary Bar Support				
Expenses				
Personnel Expenses	(\$277,700)	(\$24,500)	(\$56,500)	\$0
Leases and Rent	0	(800)	0	0
Services	(100)	100	0	0
Supplies and Equipment	(4,000)	(1,400)	0	0
Other Expenses	(16,100)	(400)	0	0
Expenses Total	(\$297,900)	(\$27,000)	(\$56,500)	\$0
17001 Voluntary Bar Support Surplu	(\$297,900)	(\$27,000)	(\$56,500)	\$0
17009 Bar Leaders Conference				
Revenues				
Other Revenues	\$5,000	\$0	\$0	\$0
Revenues Total	\$5,000	\$0	\$0	\$0
Expenses				
Services	(\$9,600)	\$0	\$0	\$0
Supplies and Equipment	(1,300)	(100)	0	0
Other Expenses	(16,800)	0	0	0
Expenses Total	(\$27,700)	(\$100)	\$0	\$0
17009 Bar Leaders Conference Surpl	(\$22,700)	(\$100)	\$0	\$0
Mission Advancement and Accounta	(\$3,853,200)	(\$4,519,800)	(\$4,351,000)	(\$4,495,700)

<u>Admissions</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
20 Admissions Assets BU				
Revenues				
Other Revenues	\$125,100	\$0	\$0	\$0
Revenues Total	\$125,100	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$130,400)	(\$293,700)	(\$292,800)	(\$118,200)
Supplies and Equipment	0	(1,000)	(1,000)	(1,000)
Expenses Total	(\$130,400)	(\$294,700)	(\$293,800)	(\$119,200)
Interfund Transfers	ĊO	ĊO	ć4 000 000	ć4 000 000
Interfund Transfers In	\$0	\$0	\$1,000,000	\$1,000,000
Indirect Costs Interfund Transfers Out	(4,394,400)	(4,901,400)	(4,901,400)	(609,400)
	0	0	0	(1,100,000)
Interfund Transfers Total	(\$4,394,400)	(\$4,901,400)	(\$3,901,400)	(\$709,400)
20 Admissions Assets BU Surplus/(D	(\$4,399,700)	(\$5,196,100)	(\$4,195,200)	(\$828,600)
20001 Admissions Overhead				
Expenses				
Personnel Expenses	(\$469,500)	(\$615,600)	(\$636,300)	(\$765,000)
Leases and Rent	(29,000)	(5,800)	(5,400)	(5,800)
Services	(17,200)	(177,400)	(174,200)	(333,900)
Supplies and Equipment	(8,200)	(26,200)	(26,000)	(21,500)
Other Expenses	(118,900)	(160,400)	(150,100)	(148,600)
Expenses Total	(\$642,800)	(\$985,400)	(\$992,000)	(\$1,274,800)
Intentional Transfers				
Interfund Transfers	ćo	ćo	ćo	(\$204.600)
Indirect Costs	\$0	\$0	\$0	(\$391,600)
Interfund Transfers Total	\$0	\$0	\$0	(\$391,600)
20001 Admissions Overhead Surplus	(\$642,800)	(\$985,400)	(\$992,000)	(\$1,666,400)
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<u>Admissions</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
20002 Admission Operations				
Revenues				
Other Revenues	\$300	\$0	\$0	\$0
Revenues Total	\$300	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$2,830,400)	(\$2,734,300)	(\$2,871,100)	(\$2,873,300)
Leases and Rent	(1,910,900)	(2,049,700)	(1,843,000)	(1,815,700)
Services	(2,985,300)	(2,896,100)	(2,858,700)	(2,503,700)
Supplies and Equipment	(971,700)	(1,075,400)	(1,049,700)	(997,900)
Other Expenses	(166,800)	(163,900)	(163,600)	(158,500)
Expenses Total	(\$8,865,100)	(\$8,919,400)	(\$8,786,100)	(\$8,349,100)
Interfund Transfers	40	† 0	40	(44.045.000)
Indirect Costs	\$0	\$0	\$0	(\$1,245,300)
Interfund Transfers Total	\$0	\$0	\$0	(\$1,245,300)
20002 Admission Operations Surplus	(\$8,864,800)	(\$8,919,400)	(\$8,786,100)	(\$9,594,400)
20004 Admissions Administration				
Expenses				
Personnel Expenses	(\$426,200)	(\$447,500)	(\$506,200)	(\$623,300)
Leases and Rent	(700)	(2,500)	(2,500)	(1,500)
Services	(267,000)	(290,300)	(288,700)	(289,700)
Supplies and Equipment	(123,800)	(106,200)	(106,200)	(106,100)
Other Expenses	(100)	(500)	(500)	(500)
Expenses Total	(\$817,800)	(\$847,000)	(\$904,100)	(\$1,021,100)
Interfund Transfers				
Interfund Transfers Indirect Costs	\$0	\$0	\$0	(\$516,700)
Interfund Transfers Total	\$0	\$0	\$0	(\$516,700)
20004 Admissions Administration Su	(\$817,800)	(\$847,000)	(\$904,100)	(\$1,537,800)

<u>Admissions</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
20006 Comm. Bar Examiners				
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$5,400)
Interfund Transfers Total	\$0	\$0	\$0	(\$5,400)
20006 Comm. Bar Examiners Surplus	\$0	\$0	\$0	(\$5,400)
20007 Law School Regulation				
Expenses				
Personnel Expenses	(\$297,900)	(\$309,700)	(\$306,800)	(\$309,700)
Services	(13,200)	(30,200)	(30,100)	(35,200)
Supplies and Equipment	(3,800)	(3,600)	(3,600)	(3,600)
Other Expenses	(8,400)	(14,000)	(14,000)	(15,000)
Expenses Total	(\$323,300)	(\$357,500)	(\$354,500)	(\$363,500)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$173,900)
Interfund Transfers Out	(400)	(400)	0	0
Interfund Transfers Total	(\$400)	(\$400)	\$0	(\$173,900)
20007 Law School Regulation Surplu	(\$323,700)	(\$357,900)	(\$354,500)	(\$537,400)

<u>Admissions</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
20009 Admissions Revenue				
Revenues				
Exam Fees	\$13,728,700	\$14,461,200	\$14,333,500	\$14,937,400
Other Revenues	6,607,400	7,207,800	6,970,200	7,123,900
Revenues Total	\$20,336,100	\$21,669,000	\$21,303,700	\$22,061,300
Expenses				
Other Expenses	\$1,500	\$0	\$0	\$0
Expenses Total	\$1,500	\$0	\$0	\$0
Interfund Transfers				
Interfund Transfers In	\$0	\$900	\$0	\$0
Indirect Costs	0	0	0	(4,200)
Interfund Transfers Total	\$0	\$900	\$0	(\$4,200)
20009 Admissions Revenue Surplus/	\$20,337,600	\$21,669,900	\$21,303,700	\$22,057,100
20011 Examination Development				
Expenses				
Personnel Expenses	(\$333,100)	(\$302,900)	(\$337,600)	(\$347,000)
Leases and Rent	(1,300)	(2,500)	(2,500)	(2,500)
Services	(587,600)	(545,000)	(545,000)	(540,000)
Supplies and Equipment	(3,800)	(6,000)	(6,000)	(4,400)
Other Expenses	(15,200)	(16,300)	(16,300)	(15,100)
Expenses Total	(\$941,000)	(\$872,700)	(\$907,400)	(\$909,000)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$211,000)
Interfund Transfers Out	(400)	(400)	0	0
Interfund Transfers Total	(\$400)	(\$400)	\$0	(\$211,000)
20011 Examination Development Su	(\$941,400)	(\$873,100)	(\$907,400)	(\$1,120,000)

<u>Admissions</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
20013 Examination Grading				
Expenses				
Personnel Expenses	(\$645,600)	(\$738,800)	(\$807,300)	(\$799,100)
Leases and Rent	(10,700)	(15,900)	(14,200)	(14,400)
Services	(783,300)	(750,800)	(748,100)	(727,800)
Supplies and Equipment	(847,100)	(882,400)	(846,000)	(845,000)
Other Expenses	(63,400)	(96,300)	(81,200)	(90,000)
Expenses Total	(\$2,350,100)	(\$2,484,200)	(\$2,496,800)	(\$2,476,300)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$615,900)
Interfund Transfers Total	\$0	\$0	\$0	(\$615,900)
20013 Examination Grading Surplus/	(\$2,350,100)	(\$2,484,200)	(\$2,496,800)	(\$3,092,200)
20019 Moral Character Determination	S			
Expenses				
Personnel Expenses	(\$1,430,600)	(\$1,314,000)	(\$1,512,700)	(\$1,699,500)
Leases and Rent	0	(500)	0	0
Services	(22,700)	(79,500)	(78,700)	(63,400)
Supplies and Equipment	(18,600)	(22,100)	(22,100)	(19,300)
Other Expenses	(10,400)	(10,100)	(10,000)	(10,200)
Expenses Total	(\$1,482,300)	(\$1,426,200)	(\$1,623,500)	(\$1,792,400)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$1,090,800)
Interfund Transfers Out	(500)	۶0 0	٥ 0	(\$1,090,800)
Interfund Transfers Total	(\$500)	\$0	\$0	(\$1,090,800)
	(17-53)	T 9	т*	(1-///
20019 Moral Character Determinatio	(\$1,482,800)	(\$1,426,200)	(\$1,623,500)	(\$2,883,200)

<u>Admissions</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
20022 MCLE Provider Certification				
Expenses				
Personnel Expenses	(\$167,000)	\$0	\$0	\$0
Supplies and Equipment	(2,000)	0	0	(300)
Other Expenses	(1,400)	0	0	0
Expenses Total	(\$170,400)	\$0	\$0	(\$300)
20022 MCLE Provider Certification S	(\$170,400)	\$0	\$0	(\$300)
20023 Special Admissions				
Expenses				
Personnel Expenses	(\$192,900)	(\$194,900)	(\$193,400)	(\$198,300)
Supplies and Equipment	(2,400)	(2,700)	(2,600)	(2,700)
Other Expenses	0	(200)	0	0
Expenses Total	(\$195,300)	(\$197,800)	(\$196,000)	(\$201,000)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$162,800)
Interfund Transfers Total	\$0	\$0	\$0	(\$162,800)
20023 Special Admissions Surplus/((\$195,300)	(\$197,800)	(\$196,000)	(\$363,800)

<u>Admissions</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
24 Legal Specialization -Asset BU				
Expenses				
Personnel Expenses	(\$21,700)	(\$14,900)	\$0	(\$13,600)
Expenses Total	(\$21,700)	(\$14,900)	\$0	(\$13,600)
Interfund Transfers				
Interfund Transfers In	\$0	\$0	\$0	\$100,000
Indirect Costs	(530,100)	(802,300)	(802,300)	(900)
Interfund Transfers Out	0	0	(1,000,000)	(1,000,000)
Interfund Transfers Total	(\$530,100)	(\$802,300)	(\$1,802,300)	(\$900,900)
24 Legal Specialization -Asset BU Sur	(\$551,800)	(\$817,200)	(\$1,802,300)	(\$914,500)

<u>Admissions</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
24001 Legal Specialization				
Revenues				
Exam Fees	\$90,900	\$259,800	\$140,000	\$48,000
Other Revenues	2,036,900	309,800	290,300	1,984,500
Revenues Total	\$2,127,800	\$569,600	\$430,300	\$2,032,500
Expenses				
Personnel Expenses	(\$713,500)	(\$749,200)	(\$831,700)	(\$873,200)
Leases and Rent	0	(79,500)	(79,500)	(75,000)
Services	(33,700)	(399,500)	(2,885,800)	(1,700,200)
Supplies and Equipment	(37,700)	(130,200)	(623,700)	(874,100)
Other Expenses	(98,900)	(188,100)	(187,200)	(162,800)
Expenses Total	(\$883,800)	(\$1,546,500)	(\$4,607,900)	(\$3,685,300)
Interfund Transfers				
Interfund Transfers In	\$300	\$0	\$0	\$0
Indirect Costs	,300 0	, 50 0	۶0 0	(852,700)
Interfund Transfers Out	(2,100)	(400)	0	0
Interfund Transfers Total	(\$1,800)	(\$400)	\$0	(\$852,700)
interfulid fransiers rotal	(\$1,800)	(3400)	30	(3852,700)
24001 Legal Specialization Surplus/(\$1,242,200	(\$977,300)	(\$4,177,600)	(\$2,505,500)
Admissions Surplus/(Deficit)	\$839,200	(\$1,411,700)	(\$5,131,800)	(\$2,992,400)

Attorney Regulation and Consumer Re	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10201 Child & Family Support				
Expenses				
Personnel Expenses	(\$36,500)	(\$31,600)	(\$37,300)	(\$60,600)
Services	(1,600)	(2,700)	(2,700)	(2,700)
Supplies and Equipment	(900)	(1,300)	(1,300)	(1,300)
Expenses Total	(\$39,000)	(\$35,600)	(\$41,300)	(\$64,600)
Interfund Transfers				
Indirect Costs	(\$2,800)	(\$19,100)	(\$19,100)	(\$33,400)
Interfund Transfers Total	(\$2,800)	(\$19,100)	(\$19,100)	(\$33,400)
10201 Child & Family Support Surplu	(\$41,800)	(\$54,700)	(\$60,400)	(\$98,000)
10202 Member Rec. & Cert.				
Revenues				
Other Revenues	\$3,400	\$3,000	\$3,000	\$3,000
Revenues Total	\$3,400	\$3,000	\$3,000	\$3,000
10202 Member Rec. & Cert. Surplus/	\$3,400	\$3,000	\$3,000	\$3,000

Attorney Regulation and Consumer Re	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10251 Atty Reg & Consumer Resources	;			
Revenues				
Other Revenues	\$914,200	\$247,200	\$215,500	\$207,300
Revenues Total	\$914,200	\$247,200	\$215,500	\$207,300
Expenses				
Personnel Expenses	(\$2,195,500)	(\$1,939,100)	(\$2,185,800)	(\$2,948,800)
Services	(158,800)	(177,300)	(177,300)	(142,500)
Supplies and Equipment	(208,800)	(200,800)	(194,100)	(169,800)
Other Expenses	(10,500)	(14,200)	(14,200)	(14,200)
Expenses Total	(\$2,573,600)	(\$2,331,400)	(\$2,571,400)	(\$3,275,300)
Interfund Transfers				
Indirect Costs	(\$1,090,400)	(\$1,141,500)	(\$1,141,500)	(\$1,598,000)
Interfund Transfers Total	(\$1,090,400)	(\$1,141,500)	(\$1,141,500)	(\$1,598,000)
10251 Atty Reg & Consumer Resourc	(\$2,749,800)	(\$3,225,700)	(\$3,497,400)	(\$4,666,000)
10252 Transition Assistance Services				
Expenses				
Personnel Expenses	\$0	\$0	\$100	\$0
Services	(20,000)	(28,300)	(28,300)	(28,300)
Supplies and Equipment	(400)	(200)	0	(200)
Expenses Total	(\$20,400)	(\$28,500)	(\$28,200)	(\$28,500)
Interfund Transfers				
Indirect Costs	(\$1,500)	(\$2,200)	(\$2,200)	(\$2,100)
Interfund Transfers Total	(\$1,500)	(\$2,200)	(\$2,200)	(\$2,100)
10252 Transition Assistance Services	(\$21,900)	(\$30,700)	(\$30,400)	(\$30,600)

Attorney Regulation and Consumer Re	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10253 MCLE Regulation				
Revenues				
Other Revenues	\$7,700	\$740,000	\$883,700	\$728,900
Revenues Total	\$7,700	\$740,000	\$883,700	\$728,900
-				
Expenses				
Personnel Expenses	\$0	(\$476,300)	(\$470,000)	(\$2,700)
Services	0	(1,000)	0	(600)
Supplies and Equipment	0	(4,100)	(4,000)	(4,000)
Other Expenses	0	(1,200)	(1,200)	(1,200)
Expenses Total	\$0	(\$482,600)	(\$475,200)	(\$8,500)
Interfund Transfers				
Indirect Costs	\$0	(\$264,200)	(\$264,200)	(\$4,300)
Interfund Transfers Total	\$0	(\$264,200)	(\$264,200)	(\$4,300)
10253 MCLE Regulation Surplus/(Def	\$7,700	(\$6,800)	\$144,300	\$716,100
10503 Mandatory Fee Arb Committee				
Expenses				
Personnel Expenses	\$0	\$0	\$100	\$0
Services	(600)	(1,100)	(800)	(1,100)
Supplies and Equipment	(100)	(2,000)	(2,000)	(2,000)
Other Expenses	(21,500)	(20,900)	(20,600)	(20,900)
Expenses Total	(\$22,200)	(\$24,000)	(\$23,300)	(\$24,000)
-				
Interfund Transfers				
Indirect Costs	(\$1,600)	(\$1,800)	(\$1,800)	(\$1,800)
Interfund Transfers Total	(\$1,600)	(\$1,800)	(\$1,800)	(\$1,800)
10503 Mandatory Fee Arb Committe	(\$23,800)	(\$25,800)	(\$25,100)	(\$25,800)

Attorney Regulation and Consumer Re	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10504 Mandatory Fee Arbitration (Cons	olidat			
Revenues				
Other Revenues	\$48,600	\$44,000	\$44,000	\$44,000
Revenues Total	\$48,600	\$44,000	\$44,000	\$44,000
Expenses				
Personnel Expenses	(\$574,800)	(\$398,700)	(\$512,500)	\$0
Services	(47,200)	(58,000)	(58,000)	(58,000)
Supplies and Equipment	(13,100)	(13,700)	(13,700)	(13,700)
Other Expenses	(7,700)	(9,000)	(8,900)	(8,900)
Expenses Total	(\$642,800)	(\$479,400)	(\$593,100)	(\$80,600)
Interfund Transfers				
Indirect Costs	(\$215,000)	(\$218,700)	(\$218,700)	(\$16,600)
Interfund Transfers Total	(\$215,000)	(\$218,700)	(\$218,700)	(\$16,600)
10504 Mandatory Fee Arbitration (C	(\$809,200)	(\$654,100)	(\$767,800)	(\$53,200)
Attorney Regulation and Consumer	(\$3,635,400)	(\$3,994,800)	(\$4,233,800)	(\$4,154,500)

Legal Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10901 Commission on Access to Justic				
Expenses				
Personnel Expenses	(\$1,800)	\$0	\$100	\$0
Services	0	(100)	0	(100)
Supplies and Equipment	(5,700)	(5,200)	(5,200)	(5,200)
Other Expenses	(11,600)	(14,600)	(11,700)	(11,300)
Expenses Total	(\$19,100)	(\$19,900)	(\$16,800)	(\$16,600)
Interfund Transfers				
Indirect Costs	(\$1,400)	(\$3,500)	(\$3,500)	(\$10,700)
Interfund Transfers Total	(\$1,400)	(\$3,500)	(\$3,500)	(\$10,700)
10901 Commission on Access to Just	(\$20,500)	(\$23,400)	(\$20,300)	(\$27,300)
10905 Center on Access to Justice				
Revenues				
Other Revenues	\$72,900	\$62,400	\$60,000	\$60,000
Revenues Total	\$72,900	\$62,400	\$60,000	\$60,000
Expenses				
Personnel Expenses	(\$1,129,300)	(\$875,800)	(\$1,063,500)	(\$940,900)
Services	(5,000)	(2,600)	(2,400)	(3,900)
Supplies and Equipment	(21,700)	(15,100)	(11,600)	(13,400)
Other Expenses	(27,200)	(34,400)	(30,400)	(26,700)
Expenses Total	(\$1,183,200)	(\$927,900)	(\$1,107,900)	(\$984,900)
Interfund Transfers				
Indirect Costs	(\$548,600)	(\$603,400)	(\$603,400)	(\$652,100)
Interfund Transfers Out	(4,900)	(1,700)	0	0
Interfund Transfers Total	(\$553,500)	(\$605,100)	(\$603,400)	(\$652,100)
10905 Center on Access to Justice Su	(\$1,663,800)	(\$1,470,600)	(\$1,651,300)	(\$1,577,000)

<u>Legal Services</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
11947 Pgrm. DevProject				
Expenses				
Supplies and Equipment	(\$100)	\$0	\$0	(\$2,000)
Expenses Total	(\$100)	\$0	\$0	(\$2,000)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$100)
Interfund Transfers Total	\$0	\$0	\$0	(\$100)
11947 Pgrm. DevProject Surplus/(D	(\$100)	\$0	\$0	(\$2,100)
12417 Seniors & the Law-Found. Grant				
Revenues				
Grants	\$50,000	\$0	\$0	\$0
Revenues Total	\$50,000	\$0	\$0	\$0
12417 Seniors & the Law-Found. Gra	\$50,000	\$0	\$0	\$0
12441 10th Anniversary Programs				
Revenues				
Other Revenues	\$28,300	\$0	\$0	\$0
Revenues Total	\$28,300	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$2,900)	(\$2,200)	\$0	(\$2,200)
Other Expenses	(18,000)	0	0	0
Expenses Total	(\$20,900)	(\$2,200)	\$0	(\$2,200)
12441 10th Anniversary Programs Su	\$7,400	(\$2,200)	\$0	(\$2,200)

Legal Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
12445 Incubator/Modest Means Project	t			
Revenues				
Grants	\$40,000	\$6,400	\$6,400	\$6,400
Revenues Total	\$40,000	\$6,400	\$6,400	\$6,400
Expenses				
Services	(\$1,400)	\$0	\$0	\$0
Legal Services Grants	(10,000)	(30,000)	(6,400)	(20,000)
Supplies and Equipment	0	(700)	0	(700)
Other Expenses	(1,300)	(800)	0	(5,700)
Expenses Total	(\$12,700)	(\$31,500)	(\$6,400)	(\$26,400)
12445 Incubator/Modest Means Pro	\$27,300	(\$25,100)	\$0	(\$20,000)
12446 Science of Success Project				
Expenses				
Services	(\$7,000)	(\$9,500)	\$0	\$0
Expenses Total	(\$7,000)	(\$9,500)	\$0	\$0
12446 Science of Success Project Sur	(\$7,000)	(\$9,500)	\$0	\$0
12447 Effective Lawyering Curriculum				
Revenues				
Grants	\$0	\$10,000	\$10,000	\$10,000
Revenues Total	\$0	\$10,000	\$10,000	\$10,000
Expenses				
Services	\$0	(\$5,000)	(\$5,000)	\$0
Other Expenses	Ş0 0	(5,000)	(\$5,000)	بې (5,000)
Expenses Total	\$ 0	(\$10,000)	(\$10,000)	(\$5,000)
באףפווזפז וענמו	30	(310,000)	(310,000)	(33,000)
12447 Effective Lawyering Curriculu	\$0	\$0	\$0	\$5,000

<u>Legal Services</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
17 EOB & Bar Relations				
Revenues				
Voluntary Fees & Donations	\$801,400	\$93,000	\$0	\$320,000
Other Revenues	4,200	1,900	0	0
Revenues Total	\$805,600	\$94,900	\$0	\$320,000
Expenses				
Personnel Expenses	(\$43,500)	(\$161,200)	(\$128,700)	(\$17,300)
Expenses Total	(\$43,500)	(\$161,200)	(\$128,700)	(\$17,300)
Interfund Transfers				
Interfund Transfers In	\$89,500	\$0	\$0	\$0
Indirect Costs	(261,300)	(105,400)	(105,400)	(3,700)
Interfund Transfers Total	(\$171,800)	(\$105,400)	(\$105,400)	(\$3,700)
17 EOB & Bar Relations Surplus/(Def	\$590,300	(\$171,700)	(\$234,100)	\$299,000

Legal Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
17007 Center for Access & Fairness				
Revenues				
Other Revenues	\$0	\$5,800	\$0	\$5,800
Revenues Total	\$0	\$5,800	\$0	\$5,800
Expenses				
Personnel Expenses	(\$275,800)	(\$219,800)	(\$191,300)	(\$152,700)
Leases and Rent	0	(900)	0	0
Services	(14,100)	(6,600)	(4,700)	0
Supplies and Equipment	(11,400)	(7,400)	(5,000)	0
Other Expenses	(13,200)	(15,700)	(8,200)	0
Expenses Total	(\$314,500)	(\$250,400)	(\$209,200)	(\$152,700)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$37,600)
Interfund Transfers Out	(100)	0	0	0
Interfund Transfers Total	(\$100)	\$0	\$0	(\$37,600)
	(1 7	• •		(11 /1 /1 /1 /1 /1 /1 /1 /1 /1 /1 /1 /1 /
17007 Center for Access & Fairness S	(\$314,600)	(\$244,600)	(\$209,200)	(\$184,500)
17008 Spring Summit				
Revenues				
Other Revenues	\$4,400	\$0	\$0	\$0
Revenues Total	\$4,400	\$0	\$0	\$0
_				
Expenses	(60.400)	Ġ O	40	Ġ0
Services	(\$9,100)	\$0	\$0	\$0
Supplies and Equipment	(3,500)	0	0	0
Other Expenses	(12,700)	0	0	0
Expenses Total	(\$25,300)	\$0	\$0	\$0
17008 Spring Summit Surplus/(Defici	(\$20,900)	\$0	\$0	\$0

Legal Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
17012 Council on Access & Fairness				
Revenues				
Other Revenues	\$0	\$4,300	\$0	\$4,300
Revenues Total	\$0	\$4,300	\$0	\$4,300
Expenses				
Personnel Expenses	(\$1,100)	(\$600)	(\$500)	\$0
Leases and Rent	(1,800)	(2,600)	(2,200)	0
Services	(700)	(6,100)	(6,100)	0
Supplies and Equipment	(1,300)	(6,000)	(6,000)	0
Other Expenses	(14,400)	(26,300)	(26,000)	(10,000)
Expenses Total	(\$19,300)	(\$41,600)	(\$40,800)	(\$10,000)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$9,400)
Interfund Transfers Out	(300)	0	0	0
Interfund Transfers Total	(\$300)	\$0	\$0	(\$9,400)
17012 Council on Access & Fairness	(\$19,600)	(\$37,300)	(\$40,800)	(\$15,100)
17020 Bar-Wide Charges				
Expenses				
Personnel Expenses	(\$43,600)	(\$22,600)	\$0	\$0
Other Expenses	(4,400)	0	0	0
Expenses Total	(\$48,000)	(\$22,600)	\$0	\$0
17020 Bar-Wide Charges Surplus/(D	(\$48,000)	(\$22,600)	\$0	\$0

Legal Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
28 LSTF Asset BU				
Revenues				
Voluntary Fees & Donations	\$6,332,900	\$6,856,400	\$6,500,000	\$6,750,000
Other Revenues	24,400	104,000	75,000	75,000
Revenues Total	\$6,357,300	\$6,960,400	\$6,575,000	\$6,825,000
Expenses				
Personnel Expenses	(\$21,700)	(\$109,300)	(\$102,400)	(\$41,300)
Expenses Total	(\$21,700)	(\$109,300)	(\$102,400)	(\$41,300)
Interfund Transfers				
Interfund Transfers In	\$0	\$2,133,000	\$2,133,000	\$0
Indirect Costs	(624,200)	(749,700)	(749,700)	(56,900)
Interfund Transfers Total	(\$624,200)	\$1,383,300	\$1,383,300	(\$56,900)
28 LSTF Asset BU Surplus/(Deficit)	\$5,711,400	\$8,234,400	\$7,855,900	\$6,726,800
28002 LSTF Grants				
Revenues				
Other Revenues	\$2,892,400	\$6,056,200	\$6,050,000	\$6,760,000
Bank Settlement	(2,485,200)	0	0	0
Revenues Total	\$407,200	\$6,056,200	\$6,050,000	\$6,760,000
Expenses				
Legal Services Grants	(\$11,094,100)	(\$11,035,500)	(\$11,000,000)	(\$14,009,400)
Expenses Total	(\$11,094,100)	(\$11,035,500)	(\$11,000,000)	
28002 LSTF Grants Surplus/(Deficit)	(\$10,686,900)	(\$4,979,300)	(\$4,950,000)	(\$7,249,400)

Legal Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
28005 LSTF Admin (Consolidated)				
Revenues				
Other Revenues	\$51,400	\$0	\$0	\$0
Revenues Total	\$51,400	\$0	\$0	\$0
Expenses	(4	(4	(4	(4)
Personnel Expenses	(\$1,031,500)	(\$1,112,700)	(\$1,190,800)	(\$1,475,000)
Services	(27,600)	(22,900)	(21,100)	(34,600)
Legal Services Grants	6,000	0	0	0
Supplies and Equipment	(42,500)	(80,600)	(80,400)	(92,600)
Other Expenses	309,000	(22,900)	(22,900)	(24,700)
Expenses Total	(\$786,600)	(\$1,239,100)	(\$1,315,200)	(\$1,626,900)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$726,800)
Interfund Transfers Out	0	(100)	0	0
Interfund Transfers Total	\$0	(\$100)	\$0	(\$726,800)
	(4-0-00)	(4	/	/40.000.000
28005 LSTF Admin (Consolidated) Su	(\$735,200)	(\$1,239,200)	(\$1,315,200)	(\$2,353,700)
28006 LSTF Grants-BoA Settlement				
Revenues				
Bank Settlement	\$2,485,200	\$0	\$0	\$0
Revenues Total	\$2,485,200	\$0	\$0	\$0
Expenses				
Personnel Expenses	\$0	(\$20,000)	(\$104,000)	\$0
Legal Services Grants	(2,253,900)	(231,000)	(231,000)	(231,000)
Expenses Total	(\$2,253,900)	(\$251,000)	(\$335,000)	(\$231,000)
28006 LSTF Grants-BoA Settlement S	\$231,300	(\$251,000)	(\$335,000)	(\$231,000)

Legal Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
28007 LSTF Grants-Citi Settlement				
Revenues				
Other Revenues	\$3,600,000	\$0	\$0	\$0
Revenues Total	\$3,600,000	\$0	\$0	\$0
Expenses				
Legal Services Grants	(\$1,878,900)	(\$1,721,200)	(\$1,721,200)	\$0
Expenses Total	(\$1,878,900)	(\$1,721,200)	(\$1,721,200)	\$0
28007 LSTF Grants-Citi Settlement S	\$1,721,100	(\$1,721,200)	(\$1,721,200)	\$0
28009 LSTF Grants-Blue Shield				
Revenues				
Grants	\$0	\$30,000	\$0	\$0
Revenues Total	\$0	\$30,000	\$0	\$0
28009 LSTF Grants-Blue Shield Surpl	\$0	\$30,000	\$0	\$0
29 Equal Access -Asset BU				
Interfund Transfers				
Indirect Costs	(\$14,400)	(\$16,100)	(\$16,100)	\$0
Interfund Transfers Total	(\$14,400)	(\$16,100)	(\$16,100)	\$0
29 Equal Access -Asset BU Surplus/((\$14,400)	(\$16,100)	(\$16,100)	\$0

Legal Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
29001 Equal Access -Admin				
Expenses				
Services	(\$198,900)	(\$210,000)	(\$210,000)	(\$210,000)
Supplies and Equipment	(200)	(1,500)	(1,500)	0
Other Expenses	(258,600)	0	0	0
Expenses Total	(\$457,700)	(\$211,500)	(\$211,500)	(\$210,000)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$14,300)
Interfund Transfers Total	\$0	\$0	\$0	(\$14,300)
29001 Equal Access -Admin Surplus/	(\$457,700)	(\$211,500)	(\$211,500)	(\$224,300)
29002 Equal Access -Grants				
Revenues				
Grants	\$16,442,000	\$19,192,000	\$19,192,000	\$25,599,900
Other Revenues	459,900	469,500	461,000	508,200
Revenues Total	\$16,901,900	\$19,661,500	\$19,653,000	\$26,108,100
Expenses				
Legal Services Grants	(\$14,837,400)	(\$19,014,500)	(\$19,014,500)	(\$26,009,400)
Expenses Total	(\$14,837,400)	(\$19,014,500)	(\$19,014,500)	(\$26,009,400)
29002 Equal Access -Grants Surplus/	\$2,064,500	\$647,000	\$638,500	\$98,700

<u>Legal Services</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
32 Justice Gap Fund - BU				
Revenues				
Voluntary Fees & Donations	\$1,161,500	\$1,117,600	\$900,000	\$900,000
Other Revenues	3,800	15,100	1,500	11,100
Revenues Total	\$1,165,300	\$1,132,700	\$901,500	\$911,100
Interfund Transfers				
Indirect Costs	(\$18,300)	(\$9,200)	(\$9,200)	(\$7,200)
Interfund Transfers Out	0	(2,133,000)	(2,133,000)	0
Interfund Transfers Total	(\$18,300)	(\$2,142,200)	(\$2,142,200)	(\$7,200)
32 Justice Gap Fund - BU Surplus/(D	\$1,147,000	(\$1,009,500)	(\$1,240,700)	\$903,900
37 Bank Settlement Fund				
Revenues				
Other Revenues	\$155,300	\$258,900	\$200,000	\$150,000
Bank Settlement	44,778,700	0	0	0
Revenues Total	\$44,934,000	\$258,900	\$200,000	\$150,000
Interfund Transfers				
Indirect Costs	(\$6,200)	(\$31,200)	(\$31,200)	\$0
Interfund Transfers Total	(\$6,200)	(\$31,200)	(\$31,200)	\$0
37 Bank Settlement Fund Surplus/(D	\$44,927,800	\$227,700	\$168,800	\$150,000

Legal Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
37001 B of A-Second Settlement				
Revenues				
Grants	\$0	\$9,000	\$0	\$0
Other Revenues	0	7,000	0	0
Revenues Total	\$0	\$16,000	\$0	\$0
Expenses				
Personnel Expenses	(\$79,900)	(\$69,300)	(\$71,300)	(\$58,600)
Legal Services Grants	(740,000)	(5,414,000)	(5,414,000)	(9,957,900)
Supplies and Equipment	0	(14,300)	(14,300)	(16,300)
Other Expenses	(5,200)	(12,000)	(4,800)	(4,900)
Expenses Total	(\$825,100)	(\$5,509,600)	(\$5,504,400)	(\$10,037,700)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$27,600)
Interfund Transfers Total	\$0	\$0	\$0	(\$27,600)
37001 B of A-Second Settlement Sur	(\$825,100)	(\$5,493,600)	(\$5,504,400)	(\$10,065,300)
Legal Services Surplus/(Deficit)	\$41,664,300	(\$7,789,300)	(\$8,786,600)	(\$13,768,500)

Professional Competence	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10702 COPRAC				
Revenues				
Other Revenues	\$7,100	\$5,600	\$5,000	\$5,600
Revenues Total	\$7,100	\$5,600	\$5,000	\$5,600
Expenses				
Personnel Expenses	\$0	\$0	\$200	\$0
Services	(1,300)	(800)	(500)	(2,500)
Supplies and Equipment	(4,100)	(3,800)	(3,800)	(3,800)
Other Expenses	(46,000)	(37,400)	(35,800)	(39,200)
Expenses Total	(\$51,400)	(\$42,000)	(\$39,900)	(\$45,500)
Interfund Transfers				
Interfund Transfers In	\$100	\$0	\$0	\$0
Indirect Costs	(6,100)	(5,600)	(5,600)	(11,600)
Interfund Transfers Total	(\$6,000)	(\$5,600)	(\$5,600)	(\$11,600)
10702 COPRAC Surplus/(Deficit)	(\$50,300)	(\$42,000)	(\$40,500)	(\$51,500)

Professional Competence	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10706 Professional Competence				
Revenues				
Other Revenues	\$0	\$20,900	\$0	\$20,900
Revenues Total	\$0	\$20,900	\$0	\$20,900
Expenses				
Personnel Expenses	(\$1,403,200)	(\$1,297,000)	(\$1,558,000)	(\$1,554,800)
Services	(800)	(600)	(300)	(201,000)
Supplies and Equipment	(31,800)	(36,300)	(33,100)	(33,300)
Other Expenses	(7,400)	(6,400)	(6,400)	(6,400)
Expenses Total	(\$1,443,200)	(\$1,340,300)	(\$1,597,800)	(\$1,795,500)
Interfund Transfers				
Indirect Costs	(\$701,100)	(\$807,800)	(\$807,800)	(\$922,800)
Interfund Transfers Out	(2,800)	(700)	0	0
Interfund Transfers Total	(\$703,900)	(\$808,500)	(\$807,800)	(\$922,800)
10706 Professional Competence Sur	(\$2,147,100)	(\$2,127,900)	(\$2,405,600)	(\$2,697,400)
10708 Rules Revision Commission				
Expenses Personnel Expenses	ćo	ćo	¢400	ćo
Personnel Expenses Leases and Rent	\$0 (3,500)	\$0 (2,800)	\$400 (2,800)	\$0 (2.800)
Services	(139,000)	(52,400)	(52,400)	(2,800) (2,400)
Supplies and Equipment	(5,400)	(6,800)	(6,800)	(4,800)
Other Expenses	(75,800)	(27,400)	(26,700)	(9,800)
Expenses Total	(\$223,700)	(\$89,400)	(\$88,300)	(\$19,800)
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Interfund Transfers				
Indirect Costs	(\$16,100)	(\$6,800)	(\$6,800)	(\$1,500)
Interfund Transfers Total	(\$16,100)	(\$6,800)	(\$6,800)	(\$1,500)
10708 Rules Revision Commission Su	(\$239,800)	(\$96,200)	(\$95,100)	(\$21,300)
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2016 Actual	2017 Projection	2017 Budget	2018 Budget
\$14,300	\$16,200	\$16,200	\$12,200
\$14,300	\$16,200	\$16,200	\$12,200
\$0	\$0	\$100	\$0
(2,700)	(15,800)	(15,800)	(15,800)
(5,300)	(8,600)	(8,600)	(8,600)
0	(1,000)	(500)	(1,000)
(\$8,000)	(\$25,400)	(\$24,800)	(\$25,400)
\$200	\$200	\$0	\$0
(600)	(1,900)	(1,900)	(1,900)
(\$400)	(\$1,700)	(\$1,900)	(\$1,900)
\$5,900	(\$10,900)	(\$10,500)	(\$15,100)
(\$2,431,300)	(\$2,277,000)	(\$2,551,700)	(\$2,785,300)
	\$14,300 \$14,300 \$0 (2,700) (5,300) 0 (\$8,000) \$200 (600) (\$400)	\$14,300 \$16,200 \$14,300 \$16,200 \$0 \$0 (2,700) (15,800) (5,300) (8,600) 0 (1,000) (\$8,000) (\$25,400) \$200 \$200 (600) (1,900) (\$400) (\$1,700)	\$14,300 \$16,200 \$16,200 \$14,300 \$16,200 \$16,200 \$0 \$0 \$100 (2,700) (15,800) (15,800) (5,300) (8,600) (8,600) 0 (1,000) (500) (\$8,000) (\$25,400) (\$24,800) \$200 \$200 \$0 (600) (1,900) (1,900) (\$400) (\$1,700) (\$1,900) \$5,900 (\$10,900) (\$10,500)

Lawyer Assistance Program	2016 Actual	2017 Projection	2017 Budget	2018 Budget
21 Lawyer Assist Program-Asset BU				
Revenues				
Mandatory Fees	\$2,046,500	\$2,091,700	\$2,084,800	\$2,107,000
Other Revenues	10,500	26,400	0	20,000
Revenues Total	\$2,057,000	\$2,118,100	\$2,084,800	\$2,127,000
Expenses				
Personnel Expenses	(\$21,700)	(\$57,300)	(\$90,800)	(\$18,200)
Expenses Total	(\$21,700)	(\$57,300)	(\$90,800)	(\$18,200)
Interfund Transfers				
Interfund Transfers In	\$239,300	\$1,200	\$0	\$0
Indirect Costs	(418,800)	(464,500)	(464,500)	(114,600)
Interfund Transfers Total	(\$179,500)	(\$463,300)	(\$464,500)	(\$114,600)
21 Lawyer Assist Program-Asset BU	\$1,855,800	\$1,597,500	\$1,529,500	\$1,994,200

Lawyer Assistance Program	2016 Actual	2017 Projection	2017 Budget	2018 Budget
21000 Lawyer Assist Program (Consoli	dated)			
Revenues				
Other Revenues	\$0	\$27,100	\$0	\$0
Revenues Total	\$0	\$27,100	\$0	\$0
Expenses				
Personnel Expenses	(\$898,800)	(\$762,200)	(\$828,200)	(\$1,242,000)
Leases and Rent	(1,100)	(4,100)	(100)	(3,300)
Services	(102,400)	(187,200)	(184,600)	(340,000)
Supplies and Equipment	(20,000)	(22,800)	(22,800)	(22,800)
Other Expenses	(80,900)	(77,100)	(74,100)	(81,100)
Expenses Total	(\$1,103,200)	(\$1,053,400)	(\$1,109,800)	(\$1,689,200)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$415,400)
Interfund Transfers Out	(2,200)	0	0	0
Interfund Transfers Total	(\$2,200)	\$0	\$0	(\$415,400)
21000 Lawyer Assist Program (Conso	(\$1,105,400)	(\$1,026,300)	(\$1,109,800)	(\$2,104,600)
Lawyer Assistance Program Surplus/	\$750,400	\$571,200	\$419,700	(\$110,400)

Probation	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10601 Probation				
Expenses				
Personnel Expenses	(\$908,600)	(\$895,700)	(\$719,400)	(\$975,600)
Services	0	(600)	(500)	(600)
Supplies and Equipment	(17,300)	(18,700)	(18,700)	(18,700)
Other Expenses	(200)	(1,400)	(1,300)	(1,300)
Expenses Total	(\$926,100)	(\$916,400)	(\$739,900)	(\$996,200)
Interfund Transfers				
Indirect Costs	(\$420,200)	(\$389,000)	(\$389,000)	(\$432,400)
Interfund Transfers Out	(400)	(400)	0	0
Interfund Transfers Total	(\$420,600)	(\$389,400)	(\$389,000)	(\$432,400)
10601 Probation Surplus/(Deficit)	(\$1,346,700)	(\$1,305,800)	(\$1,128,900)	(\$1,428,600)
Probation Surplus/(Deficit)	(\$1,346,700)	(\$1,305,800)	(\$1,128,900)	(\$1,428,600)

Client Security Fund	2016 Actual	2017 Projection	2017 Budget	2018 Budget
27 Client Security -Asset BU				
Revenues				
Mandatory Fees	\$7,787,100	\$7,995,700	\$7,995,700	\$7,927,300
Other Revenues	44,500	59,500	35,000	49,400
Revenues Total	\$7,831,600	\$8,055,200	\$8,030,700	\$7,976,700
Expenses				
Personnel Expenses	(\$21,700)	(\$108,400)	(\$114,600)	(\$24,500)
Expenses Total	(\$21,700)	(\$108,400)	(\$114,600)	(\$24,500)
Interfund Transfers	¢424.400	¢4 604 000	¢4 coo ooo	ĆO
Interfund Transfers In Indirect Costs	\$424,400	\$1,604,900	\$1,600,000 (580,200)	\$0 (185 500)
	(637,900)	(580,200)	, , ,	(185,500)
Interfund Transfers Total	(\$213,500)	\$1,024,700	\$1,019,800	(\$185,500)
27 Client Security -Asset BU Surplus/	\$7,596,400	\$8,971,500	\$8,935,900	\$7,766,700
27001 CSF Administration				
Expenses				
Personnel Expenses	(\$1,203,500)	(\$1,157,400)	(\$1,250,500)	(\$1,467,200)
Services	(12,100)	(16,500)	(16,500)	(11,500)
Supplies and Equipment	(29,500)	(29,100)	(29,100)	(29,100)
Other Expenses	(7,116,800)	(5,315,300)	(5,317,000)	(5,915,200)
Expenses Total	(\$8,361,900)	(\$6,518,300)	(\$6,613,100)	(\$7,423,000)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$394,900)
Interfund Transfers Out	(1,200)	(1,100)	0	0
Interfund Transfers Total	(\$1,200)	(\$1,100)	\$0	(\$394,900)
27001 CSF Administration Surplus/((\$8,363,100)	(\$6,519,400)	(\$6,613,100)	(\$7,817,900)

Client Security Fund	2016 Actual	2017 Projection	2017 Budget	2018 Budget
27002 CSF Commission				
Expenses				
Supplies and Equipment	(\$100)	(\$300)	(\$300)	(\$300)
Other Expenses	(7,200)	(8,500)	(6,600)	(8,500)
Expenses Total	(\$7,300)	(\$8,800)	(\$6,900)	(\$8,800)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$5,000)
Interfund Transfers Total	\$0	\$0	\$0	(\$5,000)
27002 CSF Commission Surplus/(Defi	(\$7,300)	(\$8,800)	(\$6,900)	(\$13,800)
Client Security Fund Surplus/(Deficit	(\$774,000)	\$2,443,300	\$2,315,900	(\$65,000)

General Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
23002 Chief Admin Officer				
Expenses				
Personnel Expenses	\$0	(\$66,500)	\$0	\$0
Other Expenses	0	(1,400)	0	0
Expenses Total	\$0	(\$67,900)	\$0	\$0
23002 Chief Admin Officer Surplus/(\$0	(\$67,900)	\$0	\$0
23105 Procurement				
Revenues				
Other Revenues	\$7,900	\$0	\$0	\$0
Revenues Total	\$7,900	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$197,500)	\$0	\$0	\$0
Services	(300)	0	0	0
Supplies and Equipment	(11,200)	0	0	0
Other Expenses	(5,800)	0	0	0
Expenses Total	(\$214,800)	\$0	\$0	\$0
23105 Procurement Surplus/(Deficit)	(\$206,900)	\$0	\$0	\$0
23310 General Services LA				
Expenses				
Personnel Expenses	(\$739,700)	(\$809,000)	(\$771,800)	(\$835,800)
Leases and Rent	(1,517,600)	(1,565,000)	(1,552,100)	(1,610,900)
Services	(22,900)	(137,600)	(90,100)	(152,500)
Supplies and Equipment	(67,200)	(140,600)	(121,100)	(181,500)
Other Expenses	(6,500)	(7,300)	(3,900)	(15,100)
Expenses Total	(\$2,353,900)	(\$2,659,500)	(\$2,539,000)	(\$2,795,800)
23310 General Services LA Surplus/((\$2,353,900)	(\$2,659,500)	(\$2,539,000)	(\$2,795,800)

General Services	2016 Actual	2017 Projection	2017 Budget	2018 Budget
23321 Risk Management/Insurance				
Expenses				
Leases and Rent	(\$879,300)	(\$849,000)	(\$849,000)	(\$849,000)
Expenses Total	(\$879,300)	(\$849,000)	(\$849,000)	(\$849,000)
23321 Risk Management/Insurance	(\$879,300)	(\$849,000)	(\$849,000)	(\$849,000)
23350 General Services SF				
Revenues				
Other Revenues	\$0	\$4,500	\$0	\$4,500
Revenues Total	\$0	\$4,500	\$0	\$4,500
Expenses				
Personnel Expenses	(\$1,314,500)	(\$1,453,400)	(\$1,547,800)	(\$1,534,200)
Leases and Rent	(2,237,500)	(2,292,700)	(2,290,900)	(2,643,300)
Services	(330,500)	(551,600)	(578,300)	(497,900)
Supplies and Equipment	400	(28,600)	(23,300)	(149,100)
Other Expenses	4,800	9,200	11,500	(6,700)
Expenses Total	(\$3,877,300)	(\$4,317,100)	(\$4,428,800)	(\$4,831,200)
23350 General Services SF Surplus/((\$3,877,300)	(\$4,312,600)	(\$4,428,800)	(\$4,826,700)
General Services Surplus/(Deficit)	(\$7,317,400)	(\$7,889,000)	(\$7,816,800)	(\$8,471,500)

<u>Human Resources</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
23206 Human Resources (Consolidate	d)			
Expenses				
Personnel Expenses	(\$1,251,900)	(\$1,415,600)	(\$1,427,300)	(\$1,524,600)
Services	(186,900)	(172,000)	(130,000)	(161,000)
Supplies and Equipment	(54,700)	(76,400)	(70,600)	(75,600)
Other Expenses	(35,600)	(154,100)	(151,500)	(23,500)
Expenses Total	(\$1,529,100)	(\$1,818,100)	(\$1,779,400)	(\$1,784,700)
23206 Human Resources (Consolidat	(\$1,529,100)	(\$1,818,100)	(\$1,779,400)	(\$1,784,700)
Human Resources Surplus/(Deficit)	(\$1,529,100)	(\$1,818,100)	(\$1,779,400)	(\$1,784,700)
Information Technology	2016 Actual	2017 Projection	2017 Budget	2018 Budget
23600 IT (Consolidated)				
Expenses				
Personnel Expenses	(\$4,334,600)	(\$4,275,400)	(\$4,243,000)	(\$5,069,500)
Leases and Rent	(159,600)	(339,600)	(339,600)	(424,800)
Services	(118,700)	(87,700)	(500)	(190,600)
Supplies and Equipment	(1,223,300)	(1,812,600)	(1,810,100)	(2,226,600)
Other Expenses	(64,500)	(55,600)	(55,600)	(56,100)
Expenses Total	(\$5,900,700)	(\$6,570,900)	(\$6,448,800)	(\$7,967,600)
23600 IT (Consolidated) Surplus/(De	(\$5,900,700)	(\$6,570,900)	(\$6,448,800)	(\$7,967,600)
Information Technology Surplus/(De	(\$5,900,700)	(\$6,570,900)	(\$6,448,800)	(\$7,967,600)

<u>Talent Engagement & Development Un</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
23207 Training				
Expenses				
Personnel Expenses	\$0	\$0	\$0	(\$274,300)
Other Expenses	0	0	0	(143,000)
Expenses Total	\$0	\$0	\$0	(\$417,300)
_				
23207 Training Surplus/(Deficit)	\$0	\$0	\$0	(\$417,300)
_				
Talent Engagement & Development	\$0	\$0	\$0	(\$417,300)

<u>Finance</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
23101 Finance				
Expenses				
Personnel Expenses	(\$1,250,400)	(\$1,520,800)	(\$1,626,200)	(\$1,899,500)
Services	(468,700)	(1,051,800)	(1,003,700)	(653,700)
Supplies and Equipment	(35,300)	(31,600)	(31,600)	(32,100)
Other Expenses	(8,100)	(8,100)	(4,600)	(4,800)
Expenses Total	(\$1,762,500)	(\$2,612,300)	(\$2,666,100)	(\$2,590,100)
23101 Finance Surplus/(Deficit)	(\$1,762,500)	(\$2,612,300)	(\$2,666,100)	(\$2,590,100)
23103 Member Billing				
Revenues				
Other Revenues	\$600	\$0	\$0	\$0
Revenues Total	\$600	\$0	\$0	\$0
Expenses	(4	(4	(4	(40
Personnel Expenses	(\$504,800)	(\$405,700)	(\$403,900)	(\$345,400)
Services	(949,600)	(578,800)	(525,600)	(335,600)
Supplies and Equipment	(131,100)	(54,700)	(53,400)	(54,000)
Other Expenses	(10,300)	(4,100)	(900)	(4,300)
Expenses Total	(\$1,595,800)	(\$1,043,300)	(\$983,800)	(\$739,300)
Interfund Transfers				
Interfund Transfers Out	\$0	(\$400,000)	(\$400,000)	\$0
Interfund Transfers Total	\$0	(\$400,000)	(\$400,000)	
interfully fransiers rotal		(\$400,000)	(\$400,000)	\$0
23103 Member Billing Surplus/(Defic	(\$1,595,200)	(\$1,443,300)	(\$1,383,800)	(\$739,300)
Finance Surplus/(Deficit)	(\$3,357,700)	(\$4,055,600)	(\$4,049,900)	(\$3,329,400)

Facilities Projects	2016 Actual	2017 Projection	2017 Budget	2018 Budget
26 Building -Asset BU				
Revenues				
Mandatory Fees	\$3,800	\$3,000	\$3,000	\$3,000
Other Revenues	20,000	35,200	11,000	25,700
Revenues Total	\$23,800	\$38,200	\$14,000	\$28,700
Expenses				
Services	(\$79,200)	\$0	\$0	\$0
Supplies and Equipment	(946,400)	(1,630,000)	(2,130,000)	(3,944,600)
Depreciation	(422,900)	0	0	0
Expenses Total	(\$1,448,500)	(\$1,630,000)	(\$2,130,000)	(\$3,944,600)
Interfund Transfers				
Indirect Costs	\$548,900	\$1,235,400	\$1,235,400	\$2,287,800
Interfund Transfers Total	\$548,900	\$1,235,400	\$1,235,400	\$2,287,800
26 Building -Asset BU Surplus/(Defici	(\$875,800)	(\$356,400)	(\$880,600)	(\$1,628,100)
26 Building -Asset BO Surplus/(Denci	(\$875,800)	(\$330,400)	(\$880,600)	(\$1,628,100)
26101 SF Facilities Management				
Revenues				
Other Revenues	\$1,539,400	\$1,606,000	\$1,351,000	\$1,766,400
Revenues Total	\$1,539,400	\$1,606,000	\$1,351,000	\$1,766,400
26101 SF Facilities Management Sur	\$1,539,400	\$1,606,000	\$1,351,000	\$1,766,400

Facilities Projects	2016 Actual	2017 Projection	2017 Budget	2018 Budget
35 LA Facility Fund				
Revenues				
Other Revenues	\$375,900	\$433,100	\$447,000	\$394,000
Revenues Total	\$375,900	\$433,100	\$447,000	\$394,000
Expenses				
Supplies and Equipment	(\$182,900)	\$0	\$0	\$0
Debt Service	(882,600)	(2,300,000)	(2,300,000)	(762,100)
Depreciation	(1,969,400)	0	(1,970,000)	0
Expenses Total	(\$3,034,900)	(\$2,300,000)	(\$4,270,000)	(\$762,100)
Later Constitution of the				
Interfund Transfers				
Indirect Costs	\$2,482,900	\$2,300,000	\$2,300,000	\$762,100
Interfund Transfers Total	\$2,482,900	\$2,300,000	\$2,300,000	\$762,100
35 LA Facility Fund Surplus/(Deficit)	(\$176,100)	\$433,100	(\$1,523,000)	\$394,000
Facilities Projects Surplus/(Deficit)	\$487,500	\$1,682,700	(\$1,052,600)	\$532,300

Technology Projects	2016 Actual	2017 Projection	2017 Budget	2018 Budget
19 Technology Improvemt- Asset BU				
Revenues				
Mandatory Fees	\$900	\$200	\$0	\$0
Other Revenues	16,300	23,200	0	0
Revenues Total	\$17,200	\$23,400	\$0	\$0
_				
Expenses	ćo	(¢20,800)	ĆO	(¢EC 400)
Personnel Expenses Supplies and Equipment	\$0 0	(\$29,800) 18,500	\$0 0	(\$56,400) 0
Supplies and Equipment				
Expenses Total	\$0	(\$11,300)	\$0	(\$56,400)
Interfund Transfers				
Interfund Transfers In	\$1,000,000	\$0	\$0	\$2,217,000
Indirect Costs	(136,300)	(119,000)	(119,000)	(84,500)
Interfund Transfers Total	\$863,700	(\$119,000)	(\$119,000)	\$2,132,500
19 Technology Improvemt- Asset BU	\$880,900	(\$106,900)	(\$119,000)	\$2,076,100
19009 OCTC System Replacement				
Expenses				
Other Expenses	(\$400)	\$0	\$0	\$0
Expenses Total	(\$400)	\$0	\$0	\$0
19009 OCTC System Replacement Su	(\$400)	\$0	\$0	\$0
19016 Enterprise Cont Mgt				
Expenses				
Supplies and Equipment	(\$900)	\$0	\$0	\$0
Expenses Total	(\$900)	\$0	\$0	\$0
19016 Enterprise Cont Mgt Surplus/((\$900)	\$0	\$0	\$0

Technology Projects	2016 Actual	2017 Projection	2017 Budget	2018 Budget
19018 Admission System				
Expenses				
Supplies and Equipment	\$0	\$0	\$0	(\$1,838,500)
Expenses Total	\$0	\$0	\$0	(\$1,838,500)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$125,300)
Interfund Transfers Total	\$0	\$0	\$0	(\$125,300)
19018 Admission System Surplus/(D	\$0	\$0	\$0	(\$1,963,800)
19024 SF Courtroom Upgrade				
Expenses				
Supplies and Equipment	(\$98,100)	\$0	\$0	\$0
Expenses Total	(\$98,100)	\$0	\$0	\$0
19024 SF Courtroom Upgrade Surplu	(\$98,100)	\$0	\$0	\$0
19026 SF Video Equipment				
Expenses				
Supplies and Equipment	(\$700)	(\$150,000)	(\$150,000)	(\$100,000)
Expenses Total	(\$700)	(\$150,000)	(\$150,000)	(\$100,000)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$6,800)
Interfund Transfers Total	\$0	\$0	\$0	(\$6,800)
19026 SF Video Equipment Surplus/((\$700)	(\$150,000)	(\$150,000)	(\$106,800)

Technology Projects	2016 Actual	2017 Projection	2017 Budget	2018 Budget
19028 Case Management System-OCTC				
Expenses				
Personnel Expenses	(\$337,100)	(\$648,500)	(\$1,294,200)	(\$926,200)
Services	(100)	(126,000)	0	(500,000)
Supplies and Equipment	(212,200)	(1,239,900)	(2,550,000)	(1,582,200)
Other Expenses	0	(600)	0	0
Expenses Total	(\$549,400)	(\$2,015,000)	(\$3,844,200)	(\$3,008,400)
Interfund Transfers				
Interfund Transfers In	\$0	\$400,000	\$400,000	\$0
Indirect Costs	0	0	0	(365,400)
Interfund Transfers Total	\$0	\$400,000	\$400,000	(\$365,400)
		Ψ 100,000	Ψ 100,000	(+000,100)
19028 Case Management System-OC	(\$549,400)	(\$1,615,000)	(\$3,444,200)	(\$3,373,800)
19029 Case Management System-SBC				
Expenses				
Personnel Expenses	(\$24,000)	(\$107,700)	(\$338,900)	(\$151,900)
Expenses Total	(\$24,000)	(\$107,700)	(\$338,900)	(\$151,900)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$73,300)
Interfund Transfers Total	\$0	\$0	\$0	(\$73,300)
meeriana mansiers rotai	70	70	70	(773,300)
19029 Case Management System-SB	(\$24,000)	(\$107,700)	(\$338,900)	(\$225,200)

Technology Projects	2016 Actual	2017 Projection	2017 Budget	2018 Budget
19030 ERP Upgrade				
Expenses				
Supplies and Equipment	\$0	(\$700,000)	(\$700,000)	(\$475,000)
Expenses Total	\$0	(\$700,000)	(\$700,000)	(\$475,000)
Interfund Transfers				
Indirect Costs	\$0	\$0	\$0	(\$32,400)
Interfund Transfers Total	\$0	\$0	\$0	(\$32,400)
_				
19030 ERP Upgrade Surplus/(Deficit)	\$0	(\$700,000)	(\$700,000)	(\$507,400)
Technology Projects Surplus/(Deficit	\$207,400	(\$2,679,600)	(\$4,752,100)	(\$4,100,900)

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10903 Calif. Young Lawyers Assoc.				
Revenues				
Other Revenues	\$0	\$8,800	\$0	\$0
Revenues Total	\$0	\$8,800	\$0	\$0
Expenses				
Personnel Expenses	(\$133,800)	\$0	\$100	\$0
Services	0	(1,700)	(1,400)	0
Supplies and Equipment	0	(700)	(300)	0
Other Expenses	(1,600)	(24,600)	(21,700)	0
Expenses Total	(\$135,400)	(\$27,000)	(\$23,300)	\$0
Interfund Transfers				
Indirect Costs	(\$18,000)	(\$1,800)	(\$1,800)	\$0
Interfund Transfers Total	· · · · · ·		· · · · · · · · · · · · · · · · · · ·	
interiund Transfers Total	(\$18,000)	(\$1,800)	(\$1,800)	\$0
10903 Calif. Young Lawyers Assoc. S	(\$153,400)	(\$20,000)	(\$25,100)	\$0
10908 CYLA - Admin				
Expenses				
Personnel Expenses	(\$300)	\$0	\$0	\$0
Services	(3,200)	0	0	0
Supplies and Equipment	(3,200)	(300)	0	0
Other Expenses	(29,300)	(2,900)	0	0
Expenses Total	(\$36,000)	(\$3,200)	\$0	\$0
Interfund Transfers				
Indirect Costs	(\$2,600)	\$0	\$0	\$0
Interfund Transfers Total	(\$2,600)	\$0	\$0	\$0
10908 CYLA - Admin Surplus/(Deficit	(\$38,600)	(\$3,200)	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10909 CYLA - Education				
Revenues				
Other Revenues	\$3,500	\$0	\$0	\$0
Revenues Total	\$3,500	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$300)	\$0	\$0	\$0
Services	(2,500)	0	0	0
Other Expenses	(3,700)	0	0	0
Expenses Total	(\$6,500)	\$0	\$0	\$0
Interfund Transfers				
Indirect Costs	(\$500)	\$0	\$0	\$0
Interfund Transfers Total	(\$500)	\$0	\$0	\$0
10909 CYLA - Education Surplus/(Def	(\$3,500)	\$0	\$0	\$0
10910 CYLA - Outreach				
Expenses				
Personnel Expenses	(\$800)	\$0	\$0	\$0
Services	(200)	(100)	(100)	0
Supplies and Equipment	(100)	0	0	0
Expenses Total	(\$1,100)	(\$100)	(\$100)	\$0
Interfund Transfers				
Indirect Costs	(\$100)	\$0	\$0	\$0
Interfund Transfers Total	(\$100)	\$0	\$0	\$0
10910 CYLA - Outreach Surplus/(Defi	(\$1,200)	(\$100)	(\$100)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
10912 Calif. Young Lawyers Assoc. (Cor	solidat			
Expenses				
Personnel Expenses	(\$200)	\$0	\$0	\$0
Supplies and Equipment	(200)	0	0	0
Other Expenses	(700)	0	0	0
Expenses Total	(\$1,100)	\$0	\$0	\$0
Interfund Transfers				
Indirect Costs	(\$100)	\$0	\$0	\$0
Interfund Transfers Total	(\$100)	\$0	\$0	\$0
10912 Calif. Young Lawyers Assoc. (C	(\$1,200)	\$0	\$0	\$0
14 Annual Meeting Asset BU				
Interfund Transfers				
Interfund Transfers In	\$0	\$0	\$0	\$21,000
Indirect Costs	(101,000)	0	0	0
Interfund Transfers Total	(\$101,000)	\$0	\$0	\$21,000
14 Annual Meeting Asset BU Surplus	(\$101,000)	\$0	\$0	\$21,000

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
14001 Annual Meeting Admin.				
Revenues				
Other Revenues	\$679,000	\$65,100	\$0	\$0
Revenues Total	\$679,000	\$65,100	\$0	\$0
Expenses				
Personnel Expenses	(\$270,600)	\$0	\$0	\$0
Services	(140,600)	(5,000)	0	0
Supplies and Equipment	(51,800)	0	0	0
Other Expenses	(147,100)	0	0	0
Expenses Total	(\$610,100)	(\$5,000)	\$0	\$0
Interfund Transfers				
Interfund Transfers In	\$14,400	\$0	\$0	\$0
Interfund Transfers Total	\$14,400	\$0	\$0	\$0
14001 Annual Meeting Admin. Surpl	\$83,300	\$60,100	\$0	\$0
14002 Morrison Lecture Foundation				
Revenues				
Other Revenues	\$4,500	\$4,200	\$0	\$0
Revenues Total	\$4,500	\$4,200	\$0	\$0
14002 Morrison Lecture Foundation	\$4,500	\$4,200	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
70 Sections OH -Asset BU				
Expenses				
Personnel Expenses	(\$40,200)	(\$288,200)	(\$332,100)	\$0
Expenses Total	(\$40,200)	(\$288,200)	(\$332,100)	\$0
Interfund Transfers				
Interfund Transfers In	\$629,700	\$0	\$0	\$0
Indirect Costs	(1,351,000)	(1,734,600)	(1,734,600)	0
Interfund Transfers Out	0	(217,700)	0	0
Interfund Transfers Total	(\$721,300)	(\$1,952,300)	(\$1,734,600)	\$0
70 Sections OH -Asset BU Surplus/(D	(\$761,500)	(\$2,240,500)	(\$2,066,700)	\$0
70001 Sections Administration				
Revenues				
Other Revenues	\$900	\$214,500	\$1,000	\$0
Revenues Total	\$900	\$214,500	\$1,000	\$0
Expenses	(*** ****	(+,	(40.400.000)	4.0
Personnel Expenses	(\$1,992,600)	(\$1,829,300)	(\$2,173,600)	\$0
Services	(110,700)	(180,500)	(98,700)	0
Supplies and Equipment	(52,900)	(63,700)	(56,800)	0
Other Expenses	3,635,500	4,316,300	4,316,600	0
Expenses Total	\$1,479,300	\$2,242,800	\$1,987,500	\$0
Interfund Transfers				
Interfund Transfers In	\$32,000	\$3,400	\$0	\$0
Indirect Costs	(121,900)	,,,,,oo 0	0	0
Interfund Transfers Out	0	(900)	0	0
Interfund Transfers Total	(\$89,900)	\$2,500	\$0	\$0
		. ,		
70001 Sections Administration Surpl	\$1,390,300	\$2,459,800	\$1,988,500	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
70002 SEMS Pcard Default				
Expenses				
Services	\$0	(\$2,100)	\$0	\$0
Supplies and Equipment	600	0	0	0
Other Expenses	100	(700)	0	0
Expenses Total	\$700	(\$2,800)	\$0	\$0
70002 SEMS Pcard Default Surplus/(\$700	(\$2,800)	\$0	\$0
70101 Conference of Delegates				
Expenses				
Other Expenses	(\$100)	\$0	\$0	\$0
Expenses Total	(\$100)	\$0	\$0	\$0
70101 Conference of Delegates Surpl	(\$100)	\$0	\$0	\$0
70500 Section Convention				
Revenues				
Other Revenues	\$0	\$198,000	\$0	\$0
Revenues Total	\$0	\$198,000	\$0	\$0
Expenses				
Personnel Expenses	\$0	(\$3,400)	\$0	\$0
Services	0	(39,400)	0	0
Supplies and Equipment	0	(8,900)	0	0
Other Expenses	0	(117,300)	0	0
Expenses Total	\$0	(\$169,000)	\$0	\$0
70500 Section Convention Surplus/(\$0	\$29,000	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
71001 Antitrust Section Admin.				
Revenues				
Other Revenues	\$126,200	\$125,900	\$123,900	\$0
Revenues Total	\$126,200	\$125,900	\$123,900	\$0
Expenses				
Personnel Expenses	(\$100)	(\$2,700)	(\$2,000)	\$0
Services	(400)	(28,300)	(28,300)	0
Supplies and Equipment	(1,800)	(14,000)	(13,700)	0
Other Expenses	(76,500)	(152,700)	(152,700)	0
Expenses Total	(\$78,800)	(\$197,700)	(\$196,700)	\$0
71001 Antitrust Section Admin. Surp	\$47,400	(\$71,800)	(\$72,800)	\$0
71200 Antitrust - Newsletter				
Revenues				
Other Revenues	\$6,200	\$11,700	\$11,700	\$0
Revenues Total	\$6,200	\$11,700	\$11,700	\$0
Expenses				
Services	(\$12,800)	(\$7,400)	\$0	\$0
Supplies and Equipment	(5,500)	(3,500)	0	0
Expenses Total	(\$18,300)	(\$10,900)	\$0	\$0
71200 Antitrust - Newsletter Surplus	(\$12,100)	\$800	\$11,700	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
71300 Antitrust - Publication				
Revenues				
Other Revenues	\$5,700	\$5,800	\$0	\$0
Revenues Total	\$5,700	\$5,800	\$0	\$0
Expenses				
Services	(\$2,200)	(\$2,000)	\$0	\$0
Supplies and Equipment	(300)	(300)	0	0
Expenses Total	(\$2,500)	(\$2,300)	\$0	\$0
71300 Antitrust - Publication Surplus	\$3,200	\$3,500	\$0	\$0
71400 Antitrust - GG Institute				
Revenues				
Other Revenues	\$182,200	\$142,900	\$132,600	\$0
Revenues Total	\$182,200	\$142,900	\$132,600	\$0
Expenses				
Personnel Expenses	(\$1,100)	(\$600)	\$0	\$0
Services	(16,400)	(4,800)	0	0
Supplies and Equipment	(11,200)	(500)	0	0
Other Expenses	(103,500)	(25,000)	(25,000)	0
Expenses Total	(\$132,200)	(\$30,900)	(\$25,000)	\$0
71400 Antitrust - GG Institute Surplu	\$50,000	\$112,000	\$107,600	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
71403 Antitrust-Online CLE				
Revenues				
Other Revenues	\$16,400	\$14,600	\$14,600	\$0
Revenues Total	\$16,400	\$14,600	\$14,600	\$0
Expenses				
Services	(\$1,900)	(\$600)	\$0	\$0
Expenses Total	(\$1,900)	(\$600)	\$0	\$0
71403 Antitrust-Online CLE Surplus/(\$14,500	\$14,000	\$14,600	\$0
71500 Antitrust - SB Annual Mtg				
Revenues				
Other Revenues	\$3,600	\$100	\$0	\$0
Revenues Total	\$3,600	\$100	\$0	\$0
Expenses				
Services	(\$1,800)	(\$200)	\$0	\$0
Other Expenses	(5,600)	(6,900)	(6,900)	0
Expenses Total	(\$7,400)	(\$7,100)	(\$6,900)	\$0
74500 Autiturest CD August Mits Com	(¢2 000)	(¢7.000)	(¢c 000)	ćo
71500 Antitrust - SB Annual Mtg Sur	(\$3,800)	(\$7,000)	(\$6,900)	\$0
71600 Antitrust - ExCom Mtg				
Expenses				
Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	(1,100)	(1,000)	0	0
Supplies and Equipment	(100)	(200)	0 (24.400)	0
Other Expenses	(50,400)	(47,000)	(34,100)	0
Expenses Total	(\$51,600)	(\$48,600)	(\$34,100)	\$0
71600 Antitrust - ExCom Mtg Surplu	(\$51,600)	(\$48,600)	(\$34,100)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
72001 Business Law Section Admin.				
Revenues				
Other Revenues	\$770,500	\$768,100	\$765,900	\$0
Revenues Total	\$770,500	\$768,100	\$765,900	\$0
Expenses				
Services	(\$300)	(\$56,900)	(\$56,900)	\$0
Supplies and Equipment	(300)	(20,300)	(20,300)	0
Other Expenses	(464,400)	(590,300)	(653,300)	0
Expenses Total	(\$465,000)	(\$667,500)	(\$730,500)	\$0
72001 Business Law Section Admin.	\$305,500	\$100,600	\$35,400	\$0
72200 BusLaw Newsletter				
Revenues				
Other Revenues	\$0	\$1,800	\$0	\$0
Revenues Total	\$0	\$1,800	\$0	\$0
Expenses				
Services	(\$54,800)	(\$53,300)	(\$19,500)	\$0
Supplies and Equipment	(13,200)	(16,500)	(16,500)	0
Other Expenses	(1,300)	0	0	0
Expenses Total	(\$69,300)	(\$69,800)	(\$36,000)	\$0
72200 BusLaw Newsletter Surplus/((\$69,300)	(\$68,000)	(\$36,000)	\$0
72300 BusLaw General Publications				
Expenses				
Services	\$0	(\$4,600)	(\$4,600)	\$0
Expenses Total	\$0	(\$4,600)	(\$4,600)	\$0
72300 BusLaw General Publications	\$0	(\$4,600)	(\$4,600)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
72400 BusLaw Section Retreat				
Expenses				
Services	(\$4,600)	(\$2,100)	(\$200)	\$0
Other Expenses	(31,300)	(18,200)	(18,200)	0
Expenses Total	(\$35,900)	(\$20,300)	(\$18,400)	\$0
72400 BusLaw Section Retreat Surpl	(\$35,900)	(\$20,300)	(\$18,400)	\$0
72403 BusLaw Online CLE				
Revenues				
Other Revenues	\$38,000	\$60,000	\$60,000	\$0
Revenues Total	\$38,000	\$60,000	\$60,000	\$0
Expenses				
Services	(\$1,200)	(\$3,000)	(\$3,000)	\$0
Expenses Total	(\$1,200)	(\$3,000)	(\$3,000)	\$0
72403 BusLaw Online CLE Surplus/(D	\$36,800	\$57,000	\$57,000	\$0
72500 BusLaw Annual Meeting				
Expenses				
Services	(\$3,800)	(\$7,000)	(\$4,500)	\$0
Supplies and Equipment	(200)	0	0	0
Other Expenses	(16,700)	(13,900)	(400)	0
Expenses Total	(\$20,700)	(\$20,900)	(\$4,900)	\$0
Interfund Transfers				
Interfund Transfers Out	(\$2,400)	(\$2,100)	\$0	\$0
Interfund Transfers Total	(\$2,400)	(\$2,100)	\$0	\$0
72500 BusLaw Annual Meeting Surpl	(\$23,100)	(\$23,000)	(\$4,900)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
72600 BusLaw Exec. Comm. Mtg.				
Expenses				
Personnel Expenses	(\$100)	\$0	\$0	\$0
Services	(4,700)	(8,000)	0	0
Supplies and Equipment	(2,100)	(1,300)	0	0
Other Expenses	(40,300)	(58,600)	(19,000)	0
Expenses Total	(\$47,200)	(\$67,900)	(\$19,000)	\$0
72600 BusLaw Exec. Comm. Mtg. Sur	(\$47,200)	(\$67,900)	(\$19,000)	\$0
72700 BusLaw AgriBus. Ctee. Mtgs.				
Revenues				
Other Revenues	\$700	\$700	\$700	\$0
Revenues Total	\$700	\$700	\$700	\$0
Expenses	(6400)	(6.100)	40	60
Supplies and Equipment	(\$100)	(\$400)	\$0 (2.200)	\$0
Other Expenses	(2,400)	(4,200)	(2,200)	0
Expenses Total	(\$2,500)	(\$4,600)	(\$2,200)	\$0
72700 BusLaw AgriBus. Ctee. Mtgs.	(\$1,800)	(\$3,900)	(\$1,500)	\$0
72701 BusLaw Cons. Fin. Svcs. Comm.				
Expenses				
Services	(\$400)	\$0	\$0	\$0
Supplies and Equipment	(300)	(200)	0	0
Other Expenses	(2,100)	0	0	0
Expenses Total	(\$2,800)	(\$200)	\$0	\$0
72701 BusLaw Cons. Fin. Svcs. Com	(\$2,800)	(\$200)	\$0	\$0
	(+=,000)	(+===)		

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
72702 BusLaw Corp. Comm. Mtgs.				
Expenses				
Services	(\$1,900)	(\$1,600)	\$0	\$0
Supplies and Equipment	(200)	(900)	0	0
Other Expenses	(6,600)	(3,100)	0	0
Expenses Total	(\$8,700)	(\$5,600)	\$0	\$0
72702 BusLaw Corp. Comm. Mtgs. S	(\$8,700)	(\$5,600)	\$0	\$0
72704 BusLaw InsolvencyLaw Ctee.Mtg	gs			
Expenses				
Services	(\$8,800)	(\$20,700)	(\$16,000)	\$0
Supplies and Equipment	(400)	(300)	0	0
Other Expenses	(7,500)	(3,500)	(1,600)	0
Expenses Total	(\$16,700)	(\$24,500)	(\$17,600)	\$0
72704 BusLaw InsolvencyLaw Ctee.	(\$16,700)	(\$24,500)	(\$17,600)	\$0
72705 BusLaw Educ. Comm. Mtg.				
Expenses				
Services	(\$400)	\$0	\$0	\$0
Other Expenses	(2,600)	(1,900)	0	0
Expenses Total	(\$3,000)	(\$1,900)	\$0	\$0
72705 BusLaw Educ. Comm. Mtg. Su	(\$3,000)	(\$1,900)	\$0	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
72706 BusLaw Fin. Inst. Comm.				
Expenses				
Services	(\$300)	(\$300)	\$0	\$0
Supplies and Equipment	(200)	(100)	0	0
Other Expenses	(3,500)	(6,000)	(5,400)	0
Expenses Total	(\$4,000)	(\$6,400)	(\$5,400)	\$0
72706 BusLaw Fin. Inst. Comm. Surpl	(\$4,000)	(\$6,400)	(\$5,400)	\$0
72707 BusLaw Franchise Law Comm.				
Expenses				
Services	(\$400)	\$0	\$0	\$0
Supplies and Equipment	(200)	(200)	0	0
Other Expenses	(1,700)	0	0	0
Expenses Total	(\$2,300)	(\$200)	\$0	\$0
72707 BusLaw Franchise Law Comm.	(\$2,300)	(\$200)	\$0	\$0
72708 BusLaw Insurance Comm. Mtg.				
Expenses				
Supplies and Equipment	(\$100)	\$0	\$0	\$0
Other Expenses	0	(700)	(100)	0
Expenses Total	(\$100)	(\$700)	(\$100)	\$0
72708 BusLaw Insurance Comm. Mtg	(\$100)	(\$700)	(\$100)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
72709 BusLaw Nonprofit Comm. Mtg.				
Expenses				
Services	(\$1,700)	(\$500)	\$0	\$0
Supplies and Equipment	(500)	(400)	0	0
Other Expenses	(5,800)	(3,200)	(2,800)	0
Expenses Total	(\$8,000)	(\$4,100)	(\$2,800)	\$0
72709 BusLaw Nonprofit Comm. Mt	(\$8,000)	(\$4,100)	(\$2,800)	\$0
72710 BusLaw Partnership Comm. Mtg.				
Expenses				
Services	\$0	(\$2,400)	(\$2,000)	\$0
Supplies and Equipment	(200)	(100)	0	0
Other Expenses	0	(800)	0	0
Expenses Total	(\$200)	(\$3,300)	(\$2,000)	\$0
72710 BusLaw Partnership Comm. M	(\$200)	(\$3,300)	(\$2,000)	\$0
72711 BusLaw Comm.Trans Comm. Mtg	5			
Expenses				
Services	(\$400)	\$0	\$0	\$0
Supplies and Equipment	(100)	0	0	0
Other Expenses	(1,100)	0	0	0
Expenses Total	(\$1,600)	\$0	\$0	\$0
72711 BusLaw Comm.Trans Comm.	(\$1,600)	\$0	\$0	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
72712 BusLaw Opinions Report Comm.				
Expenses				
Services	\$0	(\$2,200)	\$0	\$0
Supplies and Equipment	0	(100)	0	0
Other Expenses	(5,900)	(6,800)	(4,500)	0
Expenses Total	(\$5,900)	(\$9,100)	(\$4,500)	\$0
72712 BusLaw Opinions Report Com	(\$5,900)	(\$9,100)	(\$4,500)	\$0
72713 BusLaw Cyberspace Law				
Expenses				
Services	\$0	(\$400)	\$0	\$0
Supplies and Equipment	(200)	(600)	0	0
Other Expenses	(500)	(5,900)	(1,800)	0
Expenses Total	(\$700)	(\$6,900)	(\$1,800)	\$0
72713 BusLaw Cyberspace Law Surpl	(\$700)	(\$6,900)	(\$1,800)	\$0
72716 BusLaw Health Law Committee				
Expenses				
Services	(\$400)	(\$300)	\$0	\$0
Supplies and Equipment	(100)	(100)	0	0
Other Expenses	(1,100)	(1,600)	(600)	0
Expenses Total	(\$1,600)	(\$2,000)	(\$600)	\$0
72716 BusLaw Health Law Committe	(\$1,600)	(\$2,000)	(\$600)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
72717 BusLaw Litigation Committee				
Expenses				
Services	(\$400)	\$0	\$0	\$0
Supplies and Equipment	(200)	(200)	0	0
Other Expenses	(1,300)	(2,100)	0	0
Expenses Total	(\$1,900)	(\$2,300)	\$0	\$0
72717 BusLaw Litigation Committee	(\$1,900)	(\$2,300)	\$0	\$0
73001 Criminal Law Section Admin.				
Revenues				
Other Revenues	\$158,500	\$157,900	\$156,300	\$0
Revenues Total	\$158,500	\$157,900	\$156,300	\$0
Expenses				
Services	(\$3,200)	(\$19,600)	(\$19,600)	\$0
Supplies and Equipment	(200)	(3,800)	(3,800)	0
Other Expenses	(95,700)	(150,400)	(150,400)	0
Expenses Total	(\$99,100)	(\$173,800)	(\$173,800)	\$0
73001 Criminal Law Section Admin.	\$59,400	(\$15,900)	(\$17,500)	\$0
73200 Criminal Law Journal				
Expenses				
Services	(\$11,300)	(\$5,900)	(\$1,300)	\$0
Supplies and Equipment	(2,400)	(1,500)	0	0
Expenses Total	(\$13,700)	(\$7,400)	(\$1,300)	\$0
73200 Criminal Law Journal Surplus/	(\$13,700)	(\$7,400)	(\$1,300)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
73400 Crim Law Stand-Alone				
Revenues				
Other Revenues	\$0	\$6,000	\$6,000	\$0
Revenues Total	\$0	\$6,000	\$6,000	\$0
Expenses				
Personnel Expenses	\$0	(\$200)	(\$1,000)	\$0
Other Expenses	(400)	0	0	0
Expenses Total	(\$400)	(\$200)	(\$1,000)	\$0
73400 Crim Law Stand-Alone Surplus	(\$400)	\$5,800	\$5,000	\$0
73403 Crim Law Online CLE Edu				
Revenues				
Other Revenues	\$39,400	\$37,000	\$37,000	\$0
Revenues Total	\$39,400	\$37,000	\$37,000	\$0
Expenses				
Services	(\$1,000)	(\$300)	\$0	\$0
Expenses Total	(\$1,000)	(\$300)	\$0	\$0
73403 Crim Law Online CLE Edu Surp	\$38,400	\$36,700	\$37,000	\$0
•				
73500 Criminal Law SB Annual Mtg				
Expenses				
Services	(\$500)	(\$700)	\$0	\$0
Other Expenses	(1,300)	(600)	0	0
Expenses Total	(\$1,800)	(\$1,300)	\$0	\$0
73500 Criminal Law SB Annual Mtg S	(\$1,800)	(\$1,300)	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
73600 Criminal Law ExCom Mtgs				
Expenses				
Personnel Expenses	(\$1,100)	(\$200)	\$0	\$0
Services	(900)	(2,400)	0	0
Other Expenses	(31,800)	(10,900)	(800)	0
Expenses Total	(\$33,800)	(\$13,500)	(\$800)	\$0
73600 Criminal Law ExCom Mtgs Sur	(\$33,800)	(\$13,500)	(\$800)	\$0
74001 Enviro Law Sections Admin				
Revenues				
Other Revenues	\$234,800	\$232,500	\$231,300	\$0
Revenues Total	\$234,800	\$232,500	\$231,300	\$0
Expenses				
Services	(\$500)	(\$70,500)	(\$70,500)	\$0
Supplies and Equipment	(900)	(13,700)	(13,700)	0
Other Expenses	(153,200)	(455,300)	(455,300)	0
Expenses Total	(\$154,600)	(\$539,500)	(\$539,500)	\$0
74001 Enviro Law Sections Admin Su	\$80,200	(\$307,000)	(\$308,200)	\$0
74200 Enviro Law Newsletter				
Expenses				
Services	(\$8,400)	(\$5,000)	(\$17,200)	\$0
Supplies and Equipment	(2,900)	(1,500)	(1,500)	0
Expenses Total	(\$11,300)	(\$6,500)	(\$18,700)	\$0
74200 Enviro Law Newsletter Surplu	(\$11,300)	(\$6,500)	(\$18,700)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
74400 Enviro Law One Day Edu Program	n			
Revenues				
Other Revenues	\$0	\$12,600	\$116,400	\$0
Revenues Total	\$0	\$12,600	\$116,400	\$0
Expenses				
Personnel Expenses	\$0	(\$200)	\$0	\$0
Services	0	(3,100)	(1,400)	0
Supplies and Equipment	0	(1,200)	0	0
Other Expenses	0	(6,900)	(6,900)	0
Expenses Total	\$0	(\$11,400)	(\$8,300)	\$0
74400 Enviro Law One Day Edu Prog	\$0	\$1,200	\$108,100	\$0
74401 Enviro Law Multi Day Edu Progr				
Revenues				
Other Revenues	\$7,400	\$13,200	\$13,200	\$0
Revenues Total	\$7,400	\$13,200	\$13,200	\$0
Expenses				
Personnel Expenses	(\$600)	(\$400)	\$0	\$0
Services	(1,300)	(1,900)	(1,700)	0
Supplies and Equipment	(1,100)	0	0	0
Other Expenses	(7,900)	(4,200)	(4,200)	0
Expenses Total	(\$10,900)	(\$6,500)	(\$5,900)	\$0
74401 Enviro Law Multi Day Edu Pro	(\$3,500)	\$6,700	\$7,300	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
74402 Enviro Law Out Reach Program				
Revenues				
Other Revenues	\$3,900	\$1,300	\$0	\$0
Revenues Total	\$3,900	\$1,300	\$0	\$0
Expenses				
Services	(\$2,900)	\$0	\$0	\$0
Supplies and Equipment	(1,200)	0	0	0
Other Expenses	(3,800)	(2,900)	0	0
Expenses Total	(\$7,900)	(\$2,900)	\$0	\$0
74402 Enviro Law Out Reach Progra	(\$4,000)	(\$1,600)	\$0	\$0
74403 Enviro Law Online CLE				
Revenues				
Other Revenues	\$17,000	\$15,000	\$15,000	\$0
Revenues Total	\$17,000	\$15,000	\$15,000	\$0
Expenses				
Services	(\$2,500)	\$0	\$0	\$0
Expenses Total	(\$2,500)	\$0	\$0	\$0
74403 Enviro Law Online CLE Surplus	\$14,500	\$15,000	\$15,000	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
74404 Enviro Law Student Negotiation				
Revenues				
Other Revenues	\$9,300	\$13,000	\$13,000	\$0
Revenues Total	\$9,300	\$13,000	\$13,000	\$0
Expenses				
Services	(\$5,000)	(\$4,300)	(\$2,700)	\$0
Supplies and Equipment	(700)	(1,100)	(600)	0
Other Expenses	(8,000)	(3,100)	(3,100)	0
Expenses Total	(\$13,700)	(\$8,500)	(\$6,400)	\$0
74404 Enviro Law Student Negotiati	(\$4,400)	\$4,500	\$6,600	\$0
	(२२,२००)	77,300	70,000	
74405 Enviro Law Yosemite Conference				
Revenues				
Other Revenues	\$330,100	\$327,800	\$202,400	\$0
Revenues Total	\$330,100	\$327,800	\$202,400	\$0
Expenses				
Personnel Expenses	(\$2,300)	(\$1,000)	\$0	\$0
Services	(45,800)	(11,500)	(5,200)	0
Supplies and Equipment	(7,900)	(5,200)	(3,000)	0
Other Expenses	(254,200)	(33,500)	(32,600)	0
Expenses Total	(\$310,200)	(\$51,200)	(\$40,800)	\$0
74405 Enviro Law Yosemite Confere	\$19,900	\$276,600	\$161,600	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
74500 EnviroLaw State Bar Annual Mtg				
Expenses				
Services	(\$800)	\$0	\$0	\$0
Other Expenses	(1,600)	(1,200)	0	0
Expenses Total	(\$2,400)	(\$1,200)	\$0	\$0
74500 EnviroLaw State Bar Annual	(\$2,400)	(\$1,200)	\$0	\$0
74600 Enviro Law ExCom Meeting				
Revenues				
Other Revenues	\$100	\$0	\$0	\$0
Revenues Total	\$100	\$0	\$0	\$0
Expenses				
Services	(\$800)	(\$900)	(\$200)	\$0
Supplies and Equipment	(400)	0	0	0
Other Expenses	(46,100)	(27,400)	(25,100)	0
Expenses Total	(\$47,300)	(\$28,300)	(\$25,300)	\$0
74600 Enviro Law ExCom Meeting Su	(\$47,200)	(\$28,300)	(\$25,300)	\$0
74601 Enviro Law ExCom Retreat				
Expenses				
Services	(\$1,500)	(\$10,000)	(\$10,000)	\$0
Supplies and Equipment	(1,200)	0	0	0
Other Expenses	(46,300)	(4,000)	(4,000)	0
Expenses Total	(\$49,000)	(\$14,000)	(\$14,000)	\$0
74601 Enviro Law ExCom Retreat Sur	(\$49,000)	(\$14,000)	(\$14,000)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
75001 Trust&Estate Section Admin				
Revenues				
Grants	\$10,000	\$0	\$0	\$0
Other Revenues	620,200	626,700	612,200	0
Revenues Total	\$630,200	\$626,700	\$612,200	\$0
Expenses				
Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	(5,300)	(64,300)	(98,600)	0
Supplies and Equipment	(700)	(11,100)	(27,100)	0
Other Expenses	(370,900)	(454,100)	(478,700)	0
Expenses Total	(\$376,900)	(\$529,900)	(\$604,400)	\$0
75001 Trust&Estate Section Admin S	\$253,300	\$96,800	\$7,800	\$0
75200 Trust&Estate Newsletter				
Revenues				
Other Revenues	\$23,800	\$31,200	\$30,000	\$0
Revenues Total	\$23,800	\$31,200	\$30,000	\$0
Expenses				
Services	(\$57,600)	(\$56,700)	(\$10,800)	\$0
Supplies and Equipment	(14,600)	(16,300)	(200)	0
Expenses Total	(\$72,200)	(\$73,000)	(\$11,000)	\$0
75200 Trust&Estate Newsletter Surp	(\$48,400)	(\$41,800)	\$19,000	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
75300 Trust&Easte Other Publications				
Revenues				
Other Revenues	\$100	\$3,500	\$100	\$0
Revenues Total	\$100	\$3,500	\$100	\$0
Expenses				
Services	\$0	(\$2,600)	\$0	\$0
Expenses Total	\$0	(\$2,600)	\$0	\$0
75300 Trust&Easte Other Publicatio	\$100	\$900	\$100	\$0
75400 Trust&Estate Fall Program				
Revenues				
Other Revenues	\$32,300	\$42,000	\$75,000	\$0
Revenues Total	\$32,300	\$42,000	\$75,000	\$0
Expenses				
Services	(\$17,600)	(\$4,800)	(\$3,500)	\$0
Supplies and Equipment	(2,800)	(800)	0	0
Other Expenses	(26,500)	(5,400)	(2,700)	0
Expenses Total	(\$46,900)	(\$11,000)	(\$6,200)	\$0
75400 Trust&Estate Fall Program Sur	(\$14,600)	\$31,000	\$68,800	\$0
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<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
75401 Trust&Estate Other Programs				
Revenues				
Other Revenues	\$56,100	\$32,500	\$0	\$0
Revenues Total	\$56,100	\$32,500	\$0	\$0
Expenses	(6000)	(¢400)	ćo	ćo
Personnel Expenses	(\$900)	(\$400)	\$0 (000)	\$0
Services Supplies and Equipment	(14,900)	(3,300)	(900) 0	0
Supplies and Equipment	(3,300)	(1,700)		0
Other Expenses	(38,800)	(8,800)	(8,200)	
Expenses Total	(\$57,900)	(\$14,200)	(\$9,100)	\$0
75401 Trust&Estate Other Programs	(\$1,800)	\$18,300	(\$9,100)	\$0
75402 Trust&Estate Sr. Projects				
Expenses				
Services	(\$100)	\$0	\$0	\$0
Supplies and Equipment	(100)	0	0	0
Expenses Total	(\$200)	\$0	\$0	\$0
75402 Trust&Estate Sr. Projects Surp	(\$200)	\$0	\$0	\$0
75403 Trust&Estate Online CLE				
Revenues				
Other Revenues	\$79,700	\$72,600	\$72,600	\$0
Revenues Total	\$79,700	\$72,600	\$72,600	\$0
Expenses				
Services	(\$1,000)	(\$700)	\$0	\$0
Expenses Total	(\$1,000)	(\$700)	\$0	\$0
•			<u> </u>	<u> </u>
75403 Trust&Estate Online CLE Surpl	\$78,700	\$71,900	\$72,600	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
75500 Trust&Estate SBC-AM				
Expenses				
Services	(\$2,600)	(\$1,500)	\$0	\$0
Other Expenses	(3,400)	(4,100)	0	0
Expenses Total	(\$6,000)	(\$5,600)	\$0	\$0
75500 Trust&Estate SBC-AM Surplus	(\$6,000)	(\$5,600)	\$0	\$0
75600 Trust&Estate ExCom Meeting				
Expenses				
Personnel Expenses	(\$300)	(\$6,100)	(\$3,500)	\$0
Services	(10,700)	(6,900)	0	0
Supplies and Equipment	(300)	(500)	0	0
Other Expenses	(126,200)	(104,900)	(76,000)	0
Expenses Total	(\$137,500)	(\$118,400)	(\$79,500)	\$0
75600 Trust&Estate ExCom Meeting	(\$137,500)	(\$118,400)	(\$79,500)	\$0
75605 Trust&Estate Retreat				
Expenses				
Services	(\$6,600)	(\$3,900)	(\$3,900)	\$0
Other Expenses	(21,600)	(28,200)	(28,200)	0
Expenses Total	(\$28,200)	(\$32,100)	(\$32,100)	\$0
75605 Trust&Estate Retreat Surplus	(\$28,200)	(\$32,100)	(\$32,100)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
75700 Trust&Estate Sub Committees				
Expenses				
Supplies and Equipment	(\$400)	(\$400)	\$0	\$0
Other Expenses	(200)	(800)	0	0
Expenses Total	(\$600)	(\$1,200)	\$0	\$0
75700 Trust&Estate Sub Committees	(\$600)	(\$1,200)	\$0	\$0
76001 Family Law Section Admin.				
Revenues				
Other Revenues	\$386,900	\$390,400	\$381,800	\$0
Revenues Total	\$386,900	\$390,400	\$381,800	\$0
Expenses				
Personnel Expenses	(\$600)	(\$2,000)	(\$1,500)	\$0
Services	(4,300)	(77,000)	(77,000)	0
Supplies and Equipment	(4,700)	(19,500)	(19,500)	0
Other Expenses	(231,600)	(316,500)	(316,500)	0
Expenses Total	(\$241,200)	(\$415,000)	(\$414,500)	\$0
76001 Family Law Section Admin. Su	\$145,700	(\$24,600)	(\$32,700)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
76200 Family Law Newsletter				
Revenues				
Other Revenues	\$7,400	\$13,000	\$13,000	\$0
Revenues Total	\$7,400	\$13,000	\$13,000	\$0
Expenses				
Services	(\$33,900)	(\$23,500)	(\$7,000)	\$0
Supplies and Equipment	(8,500)	(4,100)	0	0
Expenses Total	(\$42,400)	(\$27,600)	(\$7,000)	\$0
76200 Family Law Newsletter Surplu	(\$35,000)	(\$14,600)	\$6,000	\$0
76403 Family Law Online CLE				
Revenues				
Other Revenues	\$78,500	\$116,500	\$141,100	\$0
Revenues Total	\$78,500	\$116,500	\$141,100	\$0
Expenses				
Services	(\$2,900)	(\$1,700)	\$0	\$0
Expenses Total	(\$2,900)	(\$1,700)	\$0	\$0
76403 Family Law Online CLE Surplu	\$75,600	\$114,800	\$141,100	\$0
76500 Family Law SB Annual Mtg				
Expenses				
Services	(\$1,700)	\$0	\$0	\$0
Other Expenses	(12,800)	(1,900)	0	0
Expenses Total	(\$14,500)	(\$1,900)	\$0	\$0
76500 Family Law SB Annual Mtg Su	(\$14,500)	(\$1,900)	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
76600 Family Law ExCom Mtg				
Expenses				
Personnel Expenses	(\$300)	(\$1,700)	(\$1,000)	\$0
Leases and Rent	(1,600)	(2,000)	(1,900)	0
Services	(3,100)	(11,300)	(7,300)	0
Supplies and Equipment	(1,300)	(200)	0	0
Other Expenses	(116,900)	(110,400)	(74,000)	0
Expenses Total	(\$123,200)	(\$125,600)	(\$84,200)	\$0
76600 Family Law ExCom Mtg Surplu	(\$123,200)	(\$125,600)	(\$84,200)	\$0
76700 Family Law Sub Committees				
Revenues				
Other Revenues	\$72,900	\$31,100	\$0	\$0
Revenues Total	\$72,900	\$31,100	\$0	\$0
Expenses				
Personnel Expenses	(\$1,100)	(\$2,400)	\$0	\$0
Services	(4,100)	(6,100)	(4,200)	0
Supplies and Equipment	(3,700)	(1,200)	0	0
Other Expenses	(30,900)	(16,700)	(15,500)	0
Expenses Total	(\$39,800)	(\$26,400)	(\$19,700)	\$0
		-		
76700 Family Law Sub Committees S	\$33,100	\$4,700	(\$19,700)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
77001 Intel. Prop. Sections Admin.				
Revenues				
Other Revenues	\$641,600	\$639,400	\$636,800	\$0
Revenues Total	\$641,600	\$639,400	\$636,800	\$0
Expenses				
Services	(\$300)	(\$94,000)	(\$94,000)	\$0
Supplies and Equipment	0	(25,100)	(25,100)	0
Other Expenses	(381,100)	(586,000)	(585,900)	0
Expenses Total	(\$381,400)	(\$705,100)	(\$705,000)	\$0
77001 Intel. Prop. Sections Admin. S	\$260,200	(\$65,700)	(\$68,200)	\$0
77200 Intel. Prop-Publication				
Revenues				
Other Revenues	\$0	\$11,300	\$2,700	\$0
Revenues Total	\$0	\$11,300	\$2,700	\$0
Expenses				
Services	(\$51,900)	(\$34,500)	(\$2,000)	\$0
Supplies and Equipment	(22,600)	(12,800)	(8,500)	0
Expenses Total	(\$74,500)	(\$47,300)	(\$10,500)	\$0
77200 Intel. Prop-Publication Surplu	(\$74,500)	(\$36,000)	(\$7,800)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
77300 Intel. Prop-Treatise				
Revenues				
Other Revenues	\$0	\$1,000	\$900	\$0
Revenues Total	\$0	\$1,000	\$900	\$0
Expenses				
Services	(\$5,400)	\$0	\$0	\$0
Supplies and Equipment	(55,400)	(62,300)	(62,300)	0
Expenses Total	(\$5,400)	(\$62,300)	(\$62,300)	\$0
77300 Intel. Prop-Treatise Surplus/((\$5,400)	(\$61,300)	(\$61,400)	\$0
77401 Intel. Prop-Institute				
Revenues				
Other Revenues	\$71,200	\$139,700	\$149,700	\$0
Revenues Total	\$71,200	\$139,700	\$149,700	\$0
Expenses				
Personnel Expenses	(\$2,000)	\$0	\$0	\$0
Services	(20,200)	(5,300)	(500)	0
Supplies and Equipment	(1,700)	0	0	0
Other Expenses	(60,900)	(600)	0	0
Expenses Total	(\$84,800)	(\$5,900)	(\$500)	\$0
77401 Intel. Prop-Institute Surplus/((\$13,600)	\$133,800	\$149,200	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
77402 Intel. Prop-Copyright				
Revenues				
Other Revenues	\$16,100	\$0	\$0	\$0
Revenues Total	\$16,100	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$400)	\$0	\$0	\$0
Services	(4,100)	0	0	0
Other Expenses	(13,400)	0	0	0
Expenses Total	(\$17,900)	\$0	\$0	\$0
77402 Intel. Prop-Copyright Surplus/	(\$1,800)	\$0	\$0	\$0
77403 Intel. Prop-Online CLE				
Revenues				
Other Revenues	\$105,000	\$95,000	\$95,000	\$0
Revenues Total	\$105,000	\$95,000	\$95,000	\$0
Expenses				
Services	(\$4,400)	(\$2,500)	\$0	\$0
Expenses Total	(\$4,400)	(\$2,500)	\$0	\$0
77403 Intel. Prop-Online CLE Surplus	\$100,600	\$92,500	\$95,000	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
77404 Intel. Prop-Patent Office				
Revenues				
Other Revenues	\$9,300	\$0	\$0	\$0
Revenues Total	\$9,300	\$0	\$0	\$0
Eveneses				
Expenses Services	(\$2,100)	\$0	\$0	\$0
Other Expenses	(900)	(1,100)	(1,100)	Ş0 0
Expenses Total	(\$3,000)	(\$1,100)	(\$1,100)	\$0
Expenses rotal	(55,000)	(\$1,100)	(\$1,100)	
77404 Intel. Prop-Patent Office Surpl	\$6,300	(\$1,100)	(\$1,100)	\$0
77405 Intel. Prop-IP & Internet				
Revenues				
Other Revenues	\$15,800	\$0	\$0	\$0
Revenues Total	\$15,800	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$200)	\$0	\$0	\$0
Services	(2,600)	(11,400)	(4,000)	0
Other Expenses	(5,300)	0	0	0
Expenses Total	(\$8,100)	(\$11,400)	(\$4,000)	\$0
77405 Intel. Prop-IP & Internet Surpl	\$7,700	(\$11,400)	(\$4,000)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
77406 Intel. Prop-Trademark				
Revenues				
Other Revenues	\$19,200	\$0	\$0	\$0
Revenues Total	\$19,200	\$0	\$0	\$0
Expenses				
Services	(\$2,000)	\$0	\$0	\$0
Other Expenses	(4,300)	(1,200)	(1,200)	0
Expenses Total	(\$6,300)	(\$1,200)	(\$1,200)	\$0
77406 Intel. Prop-Trademark Surplus	\$12,900	(\$1,200)	(\$1,200)	\$0
77409 Intel. Prop Federal Circuit				
Revenues				
Other Revenues	\$0	\$10,200	\$0	\$0
Revenues Total	\$0	\$10,200	\$0	\$0
Expenses				
Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	0	(1,900)	0	0
Other Expenses	(100)	(1,100)	0	0
Expenses Total	(\$100)	(\$3,400)	\$0	\$0
77409 Intel. Prop Federal Circuit Sur	(\$100)	\$6,800	\$0	\$0
77411 Intel. Prop-Issue Entertainmnt				
Expenses				
Other Expenses	\$0	(\$16,800)	(\$16,800)	\$0
Expenses Total	\$0	(\$16,800)	(\$16,800)	\$0
77411 Intel. Prop-Issue Entertainmn	\$0	(\$16,800)	(\$16,800)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
77500 Intel. Prop. Annual Mtg				
Expenses				
Other Expenses	(\$5,000)	\$0	\$0	\$0
Expenses Total	(\$5,000)	\$0	\$0	\$0
77500 Intel. Prop. Annual Mtg Surpl	(\$5,000)	\$0	\$0	\$0
77600 Intel. Prop. ExCom Mtg				
Expenses				
Services	(\$2,500)	(\$2,900)	\$0	\$0
Supplies and Equipment	(900)	(1,100)	0	0
Other Expenses	(96,800)	(58,400)	(55,900)	0
Expenses Total	(\$100,200)	(\$62,400)	(\$55,900)	\$0
77600 Intel. Prop. ExCom Mtg Surplu	(\$100,200)	(\$62,400)	(\$55,900)	\$0
77807 Intel Prop Copyright Committee				
Expenses				
Other Expenses	(\$600)	\$0	\$0	\$0
Expenses Total	(\$600)	\$0	\$0	\$0
77807 Intel Prop Copyright Committ	(\$600)	\$0	\$0	\$0
77809 Intel. Prop. Patents Committee				
Expenses				
Other Expenses	(\$800)	\$0	\$0	\$0
Expenses Total	(\$800)	\$0	\$0	\$0
77809 Intel. Prop. Patents Committe	(\$800)	\$0	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
77810 Intel. Prop. Trademark Cte				
Expenses				
Other Expenses	(\$400)	\$0	\$0	\$0
Expenses Total	(\$400)	\$0	\$0	\$0
77810 Intel. Prop. Trademark Cte Su	(\$400)	\$0	\$0	\$0
77814 Intel. Prop. Wash DC Program				
Expenses				
Other Expenses	(\$8,900)	(\$9,100)	(\$9,100)	\$0
Expenses Total	(\$8,900)	(\$9,100)	(\$9,100)	\$0
77814 Intel. Prop. Wash DC Program	(\$8,900)	(\$9,100)	(\$9,100)	\$0
77817 Intel. Prop. Trade Secrets				
Expenses				
Services	(\$100)	\$0	\$0	\$0
Other Expenses	(600)	0	0	0
Expenses Total	(\$700)	\$0	\$0	\$0
77817 Intel. Prop. Trade Secrets Sur	(\$700)	\$0	\$0	\$0
77818 Intel. Prop Entertainment&Spor				
Expenses				
Other Expenses	(\$800)	\$0	\$0	\$0
Expenses Total	(\$800)	\$0	\$0	\$0
77818 Intel. Prop Entertainment&Sp	(\$800)	\$0	\$0	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
78001 Intl. Law Section Admin				
Revenues				
Other Revenues	\$111,400	\$110,000	\$109,600	\$0
Revenues Total	\$111,400	\$110,000	\$109,600	\$0
Expenses				
Personnel Expenses	(\$100)	(\$200)	(\$200)	\$0
Services	(800)	(19,500)	(19,500)	0
Supplies and Equipment	(600)	(6,100)	(6,100)	0
Other Expenses	(65,400)	(119,100)	(119,100)	0
Expenses Total	(\$66,900)	(\$144,900)	(\$144,900)	\$0
78001 Intl. Law Section Admin Surpl	\$44,500	(\$34,900)	(\$35,300)	\$0
78001 IIII. Law Section Aumin Surpi	Ş44,300 	(554,500)	(355,500)	
78200 Int'l Law Journal				
Expenses				
Services	(\$14,800)	(\$3,000)	\$0	\$0
Supplies and Equipment	(3,000)	0	0	0
Expenses Total	(\$17,800)	(\$3,000)	\$0	\$0
78200 Int'l Law Journal Surplus/(Def	(\$17,800)	(\$3,000)	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
78400 Int'l Law One Day Program				
Revenues				
Other Revenues	\$8,500	\$8,900	\$8,900	\$0
Revenues Total	\$8,500	\$8,900	\$8,900	\$0
Expenses				
Personnel Expenses	(\$400)	\$0	\$0	\$0
Services	(16,500)	(100)	0	0
Supplies and Equipment	(900)	0	0	0
Other Expenses	(16,900)	0	0	0
Expenses Total	(\$34,700)	(\$100)	\$0	\$0
78400 Int'l Law One Day Program Su	(\$26,200)	\$8,800	\$8,900	\$0
78401 Int'l Law Multi-Day Program				
Expenses				
Services	(\$100)	\$0	\$0	\$0
Expenses Total	(\$100)	\$0	\$0	\$0
78401 Int'l Law Multi-Day Program S	(\$100)	\$0	\$0	\$0
78403 Int'l Law Online CLE				
Revenues				
Other Revenues	\$34,500	\$31,600	\$31,600	\$0
Revenues Total	\$34,500	\$31,600	\$31,600	\$0
Expenses				
Services	(\$2,600)	(\$2,400)	(\$2,400)	\$0
Expenses Total	(\$2,600)	(\$2,400)	(\$2,400)	\$0
78403 Int'l Law Online CLE Surplus/(\$31,900	\$29,200	\$29,200	\$0
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<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
78500 Int't Law State Bar Annual Mtg				
Revenues				
Other Revenues	\$5,000	\$0	\$0	\$0
Revenues Total	\$5,000	\$0	\$0	\$0
Expenses				
Services	(\$1,700)	\$0	\$0	\$0
Other Expenses	(600)	0	0	0
Expenses Total	(\$2,300)	\$0	\$0	\$0
78500 Int't Law State Bar Annual Mt	\$2,700	\$0	\$0	\$0
78600 Int'l Law ExCom Meeting				
Expenses				
Personnel Expenses	(\$200)	\$0	\$0	\$0
Services	(2,000)	(6,000)	0	0
Supplies and Equipment	(2,700)	(500)	0	0
Other Expenses	(53,600)	(29,100)	0	0
Expenses Total	(\$58,500)	(\$35,600)	\$0	\$0
78600 Int'l Law ExCom Meeting Surp	(\$58,500)	(\$35,600)	\$0	\$0
78603 Int'l Law ExCom Retreat				
Expenses				
Other Expenses	(\$3,800)	\$0	\$0	\$0
Expenses Total	(\$3,800)	\$0	\$0	\$0
78603 Int'l Law ExCom Retreat Surpl	(\$3,800)	\$0	\$0	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
79001 Labor & Empl. Administration				
Revenues				
Other Revenues	\$750,900	\$763,500	\$745,900	\$0
Revenues Total	\$750,900	\$763,500	\$745,900	\$0
Formaria				
Expenses Services	(\$28,600)	(\$110,000)	(\$109,800)	\$0
Supplies and Equipment	(\$28,000)	(3110,000)	(\$109,800)	Ş0 0
Other Expenses	(431,000)	(649,800)	(662,300)	0
Expenses Total	(\$459,800)	(\$773,300)	(\$785,600)	\$0
	(4 100/000/	(+110,000)	(+100)000)	
79001 Labor & Empl. Administration	\$291,100	(\$9,800)	(\$39,700)	\$0
79200 Labor & Empl. Newsletter				
Revenues				
Other Revenues	\$0	\$5,000	\$5,000	\$0
Revenues Total	\$0	\$5,000	\$5,000	\$0
Evnances				
Expenses Services	(\$48,800)	(\$27,600)	(\$21,500)	\$0
Supplies and Equipment	(19,600)	(12,700)	(9,500)	0
Expenses Total	(\$68,400)	(\$40,300)	(\$31,000)	\$ 0
LAPETISES TOTAL	(300,400)	(340,300)	(331,000)	<u>ې</u>
79200 Labor & Empl. Newsletter Sur	(\$68,400)	(\$35,300)	(\$26,000)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
79300 Labor & Empl. Publication				
Revenues				
Other Revenues	\$21,600	\$28,000	\$5,100	\$0
Revenues Total	\$21,600	\$28,000	\$5,100	\$0
Expenses				
Services	(\$19,500)	(\$25,600)	(\$24,600)	\$0
Supplies and Equipment	0	(3,300)	(3,300)	0
Expenses Total	(\$19,500)	(\$28,900)	(\$27,900)	\$0
79300 Labor & Empl. Publication Sur	\$2,100	(\$900)	(\$22,800)	\$0
79400 Labor & Empl. Programs				
Revenues				
Other Revenues	\$28,500	\$23,800	\$23,800	\$0
Revenues Total	\$28,500	\$23,800	\$23,800	\$0
Expenses				
Personnel Expenses	(\$400)	\$0	\$0	\$0
Services	(2,100)	(3,200)	(1,300)	0
Supplies and Equipment	(900)	(3,000)	(3,000)	0
Other Expenses	(3,600)	(2,200)	(2,200)	0
Expenses Total	(\$7,000)	(\$8,400)	(\$6,500)	\$0
79400 Labor & Empl. Programs Surpl	\$21,500	\$15,400	\$17,300	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
79401 Labor & Empl. Section AN Mtg.				
Revenues				
Other Revenues	\$122,900	\$86,600	\$86,600	\$0
Revenues Total	\$122,900	\$86,600	\$86,600	\$0
Expenses				
Personnel Expenses	(\$1,100)	(\$300)	\$0	\$0
Services	(23,900)	(27,800)	(26,900)	0
Supplies and Equipment	(7,400)	(5,600)	(5,300)	0
Other Expenses	(99,100)	(81,400)	(81,400)	0
Expenses Total	(\$131,500)	(\$115,100)	(\$113,600)	\$0
79401 Labor & Empl. Section AN Mt	(\$8,600)	(\$28,500)	(\$27,000)	\$0
79402 Labor & Empl. Pub. Sector Conf				
Revenues				
Other Revenues	\$0	\$48,000	\$48,000	\$0
Revenues Total	\$0	\$48,000	\$48,000	\$0
Expenses				
Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	0	(13,400)	(10,000)	0
Supplies and Equipment	0	(500)	(500)	0
Other Expenses	(37,500)	(46,500)	(46,400)	0
Expenses Total	(\$37,500)	(\$60,800)	(\$56,900)	\$0
79402 Labor & Empl. Pub. Sector Co	(\$37,500)	(\$12,800)	(\$8,900)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
79403 Labor & Empl. Online CLE				
Revenues				
Other Revenues	\$82,700	\$76,100	\$76,100	\$0
Revenues Total	\$82,700	\$76,100	\$76,100	\$0
Expenses				
Services	(\$1,400)	(\$800)	(\$800)	\$0
Expenses Total	(\$1,400)	(\$800)	(\$800)	\$0
79403 Labor & Empl. Online CLE Sur	\$81,300	\$75,300	\$75,300	\$0
79404 Labor & Empl. Wage & Hour Pro	g			
Revenues				
Other Revenues	\$51,700	\$0	\$0	\$0
Revenues Total	\$51,700	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$100)	\$0	\$0	\$0
Services	(16,900)	(200)	0	0
Supplies and Equipment	(3,000)	0	0	0
Other Expenses	(38,300)	0	0	0
Expenses Total	(\$58,300)	(\$200)	\$0	\$0
79404 Labor & Empl. Wage & Hour P	(\$6,600)	(\$200)	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
79405 Labor & Empl. New Lawyer Prog				
Revenues				
Other Revenues	\$300	\$27,000	\$27,000	\$0
Revenues Total	\$300	\$27,000	\$27,000	\$0
Expenses				
Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	(2,500)	(2,200)	(500)	0
Supplies and Equipment	(3,100)	0	0	0
Other Expenses	0	(4,600)	(4,600)	0
Expenses Total	(\$5,600)	(\$7,200)	(\$5,100)	\$0
79405 Labor & Empl. New Lawyer Pr	(\$5,300)	\$19,800	\$21,900	\$0
79500 Labor & Empl. SB Annual Mtg.				
Expenses				
Services	(\$700)	\$0	\$0	\$0
Other Expenses	(3,700)	0	0	0
Expenses Total	(\$4,400)	\$0	\$0	\$0
79500 Labor & Empl. SB Annual Mtg.	(\$4,400)	\$0	\$0	\$0
79600 Labor & Empl. ExCom Mtg.				
Expenses	(4)	4	4	4
Personnel Expenses	(\$300)	\$0	\$0	\$0
Leases and Rent	(1,600)	(1,700)	(1,700)	0
Services	(3,300)	(1,400)	0	0
Supplies and Equipment	(700)	(900)	(800)	0
Other Expenses	(74,700)	(61,400)	(47,400)	0
Expenses Total	(\$80,600)	(\$65,400)	(\$49,900)	\$0
79600 Labor & Empl. ExCom Mtg. Su	(\$80,600)	(\$65,400)	(\$49,900)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
80001 LPMT - Section Admin.				
Revenues				
Other Revenues	\$87,800	\$101,000	\$90,900	\$0
Revenues Total	\$87,800	\$101,000	\$90,900	\$0
Expenses				
Services	(\$100)	(\$1,000)	(\$1,000)	\$0
Supplies and Equipment	(600)	(1,500)	(1,500)	0
Other Expenses	(56,200)	(94,700)	(94,600)	0
Expenses Total	(\$56,900)	(\$97,200)	(\$97,100)	\$0
80001 LPMT - Section Admin. Surplu	\$30,900	\$3,800	(\$6,200)	\$0
80403 LPMT - Online CLE				
Revenues				
Other Revenues	\$67,400	\$68,700	\$61,800	\$0
Revenues Total	\$67,400	\$68,700	\$61,800	\$0
80403 LPMT - Online CLE Surplus/(D	\$67,400	\$68,700	\$61,800	\$0
80500 LPMT - SB Annual Mtg				
Expenses				
Services	(\$1,300)	\$0	\$0	\$0
Supplies and Equipment	(100)	0	0	0
Other Expenses	(800)	(1,800)	0	0
Expenses Total	(\$2,200)	(\$1,800)	\$0	\$0
80500 LPMT - SB Annual Mtg Surplus	(\$2,200)	(\$1,800)	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
80600 LPMT - ExCom Mtg				
Revenues				
Other Revenues	\$200	\$100	\$0	\$0
Revenues Total	\$200	\$100	\$0	\$0
Expenses				
Personnel Expenses	(\$300)	\$0	\$0	\$0
Services	(1,000)	(1,400)	(500)	0
Supplies and Equipment	(300)	(400)	0	0
Other Expenses	(29,800)	(21,900)	0	0
Expenses Total	(\$31,400)	(\$23,700)	(\$500)	\$0
80600 LPMT - ExCom Mtg Surplus/(D	(\$31,200)	(\$23,600)	(\$500)	\$0
81001 LitAdministration				
Revenues				
Other Revenues	\$827,200	\$824,500	\$821,900	\$0
Revenues Total	\$827,200	\$824,500	\$821,900	\$0
Expenses				
Personnel Expenses	(\$200)	(\$4,000)	(\$1,200)	\$0
Services	(1,200)	(164,500)	(164,500)	0
Supplies and Equipment	(1,400)	(23,100)	(23,100)	0
Other Expenses	(502,000)	(741,200)	(741,200)	0
Expenses Total	(\$504,800)	(\$932,800)	(\$930,000)	\$0
81001 LitAdministration Surplus/(\$322,400	(\$108,300)	(\$108,100)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
81200 Lit CA Litigation Journal				
Expenses				
Personnel Expenses	\$0	(\$500)	(\$500)	\$0
Services	(102,000)	(70,100)	(54,200)	0
Supplies and Equipment	(11,300)	(10,900)	(10,900)	0
Other Expenses	0	(400)	0	0
Expenses Total	(\$113,300)	(\$81,900)	(\$65,600)	\$0
81200 Lit CA Litigation Journal Surp	(\$113,300)	(\$81,900)	(\$65,600)	\$0
81201 LitLitigation update E-newsl				
Revenues				
Other Revenues	\$0	\$1,500	\$1,500	\$0
Revenues Total	\$0	\$1,500	\$1,500	\$0
Expenses				
Services	(\$1,300)	\$0	\$0	\$0
Expenses Total	(\$1,300)	\$0	\$0	\$0
81201 LitLitigation update E-newsl	(\$1,300)	\$1,500	\$1,500	\$0
81300 LitLitigation Review				
Expenses				
Services	(\$17,400)	(\$15,700)	(\$15,700)	\$0
Supplies and Equipment	(6,300)	(6,400)	(6,400)	0
Expenses Total	(\$23,700)	(\$22,100)	(\$22,100)	\$0
81300 LitLitigation Review Surplus/	(\$23,700)	(\$22,100)	(\$22,100)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
81400 LitWeek in Legal London				
Revenues				
Other Revenues	\$0	\$126,200	\$156,200	\$0
Revenues Total	\$0	\$126,200	\$156,200	\$0
Expenses				
Personnel Expenses	\$0	(\$100)	\$0	\$0
Services	(200)	(15,400)	(15,000)	0
Supplies and Equipment	(700)	0	0	0
Expenses Total	(\$900)	(\$15,500)	(\$15,000)	\$0
81400 LitWeek in Legal London Sur	(\$900)	\$110,700	\$141,200	\$0
51400 EttWeek in Legal London 3di	(\$300)	7110,700	7171,200	
81401 LitInsurance Staff Counsel				
Revenues				
Other Revenues	\$2,700	\$0	\$0	\$0
Revenues Total	\$2,700	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$300)	\$0	\$0	\$0
Services	(1,600)	0	0	0
Supplies and Equipment	(200)	0	0	0
Other Expenses	(1,100)	0	0	0
Expenses Total	(\$3,200)	\$0	\$0	\$0
81401 LitInsurance Staff Counsel S	(\$500)	\$0	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
81402 LitBest Practices Program				
Revenues				
Other Revenues	\$3,000	\$1,600	\$0	\$0
Revenues Total	\$3,000	\$1,600	\$0	\$0
Expenses				
Personnel Expenses	(\$200)	(\$1,900)	(\$1,900)	\$0
Leases and Rent	0	(1,000)	(1,000)	0
Services	(1,700)	(1,700)	(1,500)	0
Supplies and Equipment	(1,100)	(2,400)	(2,400)	0
Other Expenses	(2,000)	(1,900)	(1,700)	0
Expenses Total	(\$5,000)	(\$8,900)	(\$8,500)	\$0
81402 LitBest Practices Program Su	(\$2,000)	(\$7,300)	(\$8,500)	\$0
81403 LitOnline CLE Programs				
Revenues				
Other Revenues	\$33,000	\$52,400	\$25,000	\$0
Revenues Total	\$33,000	\$52,400	\$25,000	\$0
Expenses				
Services	(\$1,200)	(\$2,500)	(\$2,200)	\$0
Expenses Total	(\$1,200)	(\$2,500)	(\$2,200)	\$0
Expenses rotal	(71,200)	(72,300)	(72,200)	70
81403 LitOnline CLE Programs Surp	\$31,800	\$49,900	\$22,800	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
81405 LitFed&State Appellate Conf.				
Revenues				
Other Revenues	\$0	\$14,600	\$0	\$0
Revenues Total	\$0	\$14,600	\$0	\$0
Expenses				
Services	\$0	(\$300)	\$0	\$0
Other Expenses	0	(300)	0	0
Expenses Total	\$0	(\$600)	\$0	\$0
81405 LitFed&State Appellate Conf	\$0	\$14,000	\$0	\$0
81406 LitStand alone CLE				
Revenues				
Other Revenues	\$3,500	\$0	\$0	\$0
Revenues Total	\$3,500	\$0	\$0	\$0
Expenses				
Personnel Expenses	(\$200)	\$0	\$0	\$0
Services	(100)	0	0	0
Other Expenses	0	(1,100)	0	0
Expenses Total	(\$300)	(\$1,100)	\$0	\$0
81406 LitStand alone CLE Surplus/(\$3,200	(\$1,100)	\$0	\$0
81500 LitSB Annual Mtg				
Expenses				
Services	(\$600)	(\$700)	(\$700)	\$0
Other Expenses	(3,300)	(1,500)	(500)	0
Expenses Total	(\$3,900)	(\$2,200)	(\$1,200)	\$0
81500 LitSB Annual Mtg Surplus/(D	(\$3,900)	(\$2,200)	(\$1,200)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
81600 LitExCom Mtg				
Expenses				
Personnel Expenses	\$0	(\$1,400)	\$0	\$0
Leases and Rent	(1,200)	(3,400)	(900)	0
Services	(5,300)	(3,700)	(3,700)	0
Supplies and Equipment	(100)	(200)	0	0
Other Expenses	(59,400)	(28,300)	(19,200)	0
Expenses Total	(\$66,000)	(\$37,000)	(\$23,800)	\$0
81600 LitExCom Mtg Surplus/(Defic	(\$66,000)	(\$37,000)	(\$23,800)	\$0
81700 LitSubCommittees				
Revenues				
Other Revenues	\$0	\$14,300	\$0	\$0
Revenues Total	\$0	\$14,300	\$0	\$0
_				
Expenses	ćo	/¢500\	ćo	ĆO
Personnel Expenses	\$0	(\$500)	\$0 (200)	\$0
Services	(1,000)	(200)	(200)	0
Supplies and Equipment	0	(100)	0 (2.600)	0
Other Expenses	(1,600)	(7,500)	(3,600)	0
Expenses Total	(\$2,600)	(\$8,300)	(\$3,800)	\$0
81700 LitSubCommittees Surplus/((\$2,600)	\$6,000	(\$3,800)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
81800 LitTrial Lawyer Hall of Fame				
Revenues				
Other Revenues	\$0	\$19,400	\$0	\$0
Revenues Total	\$0	\$19,400	\$0	\$0
- Fyransas				
Expenses Personnel Expenses	\$0	(\$1,500)	\$0	\$0
Services	(600)	(400)	ې 0	ў 0
Supplies and Equipment	0	(300)	0	0
Other Expenses	0	(1,300)	(1,000)	0
Expenses Total	(\$600)	(\$3,500)	(\$1,000)	\$0
•				
81800 LitTrial Lawyer Hall of Fame	(\$600)	\$15,900	(\$1,000)	\$0
82001 Public Law Section Admin				
Revenues				
Other Revenues	\$144,100	\$160,300	\$176,000	\$0
Revenues Total	\$144,100	\$160,300	\$176,000	\$0
Evnence				
Expenses Services	(\$300)	(\$28,800)	(\$28,800)	\$0
Supplies and Equipment	(\$300)	(14,800)	(328,800)	Ş0 0
Other Expenses	(97,800)	(175,600)	(175,600)	0
Expenses Total	(\$98,100)	(\$219,200)	(\$219,200)	\$0
LAPENSES I Utai	(330,100)	(7213,200)	(7213,200)	
82001 Public Law Section Admin Sur	\$46,000	(\$58,900)	(\$43,200)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
82200 Public Law Journal				
Expenses				
Services	(\$6,700)	(\$10,900)	(\$6,000)	\$0
Expenses Total	(\$6,700)	(\$10,900)	(\$6,000)	\$0
82200 Public Law Journal Surplus/(D	(\$6,700)	(\$10,900)	(\$6,000)	\$0
82400 Public Law Programs				
Revenues				
Other Revenues	\$40,700	\$63,300	\$10,400	\$0
Revenues Total	\$40,700	\$63,300	\$10,400	\$0
Expenses	(64.400)	(6700)	40	† 0
Personnel Expenses	(\$1,100)	(\$700)	\$0 (500)	\$0
Services Supplies and Equipment	(7,100) (200)	(7,600) (2,600)	(500) 0	0
Other Expenses	(200)	(29,300)	0	0
Expenses Total	(\$29,800)	(\$40,200)	(\$500)	\$0
	(+==)===	(+ 10)=00)	(4000)	
82400 Public Law Programs Surplus/	\$10,900	\$23,100	\$9,900	\$0
82403 Public Law Online CLE				
Revenues				
Other Revenues	\$31,600	\$28,700	\$28,700	\$0
Revenues Total	\$31,600	\$28,700	\$28,700	\$0
•				
Expenses				
Services	(\$600)	(\$100)	\$0	\$0
Expenses Total	(\$600)	(\$100)	\$0	\$0
82403 Public Law Online CLE Surplus	\$31,000	\$28,600	\$28,700	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
82500 Public Law SB Annual Meeting				
Expenses				
Services	(\$800)	\$0	\$0	\$0
Other Expenses	(1,900)	0	0	0
Expenses Total	(\$2,700)	\$0	\$0	\$0
82500 Public Law SB Annual Meetin	(\$2,700)	\$0	\$0	\$0
82600 Public Law ExCom Meeting				
Revenues				
Other Revenues	\$500	\$500	\$0	\$0
Revenues Total	\$500	\$500	\$0	\$0
Expenses				
Personnel Expenses	(\$100)	\$0	\$0	\$0
Services	(3,100)	(6,700)	(700)	0
Supplies and Equipment	(2,300)	(600)	0	0
Other Expenses	(25,600)	(24,200)	(100)	0
Expenses Total	(\$31,100)	(\$31,500)	(\$800)	\$0
82600 Public Law ExCom Meeting Su	(\$30,600)	(\$31,000)	(\$800)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
82700 PLOY				
Revenues				
Other Revenues	\$3,000	\$6,500	\$0	\$0
Revenues Total	\$3,000	\$6,500	\$0	\$0
Expenses				
Services	(\$7,200)	(\$5,000)	\$0	\$0
Other Expenses	(8,400)	(200)	0	0
Expenses Total	(\$15,600)	(\$5,200)	\$0	\$0
82700 PLOY Surplus/(Deficit)	(\$12,600)	\$1,300	\$0	\$0
82700 PLOT Surplus/(Deficit)	(\$12,000)	Ş1,300	30	
83001 Real Property - Sec Admin				
Revenues				
Other Revenues	\$598,100	\$595,400	\$593,400	\$0
Revenues Total	\$598,100	\$595,400	\$593,400	\$0
Expenses				
Services	(\$2,800)	(\$19,500)	(\$52,500)	\$0
Supplies and Equipment	(3,000)	(18,700)	(26,800)	0
Other Expenses	(361,200)	(521,400)	(521,400)	0
Expenses Total	(\$367,000)	(\$559,600)	(\$600,700)	\$0
		-	-	
83001 Real Property - Sec Admin Sur	\$231,100	\$35,800	(\$7,300)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
83200 Real Property - Journal				
Expenses				
Services	(\$52,600)	(\$33,200)	(\$17,400)	\$0
Supplies and Equipment	(16,500)	(8,200)	0	0
Other Expenses	(200)	0	0	0
Expenses Total	(\$69,300)	(\$41,400)	(\$17,400)	\$0
83200 Real Property - Journal Surplu	(\$69,300)	(\$41,400)	(\$17,400)	\$0
83400 Real Property - Retreat				
Revenues				
Other Revenues	\$107,700	\$150,100	\$164,700	\$0
Revenues Total	\$107,700	\$150,100	\$164,700	\$0
Expenses				
Personnel Expenses	(\$2,000)	(\$1,800)	\$0	\$0
Services	(35,100)	(41,300)	(30,100)	0
Supplies and Equipment	(6,800)	(200)	0	0
Other Expenses	(83,300)	(119,500)	(109,300)	0
Expenses Total	(\$127,200)	(\$162,800)	(\$139,400)	\$0
83400 Real Property - Retreat Surplu	(\$19,500)	(\$12,700)	\$25,300	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
83401 Real Property - Boot Camp				
Revenues				
Other Revenues	\$0	\$2,800	\$0	\$0
Revenues Total	\$0	\$2,800	\$0	\$0
Expenses				
Services	\$0	(\$1,100)	\$0	\$0
Supplies and Equipment	0	(900)	0	0
Other Expenses	0	(100)	0	0
Expenses Total	\$0	(\$2,100)	\$0	\$0
83401 Real Property - Boot Camp Su	\$0	\$700	\$0	\$0
83402 Real Property - Subsection CLE				
Revenues				
Other Revenues	\$11,700	\$3,200	\$0	\$0
Revenues Total	\$11,700	\$3,200	\$0	\$0
Expenses				
Services	(\$4,200)	(\$600)	(\$200)	\$0
Other Expenses	(13,400)	(2,300)	(2,300)	0
Expenses Total	(\$17,600)	(\$2,900)	(\$2,500)	\$0
83402 Real Property - Subsection CL	(\$5,900)	\$300	(\$2,500)	\$0

<u>Education</u>	2016 Actual 2	2017 Projection	2017 Budget	2018 Budget
83403 Real Property - Online CLE				
Revenues				
Other Revenues	\$50,600	\$44,300	\$44,300	\$0
Revenues Total	\$50,600	\$44,300	\$44,300	\$0
Eveneses				
Expenses Services	(\$400)	(\$9,000)	(\$9,000)	\$0
			· · · · · · · · · · · · · · · · · · ·	
Expenses Total	(\$400)	(\$9,000)	(\$9,000)	\$0
83403 Real Property - Online CLE Sur	\$50,200	\$35,300	\$35,300	\$0
83404 Real Property - REAL Symposium	1			
Revenues				
Other Revenues	\$42,200	\$16,100	\$0	\$0
Revenues Total	\$42,200	\$16,100	\$0	\$0
Expenses				
Personnel Expenses	\$0	(\$300)	(\$300)	\$0
Services	(8,200)	(9,900)	0	0
Supplies and Equipment	0	(1,200)	0	0
Other Expenses	(25,000)	(800)	(200)	0
Expenses Total	(\$33,200)	(\$12,200)	(\$500)	\$0
83404 Real Property - REAL Symposi	\$9,000	\$3,900	(\$500)	\$0
ou to thear i toperty " NEAL Symposi		73,300	(7500)	70

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
83405 Real Property - Education				
Revenues				
Other Revenues	\$3,500	\$6,000	\$0	\$0
Revenues Total	\$3,500	\$6,000	\$0	\$0
Expenses				
Personnel Expenses	(\$300)	\$0	\$0	\$0
Services	(1,400)	(300)	0	0
Other Expenses	(1,400)	(1,300)	(1,300)	0
Expenses Total	(\$3,100)	(\$1,600)	(\$1,300)	\$0
83405 Real Property - Education Sur	\$400	\$4,400	(\$1,300)	\$0
83500 Real Property - Annual Mtgs				
Expenses	(¢500)	ćo	ćo	ĆO
Services Other Expenses	(\$500) (5,000)	\$0 0	\$0 0	\$0 0
·				
Expenses Total	(\$5,500)	\$0	\$0	\$0
83500 Real Property - Annual Mtgs S	(\$5,500)	\$0	\$0	\$0
83600 Real Property - ExCom Mtgs				
Expenses				
Services	(\$1,800)	(\$4,900)	\$0	\$0
Supplies and Equipment	(2,100)	(200)	0	0
Other Expenses	(84,500)	(39,500)	(38,700)	0
Expenses Total	(\$88,400)	(\$44,600)	(\$38,700)	\$0
83600 Real Property - ExCom Mtgs S	(\$88,400)	(\$44,600)	(\$38,700)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
83700 Real Property - Subscetion				
Revenues				
Other Revenues	\$2,300	\$1,700	\$0	\$0
Revenues Total	\$2,300	\$1,700	\$0	\$0
Expenses				
Services	\$0	(\$200)	\$0	\$0
Other Expenses	(3,500)	(4,200)	(3,000)	0
Expenses Total	(\$3,500)	(\$4,400)	(\$3,000)	\$0
83700 Real Property - Subscetion Su	(\$1,200)	(\$2,700)	(\$3,000)	\$0
84001 Solo-Section Admin				
Revenues				
Other Revenues	\$134,400	\$144,000	\$130,600	\$0
Revenues Total	\$134,400	\$144,000	\$130,600	\$0
Expenses				
Services	(\$300)	(\$23,000)	(\$23,000)	\$0
Supplies and Equipment	(100)	(3,600)	(3,600)	0
Other Expenses	(79,700)	(127,700)	(127,700)	0
Expenses Total	(\$80,100)	(\$154,300)	(\$154,300)	\$0
Interfund Transfers				
Interfund Transfers In	\$800	\$0	\$0	\$0
Interfund Transfers Total	\$800	\$0	\$0	\$0
84001 Solo-Section Admin Surplus/(\$55,100	(\$10,300)	(\$23,700)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
84200 Solo & Small Firm- Newsletter				
Expenses				
Services	\$0	(\$2,900)	\$0	\$0
Expenses Total	\$0	(\$2,900)	\$0	\$0
84200 Solo & Small Firm- Newsletter	\$0	(\$2,900)	\$0	\$0
84300 Solo - Big News				
Revenues				
Other Revenues	\$600	\$400	\$0	\$0
Revenues Total	\$600	\$400	\$0	\$0
Expenses				
Services	(\$13,600)	(\$15,800)	(\$1,100)	\$0
Supplies and Equipment	(2,400)	(3,200)	0	0
Expenses Total	(\$16,000)	(\$19,000)	(\$1,100)	\$0
84300 Solo - Big News Surplus/(Defi	(\$15,400)	(\$18,600)	(\$1,100)	\$0
84400 Solo - Programs				
Expenses				
Services	(\$400)	\$0	\$0	\$0
Other Expenses	0	(100)	(100)	0
Expenses Total	(\$400)	(\$100)	(\$100)	\$0
84400 Solo - Programs Surplus/(Defi	(\$400)	(\$100)	(\$100)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
84403 Solo - Online CLE				
Revenues				
Other Revenues	\$49,900	\$63,800	\$53,000	\$0
Revenues Total	\$49,900	\$63,800	\$53,000	\$0
_				
Expenses	(64.000)	/ć1 000\	/¢1 000\	ĆO
Services	(\$1,000)	(\$1,000)	(\$1,000)	\$0
Expenses Total	(\$1,000)	(\$1,000)	(\$1,000)	\$0
84403 Solo - Online CLE Surplus/(Def	\$48,900	\$62,800	\$52,000	\$0
84410 Solo - Outreach Grant				
Revenues				
Grants	\$10,000	\$0	\$0	\$0
Revenues Total	\$10,000	\$0	\$0	\$0
Expenses				
Supplies and Equipment	(\$1,400)	\$0	\$0	\$0
Other Expenses	0	(1,000)	0	0
Expenses Total	(\$1,400)	(\$1,000)	\$0	\$0
Interfund Transfers				
Interfund Transfers Out	(\$400)	(\$400)	\$0	\$0
Interfund Transfers Total	(\$400)	(\$400)	\$0	\$0
84410 Solo - Outreach Grant Surplus	\$8,200	(\$1,400)	\$0	\$0

2016 Actual	2017 Projection	2017 Budget	2018 Budget
(\$1,300)	(\$13,300)	(\$12,600)	\$0
(12,500)	(2,800)	0	0
(\$13,800)	(\$16,100)	(\$12,600)	\$0
(\$13,800)	(\$16,100)	(\$12,600)	\$0
ĊΩ	\$200	¢0	\$0
		•	
\$0	\$200	<u>\$0</u>	\$0
(\$1,400)	(\$900)	\$0	\$0
(200)	(2,800)	(1,700)	0
(31,800)	(17,700)	0	0
(\$33,400)	(\$21,400)	(\$1,700)	\$0
(\$33,400)	(\$21,200)	(\$1,700)	\$0
	(\$1,300) (12,500) (\$13,800) (\$13,800) \$0 \$0 \$0 (\$1,400) (200) (31,800) (\$33,400)	(\$1,300) (\$13,300) (12,500) (2,800) (\$13,800) (\$16,100) (\$13,800) (\$16,100) (\$13,800) (\$16,100) (\$1,400) (\$900) (200) (2,800) (31,800) (17,700) (\$33,400) (\$21,400)	(\$1,300) (\$13,300) (\$12,600) (12,500) (2,800) 0 (\$13,800) (\$16,100) (\$12,600) (\$13,800) (\$16,100) (\$12,600) (\$13,800) (\$16,100) (\$12,600) (\$12,600) (\$13,800) (\$1,700) (200) (2,800) (1,700) (31,800) (17,700) 0 (\$13,400) (\$1,700) (\$1,700) (\$1,700)

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
85001 Taxation Law- Sec Admin				
Revenues				
Other Revenues	\$322,600	\$318,000	\$397,400	\$0
Revenues Total	\$322,600	\$318,000	\$397,400	\$0
Expenses				
Personnel Expenses	(\$200)	(\$500)	(\$300)	\$0
Services	(1,100)	(19,700)	(19,700)	0
Supplies and Equipment	(800)	(15,400)	(12,700)	0
Other Expenses	(187,000)	(354,900)	(354,900)	0
Expenses Total	(\$189,100)	(\$390,500)	(\$387,600)	\$0
85001 Taxation Law- Sec Admin Surp	\$133,500	(\$72,500)	\$9,800	\$0
85200 California Tax Lawyer Journal				
Revenues				
Other Revenues	\$1,300	\$36,600	\$36,600	\$0
Revenues Total	\$1,300	\$36,600	\$36,600	\$0
Expenses				
Services	(\$19,600)	(\$38,500)	(\$37,200)	\$0
Supplies and Equipment	(6,400)	(7,000)	(7,000)	0
Expenses Total	(\$26,000)	(\$45,500)	(\$44,200)	\$0
85200 California Tax Lawyer Journal	(\$24,700)	(\$8,900)	(\$7,600)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
85400 Tax AM & Cal Tax Policy Conf				
Revenues				
Other Revenues	\$266,400	\$206,400	\$97,000	\$0
Revenues Total	\$266,400	\$206,400	\$97,000	\$0
Expenses				
Personnel Expenses	(\$2,900)	\$0	\$0	\$0
Services	(36,700)	(11,500)	(1,200)	0
Supplies and Equipment	(9,400)	(5,000)	(100)	0
Other Expenses	(165,600)	(1,300)	(400)	0
Expenses Total	(\$214,600)	(\$17,800)	(\$1,700)	\$0
85400 Tax AM & Cal Tax Policy Conf	\$51,800	\$188,600	\$95,300	\$0
85401 Tax - Estate & Gift Tax Conf				
Revenues				
Other Revenues	\$56,500	\$49,800	\$49,800	\$0
Revenues Total	\$56,500	\$49,800	\$49,800	\$0
Expenses				
Personnel Expenses	\$0	(\$400)	\$0	\$0
Services	(6,500)	(5,800)	(5,400)	0
Supplies and Equipment	(3,500)	(1,400)	(1,400)	0
Other Expenses	(21,900)	(23,600)	(22,300)	0
Expenses Total	(\$31,900)	(\$31,200)	(\$29,100)	\$0
85401 Tax - Estate & Gift Tax Conf S	\$24,600	\$18,600	\$20,700	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
85402 Income & "Other" Tax Program				
Revenues				
Other Revenues	\$18,700	\$15,300	\$15,300	\$0
Revenues Total	\$18,700	\$15,300	\$15,300	\$0
Expenses				
Personnel Expenses	(\$1,000)	(\$800)	(\$700)	\$0
Services	(2,400)	(3,000)	(2,900)	0
Other Expenses	(7,800)	(3,400)	(3,400)	0
Expenses Total	(\$11,200)	(\$7,200)	(\$7,000)	\$0
85402 Income & "Other" Tax Progra	\$7,500	\$8,100	\$8,300	\$0
85403 Tax - Online CLE Programs				
Revenues				
Other Revenues	\$32,600	\$28,100	\$28,100	\$0
Revenues Total	\$32,600	\$28,100	\$28,100	\$0
Expenses				
Services	(\$1,500)	(\$400)	\$0	\$0
Expenses Total	(\$1,500)	(\$400)	\$0	\$0
85403 Tax - Online CLE Programs Sur	\$31,100	\$27,700	\$28,100	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
85404 Young Tax Lawyers Program				
Revenues				
Other Revenues	\$11,500	\$7,600	\$7,600	\$0
Revenues Total	\$11,500	\$7,600	\$7,600	\$0
Expenses				
Personnel Expenses	\$0	(\$200)	\$0	\$0
Services	(2,400)	(2,300)	(2,300)	0
Supplies and Equipment	(100)	0	0	0
Other Expenses	(3,600)	(4,300)	(4,300)	0
Expenses Total	(\$6,100)	(\$6,800)	(\$6,600)	\$0
85404 Young Tax Lawyers Program S	\$5,400	\$800	\$1,000	\$0
85500 Tax-SB Annual Mtg				
Expenses	(4=00)	40	40	† 0
Services	(\$700)	\$0	\$0	\$0
Other Expenses	(1,300)	0	0	0
Expenses Total	(\$2,000)	\$0	\$0	\$0
85500 Tax-SB Annual Mtg Surplus/((\$2,000)	\$0	\$0	\$0
85600 Tax-ExCom Mtgs				
Expenses				
Personnel Expenses	\$0	(\$1,300)	(\$1,300)	\$0
Services	(1,200)	(2,500)	(2,500)	0
Other Expenses	(67,000)	(68,900)	(48,300)	0
Expenses Total	(\$68,200)	(\$72,700)	(\$52,100)	\$0
85600 Tax-ExCom Mtgs Surplus/(Def	(\$68,200)	(\$72,700)	(\$52,100)	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
85700 Wash D.C. Delegation				
Expenses				
Other Expenses	(\$17,500)	(\$24,600)	(\$17,800)	\$0
Expenses Total	(\$17,500)	(\$24,600)	(\$17,800)	\$0
85700 Wash D.C. Delegation Surplus	(\$17,500)	(\$24,600)	(\$17,800)	\$0
85701 Eagle Ldge W-State Tax Cte Con				
Expenses				
Other Expenses	(\$11,200)	(\$11,800)	(\$11,800)	\$0
Expenses Total	(\$11,200)	(\$11,800)	(\$11,800)	\$0
85701 Eagle Ldge W-State Tax Cte Co	(\$11,200)	(\$11,800)	(\$11,800)	\$0
85703 Estate & Gift Tax Committee				
Expenses				
Other Expenses	(\$800)	\$0	\$0	\$0
Expenses Total	(\$800)	\$0	\$0	\$0
85703 Estate & Gift Tax Committee S	(\$800)	\$0	\$0	\$0
85706 Tax Procedure&Litigation Comm				
Expenses				
Other Expenses	(\$1,100)	(\$1,300)	(\$700)	\$0
Expenses Total	(\$1,100)	(\$1,300)	(\$700)	\$0
85706 Tax Procedure&Litigation Co	(\$1,100)	(\$1,300)	(\$700)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget	
85708 Young Tax Lawyers Sacramento C					
Expenses					
Other Expenses	(\$300)	(\$500)	(\$200)	\$0	
Expenses Total	(\$300)	(\$500)	(\$200)	\$0	
85708 Young Tax Lawyers Sacrament	(\$300)	(\$500)	(\$200)	\$0	
85709 Young Tax Lawyers SF Chapter					
Expenses					
Other Expenses	(\$100)	\$0	\$0	\$0	
Expenses Total	(\$100)	\$0	\$0	\$0	
85709 Young Tax Lawyers SF Chapte	(\$100)	\$0	\$0	\$0	
85710 Young Tax Lawyers LA Chapter					
Expenses					
Other Expenses	\$0	(\$200)	(\$200)	\$0	
Expenses Total	\$0	(\$200)	(\$200)	\$0	
85710 Young Tax Lawyers LA Chapte	\$0	(\$200)	(\$200)	\$0	
85711 Young Tax Lawyers San Diego C					
Expenses					
Other Expenses	(\$600)	(\$300)	\$0	\$0	
Expenses Total	(\$600)	(\$300)	\$0	\$0	
85711 Young Tax Lawyers San Diego	(\$600)	(\$300)	\$0	\$0	

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
85712 YTL Silicon Valley Chapter				
Expenses				
Other Expenses	(\$200)	(\$100)	(\$100)	\$0
Expenses Total	(\$200)	(\$100)	(\$100)	\$0
85712 YTL Silicon Valley Chapter Sur	(\$200)	(\$100)	(\$100)	\$0
85720 Sacramento Delegation				
Revenues				
Other Revenues	\$600	\$500	\$0	\$0
Revenues Total	\$600	\$500	\$0	\$0
Expenses				
Services	(\$100)	\$0	\$0	\$0
Other Expenses	(1,500)	(1,200)	(1,200)	0
Expenses Total	(\$1,600)	(\$1,200)	(\$1,200)	\$0
85720 Sacramento Delegation Surpl	(\$1,000)	(\$700)	(\$1,200)	\$0
85811 Taxation Law-State & Local Tax				
Expenses				
Other Expenses	(\$100)	(\$400)	(\$400)	\$0
Expenses Total	(\$100)	(\$400)	(\$400)	\$0
85811 Taxation Law-State & Local Ta	(\$100)	(\$400)	(\$400)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
86001 Workers' Comp - Sec Admin				
Revenues				
Other Revenues	\$290,100	\$307,200	\$285,300	\$0
Revenues Total	\$290,100	\$307,200	\$285,300	\$0
Expenses				
Services	(\$2,000)	(\$25,200)	(\$25,200)	\$0
Supplies and Equipment	(4,100)	(9,400)	(9,400)	0
Other Expenses	(173,000)	(284,300)	(284,100)	0
Expenses Total	(\$179,100)	(\$318,900)	(\$318,700)	\$0
86001 Workers' Comp - Sec Admin S	\$111,000	(\$11,700)	(\$33,400)	\$0
86200 Workers' Comp Newsletter				
Expenses				
Services	(\$14,800)	(\$12,400)	(\$11,000)	\$0
Supplies and Equipment	(10,200)	(7,100)	(7,100)	0
Expenses Total	(\$25,000)	(\$19,500)	(\$18,100)	\$0
86200 Workers' Comp Newsletter Su	(\$25,000)	(\$19,500)	(\$18,100)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
86400 Workers' Comp Spring Programs				
Revenues				
Other Revenues	\$49,300	\$136,000	\$158,900	\$0
Revenues Total	\$49,300	\$136,000	\$158,900	\$0
Expenses				
Personnel Expenses	\$0	(\$600)	\$0	\$0
Leases and Rent	(3,100)	(5,900)	(5,500)	0
Services	(5,800)	(2,600)	(2,400)	0
Supplies and Equipment	(1,500)	(1,600)	(1,600)	0
Other Expenses	(23,300)	(11,100)	(11,100)	0
Expenses Total	(\$33,700)	(\$21,800)	(\$20,600)	\$0
86400 Workers' Comp Spring Progra	\$15,600	\$114,200	\$138,300	\$0
86401 Workers' Comp Central Coast				
Revenues				
Other Revenues	\$16,000	\$0	\$0	\$0
Revenues Total	\$16,000	\$0	\$0	\$0
Expenses				
Services	(\$600)	\$0	\$0	\$0
Other Expenses	(12,500)	0	0	0
Expenses Total	(\$13,100)	\$0	\$0	\$0
86401 Workers' Comp Central Coast	\$2,900	\$0	\$0	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
86402 Workers' Comp Summer Program	ms			
Revenues				
Other Revenues	\$52,300	\$41,000	\$41,000	\$0
Revenues Total	\$52,300	\$41,000	\$41,000	\$0
Expenses				
Personnel Expenses	(\$400)	\$0	\$0	\$0
Leases and Rent	(2,100)	0	0	0
Services	(6,900)	(5,900)	(1,800)	0
Supplies and Equipment	(1,300)	(1,500)	(1,500)	0
Other Expenses	(22,600)	(18,200)	(18,200)	0
Expenses Total	(\$33,300)	(\$25,600)	(\$21,500)	\$0
86402 Workers' Comp Summer Prog	\$19,000	\$15,400	\$19,500	\$0
86403 Workers' Comp Online CLE				
Revenues				
Other Revenues	\$81,800	\$71,700	\$71,700	\$0
Revenues Total	\$81,800	\$71,700	\$71,700	\$0
Expenses				
Services	(\$1,600)	(\$2,500)	(\$2,500)	\$0
Expenses Total	(\$1,600)	(\$2,500)	(\$2,500)	\$0
86403 Workers' Comp Online CLE Su	\$80,200	\$69,200	\$69,200	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
86404 Workers' Comp Education				
Revenues				
Other Revenues	\$35,100	\$29,800	\$16,000	\$0
Revenues Total	\$35,100	\$29,800	\$16,000	\$0
Expenses				
Personnel Expenses	(\$800)	\$0	\$0	\$0
Services	(6,000)	(4,600)	(1,000)	0
Supplies and Equipment	(1,500)	(1,400)	(1,400)	0
Other Expenses	(20,300)	(14,300)	(500)	0
Expenses Total	(\$28,600)	(\$20,300)	(\$2,900)	\$0
86404 Workers' Comp Education Sur	\$6,500	\$9,500	\$13,100	\$0
86405 Workers' Comp Fall Programs				
Revenues				
Other Revenues	\$0	\$7,600	\$0	\$0
Revenues Total	\$0	\$7,600	\$0	\$0
Expenses				
Services	\$0	(\$1,100)	\$0	\$0
Supplies and Equipment	0	(1,400)	0	0
Other Expenses	(500)	(2,000)	(1,600)	0
Expenses Total	(\$500)	(\$4,500)	(\$1,600)	\$0
86405 Workers' Comp Fall Programs	(\$500)	\$3,100	(\$1,600)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
86500 Workers' Comp - SB Ann. Mtg				
Expenses				
Services	(\$3,500)	(\$3,100)	(\$500)	\$0
Supplies and Equipment	0	(400)	0	0
Other Expenses	(38,600)	(23,100)	(200)	0
Expenses Total	(\$42,100)	(\$26,600)	(\$700)	\$0
Interfund Transfers				
Interfund Transfers Out	(\$400)	\$0	\$0	\$0
Interfund Transfers Total	(\$400)	\$0	\$0	\$0
86500 Workers' Comp - SB Ann. Mtg	(\$42,500)	(\$26,600)	(\$700)	\$0
86600 Workers' Comp - Exec. Comm M	tg			
Expenses				
Services	(\$2,600)	(\$1,000)	(\$1,000)	\$0
Supplies and Equipment	(1,100)	(200)	0	0
Other Expenses	(62,300)	(25,800)	(24,500)	0
Expenses Total	(\$66,000)	(\$27,000)	(\$25,500)	\$0
86600 Workers' Comp - Exec. Comm	(\$66,000)	(\$27,000)	(\$25,500)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
86700 Workers' Comp - Sub Ctee Mtg				
Revenues				
Other Revenues	\$36,600	\$9,100	\$9,100	\$0
Revenues Total	\$36,600	\$9,100	\$9,100	\$0
Expenses				
Personnel Expenses	(\$300)	(\$500)	\$0	\$0
Services	(5,000)	(7,200)	(6,500)	0
Supplies and Equipment	(1,300)	(4,000)	(4,000)	0
Other Expenses	(20,800)	(2,100)	(2,000)	0
Expenses Total	(\$27,400)	(\$13,800)	(\$12,500)	\$0
86700 Workers' Comp - Sub Ctee Mt	\$9,200	(\$4,700)	(\$3,400)	\$0
87001 Council of SB Sections				
Revenues				
Other Revenues	\$200	\$400	\$200	\$0
Revenues Total	\$200	\$400	\$200	\$0
Expenses				
Personnel Expenses	\$0	(\$300)	(\$300)	\$0
Services	(9,700)	(12,800)	(12,500)	0
Supplies and Equipment	(5,500)	(8,900)	(6,500)	0
Other Expenses	21,900	(43,200)	(34,400)	0
Expenses Total	\$6,700	(\$65,200)	(\$53,700)	\$0
87001 Council of SB Sections Surplus	\$6,900	(\$64,800)	(\$53,500)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
88 Education Fund				
Expenses				
Other Expenses	(\$238,800)	(\$30,000)	\$0	\$0
Expenses Total	(\$238,800)	(\$30,000)	\$0	\$0
Interfund Transfers				
Interfund Transfers In	\$0	\$65,200	\$0	\$0
Interfund Transfers Out	(2,337,600)	0	0	0
Interfund Transfers Total	(\$2,337,600)	\$65,200	\$0	\$0
88 Education Fund Surplus/(Deficit)	(\$2,576,400)	\$35,200	\$0	\$0
88001 Officewide Education				
Revenues				
Other Revenues	\$146,800	(\$29,300)	(\$29,300)	\$0
Revenues Total	\$146,800	(\$29,300)	(\$29,300)	\$0
Expenses				
Personnel Expenses	(\$122,700)	(\$5,900)	(\$9,800)	\$0
Services	(93,900)	(56,400)	(56,400)	0
Supplies and Equipment	(1,900)	(22,200)	(22,200)	0
Other Expenses	(5,600)	(15,200)	(15,200)	0
Expenses Total	(\$224,100)	(\$99,700)	(\$103,600)	\$0
Interfund Transfers				
Interfund Transfers In	\$400	\$400	\$0	\$0
Interfund Transfers Out	(32,000)	0	0	0
Interfund Transfers Total	(\$31,600)	\$400	\$0	\$0
88001 Officewide Education Surplus	(\$108,900)	(\$128,600)	(\$132,900)	\$0

<u>Education</u>	2016 Actual	2017 Projection	2017 Budget	2018 Budget
88002 Solo Summit (Even Years)				
Revenues				
Other Revenues	\$127,400	\$83,400	\$83,400	\$0
Revenues Total	\$127,400	\$83,400	\$83,400	\$0
Expenses				
Personnel Expenses	(\$600)	\$0	\$0	\$0
Services	(30,200)	(100)	(100)	0
Supplies and Equipment	(10,300)	0	0	0
Other Expenses	(82,300)	(11,900)	(11,900)	0
Expenses Total	(\$123,400)	(\$12,000)	(\$12,000)	\$0
Interfund Transfers				
Interfund Transfers In	\$6,700	\$0	\$0	\$0
Interfund Transfers Total	\$6,700	\$0	\$0	\$0
88002 Solo Summit (Even Years) Sur	\$10,700	\$71,400	\$71,400	\$0
89 SEI - Fall - Asset BU				
Interfund Transfers				
Interfund Transfers In	\$0	\$152,500	\$0	\$0
Interfund Transfers Total	\$0	\$152,500	\$0	\$0
89 SEI - Fall - Asset BU Surplus/(Defi	\$0	\$152,500	\$0	\$0

Education	2016 Actual	2017 Projection	2017 Budget	2018 Budget
89001 SEI				
Revenues				
Other Revenues	\$0	(\$300)	(\$300)	\$0
Revenues Total	\$0	(\$300)	(\$300)	\$0
Expenses				
Supplies and Equipment	\$0	(\$7,200)	(\$7,200)	\$0
Expenses Total	\$0	(\$7,200)	(\$7,200)	\$0
00004 051 0 1 1/5 (* '1)	40	/AT =00\	(47.700)	40
89001 SEI Surplus/(Deficit)	\$0	(\$7,500)	(\$7,500)	\$0
89002 Solo Summit (Odd Years)				
Revenues				
Other Revenues	\$0	\$96,000	\$96,000	\$0
Revenues Total	\$0	\$96,000	\$96,000	\$0
Expenses				
Services	\$0	(\$14,800)	(\$14,800)	\$0
Supplies and Equipment	0	(1,600)	(1,600)	0
Other Expenses	0	(16,500)	(16,500)	0
Expenses Total	\$0	(\$32,900)	(\$32,900)	\$0
89002 Solo Summit (Odd Years) Surp	\$0	\$63,100	\$63,100	\$0
Education Surplus/(Deficit)	(\$915,300)	\$206,300	\$11,400	\$21,000

2016 Actual	2017 Projection	2017 Budget	2018 Budget
\$64,526,600	\$63,963,600	\$63,963,600	\$65,580,000
4,159,200	3,662,300	3,421,200	3,516,000
\$68,685,800	\$67,625,900	\$67,384,800	\$69,096,000
(\$448,300)	(\$1,911,300)	(\$2,351,900)	(\$709,100)
(2,500)	(2,200)	0	0
207,400	242,000	245,000	245,000
(4,989,600)	0	0	0
(\$5,233,000)	(\$1,671,500)	(\$2,106,900)	(\$464,100)
	. ,	•	\$0
		, ,	2,718,300
(1,000,000)	(1,600,000)	(1,600,000)	(21,000)
\$2,684,700	\$895,800	\$856,500	\$2,697,300
\$66,137,500	\$66,850,200	\$66,134,400	\$71,329,200
(\$456,700)	\$0	(\$420,000)	\$0
(\$456,700)	\$0	(\$420,000)	\$0
(\$456,700)	\$0	(\$420,000)	\$0
	\$64,526,600 4,159,200 \$68,685,800 (\$448,300) (2,500) 207,400 (4,989,600) (\$5,233,000) \$1,416,400 2,268,300 (1,000,000) \$2,684,700 \$66,137,500 (\$456,700) (\$456,700)	\$64,526,600 \$63,963,600 3,662,300 \$68,685,800 \$67,625,900 \$68,685,800 \$67,625,900 \$(\$448,300) (\$1,911,300) (2,500) (2,200) 207,400 242,000 (4,989,600) 0 (\$5,233,000) (\$1,671,500) \$(\$1,416,400 \$39,300 2,268,300 2,456,500 (1,000,000) \$2,684,700 \$895,800 \$(\$66,137,500 \$66,850,200 \$(\$456,700) \$0 (\$456,700) \$0	\$64,526,600 \$63,963,600 \$63,963,600 4,159,200 3,662,300 3,421,200 \$68,685,800 \$67,625,900 \$67,384,800 \$67,625,900 \$67,384,800 \$67,400 (2,500) (2,200) 0 207,400 242,000 245,000 (4,989,600) 0 0 \$0 (\$5,233,000) (\$1,671,500) (\$2,106,900) \$2,268,300 2,456,500 (1,000,000) (1,600,000) \$2,684,700 \$895,800 \$856,500 \$66,137,500 \$66,850,200 \$66,134,400 \$420,000) \$6456,700) \$0 (\$420,000) \$6456,700) \$0 (\$420,000) \$1,600,000 \$1,

Non-Departmental	2016 Actual	2017 Projection	2017 Budget	2018 Budget
15010 Gen. Fund Fixed Assets				
Expenses				
Depreciation	(\$350,000)	\$0	(\$396,600)	\$0
Expenses Total	(\$350,000)	\$0	(\$396,600)	\$0
15010 Gen. Fund Fixed Assets Surplu	(\$350,000)	\$0	(\$396,600)	\$0
15019 Tech. Fund Fixed Assets				
Expenses				
Depreciation	(\$354,700)	\$0	(\$483,700)	\$0
Expenses Total	(\$354,700)	\$0	(\$483,700)	\$0
15019 Tech. Fund Fixed Assets Surpl	(\$354,700)	\$0	(\$483,700)	\$0
15020 Admissions Fixed Assets				
Expenses				
Depreciation	(\$1,900)	\$0	(\$11,300)	\$0
Expenses Total	(\$1,900)	\$0	(\$11,300)	\$0
15020 Admissions Fixed Assets Surpl	(\$1,900)	\$0	(\$11,300)	\$0
15023 Suppor Activities Fixed Assets				
Expenses				
Depreciation	(\$118,400)	\$0	(\$145,800)	\$0
Expenses Total	(\$118,400)	\$0	(\$145,800)	\$0
15023 Suppor Activities Fixed Assets	(\$118,400)	\$0	(\$145,800)	\$0

Non-Departmental	2016 Actual	2017 Projection	2017 Budget	2018 Budget
15026 Building Fund Fixed Assets				
Expenses				
Depreciation	(\$169,600)	\$0	(\$170,000)	\$0
Expenses Total	(\$169,600)	\$0	(\$170,000)	\$0
15026 Building Fund Fixed Assets Su	(\$169,600)	\$0	(\$170,000)	\$0
23 Support & Admin Asset BU				
Revenues				
Other Revenues	\$2,100	(\$300)	\$0	\$0
Revenues Total	\$2,100	(\$300)	\$0	\$0
Expenses Personnel Expenses Supplies and Equipment	(\$231,100) 0	(\$397,500) 27,600	(\$551,600) 0	(\$273,400) 0
Expenses Total	(\$231,100)	(\$369,900)	(\$551,600)	(\$273,400)
Interfund Transfers Indirect Costs	\$22,534,500	\$25,021,400	\$25,021,400	\$26,426,400
Interfund Transfers Total	\$22,534,500	\$25,021,400	\$25,021,400	\$26,426,400
23 Support & Admin Asset BU Surp	\$22,305,500	\$24,651,200	\$24,469,800	\$26,153,000
25 Public Protection -Asset BU				
Revenues				
Other Revenues	\$8,700	\$12,200	\$0	\$0
Revenues Total	\$8,700	\$12,200	\$0	\$0
25 Public Protection -Asset BU Surpl	\$8,700	\$12,200	\$0	\$0

Non-Departmental	2016 Actual	2017 Projection	2017 Budget	2018 Budget
31 Info Tech Special Fund - BU				
Revenues				
Other Revenues	\$5,600	\$7,800	\$0	\$0
Revenues Total	\$5,600	\$7,800	\$0	\$0
Interfund Transfers				
Interfund Transfers Out	\$0	\$0	\$0	(\$1,217,000)
Interfund Transfers Total	\$0	\$0	\$0	(\$1,217,000)
31 Info Tech Special Fund - BU Surpl	\$5,600	\$7,800	\$0	(\$1,217,000)
34 Benefit Reverse Fund				
Revenues				
Other Revenues	(\$7,000)	(\$13,200)	\$0	\$0
Revenues Total	(\$7,000)	(\$13,200)	\$0	\$0
34 Benefit Reverse Fund Surplus/(De	(\$7,000)	(\$13,200)	\$0	\$0
Non-Departmental Surplus/(Deficit)	\$86,999,000	\$91,508,200	\$88,976,800	\$96,265,200

SF Tenant Improvement Fund	2016 Actual	2017 Projection	2017 Budget	2018 Budget
38 SF Tenant Improvement Fund				
Revenues				
Other Revenues	\$24,100	\$50,000	\$50,000	\$50,000
Revenues Total	\$24,100	\$50,000	\$50,000	\$50,000
Expenses				
Debt Service	\$0	(\$400,000)	(\$400,000)	(\$400,000)
Expenses Total	\$0	(\$400,000)	(\$400,000)	(\$400,000)
38 SF Tenant Improvement Fund Sur	\$24,100	(\$350,000)	(\$350,000)	(\$350,000)
SF Tenant Improvement Fund Surplu	\$24,100	(\$350,000)	(\$350,000)	(\$350,000)

State Bar of California Projected Reserve Balance by Fund

	12/31/2016 Reserve Bal	Projected 2017 Revenues	Projected 2017 Expenses	Indirect cost	Interfund Transfer	Projected 2017 surplus/(deficit)	Projected Reserve Bal 12/31/17	2018 Budgeted Revenues	2018 Budgeted Expenses	Indirec Costs	2018 Budgeted Expenses & Indirect Costs	Interfund Transfer	2018 Budgeted Surplus/(Deficit)	Projected Reserve Bal 12/31/18	Reserve Level (%)
General Fund															
Administration & Discipline (10)	11,862,000	69,052,000	(50,664,000)	(18,885,000)	(1,600,000)	(2,097,000)	9,765,000	70,396,000	(55,300,000)	(20,780,000)	(76,080,000)	(21,000)	(5,705,000)	4,060,000	
Fixed Assets Fund (15)		-	-	-	-	-	-	-	-		-		-	-	
Legal Education and Development Fund (18)	7,934,000	1,997,000	(298,000)	(88,000)	-	1,611,000	9,545,000	475,000	(105,000)	(7,000)	(112,000)		363,000	9,908,000	
Public Protection Fund (25)	1,900,000	12,000	-	-	-	12,000	1,912,000				-		-	1,912,000	
Benefit Reserve Fund (34)	(914,000)	-	-	-	-	-	(914,000)				-		-	(914,000)	
Technology Fund (19)	3,851,000	23,000	(2,984,000)	(120,000)	400,000	(2,681,000)	1,170,000		(5,630,000)	(688,000)	(6,318,000)	2,217,000	(4,101,000)	(2,931,000)	
Support and Administration Fund (23)	96,000	4,000	(24,196,000)	25,021,000	(400,000)	429,000	525,000	1,086,000	(27,499,000)	26,426,000	(1,073,000)		13,000	538,000	
Building Fund (26)	4,291,000	1,644,000	(1,630,000)	1,235,000	-	1,249,000	5,540,000	1,795,000	(3,945,000)	2,288,000	(1,657,000)		138,000	5,678,000	
LA Facility Fund (35)	(4,948,000)	433,000	(2,300,000)	2,300,000	-	433,000	(4,515,000)	394,000	(762,000)	762,000	-		394,000	(4,121,000)	
Consolidated General Fund Total	24,072,000	73,165,000	(82,072,000)	9,463,000	(1,600,000)	(1,044,000)	23,028,000	74,146,000	(93,241,000)	8,001,000	(85,240,000)	2,196,000	(8,898,000)	14,130,000	16.6%
Restricted Fund Group															
Legislative Activities Fund (16)	552,000	166,000	(419,000)	(69,000)	-	(322,000)	230,000	777,000	(644,000)	(122,000)	(766,000)		11,000	241,000	31.5%
Elimination of Bias Fund (17)	470,000	105,000	(503,000)	(105,000)		(503,000)	(33,000)	330,000	(180,000)	(51,000)	(231,000)		99,000	66,000	28.6%
Lawyer Assistance Program Fund (21)	2,988,000	2,145,000	(1,111,000)	(465,000)		569,000	3,557,000	2,127,000	(1,707,000)	(530,000)	(2,237,000)		(110,000)	3,447,000	154.1%
Legal Specialization Fund (24)	6,109,000	570,000	(1,561,000)	(802,000)		(1,793,000)	4,316,000	2,033,000	(3,699,000)	(853,000)	(4,552,000)	(900,000)	(3,419,000)	897,000	19.7%
Client Security Fund (27)	1,439,000	8,055,000	(6,635,000)	(580,000)	1,600,000	2,440,000	3,879,000	7,977,000	(7,456,000)	(585,000)	(8,041,000)		(64,000)	3,815,000	47.4%
Legal Services Trust Fund (28)	8,608,000	13,047,000	(14,356,000)	(750,000)	2,133,000	74,000	8,682,000	13,585,000	(15,909,000)	(784,000)	(16,693,000)		(3,108,000)	5,574,000	33.4%
Equal Access Fund (29)	1,753,000	19,661,000	(19,226,000)	(16,000)		419,000	2,172,000	26,108,000	(26,219,000)	(14,000)	(26,233,000)		(125,000)	2,047,000	NA
Justice Gap Fund (32)	1,659,000	1,133,000	-	(9,000)	(2,133,000)	(1,009,000)	650,000	911,000	-	(7,000)	(7,000)		904,000	1,554,000	NA
IT Special Assessment Fund	1,217,000	8,000	-	-	-	8,000	1,225,000	-	-	-	-	(1,217,000)	(1,217,000)	8,000	NA
Bank Settlement Fund (37)	44,103,000	275,000	(5,510,000)	(31,000)		(5,266,000)	38,837,000	150,000	(10,038,000)	(28,000)	(10,066,000)		(9,916,000)	28,921,000	NA
Restricted Fund Group Total	68,898,000	45,165,000	(49,321,000)	(2,827,000)	1,600,000	(5,383,000)	63,515,000	53,998,000	(65,852,000)	(2,974,000)	(68,826,000)	(2,117,000)	(16,945,000)	46,570,000	
Special Revenue Fund Group														-	
Grants Fund (12)	452,000	16,000	(53,000)	-	-	(37,000)	415,000	16,000	(34,000)		(34,000)		(18,000)	397,000	NA
Annual Meeting Fund (14)	(81,000)	69,000	(5,000)	-	-	64,000	(17,000)	-	-		-	21,000	21,000	4,000	NA
Admissions Fund (20)	4,158,000	21,669,000	(16,384,000)	(4,901,000)	-	384,000	4,542,000	22,061,000	(16,507,000)	(5,027,000)	(21,534,000)	(100,000)	427,000	4,969,000	23.1%
Sections Funds (70-89)	7,897,000	9,752,000	(7,855,000)	(1,735,000)	-	162,000	8,059,000	-	-		-		-	8,059,000	NA
Special Revenue Fund Group Total	12,426,000	31,506,000	(24,297,000)	(6,636,000)	-	573,000	12,999,000	22,077,000	(16,541,000)	(5,027,000)	(21,568,000)	(79,000)	430,000	13,429,000	
														-	
Grand Total:	108,380,000	149,886,000	(156,090,000)	-	-	(6,204,000)	102,176,000	150,271,000	(176,034,000)	-	(176,034,000)	-	(25,763,000)	76,413,000	
															7
SF Tenant Improvement Fund (38)	2,984,000	50,000	(400,000)			(350,000)	2,634,000	50,000	(400,000)		(400,000)		(350,000)	2,284,000	l

Notes: ** Board Book policy, Article 1, Section 3C specifies that all grant-related Funds are excluded from the Minimum Target Reserve requirement: The Excluded Minimum Target Reserve Funds include Grant, Legal Service Trust, Equal Access, Justice Gap, and Bank Settlement Funds.

FISCAL 2018 BUDGET

STATE BAR TOTAL Statements of Fund Condition

	2016	2017	2017	2018
	Actual	Projection	Budget *	Budget
Beginning Balance	\$111,197,700	\$156,386,800		\$150,172,800
<u>Revenues</u>				
Mandatory Fees	\$74,364,900	\$74,054,200	\$74,047,100	\$75,617,300
Voluntary Fees & Donations	9,077,000	8,229,600	7,500,000	8,745,000
Exam Fees	13,819,600	14,721,000	14,473,500	14,985,400
Grants	16,552,000	19,297,400	19,208,400	25,616,300
Other Revenues	35,824,700	33,571,200	31,814,700	25,307,500
Bank Settlement	44,778,700	0	0	0
Total Revenues	\$194,416,900	\$149,873,400	\$147,043,700	\$150,271,500
<u>Expenses</u>				
Personnel Expenses	\$73,282,200	\$77,129,900	\$83,876,400	\$84,558,200
Leases and Rent	6,821,200	7,255,100	7,017,800	7,473,000
Services	10,917,300	12,023,800	14,064,900	10,953,400
Legal Services Grants	30,808,300	37,446,200	37,387,100	50,227,700
Supplies and Equipment	6,814,400	10,002,100	12,665,800	14,840,400
Other Expenses	15,858,400	9,530,300	8,850,400	6,819,600
Debt Service	882,600	2,700,000	2,700,000	1,162,100
Depreciation	3,843,600	0	3,597,400	0
Total Expenses	\$149,228,000	\$156,087,400	\$170,159,800	\$176,034,400
Interfund Transactions				
Interfund Transfers In	\$3,855,600	\$4,402,900	\$5,133,000	\$3,338,000
Indirect Costs	100	(100)	(100)	100
Interfund Transfers Out	(3,855,500)	(4,402,800)	(5,133,000)	(3,338,000

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Total Interfund Transactions	\$200	\$0	(\$100)	\$100
Change in Net Position	\$45,189,100	(\$6,214,000)	(\$23,116,200)	(\$25,762,800)
Ending Balance	\$156,386,800	\$150,172,800		\$124,410,000

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

GENERAL FUND Statements of Fund Condition

	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$72,918,200	\$75,119,300		\$74,059,800
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Revenues				
Mandatory Fees	\$64,531,300	\$63,966,800	\$63,966,600	\$65,583,000
Grants	0	50,000	0	0
Other Revenues	9,857,300	9,135,900	8,678,200	8,562,900
Total Revenues	\$74,388,600	\$73,152,700	\$72,644,800	\$74,145,900
<u>Expenses</u>				
Personnel Expenses	\$58,921,500	\$63,237,500	\$68,730,700	\$70,968,600
Leases and Rent	4,856,100	5,076,300	5,057,400	5,554,800
Services	4,197,300	4,190,900	3,661,800	4,001,100
Supplies and Equipment	4,290,900	7,009,400	9,319,300	11,792,000
Other Expenses	5,032,500	257,000	106,900	163,100
Debt Service	882,600	2,300,000	2,300,000	762,100
Depreciation	3,843,600	0	3,597,400	0
Total Expenses	\$82,024,500	\$82,071,100	\$92,773,500	\$93,241,700
Interfund Transactions				
Interfund Transfers In	\$2,418,100	\$441,400	\$400,000	\$2,217,000
Indirect Costs	8,473,700	9,463,800	9,463,800	8,001,300
Interfund Transfers Out	(1,054,800)	(2,046,300)	(2,000,000)	(21,000)
Total Interfund Transactions	\$9,837,000	\$7,858,900	\$7,863,800	\$10,197,300
Change in Net Position	\$2,201,100	(\$1,059,500)	(\$12,264,900)	(\$8,898,500)
Ending Balance	\$75,119,300	\$74,059,800		\$65,161,300

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Grants Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$374,600	\$452,300		\$415,500
Revenues	4			
Grants	\$90,000	\$16,400	\$16,400	\$16,400
Other Revenues	28,300	0	0	0
Total Revenues	\$118,300	\$16,400	\$16,400	\$16,400
<u>Expenses</u>				
Personnel Expenses	\$2,900	\$2,200	\$0	\$2,200
Services	8,400	14,500	5,000	0
Legal Services Grants	10,000	30,000	6,400	20,000
Supplies and Equipment	0	700	0	700
Other Expenses	19,300	5,800	5,000	10,700
Total Expenses	\$40,600	\$53,200	\$16,400	\$33,600
Change in Net Position	\$77,700	(\$36,800)	\$0	(\$17,200)
Ending Balance	\$452,300	\$415,500		\$398,300

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Annual Meeting Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	(\$70,000)	(\$83,200)		(\$18,900)
Revenues				
Other Revenues	\$683,500	\$69,300	\$0	\$0
Total Revenues	\$683,500	\$69,300	\$0	\$0
<u>Expenses</u>				
Personnel Expenses	\$270,600	\$0	\$0	\$0
Services	140,600	5,000	0	0
Supplies and Equipment	51,800	0	0	0
Other Expenses	147,100	0	0	0
Total Expenses	\$610,100	\$5,000	\$0	\$0
Interfund Transactions				
Interfund Transfers In	\$14,400	\$0	\$0	\$21,000
Indirect Costs	(101,000)	0	0	0
Total Interfund Transactions	(\$86,600)	\$0	\$0	\$21,000
Change in Net Position	(\$13,200)	\$64,300	\$0	\$21,000
Ending Balance	(\$83,200)	(\$18,900)		\$2,100

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Legislative Activities Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$714,300	\$546,300		\$224,000
<u>Revenues</u>				
Voluntary Fees & Donations	\$781,200	\$162,600	\$100,000	\$775,000
Other Revenues	3,900	3,400	1,800	2,400
Total Revenues	\$785,100	\$166,000	\$101,800	\$777,400
<u>Expenses</u>				
Personnel Expenses	\$0	\$200	\$0	\$200
Personnel Expenses	\$327,800	\$184,700	\$189,000	\$470,200
Services	177,800	222,700	162,300	162,300
Supplies and Equipment	6,400	10,700	10,700	10,700
Other Expenses	26,300	700	700	700
Total Expenses	\$538,300	\$419,000	\$362,700	\$644,100
Interfund Transactions				
Indirect Costs	\$5,900	(\$69,300)	(\$69,300)	(\$121,700)
Interfund Transfers Out	(420,700)	0	0	0
Total Interfund Transactions	(\$414,800)	(\$69,300)	(\$69,300)	(\$121,700)
Change in Net Position	(\$168,000)	(\$322,300)	(\$330,200)	\$11,600
Ending Balance	\$546,300	\$224,000		\$235,600

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Elimination of Bias and Bar Relations Fo	und 2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$598,600	\$465,200		(\$38,100)
Revenues				
Voluntary Fees & Donations	\$801,400	\$93,000	\$0	\$320,000
Other Revenues	13,600	12,000	0	10,100
Total Revenues	\$815,000	\$105,000	\$0	\$330,100
<u>Expenses</u>				
Personnel Expenses	\$600	\$500	\$500	\$0
Personnel Expenses	\$641,100	\$428,200	\$376,500	\$170,000
Leases and Rent	1,800	4,300	2,200	0
Services	33,600	12,600	10,800	0
Supplies and Equipment	21,500	14,900	11,000	0
Other Expenses	77,600	42,400	34,200	10,000
Total Expenses	\$776,200	\$502,900	\$435,200	\$180,000
Interfund Transactions				
Interfund Transfers In	\$89,500	\$0	\$0	\$0
Indirect Costs	(261,300)	(105,400)	(105,400)	(50,700)
Interfund Transfers Out	(400)	0	0	0
Total Interfund Transactions	(\$172,200)	(\$105,400)	(\$105,400)	(\$50,700)
Change in Net Position	(\$133,400)	(\$503,300)	(\$540,600)	\$99,400
Ending Balance	\$465,200	(\$38,100)		\$61,300

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Admissions Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$3,977,400	\$4,126,200		\$4,509,000
Revenues				
Exam Fees	\$13,728,700	\$14,461,200	\$14,333,500	\$14,937,400
Other Revenues	6,732,800	7,207,800	6,970,200	7,123,900
Total Revenues	\$20,461,500	\$21,669,000	\$21,303,700	\$22,061,300
<u>Expenses</u>				
Personnel Expenses	\$632,700	\$564,400	\$493,800	\$544,600
Personnel Expenses	\$6,290,900	\$6,387,000	\$6,970,400	\$7,188,800
Leases and Rent	1,952,600	2,076,900	1,867,600	1,839,900
Services	4,676,300	4,769,300	4,723,500	4,493,700
Supplies and Equipment	1,981,400	2,125,600	2,063,200	2,001,800
Other Expenses	383,100	461,700	435,700	437,900
Total Expenses	\$15,917,000	\$16,384,900	\$16,554,200	\$16,506,700
Interfund Transactions				
Interfund Transfers In	\$0	\$900	\$1,000,000	\$1,000,000
Indirect Costs	(4,394,400)	(4,901,400)	(4,901,400)	(5,027,000)
Interfund Transfers Out	(1,300)	(800)	0	(1,100,000)
Total Interfund Transactions	(\$4,395,700)	(\$4,901,300)	(\$3,901,400)	(\$5,127,000)
Change in Net Position	\$148,800	\$382,800	\$848,100	\$427,600
Ending Balance	\$4,126,200	\$4,509,000		\$4,936,600

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Lawyer Assistance Program Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$2,233,000	\$2,983,400		\$3,554,600
Revenues				
Mandatory Fees	\$2,046,500	\$2,091,700	\$2,084,800	\$2,107,000
Other Revenues	10,500	53,500	0	20,000
Total Revenues	\$2,057,000	\$2,145,200	\$2,084,800	\$2,127,000
<u>Expenses</u>				
Personnel Expenses	\$300	\$100	\$0	\$100
Personnel Expenses	\$920,200	\$819,400	\$919,000	\$1,260,100
Leases and Rent	1,100	4,100	100	3,300
Services	102,400	187,200	184,600	340,000
Supplies and Equipment	20,000	22,800	22,800	22,800
Other Expenses	80,900	77,100	74,100	81,100
Total Expenses	\$1,124,900	\$1,110,700	\$1,200,600	\$1,707,400
Interfund Transactions				
Interfund Transfers In	\$239,300	\$1,200	\$0	\$0
Indirect Costs	(418,800)	(464,500)	(464,500)	(530,000)
Interfund Transfers Out	(2,200)	0	0	0
Total Interfund Transactions	(\$181,700)	(\$463,300)	(\$464,500)	(\$530,000)
Change in Net Position	\$750,400	\$571,200	\$419,700	(\$110,400)
Ending Balance	\$2,983,400	\$3,554,600		\$3,444,200

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Legal Specialization Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget	
Beginning Balance	\$5,413,700	\$6,104,100		\$4,309,600	
<u>Revenues</u>					
Exam Fees	\$90,900	\$259,800	\$140,000	\$48,000	
Other Revenues	2,036,900	309,800	290,300	1,984,500	
Total Revenues	\$2,127,800	\$569,600	\$430,300	\$2,032,500	
<u>Expenses</u>					
Personnel Expenses	\$6,800	\$30,000	\$30,000	\$15,000	
Personnel Expenses	\$728,400	\$734,100	\$801,700	\$871,800	
Leases and Rent	0	79,500	79,500	75,000	
Services	33,700	399,500	2,885,800	1,700,200	
Supplies and Equipment	37,700	130,200	623,700	874,100	
Other Expenses	98,900	188,100	187,200	162,800	
Total Expenses	\$905,500	\$1,561,400	\$4,607,900	\$3,698,900	
Interfund Transactions					
Interfund Transfers In	\$300	\$0	\$0	\$100,000	
Indirect Costs	(530,100)	(802,300)	(802,300)	(853,600)	
Interfund Transfers Out	(2,100)	(400)	(1,000,000)	(1,000,000)	
Total Interfund Transactions	(\$531,900)	(\$802,700)	(\$1,802,300)	(\$1,753,600)	
Change in Net Position	\$690,400	(\$1,794,500)	(\$5,979,900)	(\$3,420,000)	
Ending Balance	\$6,104,100	\$4,309,600		\$889,600	

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Client Security Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget	
Beginning Balance	\$2,200,400	\$1,426,400		\$3,869,700	
Revenues					
Mandatory Fees	\$7,787,100	\$7,995,700	\$7,995,700	\$7,927,300	
Other Revenues	44,500	59,500	35,000	49,400	
Total Revenues	\$7,831,600	\$8,055,200	\$8,030,700	\$7,976,700	
<u>Expenses</u>					
Personnel Expenses	\$11,400	\$42,800	\$0	\$20,100	
Personnel Expenses	\$1,213,800	\$1,223,000	\$1,365,100	\$1,471,600	
Services	12,100	16,500	16,500	11,500	
Supplies and Equipment	29,600	29,400	29,400	29,400	
Other Expenses	7,124,000	5,323,800	5,323,600	5,923,700	
Total Expenses	\$8,390,900	\$6,635,500	\$6,734,600	\$7,456,300	
Interfund Transactions					
Interfund Transfers In	\$424,400	\$1,604,900	\$1,600,000	\$0	
Indirect Costs	(637,900)	(580,200)	(580,200)	(585,400)	
Interfund Transfers Out	(1,200)	(1,100)	0	0	
Total Interfund Transactions	(\$214,700)	\$1,023,600	\$1,019,800	(\$585,400)	
Change in Net Position	(\$774,000)	\$2,443,300	\$2,315,900	(\$65,000)	
Ending Balance	\$1,426,400	\$3,869,700		\$3,804,700	

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Legal Services Trust Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget	
Beginning Balance	\$12,359,700	\$8,601,400		\$8,675,100	
_					
Revenues Valuntaria Face & Danations	¢c 222 000	¢6.056.400	¢6 500 000	¢6.750.000	
Voluntary Fees & Donations	\$6,332,900	\$6,856,400	\$6,500,000	\$6,750,000	
Grants	0	30,000	0	0	
Other Revenues	6,568,200	6,160,200	6,125,000	6,835,000	
Total Revenues	\$12,901,100	\$13,046,600	\$12,625,000	\$13,585,000	
<u>Expenses</u>					
Personnel Expenses	\$15,100	\$0	\$0	\$5,000	
Personnel Expenses	\$1,038,100	\$1,242,000	\$1,397,200	\$1,511,300	
Services	27,600	22,900	21,100	34,600	
Legal Services Grants	15,220,900	12,987,700	12,952,200	14,240,400	
Supplies and Equipment	42,500	80,600	80,400	92,600	
Other Expenses	(309,000)	22,900	22,900	24,700	
Total Expenses	\$16,035,200	\$14,356,100	\$14,473,800	\$15,908,600	
Interfund Transactions					
Interfund Transfers In	\$0	\$2,133,000	\$2,133,000	\$0	
Indirect Costs	(624,200)	(749,700)	(749,700)	(783,700)	
Interfund Transfers Out	0	(100)	0	0	
Total Interfund Transactions	(\$624,200)	\$1,383,200	\$1,383,300	(\$783,700)	
Change in Net Position	(\$3,758,300)	\$73,700	(\$465,500)	(\$3,107,300)	
Ending Balance	\$8,601,400	\$8,675,100		\$5,567,800	

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Equal Access Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$160,900	\$1,753,300		\$2,172,700
Revenues				
Grants	\$16,442,000	\$19,192,000	\$19,192,000	\$25,599,900
Other Revenues	459,900	469,500	461,000	508,200
Total Revenues	\$16,901,900	\$19,661,500	\$19,653,000	\$26,108,100
<u>Expenses</u>				
Services	\$198,900	\$210,000	\$210,000	\$210,000
Legal Services Grants	14,837,400	19,014,500	19,014,500	26,009,400
Supplies and Equipment	200	1,500	1,500	0
Other Expenses	258,600	0	0	0
Total Expenses	\$15,295,100	\$19,226,000	\$19,226,000	\$26,219,400
Interfund Transactions				
Indirect Costs	(\$14,400)	(\$16,100)	(\$16,100)	(\$14,300)
Total Interfund Transactions	(\$14,400)	(\$16,100)	(\$16,100)	(\$14,300)
Change in Net Position	\$1,592,400	\$419,400	\$410,900	(\$125,600)
Ending Balance	\$1,753,300	\$2,172,700		\$2,047,100

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Info Tech Special Access Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$1,211,200	\$1,216,800		\$1,224,600
Revenues				
Other Revenues	\$5,600	\$7,800	\$0	\$0
Total Revenues	\$5,600	\$7,800	\$0	\$0
Interfund Transactions				
Interfund Transfers Out	\$0	\$0	\$0	(\$1,217,000)
Total Interfund Transactions	\$0	\$0	\$0	(\$1,217,000)
Change in Net Position	\$5,600	\$7,800	\$0	(\$1,217,000)
Ending Balance	\$1,216,800	\$1,224,600		\$7,600

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Justice Gap Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$512,500	\$1,659,500		\$650,000
Revenues				
Voluntary Fees & Donations	\$1,161,500	\$1,117,600	\$900,000	\$900,000
Other Revenues	3,800	15,100	1,500	11,100
Total Revenues	\$1,165,300	\$1,132,700	\$901,500	\$911,100
Interfund Transactions				
Indirect Costs	(\$18,300)	(\$9,200)	(\$9,200)	(\$7,200)
Interfund Transfers Out	0	(2,133,000)	(2,133,000)	0
Total Interfund Transactions	(\$18,300)	(\$2,142,200)	(\$2,142,200)	(\$7,200)
Change in Net Position	\$1,147,000	(\$1,009,500)	(\$1,240,700)	\$903,900
Ending Balance	\$1,659,500	\$650,000		\$1,553,900

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Bank Settlement Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget	
Beginning Balance	\$0	\$44,102,700		\$38,836,800	
Revenues					
Grants	\$0	\$9,000	\$0	\$0	
Other Revenues	155,300	265,900	200,000	150,000	
Bank Settlement	44,778,700	0	0	0	
Total Revenues	\$44,934,000	\$274,900	\$200,000	\$150,000	
Expenses Personnel Expenses	\$79,900	\$69,300	\$71,300	\$58,600	
Legal Services Grants	740,000	5,414,000	5,414,000	9,957,900	
Supplies and Equipment	0	14,300	14,300	16,300	
Other Expenses	5,200	12,000	4,800	4,900	
Total Expenses	\$825,100	\$5,509,600	\$5,504,400	\$10,037,700	
Interfund Transactions					
Indirect Costs	(\$6,200)	(\$31,200)	(\$31,200)	(\$27,600)	
Total Interfund Transactions	(\$6,200)	(\$31,200)	(\$31,200)	(\$27,600)	
Change in Net Position	\$44,102,700	(\$5,265,900)	(\$5,335,600)	(\$9,915,300)	
Ending Balance	\$44,102,700	\$38,836,800		\$28,921,500	

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

Sections Funds	2016 Actual	2017 Projection	2017 Budget *	2018 Budget	
Beginning Balance	\$8,593,200	\$7,889,000		\$8,054,300	
Revenues					
Grants	\$20,000	\$0	\$0	\$0	
Other Revenues	9,196,500	9,751,500	9,001,700	0	
Total Revenues	\$9,216,500	\$9,751,500	\$9,001,700	\$0	
<u>Expenses</u>					
Personnel Expenses	\$32,300	\$216,400	\$88,700	\$0	
Personnel Expenses	\$2,147,800	\$1,948,100	\$2,442,500	\$0	
Leases and Rent	9,600	14,000	11,000	0	
Services	1,308,600	1,972,700	1,543,500	0	
Supplies and Equipment	332,400	562,000	489,500	0	
Other Expenses	2,913,900	3,138,800	2,655,300	0	
Total Expenses	\$6,744,600	\$7,852,000	\$7,230,500	\$0	
Interfund Transactions					
Interfund Transfers In	\$669,600	\$221,500	\$0	\$0	
Indirect Costs	(1,472,900)	(1,734,600)	(1,734,600)	0	
Interfund Transfers Out	(2,372,800)	(221,100)	0	0	
Total Interfund Transactions	(\$3,176,100)	(\$1,734,200)	(\$1,734,600)	\$0	
Change in Net Position	(\$704,200)	\$165,300	\$36,600	\$0	
Ending Balance	\$7,889,000	\$8,054,300		\$8,054,300	

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

SF Tenant Improvement Fund	2016 Actual	2017 Projection	2017 Budget *	2018 Budget
Beginning Balance	\$0	\$24,100		(\$325,900)
<u>Revenues</u>				
Other Revenues	\$24,100	\$50,000	\$50,000	\$50,000
Total Revenues	\$24,100	\$50,000	\$50,000	\$50,000
<u>Expenses</u>				
Services	\$0	\$0	\$640,000	\$0
Debt Service	0	400,000	400,000	400,000
Total Expenses	\$0	\$400,000	\$1,040,000	\$400,000
Change in Net Position	\$24,100	(\$350,000)	(\$990,000)	(\$350,000)
Ending Balance	\$24,100	(\$325,900)		(\$675,900)

^{* 2017} Beginning and ending balances are based on projections, and thus shown in the "2017 Projection" column instead of the "2017 Budget" column.

State Bar of California 2018 Final Budget Indirect Cost Allocation Summary (with 1.7 Million Sections Overhead Credit)

	(Adopted)	(Amendment)	Total			F	inal		
	2017 Budget	2017 Budget	2017 Amended	2017 Actual	2017 Actual	2018 Budget	2018 Budget	2017 vs 2018	2017 vs 2018
	Indirect Costs	Indirect Costs	Budget Indirect	Indirect Costs	Indirect Costs	Indirect Costs	Indirect Costs by	Budget Changes	Budget Changes
<u>Fund</u>	munect costs	manect costs	<u>Dauget manect</u>	<u>by \$</u>	by %	<u>by \$</u>	<u>%</u>	<u>by \$</u>	<u>by %</u>
			(A)	(B)		(C)		(C) - (A)	
General Fund	22,340,098	921,707	23,261,805	23,261,805	71.1%	24,356,048	74.3%	1,094,243	3.2%
Admissions	4,693,852	207,525	4,901,377	4,901,377	15.0%	5,287,176	16.1%	385,799	1.2%
Sections	1,655,383	79,240	1,734,623	1,734,623	5.3%	-	0.0%	(1,734,623)	-5.3%
Legislative Activities	66,320	2,982	69,302	69,302	0.2%	128,819	0.4%	59,517	0.2%
EOB/Bar Relations	100,125	5,287	105,412	105,412	0.3%	53,726	0.2%	(51,686)	-0.2%
Lawyers Assistance Program	448,177	16,280	464,457	464,457	1.4%	555,463	1.7%	91,006	0.3%
Legal Specialization	763,614	38,715	802,329	802,329	2.5%	903,809	2.8%	101,480	0.3%
Client Security	563,793	16,390	580,183	580,183	1.8%	612,561	1.9%	32,378	0.1%
Legal Service Trust Fund	718,185	31,488	749,673	749,673	2.3%	829,674	2.5%	80,001	0.2%
Equal Access Fund	15,243	903	16,146	16,146	0.0%	15,153	0.0%	(993)	0.0%
Justice GAP	9,226	-	9,226	9,226	0.0%	7,631	0.0%	(1,595)	0.0%
Bank Settlement Fund	29,682	1,524	31,206	31,206	0.1%	29,256	0.1%	(1,950)	0.0%
Indirect Cost Pool:	31,403,698	1,322,041	32,725,739	32,725,739	100.0%	32,779,316	100.0%	53,577	0.0%
Indirect Cost Pool:									
General Counsel	4,405,850	(30,942)	4,374,908	4,374,908	13.4%	4,182,393	12.8%	(192,515)	-0.6%
Finance	2,516,047	150,000	2,666,047	2,666,047	8.1%	2,590,130	7.9%	(75,917)	-0.2%
Member Billing	1,383,824	-	1,383,824	1,383,824	4.2%	739,293	2.3%	(644,531)	-2.0%
HR	1,779,382	-	1,779,382	1,779,382	5.4%	1,784,711	5.4%	5,329	0.0%
General Services LA	4,649,033	140,000	4,789,033	4,789,033	14.6%	3,975,129	12.1%	(813,904)	-2.5%
General Services SF	5,298,196	29,583	5,327,779	5,327,779	16.3%	5,675,627	17.3%	347,848	1.0%
Building - Capital improvement	986,000	249,400	1,235,400	1,235,400	3.8%	2,287,845	7.0%	1,052,445	3.2%
IT	6,448,838	-	6,448,838	6,448,838	19.7%	7,967,773	24.3%	1,518,935	4.6%
Oracle ERP System Upgrade	-	700,000	700,000	700,000	2.1%	-	0.0%	(700,000)	-2.1%
Executive Direct/BOT/Election, etc	3,384,932	84,000	3,468,932	3,468,932	10.6%	3,303,015	10.1%	(165,917)	-0.5%
Non Departmental	551,596	-	551,596	551,596	1.7%	273,400	0.8%	(278,196)	-0.9%
	31,403,698	1,322,041	32,725,739	32,725,739	100.0%	32,779,316	100.0%	53,577	0.0%

<u>Fund</u>	2018 Budget Indirect Costs by \$ (SF) + (LA)	2018 Budget Indirect Costs Section Credit by % (SF)	Apply Sections Credit (SF)	GF picks up Sections Credit (SF)	Net Sections Credit Allocation	Indirect Cost After Sections Credit
Consolidated General Fund	24,356,048	73.60%	(1,276,906)	1,735,000	458,094	24,814,142
Admissions	5,287,176	16.27%	(282,251)		(282,251)	5,004,925
Sections	-	0.00%	-		-	-
Legislative Activities	128,819	0.45%	(7,759)		(7,759)	121,060
EOB/Bar Relations	53,726	0.19%	(3,236)		(3,236)	50,490
Lawyers Assistance Program	555,463	1.59%	(27,645)		(27,645)	527,818
Legal Specialization	903,809	3.14%	(54,440)		(54,440)	849,369
Client Security	612,561	1.71%	(29,653)		(29,653)	582,908
Legal Service Trust Fund	829,674	2.88%	(49,975)		(49,975)	779,699
Equal Access Fund	15,153	0.05%	(913)		(913)	14,240
Justice GAP	7,631	0.03%	(460)		(460)	7,171
Bank Settlement Fund	29,256	0.10%	(1,762)	4 735 000 248	(1,762)	27,494
Indirect Cost Pool:	32,779,316	100.0%	(1,735,000)	1,735,000 240	0	32,779,316