



# State Bar of California Updated Disciplinary Cost Study



December 10, 2010



HF&H Consultants, LLC



## TABLE OF CONTENTS

<b>SECTION 1: EXECUTIVE SUMMARY .....</b>	<b>1</b>
Purpose of This Study .....	1
Findings .....	1
Variance Analysis (Updated Costs vs. Current Costs) .....	1
Method for Annual Updates .....	3
Other Findings and Recommendations .....	3
<b>SECTION 2: DISCIPLINE COST CALCULATION METHODOLOGY.....</b>	<b>5</b>
Overview.....	5
Overhead Costs.....	7
Labor Costs .....	8
Staff .....	8
State Bar Court Time Records.....	9
State Bar Court File Review .....	10
State Bar Court Cost .....	11
Enforcement Time Records .....	11
Enforcement File Review.....	12
Enforcement Cost.....	13
Resignation Cost .....	13
Consolidations .....	14
OCTC Costs .....	14
Discipline Cost.....	14

## TABLE OF FIGURES

Figure 1: Updated Disciplinary Costs (Including Direct and Indirect Overhead).....	1
Figure 2: Current Disciplinary Costs (established in 2002) .....	2
Figure 3: Percent Change In Disciplinary Costs (Updated vs. Current) .....	2
Figure 4: Model Overview .....	6

## **APPENDICES**

Appendix 1A: Overhead Costs

Appendix 1B: Labor Costs

Appendix 1C: Staff

Appendix 1D: State Bar Court Time Records

Appendix 1E: State Bar Court File Review

Appendix 1F: State Bar Court Cost

Appendix 1G: Enforcement Time Records

Appendix 1H: Enforcement File Review

Appendix 1I: Enforcement Cost

Appendix 1J: Resignation Cost

Appendix 2A: March 2010 Time Tracking Study Tool – Enforcement Support Staff

Appendix 2B: 2010 Time Tracking Study Tool – Enforcement Professional/Technical Staff

Appendix 2C: 2010 Time Tracking Study Tool – State Bar Court (All Staff)

## SECTION 1: EXECUTIVE SUMMARY

### Purpose of This Study

Pursuant to our consulting services agreement dated November 20, 2009, HF&H Consultants, LLC (HF&H) was hired by the State Bar of California (State Bar) to perform analyses required to update its discipline cost program. In a report issued July 3, 1997 (and subsequently updated on April 2, 2002), HF&H developed a Disciplinary Fee Model to allow the State Bar to accurately recover expenses resulting from disciplinary actions taken against its members based on case type and settlement level.

The purpose of this study was to: 1) update the Disciplinary Fee Model to reflect increases in salaries and overhead expenses in the State Bar Court, Enforcement, Executive Offices, and Administration & Finance cost centers and changes in the disciplinary system since 2002; and 2), develop an annual adjustment methodology.

### Findings

The updated costs are summarized below in Figure 1. The costs distinguish between four case types ranging from one to six levels. The costs include direct and indirect overhead with the exception of lawyers' and experts' expenses. Where assumptions were required to determine lawyer and expert expenses, the standard that was followed was to err in favor of the respondent. In our opinion, the updated costs are reasonable and in keeping with the authorizing legislation.

**Figure 1: Updated Disciplinary Costs  
(Including Direct and Indirect Overhead)**

Case Type	Settlement Level						
	Default	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Original	\$ 4,060	\$ 2,797	\$ 3,269	\$ 5,182	\$ 6,779	\$ 15,287	\$ 18,700
Conviction	\$ 2,739		\$ 2,287	\$ 4,906	\$ 6,440	\$ 11,726	\$ 16,762
Prob Revoc		\$ 2,191					
Rule 955		\$ 2,325					

+Investigation \$ 892 for each investigation over one.

+Resignation \$ 125 for each resignation.  
(added to all other applicable costs)

### Variance Analysis (Updated Costs vs. Current Costs)

Figure 2 and 3 below summarize the current disciplinary costs (established in 2002) and the percent increase between the updated costs and current costs for each case type and level.

**Figure 2: Current Disciplinary Costs (established in 2002)**

Case Type	Settlement Level						
	Default	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Original	\$ 2,918	\$ 1,983	\$ 2,296	\$ 3,654	\$ 4,920	\$ 11,107	\$ 13,463
Conviction	\$ 1,987		\$ 1,636	\$ 3,530	\$ 4,569	\$ 8,479	\$ 12,398
Prob Revoc		\$ 1,564					
Rule 955		\$ 1,641					

+Investigation \$ 619 for each investigation over one.

+Resignation \$ 89 for each resignation.  
(added to all other applicable costs)

**Figure 3: Percent Change In Disciplinary Costs  
(Updated vs. Current)**

Case Type	Settlement Level						
	Default	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Original	39%	41%	42%	42%	38%	38%	39%
Conviction	38%		40%	39%	41%	38%	35%
Prob Revoc		40%					
Rule 955		42%					

+Investigation 44% for each investigation over one.

+Resignation 40% for each resignation.  
(added to all other applicable costs)

The increases in Disciplinary Costs are primarily the combined result of three factors: 1) the increase in the hourly rates of non-attorney employees; 2) the increase in employee benefits (primarily health care costs); and 3) the increase in overhead costs.

The average hourly rate of non-attorney employees increased 32.2% between 2001 and 2009, which is an annual average increase of 4.0%.

The average employee benefits (primarily health care costs) increased 148.5% between 2001 and 2009, which is an annual average increase of 18.6%.

Overhead costs (i.e., central administration, human resources department, financial planning and analysis, membership billing, computer services/support, etc.) increased 29.28% between 2001 and 2009, which is an annual average increase of 3.7%.

### Method for Annual Updates

As illustrated above, the cost to administer the disciplinary actions taken against its members increase over time as the cost of labor and overhead expenses increase. The infrequent periodic update of this fee structure has resulted in significant increases after years of no increases. To minimize the sudden spikes, we recommend annual increased tied to indices published by the United States' Department of Labor – Bureau of Labor Statistics. During our review of the tasks being conducted and the costs related to such tasks, we have determined the calculated fees can be broken down into two components: 1) direct labor costs (which make up approximately 60% of the total fees) and 2) indirect overhead costs (which make up approximately 40% of the total fees). As such, we recommend the fees be adjusted annually (effective January 1 of each year), as follows:

Each Disciplinary Fee for the coming Year shall be calculated by multiplying the then-current Disciplinary Fee by one plus the sum of: 1) 60% of the annual percentage change in the Employment Cost Index (ECI; as detailed below) and 2) 40% of the annual percentage change in the Consumer Price Index (CPI; as detailed below).

	ECI	CPI
Description	Employment Cost Index – Total Compensation	Consumer Price Index - All Urban Consumers
Series ID	CIU2010000100000I	CUURA422SA0
Adjusted	Not seasonally adjusted	Not seasonally adjusted
Industry/Group	Management, professional, and related	San Francisco-Oakland-San Jose Metropolitan Area
Sector/Item	Private Industry	All items
Base Period	1982-84=100	1982-84=100
Periodicity	Quarterly	Bi-monthly

### Other Findings and Recommendations

Our analysis was limited to updating the existing Disciplinary Fee Model to reflect current costs (i.e., direct labor costs and administrative overhead costs), as the model was last updated in 2002. We reviewed data from a time study conducted for four weeks in March 2010 to determine if material changes to the identified tasks, time and employee classifications was warranted to maintain the validity of the model. We concluded that while changes had occurred between 2002 and the current time, the changes were not sufficient to invalidate the 2002 study data upon which the model is based. We made limited changes to the number of times each task was performed, the average time to complete each task, or the employee class of the employee who performed the task from the existing Disciplinary Fee Model based upon the data gathered by State Bar staff in the March 2010 study, noting some consolidation of tasks and classification changes. We worked with State Bar staff to develop data gathering spreadsheets to be completed by State Bar employees to document the case being worked on, the tasks performed, and the duration of such tasks. For future updates of the Disciplinary Fee

Model, we recommend State Bar staff utilize the data gathering spreadsheets which have been developed from the March 2010 study and gather more task statistics over a period of at least six months to be used to revalidate the model going forward. For our purposes here, however, we are satisfied that the fee model is currently valid and is appropriately used as the basis for the update recommendations provided here.

## **SECTION 2: DISCIPLINE COST CALCULATION METHODOLOGY**

### **Overview**

An overview of the model is shown in Figure 4 and the detailed schedules are included in Appendices 1 and 2. The model currently calculates the discipline cost for each case type and settlement level as the sum of:

- The number of times a task is performed;
- The average time it takes to perform the task; and
- The burdened hourly rate of the staff that performs the task.

The levels of each of the four types of cases are explained below:

#### Original Disciplinary Matters

- (a) Default cases
- (b) Level One: Settlement prior to filing of a Notice of Disciplinary Charges
- (c) Level Two: Settlement during first 120 days of proceeding
- (d) Level Three: Settlement before Pretrial Statement is filed
- (e) Level Four: Settlement before trial but after Pretrial Statement is filed or a one-day trial
- (f) Level Five: Multi-day trial
- (g) Level Six: Review Department proceedings

#### Conviction Referral Proceedings

- (a) Default cases
- (b) Level One: Does not apply
- (c) Level Two: Settlement during first 120 days of proceeding
- (d) Level Three: Settlement before Pretrial Statement is filed
- (e) Level Four: Settlement before trial but after Pretrial Statement is filed or a one-day trial
- (f) Level Five: Multi-day trial
- (g) Level Six: Review Department proceedings

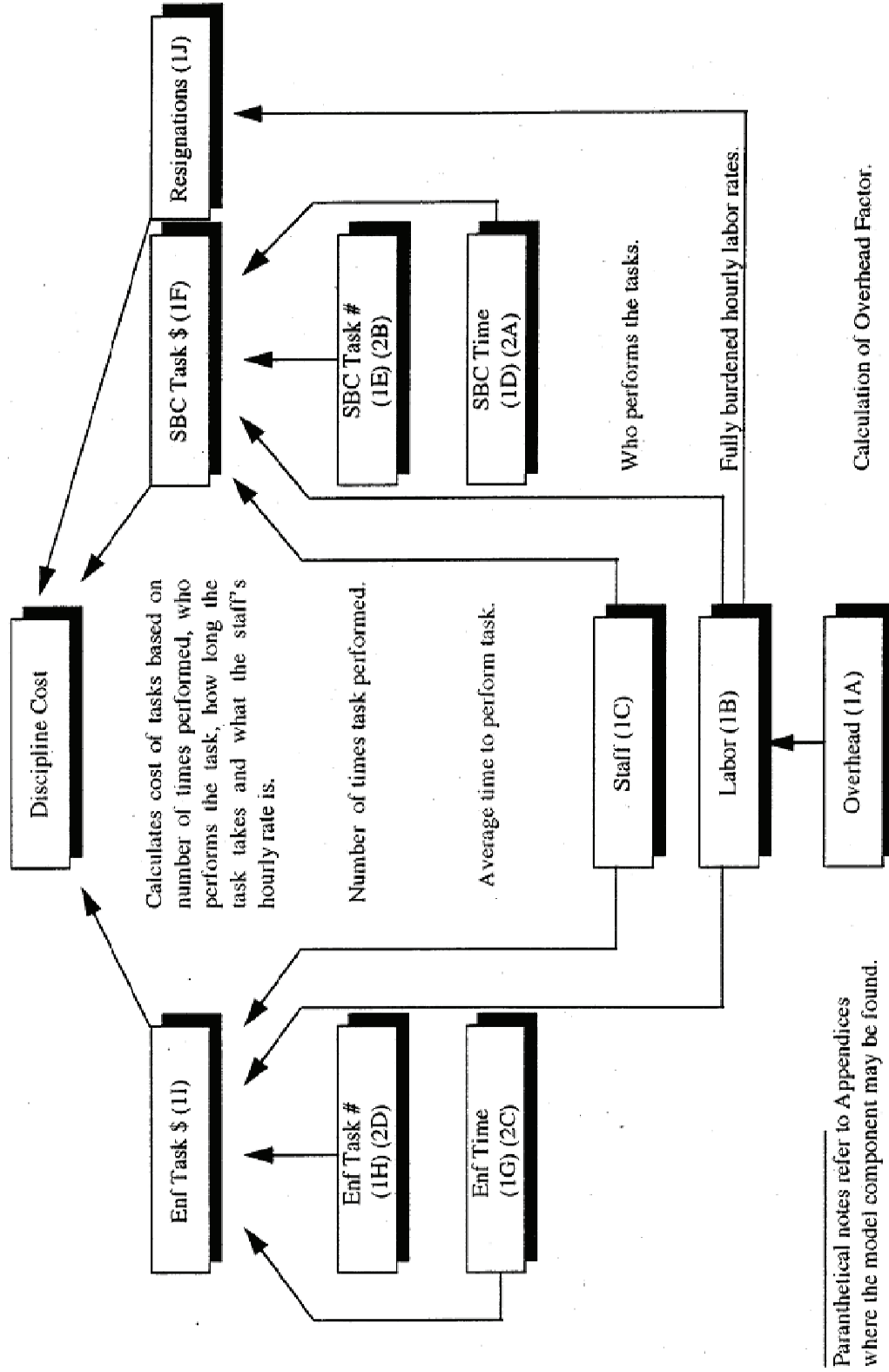
#### Rule 955 Proceedings

#### Probation Revocation Proceedings

We developed the model to allow the State Bar to periodically update the underlying data (salaries, overhead, average time per task, etc.) and calculate new discipline costs.

For each model component, we describe below the data source, the data preparation, if any, and the data analysis performed.

Figure 4: Model Overview



## Overhead Costs

### Data Source

We conferred with the staff of the State Bar Office of Finance to discuss the State Bar's organizational structure and accounting methods. As was determined during our development of the Discipline Fee Model all or part of the cost centers in the Executive Offices, Administration and Finance, Enforcement and State Bar Court were entirely or partially recoverable. We used fiscal year 2009 actual operating results, for the above-mentioned cost centers, to determine the amount of overhead to be recovered through discipline cost assessments.

### Data Preparation

The fiscal year 2009 actual operating results included the revenue collected through discipline cost assessments, which had the effect of reducing the gross cost of operations. We calculated the gross cost for each cost center by adding back to the net operating results all discipline reimbursements.

### Data Analysis

We first separated the overhead costs into two major categories: (1) indirect overhead (the Executive Offices and Administration and Finance), and (2) direct overhead (Enforcement and State Bar Court). We next figured the "recoverable percentage" (that portion of each cost center that could be considered recoverable under current State law and Rules of Procedure of the State Bar) with the staff of the Department of Finance.

For indirect overhead, we allocated overhead to discipline cost based on the ratio of the estimated gross payroll for recoverable employees to the total gross payroll for all General Fund employees.

For direct overhead, we eliminated the labor cost for lawyers, managers, and judges, including employee benefits, from the recoverable overhead pool, because such costs are expressly prohibited as recoverable costs under State law.

The gross recoverable overhead cost was then reduced by the amount of the overhead attributable to the non-recoverable employees based on the ratio of the estimated gross payroll for recoverable employees to the total gross payroll for all employees. This "net" recoverable overhead cost was then divided by the estimated gross payroll for recoverable employees to develop an overhead factor to be applied to the employees' hourly salary cost.

Refer to Appendix 1A for the completed spreadsheet module.

## Labor Costs

### Data Source

The State Bar Office of Finance provided a spreadsheet file containing monthly salary information by employee for all Enforcement and State Bar Court employees. These data were sorted by employee classification (e.g., General Clerk III, Case Administrator, Investigator, etc.).

### Data Preparation

We grouped the employees into general classifications (Intake, Investigation, Paralegal, Case Coordinator, Legal Secretary) that correspond to the tasks performed. We reviewed the general classifications with the staff of the State Bar's Finance Office and Office of Human Resources and modified the classifications to better reflect the class of employees that perform the various tasks.

### Data Analysis

Using the monthly salary information, HF&H calculated the employees' hourly rate by multiplying the month salary by 12 months and dividing by 1,885 hours (available hours net of vacation, sick, holidays, etc.). Using the calculated hourly salary information and the groupings discussed above, we calculated the average hourly salary for each class of employees. An average had to be calculated because individual tasks might be performed by employees from different classes on any given disciplinary proceeding. We then applied the overhead factor described above to the hourly salary cost for each classification.

Refer to Appendix 1B for the completed spreadsheet module.

## Staff

We did not materially revise the class of employees responsible for each of the tasks performed during a disciplinary proceeding from the existing Disciplinary Fee Model. Based on the March 2010 time study data, we validated the existing model as the basis for this update. We describe the methodology used in the existing Disciplinary Fee Model below.

### Data Source

Key members of the State Bar staff identified the class of employees responsible for each of the tasks performed during a disciplinary proceeding.

### Data Preparation

HF&H prepared a spreadsheet assigning an employee class to each task performed during a disciplinary proceeding. For purposes of our model, detailed employee classes were combined as described above for Labor Cost. For example, Complaint Analyst, Lead Data Analyst, and

Coordinator Records Administrator II were combined into the classification “Intake,” because any of those employees may perform the same task in a disciplinary proceeding.

## Data Analysis

No data analysis was necessary for this component of the model.

Refer to Appendix 1C for the completed spreadsheet module.

## State Bar Court Time Records

We did not materially revise the average time in hours to complete each task from the existing Disciplinary Fee Model. We did validate the existing model using the March 2010 time study data. We describe the methodology used in the existing Disciplinary Fee Model below.

## Data Source

To support the existing model, for a two-week period, State Bar Court employees in San Francisco and Los Angeles recorded the actual time spent on pre-defined tasks using a timesheet. The employees were asked to record the task number, case number and actual time spent in hours and minutes. In total, 148 timesheets (containing multiple tasks per timesheet) were prepared during this period. Refer to Appendix 2A for a sample data collection form. In March 2010, 250 employees in the discipline system recorded time on these same tasks as updated. A review of this data confirmed that the existing model remained valid for this update.

## Data Preparation

Key members of the State Bar staff reviewed time data for accuracy and consistency, correcting errors, allocating time among tasks for which time had been recorded on a combined basis, and eliminating tasks and cases that were not applicable to the study. Staff of the State Bar Office of Human Resources input this data into spreadsheets, sorted it by task number and calculated the average time in minutes to complete each task. The data from March 2010 was compared to the earlier data to validate the existing model for this update.

## Data Analysis

We converted the time data from minutes to hours for use in the model. On a sample basis, we reviewed the timesheets, testing the time allocation calculation and looking for apparent anomalies in the data.

We noted that in some cases, certain tasks were not performed during the study period. We reviewed these “data gaps” with members of the staff, who provided estimates of the time to perform these tasks. Based on our review of the data supporting the existing model and the data from the March 2010 study, we believe that the calculated average time data are reasonable and accurately reflect the time recorded by the employees.

Refer to Appendix 1D for the completed spreadsheet module.

## State Bar Court File Review

We did not materially revise the number of times each task was performed and the employee class of the employee who performed the task from the existing Disciplinary Fee Model. We did validate the existing model for this update using the March 2010 study data. We describe the methodology used in the existing Disciplinary Fee Model below.

### Data Source

To create the current model, State Bar Court employees reviewed the case files for 145 disciplinary proceedings and recorded (1) the number of times each of the 100 State Bar Court tasks was performed, and (2) the employee class of the employee who performed the task from documentary evidence contained in each file. These data were input into spreadsheet files by staff from the State Bar Office of Financial Planning & Analysis and the accounting firm Deloitte & Touche. In March 2010, 75 cases were reviewed to correlate to the time keeping data. This review served to validate the existing model for this update. Refer to Appendix 2B for a sample data collection form.

### Data Preparation

For the original model we obtained the original case review summaries for each case and sorted the summaries by case type and settlement level. We verified that all cases had been entered once into a spreadsheet file.

We also compared the case number and settlement level of the 145 disciplinary proceedings reviewed by State Bar Court employees to the 133 disciplinary proceedings reviewed by Enforcement employees, as discussed below. We found that many disciplinary proceedings were reviewed by either State Bar Court or by Enforcement, but not both. Because the purpose of the case review was to establish the average number of tasks performed by State Bar Court and Enforcement, and because the tasks performed by the one are independent of the other, we do not believe that it is necessary that the same cases be reviewed. However, we also found that State Bar Court and Enforcement classified the same cases at different settlement levels. Members of the State Bar staff reviewed each of these cases a second time and agreed upon a common settlement level. In March 2010, 75 cases were reviewed by staff in State Bar Court and Enforcement separately as part of the time study. This data served to validate the use of the existing model for this update.

### Data Analysis

We consolidated the spreadsheet files containing each of the individual case review summaries into spreadsheets by case type and settlement level that calculated the average number of times each task was performed. We reviewed the results with members of the staff for reasonableness. The data were corrected for known errors (e.g., some case files did not reflect tasks that, by definition, are performed in every case). Based on our review of the March 2010 study data, we believe that

the calculated average task data from the existing model are reasonable and accurately reflect the tasks performed by the employees.

Refer to Appendix 1E for the completed spreadsheet module.

## State Bar Court Cost

### Data Source

The spreadsheet labeled SBCTask\$ calculates the State Bar Court cost by case type and settlement level utilizing data from the components described above. Specifically, it uses the labor and overhead cost by staff, time to perform each task and the number of times each task is performed to calculate the cost of each task, and accumulates all costs by case type and settlement level.

### Data Preparation

No data preparation was required for this model component.

### Data Analysis

After creating the formulas to calculate the State Bar Court cost, we manually tested numerous random formulas to ensure their accuracy. We also compared the data supporting the existing model to the March 2010 data to validate the use of the existing model for this update.

Refer to Appendix 1F for the completed spreadsheet module.

## Enforcement Time Records

We did not materially revise the average time in hours to complete each task from the existing Disciplinary Fee Model. We did validate the existing model using the March 2010 time study data. We describe the methodology used in the existing Disciplinary Fee Model below.

### Data Source

To support the existing model, for a two-week period, Enforcement employees in San Francisco and Los Angeles recorded the actual time spent on pre-defined tasks using a timesheet. The employees were asked to identify the task performed, case number and actual time spent in hours and minutes. In total, over 1,700 timesheets were prepared during this period. Refer to Appendix 2C for a sample data collection form. In March 2010 250 employees in the discipline system recorded time on those same tasks as updated. A review of this data confirmed that the existing model remained valid for this update.

## Data Preparation

Key members of the State Bar staff reviewed the time data for accuracy and consistency, correcting errors or eliminating timesheets that were problematic (e.g., timesheets that contained more than one task for the time recorded). Staff of the State Bar Office of Human Resources input these data into a spreadsheet, sorted it by task, and calculated the average time in minutes to complete each task. The data from March 2010 was compared to the earlier data to validate the existing model for this update.

## Data Analysis

We converted the time data from minutes to hours for use in the model. On a sample basis, we reviewed the timesheets, looking for apparent anomalies in the data.

We reviewed “data gaps” with members of the staff, who provided estimates of the time to perform tasks based on discussions with the employees. Based on our review of the data supporting the existing model and the data from the March 2010 study, we believe that the calculated average time data is reasonable and accurately reflects the time recorded by the employees.

Refer to Appendix 1G for the completed spreadsheet module.

## Enforcement File Review

We did not materially revise the number of times each task was performed and the employee class of the employee who performed the task from the existing Disciplinary Fee Model. We did validate the existing model for this update using the March 2010 study data. We describe the methodology used in the existing Disciplinary Fee Model below.

## Data Source

To support the existing model, Enforcement employees reviewed the case files for 133 disciplinary proceedings and recorded the number of times each of the approximately 50 Enforcement tasks was performed from documentary evidence contained in each file. These data were input into spreadsheet files by staff. The staff then sorted the data by case type and settlement level and computed the average number of tasks performed at each level. In March 2010, 75 cases were reviewed by Enforcement staff as part of the time study. This data served to validate the use of the existing model for this update. Refer to Appendix 2D for a sample data collection form.

## Data Preparation

To support the existing model, we obtained the original case review summaries for each case and sorted the summaries by case type and settlement level. We verified that all cases had been entered once into a spreadsheet file. As noted above, we asked members of staff to review cases for which the settlement levels differed from those assigned by State Bar Court. This data was compared to the March 2010 data to validate use of the existing model for this update.

## Data Analysis

We reviewed the average number of times each task was performed with members of the staff for reasonableness. The data were corrected for known errors. Based on our review of the March 2010 data, we believe that the calculated average task data from the existing model are reasonable and accurately reflect the tasks performed by the employees.

Refer to Appendix 1H for the completed spreadsheet module.

## Enforcement Cost

### Data Source

The spreadsheet labeled EnfTask\$ calculates the Enforcement cost by case type and settlement level utilizing data from the components described above. Specifically, it uses the labor and overhead cost by staff, time to perform each task and the number of times each task is performed to calculate the cost of each task, and accumulates all costs by case type and settlement level.

### Data Preparation

No data preparation was required for this model component.

### Data Analysis

After creating the formulas to calculate the Enforcement cost, we manually tested numerous random formulas to ensure their accuracy. Our review of the March 2010 data validates the use of the existing model for this update.

Refer to Appendix 1I for the completed spreadsheet module.

## Resignation Cost

We did not materially revise the list of tasks performed by State Bar Court employees in processing resignations of lawyers from the practice of law, the employee class that performs the tasks, and an estimate of the time it takes to perform each task from the existing Disciplinary Fee Model. We did validate the existing model using the 2010 time study data. We describe the methodology used in the existing Disciplinary Fee Model below.

### Data Source

To support the existing model, the State Bar staff provided a list of tasks performed by State Bar Court employees in processing resignations of lawyers from the practice of law, the employee class that performs the tasks and an estimate of the time it takes to perform each task. The March 2010 date validated the continued use of the existing model for this update.

## Data Preparation

No data preparation was required for this model component.

## Data Analysis

We prepared a spreadsheet to calculate the cost of each task, using data from other components of the model discussed above. Based on our review of the data supporting the existing model and the data from the March 2010 study we believe that the calculated average time data are reasonable.

Refer to Appendix 1J for the completed spreadsheet module.

## Consolidations

Consolidations occur when a respondent is charged with multiple disciplinary actions. By consolidating the actions, the State Bar is saved the expense of pursuing the actions separately. However, the State Bar does incur some cost prior to the consolidation and in effecting the consolidation. No separate case file reviews or time studies were conducted to determine this minimal cost. We recommend that the cost of consolidations should equal the minimum cost that would have been charged had no consolidation occurred. In other words, the consolidation cost for an original case type should equal the level one cost. For a conviction case type, it should equal the level two cost (there are no level one conviction case types). Probation revocations and Rule 955 cases would equal their respective level one costs (level one being the only level for these case types). We continue this recommendation based on our current data review and analysis

## OCTC Costs

Office of Chief Trial Counsel (OCTC) costs are direct costs paid by the State Bar for outside services related to preparing transcripts of hearings. In addition, there are direct, taxable costs associated with witness fees, court reporters, and depositions. These expenses are accounted for by the State Bar and directly billed to the respondent on a case-by-case basis.

## Discipline Cost

### Data Source

The cost data computed in other model components described above is used in calculating the total discipline cost by case type and settlement level.

### Data Preparation

No data preparation was required for this model component.

## Data Analysis

The total discipline cost for each case type and settlement level is equal to the sum of the Enforcement cost and the State Bar Court cost. The Enforcement cost for Original Proceedings includes the cost of one investigation; the cost of additional investigations is shown separately. In addition, the cost of resignations is also shown separately and should be added to the cost of the disciplinary proceeding based on the case type and settlement level at which the resignation occurred.

We reviewed the overall cost by case type and settlement level with key members of the staff to determine whether the relationships among settlement levels and case types were logical and reasonable. Based on that review, we believe that the final discipline costs are reasonable, defensible, and easy to understand and administer. Our review of the March 2010 study data also leads us to validate the existing model for this update.

Refer to Figure 1 for the completed spreadsheet module.



Appendix 1A  
Overhead Costs



Overhead

**Indirect Overhead**

Cost Center	2009		Net Op. Exp.	Recoverable Factor	Gross Recoverable Overhead	Net Recoverable Overhead	Direct Labor Overhead Mark-up
	Actual Op. Exp	Less Atty/ Mgr Labor					
<b>Executive Director</b>							
Management, Oversight and Planning	953,502		953,502	100%	953,502		
Board Support - Secretariat	1,849,712		1,849,712	100%	1,849,712		
Judicial Evaluations	897,406		897,406	100%	897,406		
<b>Finance</b>							
Financial Planning and Analysis	1,379,003		1,379,003	100%	1,379,003		
Accounting	716,277		716,277	100%	716,277		
Procurement	366,463		366,463	100%	366,463		
Member Billing	1,140,223		1,140,223	100%	1,140,223		
<b>General Counsel</b>							
General Counsel	3,746,925		3,746,925	100%	3,746,925		
<b>Human Resources</b>							
Compensation Administration	264,412		264,412	100%	264,412		
Recruiting and Development	833,123		833,123	100%	833,123		
Employee Relations	404,463		404,463	100%	404,463		
Records and Information Systems	333,601		333,601	100%	333,601		
<b>Information Technology</b>							
Base Services	5,724,517		5,724,517	100%	5,724,517		
<b>Operations</b>							
Administrative Services	2,532,825		2,532,825	100%	2,532,825		
Facilities Management	399,578		399,578	100%	399,578		
Risk Management	641,269		641,269	100%	641,269		
Library & Research Services	462,969		462,969	100%	462,969		
<b>Subtotal - Indirect Overhead</b>	<b>22,646,269</b>		<b>22,646,269</b>		<b>22,646,269</b>	<b>10,208,938</b>	<b>55.86%</b>

Overhead

**Direct Overhead**

Cost Center	2009		Net Op. Exp.	Recoverable Factor	Gross Recoverable Overhead	Net Recoverable Overhead	Direct Labor Overhead Mark-up
	Actual Op. Exp	Less Atty/ Mgr Labor					
<b>Enforcement - Chief Trial Counsel</b>							
Management	1,523,289	(997,903)	525,386	100%	525,386		
Intake	3,854,346	(1,267,863)	2,586,483	100%	2,586,483		
Trial	18,600,838	(8,762,905)	9,837,933	100%	9,837,933		
Central Administration	4,485,832	(259,650)	4,226,182	100%	4,226,182		
Abandoned and Unauthorized Practices	1,404,607	(436,698)	967,909	100%	967,909		
Subtotal - Enforcement -Chief Trial Counsel	29,868,912	(11,725,019)	18,143,893		18,143,893		
<b>State Bar Court</b>							
Administration	1,271,846	(236,469)	1,035,377	100%	1,035,377		
Hearing Department	4,726,207	(2,638,312)	2,087,895	100%	2,087,895		
Review Department	1,609,055	(1,268,913)	340,142	100%	340,142		
Subtotal - State Bar Court	7,607,108	(4,143,694)	3,463,414	100%	3,463,414		
<b>Probation</b>							
Subtotal - Probation	713,931	(179,229)	534,702	100%	534,702		
<b>Mandatory Fee Arbitration</b>							
Subtotal - Mandatory Fee Arbitration	603,128	(150,980)	452,148	0%	0		
Subtotal - Direct Overhead	38,793,079	(16,198,922)	22,594,157		22,142,009		
Less:							
Directly Recoverable Non-Atty Emp Labor					18,277,234		
Net Direct & Alloc portion Indirect Overhead					3,864,775	2,066,882	11.3%
Total - All Overhead	61,439,348	(16,198,922)	45,240,426		26,511,044	12,275,820	67.16%

**Labor**

**Total Labor for Recoverable Non-Attorney Employees**

		Recoverable/ Discipline	Recoverable/ General Fund
Chief Trial Counsel	14,737,854		
State Bar Court	2,406,809		
Probation	485,953		
Mandatory Fee Arbitration	646,618		
Subtotal	18,277,234	53.48%	45.08%

**Total Labor & Benefits for All Discipline Employees**

Chief Trial Counsel	26,462,873		
State Bar Court	6,550,503		
Probation	665,182		
Mandatory Fee Arbitration	495,638		
Subtotal	34,174,196		84%

**Total Labor & Benefits for All General Fund Employees**

40,543,736

Appendix 1B  
Labor Costs



Labor\$

<b>Labor Lookup Table</b>	<b>Code</b>	<b>Rate</b>
INTAKE, PARALEGAL SECRETARY	BLEND	\$ 76.72
STATE BAR COURT	CC	\$ 101.75
INTAKE	INT	\$ 82.10
INVESTIGATION	INV	\$ 103.09
PARALEGAL	PARA	\$ 75.93
LEGAL SECRETARY	SEC	\$ 71.81
SR ADMINISTRATIVE ASSISTANT	SR AA	\$ 91.04
DEPUTY COURT CLERK IV	DCC4	\$ 83.45
SECRETARY II	SECII	\$ 67.10

<b>Staff Level</b>	<b>Model Code</b>	<b>Hourly Rate*</b>	<b>Rate with</b>	
			<b>Direct O/H</b>	<b>All O/H</b>
Case Administrator	CC	\$ 62.85	\$ 69.95	\$ 105.06
Admin Specialist II	CC	\$ 69.84	\$ 77.73	\$ 116.74
Deputy Court Clerk IV	DCC4	\$ 49.92	\$ 55.56	\$ 83.45
Complaint Analyst	INT	\$ 53.87	\$ 59.96	\$ 90.05
Lead Data Analyst	INT	\$ 54.90	\$ 61.10	\$ 91.77
Coordinator of Records	INT	\$ 38.57	\$ 42.93	\$ 64.47
Investigator	INV	\$ 61.67	\$ 68.64	\$ 103.09
Law Clerk	PARA	\$ 33.61	\$ 37.41	\$ 56.18
Paralegal	PARA	\$ 57.24	\$ 63.71	\$ 95.68
Legal Secretary	SEC	\$ 42.96	\$ 47.81	\$ 71.81
Secretary II	SECII	\$ 40.14	\$ 44.68	\$ 67.10
SR Administrative Assistant	SR AA	\$ 43.12	\$ 47.99	\$ 72.08
Court Services Analyst/Tech	SR AA	\$ 65.80	\$ 73.24	\$ 109.99

\* Includes wages and benefits



Appendix 1C  
Staff



Staff		Notice of Intent			Notice of Disc			Motion to Revoke		
Type	Level	Intake	Intent	Charges	Monitoring	Letters	Probation	Motions		
O	D	INT	SEC	SEC	SEC	SEC	SEC	SEC		
O	1	INT	SEC	SEC	SEC	SEC	SEC	SEC		
O	2	INT	SEC	SEC	SEC	SEC	SEC	SEC		
O	3	INT	SEC	SEC	SEC	SEC	SEC	SEC		
O	4	INT	SEC	SEC	SEC	SEC	SEC	SEC		
O	5	INT	SEC	SEC	SEC	SEC	SEC	SEC		
O	6	INT	SEC	SEC	SEC	SEC	SEC	SEC		
C	D	INT	SEC	SEC	SEC	SEC	SEC	SEC		
C	1	INT	SEC	SEC	SEC	SEC	SEC	SEC		
C	2	INT	SEC	SEC	SEC	SEC	SEC	SEC		
C	3	INT	SEC	SEC	SEC	SEC	SEC	SEC		
C	4	INT	SEC	SEC	SEC	SEC	SEC	SEC		
C	5	INT	SEC	SEC	SEC	SEC	SEC	SEC		
P		INT	SEC	SEC	SEC	SEC	SEC	SEC		
N		INT	SEC	SEC	SEC	SEC	SEC	SEC		

Staff

Type	Level	Formal				Responses		Interoffice		Settlement			Witness	
		Response to Motions	Discovery Pleadings	Responses to FDP	Memos	Stipulation	Conference Statement	Pretrial Statement	Declar					
O	D	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
O	1	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
O	2	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
O	3	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
O	4	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
O	5	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
O	6	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
C	D	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
C	1	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
C	2	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
C	3	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
C	4	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
C	5	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
P		SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC
N		SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC	SEC

Staff

Type	Level	Post-Trial brief	Informal Discovery	Trial Exhibits	Subpoenas	Pretrial		Discovery Responses	Discovery Requests		Legal Research
						Stmnt	Asst		Asst	Asst	
O	D	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
O	1	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
O	2	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
O	3	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
O	4	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
O	5	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
O	6	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
C	D	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
C	1	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
C	2	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
C	3	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
C	4	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
C	5	SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
P		SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA
N		SEC	SEC	SEC	SEC	PARA	PARA	PARA	PARA	PARA	PARA

Staff

		NDC or Staff											
Type	Level	Motion to											
		Revoke	Depo Summary	Witness Prep/Travel	Follow-up Invest	Stip Asst	Letters	Other Pleadings	Depart. Review				
O	D	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
O	1	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
O	2	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
O	3	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
O	4	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
O	5	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
O	6	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
C	D	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
C	1	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
C	2	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
C	3	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
C	4	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
C	5	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
P		PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC
N		PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	PARA	SEC

Staff

Type	Level	Secretaries	Invest-igation	State Bar Court
O	D	SECII	INV	CC
O	1	SECII	INV	CC
O	2	SECII	INV	CC
O	3	SECII	INV	CC
O	4	SECII	INV	CC
O	5	SECII	INV	CC
O	6	SECII	INV	CC
C	D	SECII	INV	CC
C	1	SECII	INV	CC
C	2	SECII	INV	CC
C	3	SECII	INV	CC
C	4	SECII	INV	CC
C	5	SECII	INV	CC
P		SECII	INV	CC
N		SECII	INV	CC



Appendix 1D  
State Bar Court Time Records



SBCTime

# Task	Avg Time (minutes)	Avg Time (hours)
1 Brings notice into system	4	0.07
2 Files notice and returns copies	3	0.05
3 Files proof of service	4	0.07
4 Assigns case to judge	4	0.07
5 Prepares new matter sheet	3	0.05
6 Opens case in system	15	0.25
7 Prepares notice of assignment (setting 1st STC)	8	0.13
8 Service of notice of assignment	10	0.17
9 Deputy Trial Counsel assignment memo ("C" cases)	3	0.05
10 Accepts case into SBC from OTC ("C" cases)	3	0.05
11 Creates SBC screens ("C" cases)	4	0.07
12 Enters transmittal info into supp. records ("C")	4	0.07
13 Files "C" referral/interim suspension orders	4	0.07
14 Serves "C" referral/interim suspension orders	3	0.05
15 Enters subsequent supp. records info	5	0.08
16 Creation of informal "C" file	3	0.05
17 "C" referral sheet, including copying	9	0.15
18 Preparation of notice of hearing	10	0.17
19 Service of notice of hearing by Cert. mail	13	0.22
20 Calendaring/Rescheduling events	7	0.12
21 Preparation of STC order	5	0.08
22 Preparation of case info sheets	9	0.15
23 Preparation of courtroom	5	0.08
24 Service of STC order	8	0.13
25 Filing of Pleadings (by mail)	5	0.08
26 Filing of Pleadings (thru window)	7	0.12
27 Default motion work	9	0.15
28 Entry of defaults	11	0.18
29 Preparation of pretrial order	5	0.08

SBCTime

# Task	Avg Time (minutes)	Avg Time (hours)
30 Service of PTC order	5	0.08
31 Organization of exhibits	15	0.25
32 Case information sheets re: hearings	6	0.10
33 Preparation of minute orders	8	0.13
34 Filing stipulations	5	0.08
35 Preparation of orders re: stipulations	34	0.57
36 Service of order re: stips	72	1.20
37 Preparation of decisions	82	1.37
38 Service of decisions	17	0.28
39 Post-trial motion work	14	0.23
40 STC courtroom time	14	6.00
41 PTC courtroom time	8	0.13
42 Formal Hearings	28	6.00
43 VSC support	10	0.17
44 Oral argument courtroom time	30	0.50
45 File transfer to Effectuations/Review	10	0.17
46 Transcript requests	28	0.47
47 Recording Counsel assignments for SCO drafting	1	0.02
48 Processing tape requests	5	0.08
49 Copying of audio tapes	26	0.43
50 Formatting of audio tapes	40	0.67
51 Duplicating audio tapes	15	0.25
52 Accepting file into Eff/Rev	4	0.07
53 Prep/Distribution of oral argument calendar	20	0.33
54 Monitoring of RD briefing schedule	5	0.08
55 Preparation of RD notices	15	0.25
56 Service of RD notices	2	0.03
57 Prep of reviewing members file	128	2.13
58 Filing RD orders/opinions	15	0.25
59 Service of RD orders/opinions	5	0.08

SBCTime

# Task	Avg Time (minutes)	Avg Time (hours)
60 Monitoring RD reconsideration time	1	0.02
61 RD close-out	10	0.17
62 Photocopying for Supreme Court transmittal	10	0.17
63 Prep for SC transmittal or effectuating public reprovals	26	0.43
64 Transfer to SCT status	9	0.15
65 Enter final discipline	5	0.08
66 Final disposition into Court Order program	1	0.02
67 File SCT orders into court file	2	0.03
68 Close-out prep	13	0.22
69 Transmit c/w letters, ABA form, etc	2	0.03
70 Archiving	5	0.08
71 Discipline entries on computer	3	0.05
72 Meeting with judges re: case	13	0.22
73 Meeting with supervisors re: case	6	0.10
74 Meeting with managers re: case	12	0.20
75 Requesting files from archives	8	0.13
76 Photocopying	19	0.32
77 Rejection of pleadings	10	0.17
78 Advice from Counsel	11	0.18
79 File maintenance, general	6	0.10
80 File consolidation	45	0.75
81 Phone calls, general	5	0.08
82 Returned mail processing	7	0.12
83 Check processing/journal vouchers	2	0.03
84 Remand work	20	0.33
85 Document preparation	13	0.22
86 Order preparation	11	0.18
87 Motion Work	14	0.23
88 Testimony/Declarations	5	0.08
89 Dealing with interpreters	6	0.10



Appendix 1E  
State Bar Court File Review



SBCTask#

# of Cases	Type	Level	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
10	O	D	1	1	1	1	1	1	1	0.9	0	0	0	0	0	0	0	0	0
14	O	1	1	0	0	1	1	1.07	1	1	0	0	0	0	0	0	0	0	0
2	O	2	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0
22	O	3	1.59	1.36	1.41	1.55	1.41	1.32	1.45	1.36	0	0	0	0	0	0	0	0	0
11	O	4	1.45	1.36	1.45	1.45	1.36	1.27	1.18	1.27	0	0	0	0	0	0	0	0	0
11	O	5	2	1.91	1.91	2	2	1.91	2	2	0	0	0	0	0	0	0	0	0
10	O	6	1.2	1.2	1.5	1.2	1.2	1.2	1.3	1.1	0	0	0	0	0	0	0	0	0
1	C	D	0	0	0	1	1	0	1	1	1	1	1	1	1.73	1.82	1.55	1	1.64
10	C	1	1	0	0	1	1	1	1	1	1	1	1	1	1.5	1.6	1	1	1
9	C	2	1	0	0	1	1	1	1	1	1	1	1	1	2	1.89	1.56	1	1.56
6	C	3	1	0	0	1	1	1	1	1	1	1	1	1	1.5	1.5	1.33	1	1.33
11	C	4	1	0	0	1	1	1	1	1	1	1	1	1	1.73	1.82	1.55	1	1.64
7	C	5	1	0	0	1	1	1	1	1	1	1	1	1	1.86	1.71	1.86	1	1.43
10	P		1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0
11	N		1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0

SBCTask#

# of Cases	Type	Level	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
10	O	D	1	1	0.9	1.7	1.3	2.2	3.5	3.9	0	1	1	0.5	0.4	0.9	0.8	0.6	0
14	O	1	0	0	0.43	0.43	1	1	0.93	0.29	0.14	0	0	0	0	0	0	0.21	1
2	O	2	0	1	1.5	0.5	1.5	1.5	1.5	2	0.5	0	0	0	0	0	0	1	1
22	O	3	0	1	3.91	2.86	4.59	4.27	6.55	6.55	1.59	0.27	0.14	0.18	0.23	0	0.05	2.73	0.86
11	O	4	1	1	2.55	2.64	3.64	4.09	6	7	1.18	0.18	0.18	0.55	0.45	0.64	0.55	2.36	0.73
11	O	5	1	1	12	2.73	9.55	12.6	15.3	9.18	12.9	0.45	0.18	1.45	1.45	2.82	4	9.09	0.18
10	O	6	1	1	13.5	1.9	11.4	15.7	21	37.2	22.9	0	0	0.8	0.6	3.6	6.2	10	0
1	C	D	1.73	1.45	0	6.18	6.27	9.91	12.1	10.8	0	0.09	0.09	0.08	0.91	1.09	5.36	2.27	0
10	C	1	1	1.1	0.6	1.6	1.4	2.7	5	0.1	0.1	0.1	0	0.1	0.1	0	0.2	0.5	1.2
9	C	2	1.11	1.11	1.56	3.89	4.11	4.11	7.89	4.67	2.11	0	0	0.11	0	0	0.11	1.89	1
6	C	3	1	1	5.17	4	6.83	6.83	8.67	2.83	3.33	0.33	0.33	0.5	0.5	0.33	0.17	3.83	0.67
11	C	4	1.73	1.45	5.36	6.18	6.27	9.91	12.1	10.8	6.27	0.09	0.09	0.82	0.91	1.09	5.36	2.27	0.09
7	C	5	3.43	2.57	6.57	4.29	6.43	11.4	16.6	23.6	7.86	0	0	0.71	0.57	3	6.29	6.86	0.29
10	P		0	0	1	1.6	1	1.7	3.7	1.8	0.2	0	0	0.1	0.1	0.1	0.1	0.8	0.5
11	N		0.55	0.18	0.55	1.64	1	1.55	3.55	2.64	0.18	1	0.91	0.18	0.18	0.82	0.73	0.27	0.09

SBCTask#

# of Cases	Type	Level	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51
10	O	D	0	0	1	1	0	1.3	0	0.17	0	0	1	0	0	0	0	0	0
14	O	1	1.29	1.29	0	0	0.14	1	0	0	0	0	1	0	0	0	0	0	0
2	O	2	1.5	1	0	0	0	1.5	0	0	0	0	1	0	0	0	0	0	0
22	O	3	1	1	0	0	0	3.41	0	0	1.09	0	1	0	0	0	0	0	0
11	O	4	0.45	0.45	0.45	0.45	0	3.27	0.27	0.36	1	0	1	0	0	0	0	0	0
11	O	5	0	0	1	1	0.09	7.27	1.36	3.91	1.82	0	1	0	0	0	0	0	0
10	O	6	0	0	1	1	0.2	7	1.3	6.2	2.6	0.5	0.9	0.7	0	0	0	0	0
1	C	D	0	0	1	1	0	1.1	0	0	0	0	1	0	0	0	0	0	0
10	C	1	1.1	1.1	0	0	0	1.1	0	0	0.3	0	1	0	0	0	0	0	0
9	C	2	1.1	1.1	0	0	0	3.78	0	0	1	0	1	0.11	0	0	0	0	0
6	C	3	0.67	0.83	0.17	0.33	0	6.17	0.33	0.17	0.83	0	1	0	0	0	0	0	0
11	C	4	0	0	1	1	1.27	7.36	0.64	3.64	1.27	0	1	0.18	0	0.18	0.09	0.09	0
7	C	5	0	0.14	1.71	2.14	1	4.71	1.29	5	1.14	0.57	1.43	1.14	0	0.43	0.29	0.29	0.29
10	P		0.6	0.7	0.5	0.5	0.1	1.3	0	0.1	0.3	0	1	0	1	0	0	0	0
11	N		0.09	0.09	0.91	0.91	0	1.09	0	0.64	0	0	1	0	1	0	0	0	0

SBCTask#

# of Cases	Type	Level	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
10	O	D	1	0	0	0.2	0.2	0	0	0	0.1	0	0.7	1	0.7	1	1	0.7	1
14	O	1	1	0	0	0	0	0	0	0	0	0	0.86	1	0.93	1	1	0.86	1
2	O	2	1	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1
22	O	3	1	0	0	0	0	0	0	0	0	0	0.86	1	1	1	1	0.86	1
11	O	4	1	0	0	0.18	0.18	0	0	0	0	0	0.82	1	0.82	1	1	0.82	0.91
11	O	5	1	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1
10	O	6	1	0.5	1.1	1.3	2	0.8	3	5.1	1	0.6	1.1	1.1	1.2	1	1	1	1.1
1	C	D	1	0	0	0	0	0	0	0	0	0	1	0	1	1	1	1.09	1
10	C	1	1	0	0	0	0	0	0	0	0	0	0.9	1	1	1	1	0.9	1
9	C	2	1	0	0	0	0	0	0	0	0	0	0.78	1	1	1	1	0.78	1
6	C	3	1	0	0	0	0	0	0	0	0	0	1	1	1	1	1	0.83	1
11	C	4	1	0	0	0	0	0	0	0	0.27	0	1	1	1	1	1	1.09	1
7	C	5	2	1.29	1.14	2.57	2.86	1	6.71	7	1.43	1.14	1.14	1.14	1.29	1.14	1.14	1.14	1.14
10	P		1	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1
11	N		1	0	0	0	0	0	0	0	0.09	0	1	1	1	1	1	1	1

SBCTask#

# of Cases	Type	Level	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85
10	O	D	0.5	1	1	0.7	0.1	0.1	0	1.3	0.4	0	20.3	0	0.4	5.1	0	0	0
14	O	1	0.5	1	1	0	0.07	0	0	1	0	0.14	4.21	0	0	0.64	0	0	0
2	O	2	0	1	1	0	0	0	0	3	0	0	6.5	0	0.5	0.5	0	0	0
22	O	3	0.5	1	1	0.41	0	0	0.05	5.18	0.27	0	19.8	0.5	1.36	1.5	0.05	0	0
11	O	4	0.55	1	1	0.64	0	0	0	1.82	0	0	18	0.45	0.91	2	0.18	0	0
11	O	5	0.55	1	1	0.18	0	0	0.09	17.6	0.91	0	54.8	0.64	2.36	0.45	0	0	0
10	O	6	0.9	1	1.1	5.1	1.2	0	0	17.8	1.2	1.1	109	0.3	3.3	1.5	0.3	0	1.9
1	C	D	1	1.18	1.09	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	C	1	1	1	1	1	0.3	0	0	0.9	0.3	0	14.9	0	0.6	2.1	0.2	0	1.5
9	C	2	1	0.89	1	2.78	0.89	0	0	1.78	0.11	0	24.8	0.33	3.78	2.67	0.33	0	2.22
6	C	3	1	1.17	1	0.33	0.5	0	0	6.83	0.33	0	32.2	0	2	4.83	0	0	1
11	C	4	1	1.18	1.09	2.36	0.55	0.18	0	4.27	0.91	0	41.3	0.09	3.73	2.73	0.09	0	1.09
7	C	5	0.71	1.29	1.14	2.86	0.71	0	0.14	8.86	0.43	0.14	73	0.14	1.86	1.86	0	0.29	6.14
10	P		1	1	1	0.8	0.4	0.4	0	0.7	0	0.1	14.8	0.1	2.2	2.7	0	0	0
11	N		1	1	1	0.91	0.55	0	0	0.09	0.18	0	18.5	0.09	0.27	6.64	0	0	0

SBCTask#

# of Cases	Type	Level	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
10	O	D	1.7	2.1	0	0	0	0	0	1.9	0	0	0	0	0	0	0
14	O	1	0.29	0.07	0	0	0.07	0	0	0.64	0	0	0	0	0	0	0
2	O	2	0	0	0	0	0	0	0	0.5	0	0	0	0	0	0	0
22	O	3	2.91	3.36	0	0	0	0	0	2.14	0	0	0	0	0	0	0
11	O	4	1.45	1.91	0	0.09	0	0	0.09	2.45	0	0	0	0	0	0	0.18
11	O	5	6.36	12.8	0	0	0	0	0	3.55	0	0	0	0	0	0	0
10	O	6	10.3	33.1	0.2	0	0	0	0	5.2	0	0	0	0	0	0	0.7
1	C	D	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	C	1	0.8	1.3	0	0	0	0.3	0	1.1	0	0	0	0	0	0	0.1
9	C	2	2.67	2.22	0	0	0	1	0	2.44	0	0	0	0	0	0	0.11
6	C	3	2.5	1.83	0	0	0	0.5	0	3	0	0	0	0	0	0	0.17
11	C	4	5.27	9.45	0	0.09	0.09	0.64	0	6	0	0	0	0	0	0	0.18
7	C	5	4.43	17	0	0	0.14	1	0	7	0	0	0	0	0	0	2.86
10	P		1.3	0.6	0	0	0.1	0	0	1.3	0	0	0	0	0	0	0.2
11	N		1	2.55	0	0	0.09	0	0	1.55	0	0	0	0	0	0	0.09

Appendix 1F  
State Bar Court Cost



SBCTask\$

# of Cases	Type	Level	1	2	3	4	5	6	7	8	9
9	O	D	\$ 7.12	\$ 5.09	\$ 7.12	\$ 7.12	\$ 5.09	\$ 25.44	\$ 13.23	\$ 15.57	\$ -
14	O	1	\$ 7.12	\$ -	\$ -	\$ 7.12	\$ 5.09	\$ 25.44	\$ 14.15	\$ 17.30	\$ -
4	O	2	\$ 7.12	\$ 5.09	\$ 7.12	\$ 7.12	\$ 5.09	\$ 25.44	\$ 13.23	\$ 17.30	\$ -
23	O	3	\$ 11.32	\$ 6.92	\$ 10.04	\$ 11.04	\$ 7.17	\$ 33.58	\$ 19.18	\$ 23.52	\$ -
9	O	4	\$ 10.33	\$ 6.92	\$ 10.33	\$ 10.33	\$ 6.92	\$ 32.31	\$ 15.61	\$ 21.97	\$ -
12	O	5	\$ 14.25	\$ 9.72	\$ 13.60	\$ 14.25	\$ 10.18	\$ 48.59	\$ 26.46	\$ 34.60	\$ -
9	O	6	\$ 8.55	\$ 6.11	\$ 10.68	\$ 8.55	\$ 6.11	\$ 30.53	\$ 17.20	\$ 19.03	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	C	D	\$ -	\$ -	\$ -	\$ 7.12	\$ 5.09	\$ -	\$ 13.23	\$ 17.30	\$ 5.09
11	C	1	\$ 7.12	\$ -	\$ -	\$ 7.12	\$ 5.09	\$ 25.44	\$ 13.23	\$ 17.30	\$ 5.09
9	C	2	\$ 7.12	\$ -	\$ -	\$ 7.12	\$ 5.09	\$ 25.44	\$ 13.23	\$ 17.30	\$ 5.09
6	C	3	\$ 7.12	\$ -	\$ -	\$ 7.12	\$ 5.09	\$ 25.44	\$ 13.23	\$ 17.30	\$ 5.09
11	C	4	\$ 7.12	\$ -	\$ -	\$ 7.12	\$ 5.09	\$ 25.44	\$ 13.23	\$ 17.30	\$ 5.09
7	C	5	\$ 7.12	\$ -	\$ -	\$ 7.12	\$ 5.09	\$ 25.44	\$ 13.23	\$ 17.30	\$ 5.09
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	P		\$ 7.12	\$ 5.09	\$ 7.12	\$ 7.12	\$ 5.09	\$ 25.44	\$ 13.23	\$ 17.30	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	N		\$ 7.12	\$ 5.09	\$ 7.12	\$ 7.12	\$ 5.09	\$ 25.44	\$ 13.23	\$ 17.30	\$ -

SBCTask\$

# of Cases	Type	Level	10	11	12	13	14	15	16	17	18	19
9	O	D	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17.30	\$ 22.39
14	O	1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	O	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22.39
23	O	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22.39
9	O	4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17.30	\$ 22.39
12	O	5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17.30	\$ 22.39
9	O	6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17.30	\$ 22.39
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	C	D	\$ 5.09	\$ 7.12	\$ 7.12	\$ 12.32	\$ 9.26	\$ 12.62	\$ 5.09	\$ 25.03	\$ 29.92	\$ 32.46
11	C	1	\$ 5.09	\$ 7.12	\$ 7.12	\$ 10.68	\$ 8.14	\$ 8.14	\$ 5.09	\$ 15.26	\$ 17.30	\$ 24.62
9	C	2	\$ 5.09	\$ 7.12	\$ 7.12	\$ 14.25	\$ 9.62	\$ 12.70	\$ 5.09	\$ 23.81	\$ 19.20	\$ 24.85
6	C	3	\$ 5.09	\$ 7.12	\$ 7.12	\$ 10.68	\$ 7.63	\$ 10.83	\$ 5.09	\$ 20.30	\$ 17.30	\$ 22.39
11	C	4	\$ 5.09	\$ 7.12	\$ 7.12	\$ 12.32	\$ 9.26	\$ 12.62	\$ 5.09	\$ 25.03	\$ 29.92	\$ 32.46
7	C	5	\$ 5.09	\$ 7.12	\$ 7.12	\$ 13.25	\$ 8.70	\$ 15.14	\$ 5.09	\$ 21.83	\$ 59.33	\$ 57.53
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	P		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	N		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9.51	\$ 4.03

SBCTask\$

# of Cases	Type	Level	20	21	22	23	24	25	26	27	28	29
9	O	D	\$ 10.99	\$ 13.84	\$ 19.84	\$ 17.91	\$ 46.30	\$ 31.75	\$ -	\$ 15.26	\$ 18.32	\$ 4.07
14	O	1	\$ 5.25	\$ 3.50	\$ 15.26	\$ 8.14	\$ 12.30	\$ 2.36	\$ 1.71	\$ -	\$ -	\$ -
4	O	2	\$ 18.32	\$ 4.07	\$ 22.89	\$ 12.21	\$ 19.84	\$ 16.28	\$ 6.11	\$ -	\$ -	\$ -
23	O	3	\$ 47.74	\$ 23.28	\$ 70.05	\$ 34.76	\$ 86.64	\$ 53.32	\$ 19.41	\$ 4.12	\$ 2.56	\$ 1.47
9	O	4	\$ 31.14	\$ 21.49	\$ 55.56	\$ 33.29	\$ 79.37	\$ 56.98	\$ 14.41	\$ 2.75	\$ 3.30	\$ 4.48
12	O	5	\$ 146.52	\$ 22.22	\$ 145.76	\$ 102.56	\$ 202.38	\$ 74.73	\$ 157.51	\$ 6.87	\$ 3.30	\$ 11.80
9	O	6	\$ 164.84	\$ 15.47	\$ 173.99	\$ 127.80	\$ 277.78	\$ 302.81	\$ 279.61	\$ -	\$ -	\$ 6.51
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	C	D	\$ -	\$ 50.31	\$ 95.70	\$ 80.67	\$ 160.05	\$ 87.91	\$ -	\$ 1.37	\$ 1.65	\$ 0.67
11	C	1	\$ 7.33	\$ 13.02	\$ 24.42	\$ 11.40	\$ 35.71	\$ 40.70	\$ 1.22	\$ 1.53	\$ -	\$ 0.81
9	C	2	\$ 19.05	\$ 31.66	\$ 62.73	\$ 33.46	\$ 104.36	\$ 38.01	\$ 25.76	\$ -	\$ -	\$ 0.90
6	C	3	\$ 63.13	\$ 32.56	\$ 104.24	\$ 55.60	\$ 114.68	\$ 23.04	\$ 40.66	\$ 5.04	\$ 6.04	\$ 4.07
11	C	4	\$ 65.45	\$ 50.31	\$ 95.70	\$ 80.67	\$ 160.05	\$ 87.91	\$ 76.56	\$ 1.37	\$ 1.65	\$ 6.67
7	C	5	\$ 80.22	\$ 34.92	\$ 98.14	\$ 92.80	\$ 219.58	\$ 192.10	\$ 95.97	\$ -	\$ -	\$ 5.78
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	P		\$ 12.21	\$ 13.02	\$ 15.26	\$ 13.84	\$ 48.94	\$ 14.65	\$ 2.44	\$ -	\$ -	\$ 0.81
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	N		\$ 6.72	\$ 13.35	\$ 15.26	\$ 12.62	\$ 46.96	\$ 21.49	\$ 2.20	\$ 15.26	\$ 16.67	\$ 1.47

SBCTask\$

# of Cases	Type	Level	30	31	32	33	34	35	36	37	38	39
9	O	D	\$ 3.26	\$ 22.89	\$ 8.14	\$ 7.94	\$ -	\$ -	\$ -	\$ 139.40	\$ 28.49	\$ -
14	O	1	\$ -	\$ -	\$ -	\$ 2.78	\$ 8.14	\$ 74.82	\$ 157.51	\$ -	\$ -	\$ 3.28
4	O	2	\$ -	\$ -	\$ -	\$ 13.23	\$ 8.14	\$ 87.00	\$ 122.10	\$ -	\$ -	\$ -
23	O	3	\$ 1.87	\$ -	\$ 0.51	\$ 36.11	\$ 7.00	\$ 58.00	\$ 122.10	\$ -	\$ -	\$ -
9	O	4	\$ 3.66	\$ 16.28	\$ 5.60	\$ 31.22	\$ 5.94	\$ 26.10	\$ 54.95	\$ 62.73	\$ 12.82	\$ -
12	O	5	\$ 11.80	\$ 71.73	\$ 40.70	\$ 120.24	\$ 1.47	\$ -	\$ -	\$ 139.40	\$ 28.49	\$ 2.11
9	O	6	\$ 4.88	\$ 91.58	\$ 63.09	\$ 132.28	\$ -	\$ -	\$ -	\$ 139.40	\$ 28.49	\$ 4.68
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	C	D	\$ 7.41	\$ 27.73	\$ 54.54	\$ 30.03	\$ -	\$ -	\$ -	\$ 139.40	\$ 28.49	\$ -
11	C	1	\$ 0.81	\$ -	\$ 2.04	\$ 6.61	\$ 9.77	\$ 63.80	\$ 134.31	\$ -	\$ -	\$ -
9	C	2	\$ -	\$ -	\$ 1.12	\$ 25.00	\$ 8.14	\$ 63.80	\$ 134.31	\$ -	\$ -	\$ -
6	C	3	\$ 4.07	\$ 8.39	\$ 1.73	\$ 50.66	\$ 5.45	\$ 38.86	\$ 101.34	\$ 23.70	\$ 9.40	\$ -
11	C	4	\$ 7.41	\$ 27.73	\$ 54.54	\$ 30.03	\$ 0.73	\$ -	\$ -	\$ 139.40	\$ 28.49	\$ 29.72
7	C	5	\$ 4.64	\$ 76.31	\$ 64.00	\$ 90.74	\$ 2.36	\$ -	\$ 17.09	\$ 238.37	\$ 60.97	\$ 23.40
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	P		\$ 0.81	\$ 2.54	\$ 1.02	\$ 10.58	\$ 4.07	\$ 34.80	\$ 85.47	\$ 69.70	\$ 14.25	\$ 2.34
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	N		\$ 1.47	\$ 20.86	\$ 7.43	\$ 3.57	\$ 0.73	\$ 5.22	\$ 10.99	\$ 126.85	\$ 25.93	\$ -

SBCTask\$

# of Cases	Type	Level	40	41	42	43	44	45	46	47	48
9	O	D	\$ 793.65	\$ -	\$ 103.79	\$ -	\$ -	\$ 17.30	\$ -	\$ -	\$ -
14	O	1	\$ 610.50	\$ -	\$ -	\$ -	\$ -	\$ 17.30	\$ -	\$ -	\$ -
4	O	2	\$ 915.75	\$ -	\$ -	\$ -	\$ -	\$ 17.30	\$ -	\$ -	\$ -
23	O	3	\$ 2,081.81	\$ -	\$ -	\$ 18.85	\$ -	\$ 17.30	\$ -	\$ -	\$ -
9	O	4	\$ 1,996.34	\$ 3.57	\$ 219.78	\$ 17.30	\$ -	\$ 17.30	\$ -	\$ -	\$ -
12	O	5	\$ 4,438.34	\$ 17.99	\$ 2,387.06	\$ 31.48	\$ -	\$ 17.30	\$ -	\$ -	\$ -
9	O	6	\$ 4,273.50	\$ 17.20	\$ 3,785.10	\$ 44.97	\$ 25.44	\$ 15.57	\$ 33.48	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	C	D	\$ 671.55	\$ -	\$ -	\$ -	\$ -	\$ 17.30	\$ -	\$ -	\$ -
11	C	1	\$ 671.55	\$ -	\$ -	\$ 5.19	\$ -	\$ 17.30	\$ -	\$ -	\$ -
9	C	2	\$ 2,307.69	\$ -	\$ -	\$ 17.30	\$ -	\$ 17.30	\$ 5.26	\$ -	\$ -
6	C	3	\$ 3,766.79	\$ 4.37	\$ 103.79	\$ 14.36	\$ -	\$ 17.30	\$ -	\$ -	\$ -
11	C	4	\$ 4,493.28	\$ 8.47	\$ 2,222.22	\$ 21.97	\$ -	\$ 17.30	\$ 8.61	\$ -	\$ 1.47
7	C	5	\$ 2,875.46	\$ 17.06	\$ 3,052.50	\$ 19.72	\$ 29.00	\$ 24.74	\$ 54.52	\$ -	\$ 3.50
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	P		\$ 793.65	\$ -	\$ 61.05	\$ 5.19	\$ -	\$ 17.30	\$ -	\$ 2.04	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	N		\$ 665.45	\$ -	\$ 390.72	\$ -	\$ -	\$ 17.30	\$ -	\$ 2.04	\$ -

SBCTask\$

# of Cases	Type	Level	49	50	51	52	53	54	55	56	57	58
9	O	D	\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ 5.09	\$ 0.61	\$ -	\$ -
14	O	1	\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	O	2	\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23	O	3	\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	O	4	\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ 4.58	\$ 0.55	\$ -	\$ -
12	O	5	\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	O	6	\$ -	\$ -	\$ -	\$ 7.12	\$ 16.79	\$ 8.95	\$ 33.07	\$ 6.11	\$ 173.38	\$ 76.31
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	C	D	\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	C	1	\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	C	2	\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	C	3	\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	C	4	\$ 3.94	\$ 6.14	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	C	5	\$ 12.69	\$ 19.77	\$ 7.38	\$ 14.25	\$ 43.31	\$ 9.28	\$ 65.37	\$ 8.73	\$ 216.73	\$ 170.69
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	P		\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	N		\$ -	\$ -	\$ -	\$ 7.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SBCTask\$

# of Cases	Type	Level	59	60	61	62	63	64	65	66	67	68
9	O	D	\$ -	\$ 0.20	\$ -	\$ 12.11	\$ 43.75	\$ 10.68	\$ 8.14	\$ 2.04	\$ 2.14	\$ 22.39
14	O	1	\$ -	\$ -	\$ -	\$ 14.88	\$ 43.75	\$ 14.19	\$ 8.14	\$ 2.04	\$ 2.63	\$ 22.39
4	O	2	\$ -	\$ -	\$ -	\$ 17.30	\$ 43.75	\$ 15.26	\$ 8.14	\$ 2.04	\$ 3.05	\$ 22.39
23	O	3	\$ -	\$ -	\$ -	\$ 14.88	\$ 43.75	\$ 15.26	\$ 8.14	\$ 2.04	\$ 2.63	\$ 22.39
9	O	4	\$ -	\$ -	\$ -	\$ 14.18	\$ 43.75	\$ 12.52	\$ 8.14	\$ 2.04	\$ 2.50	\$ 20.37
12	O	5	\$ -	\$ -	\$ -	\$ 17.30	\$ 43.75	\$ 15.26	\$ 8.14	\$ 2.04	\$ 3.05	\$ 22.39
9	O	6	\$ 41.51	\$ 2.04	\$ 10.38	\$ 19.03	\$ 48.13	\$ 18.32	\$ 8.14	\$ 2.04	\$ 3.05	\$ 24.62
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	C	D	\$ -	\$ -	\$ -	\$ 17.30	\$ -	\$ 15.26	\$ 8.14	\$ 2.04	\$ 3.33	\$ 22.39
11	C	1	\$ -	\$ -	\$ -	\$ 15.57	\$ 43.75	\$ 15.26	\$ 8.14	\$ 2.04	\$ 2.75	\$ 22.39
9	C	2	\$ -	\$ -	\$ -	\$ 13.49	\$ 43.75	\$ 15.26	\$ 8.14	\$ 2.04	\$ 2.38	\$ 22.39
6	C	3	\$ -	\$ -	\$ -	\$ 17.30	\$ 43.75	\$ 15.26	\$ 8.14	\$ 2.04	\$ 2.53	\$ 22.39
11	C	4	\$ -	\$ 0.55	\$ -	\$ 17.30	\$ 43.75	\$ 15.26	\$ 8.14	\$ 2.04	\$ 3.33	\$ 22.39
7	C	5	\$ 56.98	\$ 2.91	\$ 19.72	\$ 19.72	\$ 49.88	\$ 19.69	\$ 9.28	\$ 2.32	\$ 3.48	\$ 25.52
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	P		\$ -	\$ -	\$ -	\$ 17.30	\$ 43.75	\$ 15.26	\$ 8.14	\$ 2.04	\$ 3.05	\$ 22.39
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	N		\$ -	\$ 0.18	\$ -	\$ 17.30	\$ 43.75	\$ 15.26	\$ 8.14	\$ 2.04	\$ 3.05	\$ 22.39

SBCTask\$

# of Cases	Type	Level	69	70	71	72	73	74	75	76	77	78
9	O	D	\$ 1.53	\$ 8.14	\$ 5.09	\$ 15.67	\$ 1.02	\$ 2.04	\$ -	\$ 42.33	\$ 6.92	\$ -
14	O	1	\$ 1.53	\$ 8.14	\$ 5.09	\$ -	\$ 0.71	\$ -	\$ -	\$ 32.56	\$ -	\$ 2.56
4	O	2	\$ -	\$ 8.14	\$ 5.09	\$ -	\$ -	\$ -	\$ -	\$ 97.68	\$ -	\$ -
23	O	3	\$ 1.53	\$ 8.14	\$ 5.09	\$ 9.18	\$ -	\$ -	\$ 0.66	\$ 168.66	\$ 4.67	\$ -
9	O	4	\$ 1.68	\$ 8.14	\$ 5.09	\$ 14.33	\$ -	\$ -	\$ -	\$ 59.26	\$ -	\$ -
12	O	5	\$ 1.68	\$ 8.14	\$ 5.09	\$ 4.03	\$ -	\$ -	\$ 1.19	\$ 573.06	\$ 15.74	\$ -
9	O	6	\$ 2.75	\$ 8.14	\$ 5.60	\$ 114.16	\$ 12.21	\$ -	\$ -	\$ 579.57	\$ 20.76	\$ 20.15
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	C	D	\$ 3.05	\$ 9.61	\$ 5.55	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	C	1	\$ 3.05	\$ 8.14	\$ 5.09	\$ 22.39	\$ 3.05	\$ -	\$ -	\$ 29.30	\$ 5.19	\$ -
9	C	2	\$ 3.05	\$ 7.24	\$ 5.09	\$ 62.23	\$ 9.06	\$ -	\$ -	\$ 57.96	\$ 1.90	\$ -
6	C	3	\$ 3.05	\$ 9.52	\$ 5.09	\$ 7.39	\$ 5.09	\$ -	\$ -	\$ 222.38	\$ 5.71	\$ -
11	C	4	\$ 3.05	\$ 9.61	\$ 5.55	\$ 52.83	\$ 5.60	\$ 3.66	\$ -	\$ 139.03	\$ 15.74	\$ -
7	C	5	\$ 2.17	\$ 10.50	\$ 5.80	\$ 64.02	\$ 7.22	\$ -	\$ 1.85	\$ 288.48	\$ 7.44	\$ 2.56
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	P		\$ 3.05	\$ 8.14	\$ 5.09	\$ 17.91	\$ 4.07	\$ 8.14	\$ -	\$ 22.79	\$ -	\$ 1.83
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	N		\$ 3.05	\$ 8.14	\$ 5.09	\$ 20.37	\$ 5.60	\$ -	\$ -	\$ 2.93	\$ 3.11	\$ -

SBCTask\$

# of Cases	Type	Level	79	80	81	82	83	84	85	86	87	88
9	O	D	\$206.55	\$ -	\$ 3.26	\$ 62.27	\$ -	\$ -	\$ -	\$ 31.14	\$ 49.15	\$ -
14	O	1	\$ 42.84	\$ -	\$ -	\$ 7.81	\$ -	\$ -	\$ -	\$ 5.31	\$ 1.64	\$ -
4	O	2	\$ 66.14	\$ -	\$ 4.07	\$ 6.11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23	O	3	\$201.47	\$ 38.16	\$ 11.07	\$ 18.32	\$ 0.15	\$ -	\$ -	\$ 53.30	\$ 78.63	\$ -
9	O	4	\$183.15	\$ 34.34	\$ 7.41	\$ 24.42	\$ 0.55	\$ -	\$ -	\$ 26.56	\$ 44.70	\$ -
12	O	5	\$557.59	\$ 48.84	\$ 19.21	\$ 5.49	\$ -	\$ -	\$ -	\$ 116.48	\$ 299.55	\$ -
9	O	6	#####	\$ 22.89	\$ 26.86	\$ 18.32	\$ 0.92	\$ -	\$ 42.53	\$ 188.64	\$ 774.62	\$ 1.63
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	C	D	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	C	1	\$151.61	\$ -	\$ 4.88	\$ 25.64	\$ 0.61	\$ -	\$ 33.58	\$ 14.65	\$ 30.42	\$ -
9	C	2	\$252.34	\$ 25.18	\$ 30.77	\$ 32.60	\$ 1.01	\$ -	\$ 49.69	\$ 48.90	\$ 51.95	\$ -
6	C	3	\$327.64	\$ -	\$ 16.28	\$ 58.97	\$ -	\$ -	\$ 22.39	\$ 45.79	\$ 42.83	\$ -
11	C	4	\$420.23	\$ 6.87	\$ 30.36	\$ 33.33	\$ 0.27	\$ -	\$ 24.40	\$ 96.52	\$ 221.15	\$ -
7	C	5	\$742.78	\$ 10.68	\$ 15.14	\$ 22.71	\$ -	\$ 9.74	\$ 137.44	\$ 81.14	\$ 397.84	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	P		\$150.59	\$ 7.63	\$ 17.91	\$ 32.97	\$ -	\$ -	\$ -	\$ 23.81	\$ 14.04	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	N		\$188.24	\$ 6.87	\$ 2.20	\$ 81.07	\$ -	\$ -	\$ -	\$ 18.32	\$ 59.68	\$ -

SBCTask\$

# of Cases	Type	Level	89	90	91	92	93	94	95	96	97	98
9	O	D	\$ -	\$ -	\$ -	\$ -	\$ 9.67	\$ -	\$ -	\$ -	\$ -	\$ -
14	O	1	\$ -	\$ 5.91	\$ -	\$ -	\$ 3.26	\$ -	\$ -	\$ -	\$ -	\$ -
4	O	2	\$ -	\$ -	\$ -	\$ -	\$ 2.54	\$ -	\$ -	\$ -	\$ -	\$ -
23	O	3	\$ -	\$ -	\$ -	\$ -	\$ 10.89	\$ -	\$ -	\$ -	\$ -	\$ -
9	O	4	\$ 0.92	\$ -	\$ -	\$ 1.56	\$ 12.46	\$ -	\$ -	\$ -	\$ -	\$ -
12	O	5	\$ -	\$ -	\$ -	\$ -	\$ 18.06	\$ -	\$ -	\$ -	\$ -	\$ -
9	O	6	\$ -	\$ -	\$ -	\$ -	\$ 26.46	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	C	D	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	C	1	\$ -	\$ -	\$ 0.92	\$ -	\$ 5.60	\$ -	\$ -	\$ -	\$ -	\$ -
9	C	2	\$ -	\$ -	\$ 3.05	\$ -	\$ 12.41	\$ -	\$ -	\$ -	\$ -	\$ -
6	C	3	\$ -	\$ -	\$ 1.53	\$ -	\$ 15.26	\$ -	\$ -	\$ -	\$ -	\$ -
11	C	4	\$ 0.92	\$ 7.60	\$ 1.95	\$ -	\$ 30.53	\$ -	\$ -	\$ -	\$ -	\$ -
7	C	5	\$ -	\$ 11.82	\$ 3.05	\$ -	\$ 35.61	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	P		\$ -	\$ 8.45	\$ -	\$ -	\$ 6.61	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	N		\$ -	\$ 7.60	\$ -	\$ -	\$ 7.89	\$ -	\$ -	\$ -	\$ -	\$ -

SBCTask\$

# of Cases	Type	Level	99	100	TOTALS
9	O	D	\$ -	\$ -	\$ 1,987.66
14	O	1	\$ -	\$ -	\$ 1,231.57
4	O	2	\$ -	\$ -	\$ 1,681.96
23	O	3	\$ -	\$ -	\$ 3,558.19
9	O	4	\$ -	\$ 4.95	\$ 3,476.04
12	O	5	\$ -	\$ -	\$10,186.30
9	O	6	\$ -	\$ 19.23	\$13,648.43
			\$ -	\$ -	
	C	D	\$ -	\$ -	\$ 1,742.43
11	C	1	\$ -	\$ 2.75	\$ 1,700.36
9	C	2	\$ -	\$ 3.02	\$ 3,877.11
6	C	3	\$ -	\$ 4.67	\$ 5,705.33
11	C	4	\$ -	\$ 4.95	\$ 9,188.24
7	C	5	\$ -	\$ 78.57	\$10,468.74
			\$ -	\$ -	
10	P		\$ -	\$ 5.49	\$ 1,771.06
			\$ -	\$ -	
11	N		\$ -	\$ 2.47	\$ 2,073.47



Appendix 1G  
Enforcement Time Records



EnfTime

# Task	Summary Task	Avg Time (minutes)	Avg Time (hours)
1 Set up inquiry file & Postcard to CW	INTAKE	7	0.12
2 Letter to Respondent	INTAKE	16	0.27
3 Letter to CW	INTAKE	22	0.37
4 Quality Task Force Form	INTAKE	13	0.22
5 Transfer Inquiry file to Enforcement	INTAKE	30	0.50
6 Translation of Correspondence	INTAKE	52	0.87
7 Review File	INTAKE	14	0.23
8 TC w/ Respondent	INTAKE	9	0.15
9 Review Respondent's Response	INTAKE	13	0.22
10 TC w/ Complaining Witness	INTAKE	9	0.15
	<b>INTAKE Total</b>	185	3.10
11 Letter/correspondence	LETTERS	16	0.27
	<b>LETTERS Total</b>	16	0.27
12 Notice of intent to issue NDC & open formal file	NOINTENT	14	0.23
	<b>NOINTENT Total</b>	14	0.23
13 Notice of Disciplinary charges ("O" case)	NOCHARGEO	35	0.58
	<b>NOCHARGEO Total</b>	35	0.58
14 Notice of Disciplinary charges ("N" case)	NOCHARGEN	26	0.43
	<b>NOCHARGEN Total</b>	26	0.43
15 Motion to Revoke Probation	MOTREVOKE	47	0.78
	<b>MOTREVOKE Total</b>	47	0.78
16 Motions (except motion to enter default)	MOTIONS	43	0.72
17 Motions to enter default	MOTIONS	41	0.68
	<b>AVERAGE MOTIONS</b>	42	0.70
18 Responses to motions	MOTNRES	61	1.02
	<b>MOTNRES Total</b>	61	1.02
19 Formal Discovery Pleadings	DISCOVERY	29	0.48
	<b>DISCOVERY Total</b>	29	0.48
20 Settlement Conference Statement	STTLESTMT	34	0.57
	<b>STTLESTMT Total</b>	34	0.57
21 Pretrial Statement	PRETRSTMT	68	1.13
	<b>PRETRSTMT Total</b>	68	1.13
22 Witness declarations	WITDEC	23	0.38
	<b>WITDEC Total</b>	23	0.38
23 Post-trial brief	PTBRIEF	77	1.28
	<b>PTBRIEF Total</b>	77	1.28
24 Copying and marking exhibits for trial	EXHIBITS	49	0.82
	<b>EXHIBITS Total</b>	49	0.82
25 Copying and mailing docs for informal discovery	INFDISC	34	0.57
	<b>INFDISC Total</b>	34	0.57
26 Review Department Brief	DEPTREVIEW	170	2.83
	<b>DEPTREVIEW Total</b>	170	2.83
27 Stipulation as to Facts only	STIPULATION	72	1.20
28 Stipulation to Facts and Discipline	STIPULATION	61	1.02
	<b>AVERAGE STIPULATION</b>	67	1.11
29 Trial Supoenas and accompanying documents	SUPOENAS	72	1.20
	<b>SUPOENAS Total</b>	72	1.20
30 Open Physical File	MONITORING	14	0.23
31 Request Polic Report/Investigation Reports	MONITORING	26	0.43
32 Initial research/summary disbarment analysis	MONITORING	0	0.00
33 Telephonic req for updates from criminal court	MONITORING	9	0.15
34 Written Requests for materials	MONITORING	13	0.22

	EnfTime		
35 Prep and transmission of conviction docs to SBC	MONITORING	64	1.07
36 Closure of File	MONITORING	18	0.30
	<b>MONITORING Total</b>	144	2.40
37 Assist w/ Pretrial Stmt - DEFAULT MATTER	PRETRSTMTD	1800	30.00
	<b>PRETRSTMTD Total</b>	1800	30.00
38 Assist w/ Pretrial Stmt - CONTESTED MATTER	PRETRSTMTO	1800	30.00
	<b>PRETRSTMTO Total</b>	1800	30.00
39 Assist w/ Pretrial Stmt - "N" MATTER	PRETRSTMTN	480	8.00

Appendix 1H  
Enforcement File Review



EnfTask#

# of Cases	Type	Level	Notice of			Motion to			Response to Motions		
			Intake	Intent	Disc Charges	Monitoring	Letters	Revoke Probation		Motions	
6	O	D	1	1	1	2.5		1.33	0		
13	O	1	1	1	0	7.62		0.08	0.15		
3	O	2	1	1	1	11.33		0.33	0		
17	O	3	1	1	1	7.82		0.76	0		
9	O	4	1	1	1	10.33		1.11	0.11		
10	O	5	1	1	1	13.4		2.6	1.9		
10	O	6	1	1	1	15.7		2.7	3.9		
2	C	D					1	2.5	1.33	0	
9	C	1					1	4.33	0.11	0.22	
9	C	2					1	4.44	0.22	0.89	
9	C	3					1	9.22	0.67	0.11	
10	C	4					1	10.8	0.4	0.5	
8	C	5					1	14.5	3.63	2.5	
9	P							3.89	1	1.33	0.22
9	N				1			2.11	1.67	0	

EnfTask#

# of Cases	Type	Formal			Interoffice			Settlement			Witness		Post-Trial brief
		Discovery Pleadings	Responses to FDP	Memos	Stipulation	Conference Statement	Pretrial Statement	Declar	Declar	Post-Trial brief			
6	O	0	0	0	0	0	0	1	2	0.17			
13	O	1	0.08	1	1	0	0	0	0	0			
3	O	2	0.33	1	1	0.33	0	0	0	0			
17	O	3	0.53	0	1.41	0.18	0	0	0.06	0			
9	O	4	0.44	0.22	1.56	0.11	1	1	1.67	0			
10	O	5	1.1	0.3	0.5	0.1	1	1	0.5	0.3			
10	O	6	0.7	0.9	2.3	0.1	1	1	0.7	0.7			
2	C	D	0	0	0	0	0	1	2	0.17			
9	C	1	0.33	0	0.22	0.11	1	0	0	0			
9	C	2	0.33	0.11	0.11	0.33	1	0	0	0			
9	C	3	0.56	0	0	0.11	0	1	0	0			
10	C	4	0.6	0.8	0	0.1	1	1	0.6	0.3			
8	C	5	0.13	0.13	0	0.13	1	1	0	0.88			
9	P		0.33	0	0.11	0.11	0	0.11	0.33	0			
9	N		0	0	0	0	0	0.56	0.22	0.11			

EnfTask#

# of Cases	Type	Level	Informal		Trial		Pretrial		Discovery		Discovery		Legal		NDC or Motion to Revoke
			Discovery	Discovery	Exhibits	Subpoenas	Stmnt	Asst	Responses	Requests	Asst	Research	Revoke		
6	O	D	0.17	0.67	0.17	0.17	0	0	0	0	0	0.17	0.17	0.17	0.17
13	O	1	0.08	0	0	0	0	0	0	0	0	0.08	0.15	0.15	0.15
3	O	2	0.33	0	0.33	0	0	0	0	0	0	0	0	0	0
17	O	3	0.12	0	0.82	0	0	0	0	0	0	0	0	0	0.18
9	O	4	0.22	1	3.78	0.11	0.11	0.11	0.11	0.11	0.11	0	0	0	0.11
10	O	5	0.3	1	3.6	0.1	0.1	0	0	0	0	0.5	0	0	0
10	O	6	0.2	1	3.4	0.2	0.2	0.1	0.1	0.2	0.2	1	0	0	0
2	C	D	0.17	0.67	0.17	0.17	0	0	0	0	0	0.17	0	0	0
9	C	1	0.11	0	0	0	0	0	0	0	0.11	0.11	0	0	0
9	C	2	0.11	0	0	0	0	0.11	0.11	0.11	0.11	0.22	0	0	0
9	C	3	0.22	0.22	0.22	0	0	0	0	0	0	0.11	0	0	0
10	C	4	0.1	0.5	2.1	0.2	0.2	0	0	0.1	0.1	1.1	0	0	0
8	C	5	0.25	0.13	1.75	0	0	0	0	0	0	1	0	0	0
9	P		0	0.11	0.11	0	0	0	0	0	0	0	0	0	1
9	N		0	0.33	0	0	0	0	0	0	0	0	0	0	0

EnfTask#		Depo		Witness			Secretaries		Investigators	
# of Cases	Type Level	Summary	Prep / Travel	Stip Asst	Letters	Depart. Review	(avg. hours per case)	(avg. hours per case)	(avg. hours per case)	
6	O D	0	0	0	1.17		1.2	7.87		
13	O 1	0	0	0.08	0		1.2	7.87		
3	O 2	0	0	0	0		1.2	7.87		
17	O 3	0	0	0	0		1.2	7.87		
9	O 4	0.11	0.22	0	0.11		1.2	7.87		
10	O 5	0.7	0.2	0	0.1		1.2	7.87		
10	O 6	0.2	0.3	0	0.5	1	1.2	7.87		
2	C D	0	0	0	1.17		0	0		
9	C 1	0	0	0	0		0	0		
9	C 2	0	0	0.11	0.22		0	0		
9	C 3	0	0.11	0	0.11		0	0		
10	C 4	0	0.4	0.1	1.5		0	0		
8	C 5	1.25	0.5	0	1.88	1	0	0		
9	P	0	0	0	0.11		0	0		
9	N	0	0	0	0.11		0	0		

Appendix 1I  
Enforcement Cost



EnfTask\$

Type	Level	Notice of Intent		Notice of Disc		Monitoring		Letters	Motion to Revoke		Response to Motions	
		Intake	Intent	Charges	Disc	Monitoring	Probation		Motions	Motions		
O	D	\$ 254.51	\$ 16.52	\$ 41.65	\$ -	\$ -	\$ 48.47	\$ -	\$ 66.86	\$ -	\$ -	\$ -
O	1	\$ 254.51	\$ 16.52	\$ -	\$ -	\$ -	\$ 147.74	\$ -	\$ 4.02	\$ 10.99	\$ -	\$ -
O	2	\$ 254.51	\$ 16.52	\$ 41.65	\$ -	\$ -	\$ 219.67	\$ -	\$ 16.59	\$ -	\$ -	\$ -
O	3	\$ 254.51	\$ 16.52	\$ 41.65	\$ -	\$ -	\$ 151.62	\$ -	\$ 38.20	\$ -	\$ -	\$ -
O	4	\$ 254.51	\$ 16.52	\$ 41.65	\$ -	\$ -	\$ 200.29	\$ -	\$ 55.80	\$ 8.06	\$ -	\$ -
O	5	\$ 254.51	\$ 16.52	\$ 41.65	\$ -	\$ -	\$ 259.81	\$ -	\$ 130.69	\$ 139.17	\$ -	\$ -
O	6	\$ 254.51	\$ 16.52	\$ 41.65	\$ -	\$ -	\$ 304.40	\$ -	\$ 135.72	\$ 285.66	\$ -	\$ -
C	D	\$ -	\$ -	\$ -	\$ 172.34	\$ 48.47	\$ -	\$ -	\$ 66.86	\$ -	\$ -	\$ -
C	1	\$ -	\$ -	\$ -	\$ 172.34	\$ 83.95	\$ -	\$ -	\$ 5.53	\$ 16.11	\$ -	\$ -
C	2	\$ -	\$ -	\$ -	\$ 172.34	\$ 86.09	\$ -	\$ -	\$ 11.06	\$ 65.19	\$ -	\$ -
C	3	\$ -	\$ -	\$ -	\$ 172.34	\$ 178.76	\$ -	\$ -	\$ 33.68	\$ 8.06	\$ -	\$ -
C	4	\$ -	\$ -	\$ -	\$ 172.34	\$ 209.40	\$ -	\$ -	\$ 20.11	\$ 36.62	\$ -	\$ -
C	5	\$ -	\$ -	\$ -	\$ 172.34	\$ 281.14	\$ -	\$ -	\$ 182.47	\$ 183.12	\$ -	\$ -
P		\$ -	\$ -	\$ -	\$ -	\$ 75.42	\$ 56.01	\$ 66.86	\$ 16.11	\$ -	\$ -	\$ -
N		\$ -	\$ -	\$ 41.65	\$ -	\$ 40.91	\$ -	\$ 83.95	\$ -	\$ -	\$ -	\$ -

EnfTask\$

Type	Level	Formal		Responses to FDP	Interoffice Memos	Stipulation	Settlement			Witness Declar	Post-Trial brief
		Discovery Pleadings	Pretrial Statement				Conference Statement	Pretrial Statement			
O	D	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 81.15	\$ 54.58	\$ 15.63		
O	1	\$ 2.76	\$ -	\$ 79.71	\$ -	\$ -	\$ -	\$ -	\$ -		
O	2	\$ 11.37	\$ 13.51	\$ 79.71	\$ 7.37	\$ -	\$ -	\$ -	\$ -		
O	3	\$ 18.27	\$ 7.37	\$ 79.71	\$ 4.50	\$ -	\$ -	\$ 1.64	\$ -		
O	4	\$ 15.17	\$ 4.50	\$ -	\$ 4.09	\$ 81.15	\$ 81.15	\$ 45.57	\$ -		
O	5	\$ 37.92	\$ 4.09	\$ -	\$ 4.09	\$ 81.15	\$ 81.15	\$ 13.64	\$ 27.58		
O	6	\$ 24.13	\$ 4.09	\$ -	\$ 4.09	\$ 81.15	\$ 81.15	\$ 19.10	\$ 64.34		
C	D	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 81.15	\$ 54.58	\$ 15.63		
C	1	\$ 11.37	\$ 4.50	\$ 79.71	\$ 4.50	\$ -	\$ -	\$ -	\$ -		
C	2	\$ 11.37	\$ 13.51	\$ 79.71	\$ 13.51	\$ -	\$ -	\$ -	\$ -		
C	3	\$ 19.30	\$ 4.50	\$ -	\$ 4.50	\$ 81.15	\$ 81.15	\$ -	\$ -		
C	4	\$ 20.68	\$ 4.09	\$ -	\$ 4.09	\$ 81.15	\$ 81.15	\$ 16.37	\$ 27.58		
C	5	\$ 4.48	\$ 5.32	\$ -	\$ 5.32	\$ 81.15	\$ 81.15	\$ -	\$ 80.89		
P		\$ 11.37	\$ 4.50	\$ -	\$ 4.50	\$ 8.93	\$ 8.93	\$ 9.00	\$ -		
N		\$ -	\$ -	\$ -	\$ -	\$ 45.44	\$ 45.44	\$ 6.00	\$ 10.11		

EnfTask\$

Type	Level	Informal Discovery	Trial Exhibits	Subpoenas	Pretrial Stmnt Asst
O	D	\$ 6.96	\$ 39.45	\$ 14.65	\$ 387.24
O	1	\$ 3.27	\$ -	\$ -	\$ -
O	2	\$ 13.51	\$ -	\$ 28.44	\$ -
O	3	\$ 4.91	\$ -	\$ 70.66	\$ -
O	4	\$ 9.00	\$ 58.88	\$ 325.73	\$ 250.57
O	5	\$ 12.28	\$ 58.88	\$ 310.22	\$ 227.79
O	6	\$ 8.19	\$ 58.88	\$ 292.98	\$ 455.58
C	D	\$ 6.96	\$ 39.45	\$ 14.65	\$ 387.24
C	1	\$ 4.50	\$ -	\$ -	\$ -
C	2	\$ 4.50	\$ -	\$ -	\$ -
C	3	\$ 9.00	\$ 12.95	\$ 18.96	\$ -
C	4	\$ 4.09	\$ 29.44	\$ 180.96	\$ 455.58
C	5	\$ 10.23	\$ 7.65	\$ 150.80	\$ -
P		\$ -	\$ 6.48	\$ 9.48	\$ -
N		\$ -	\$ 19.43	\$ -	\$ -



Appendix 1J  
Resignation Cost



Resignations

Task #	63	85	86	62	63	68	64	65	66
Staff	DCC4	DCC4	DCC4	DCC4	DCC4	DCC4	DCC4	DCC4	DCC4
Time (mins.)	25	17	1	5	11	4	3	3	2
Time (hrs.)	0.42	0.28	0.02	0.08	0.18	0.07	0.05	0.05	0.03
Cost	\$ 35.05	\$ 23.37	\$ 1.67	\$ 6.68	\$ 15.02	\$ 5.84	\$ 4.17	\$ 4.17	\$ 2.50

Resignations

Task #	52	81	76	25	Total
Staff	SR AA	SR AA	SR AA	SR AA	SR AA
Time (mins.)	5	5	3	2	3
Time (hrs.)	0.08	0.08	0.05	0.03	0.05
Cost	\$ 7.28	\$ 7.28	\$ 4.55	\$ 2.73	\$ 4.55
					\$ 124.86

Appendix 2A  
March 2010 Time Tracking Study Tool – Enforcement Support Staff





Cell: A10

Comment: CLASSIFICATION (Job Title)

Choose One:

- Senior Administrative Supervisor
- Senior Administrative Assistant
- Administrative Assistant II
- Administrative Assistant I
- Legal Secretary
- Administrative Secretary
- Secretary II
- Coordinator Records
- General Clerk

Cell: B14

Comment: CASE/MATTER TYPE

Choose One:

- 1. Original Proceeding ("O")
- 2. Conviction Referral ("C")
- 3. Probation Revocation ("PM")
- 4. Reinstatement
- 5. Rule 9.20 Compliance ("N")
- 6. Rule 1-110 Violation ("H")
- 7. Discipline in Other Jurisdiction ("J")
- 8. Resignation with Charges Pending
- 9. Other
- 10. Reportable Actions
- 11. Member Related 6180/90
- 12. UPL
- 13. Probation Unit

Cell: C14

Comment: TASK

Choose One:

- 1. Assist with Contact Respondent/Witness
  - 1A. Letter/Call/Email C/W
  - 1B. Letter/Call/Email Respondent
  - 1C. In-Person Contact
  - 1D. Other
- 2. Contact Internal
- 3. File Administration
  - 3A. Open File
  - 3B. Transfer File
  - 3C. Close File
  - 3D. Other
- 4. Assist with Complaint/Document Review/Analysis
  - 4A. Review File
  - 4B. Review C/W Documents
  - 4C. Review Respondent Response
  - 4D. Other
- 5. Assist with Informal Mediation

6. Assist with In-Office Investigation
  - 6A. Witness Interviews/Statements
  - 6B. Prepare/Respond Subpoenas
  - 6C. Prepare/Respond Document/Information Requests
  - 6D. Follow-up Investigation
  - 6E. Other
7. Assist with Field Investigation
  - 7A. Witness Interviews/Statements
  - 7B. Prepare/Respond Subpoenas
  - 7C. Prepare/Respond Document/Information Requests
  - 7D. Follow-up Investigation
  - 7E. Other
8. Assist with Draft/Analysis/Response Briefs/Documents
  - 8A. Notice Intent to Issue NDC
  - 8B. NDC
  - 8C. Motion/Response
  - 8D. Settlement Pleadings
  - 8E. Stip Facts & Discipline
  - 8F. Stip Facts
  - 8G. Pretrial Statement/Pleading
  - 8H. Trial Briefs
  - 8I. Post Trial Briefs
  - 8J. Review Briefs
  - 8K. Other
9. Assist with Research
10. Assist with Prepare/Attend
  - 10A. Meeting
  - 10B. ENE/Settlement Conference
  - 10C. Pretrial Hearing/Conference
  - 10D. Post Trial Hearing/Conference
  - 10E. Review Hearing/Conference
  - 10F. Review Oral Argument
  - 10G. Other
11. Assist with Discovery
  - 11A. Formal Discovery Demands
  - 11B. Deposition
  - 11C. Deposition Summary
  - 11D. Informal Discovery Demands
  - 11E. Other
12. Assist with Trial
  - 12A. Review/Prepare Exhibits/Pleadings
  - 12B. Prepare/Respond Subpoenas
  - 12C. Assist with Witness
  - 12D. Attend Trial
  - 12E. Other
13. Assist with Prepare/Present Default
14. Assist with Perfecting Record
15. Assist with Consult/Assist OGC re Review
16. Travel
  - 16A. Self

- 16B. Arrangements
- 17. Assist with Supervision/Management
  - 17A. Employee Relations
  - 17B. Policy Development/Effectuation
  - 17C. Court Relations
  - 17D. Board Administration
  - 17E. Public/Member Relations
  - 17F. Office Administration
  - 17G. Reports
  - 17H. Other
- 18. Case Administration
  - 18A. Meeting with Managers re: case
  - 18B. Meeting with Supervisors re: case
  - 18C. Photocopying

**Cell: D14**

**Comment: SYSTEM STAGE**

Choose One:

1. OCTC Intake (including Pre-Intake Activity)
2. OCTC Investigation
3. Post Investigation to NDC Filing
4. NDC Filing to Pretrial
5. Alternative Discipline Program
6. Pretrial to Trial Day 2
7. Multiday Trial
8. Post Trial
9. Review Department
10. Default
11. Supreme Court
12. OCTC Audit & Review
13. Probation Unit

Appendix 2B

March 2010 Time Tracking Study Tool – Enforcement Professional/Technical Staff





**Cell: A10**

**Comment: CLASSIFICATION (Job Title)**

Choose One:

- Investigator
- Attorney 16A
- Attorney 17A
- Paralegal
- Complaint Analyst
- Investigative Assistant

**Cell: B14**

**Comment: CASE/MATTER TYPE**

Choose One:

- 1. Original Proceeding ("O")
- 2. Conviction Referral ("C")
- 3. Probation Revocation ("PM")
- 4. Reinstatement
- 5. Rule 9.20 Compliance ("N")
- 6. Rule 1-110 Violation ("H")
- 7. Discipline in Other Jurisdictions ("J")
- 8. Resignations With Charges Pending
- 9. Other
- 10. Reportable Actions
- 11. Member Related 6180/90
- 12. UPL
- 13. Probation Unit

**Cell: C14**

**Comment: TASK**

Choose One:

- 1. Contact Respondent/Witness
  - 1A. Letter/Call/Email C/W
  - 1B. Letter/Call/Email R
  - 1C. In-Person Contact
  - 1D. Other
- 2. Contact internal
- 3. File Administration
  - 3A. Open File
  - 3B. Transfer File
  - 3C. Close File
  - 3D. Other
- 4. Complaint/Document Review/Analysis
  - 4A. Review File
  - 4B. Review C/W Documents
  - 4C. Review Respondent Response
  - 4D. Other
- 5. Informal Mediation
- 6. In-Office Investigation
  - 6A. Witness Interviews/Statements

- 6B. Prepare/Respond Subpoenas
- 6C. Prepare/Respond Document/Information Requests
- 6D. Follow-up Investigation
- 6E. Other
- 7. Field Investigation
  - 7A. Witness Interviews/Statements
  - 7B. Prepare/Respond Subpoenas
  - 7C. Prepare/Respond Document/Information Requests
  - 7D. Follow-up Investigation
  - 7E. Other
- 8. Draft/Analysis/Response Briefs/Documents
  - 8A. Notice Intent to Issue NDC
  - 8B. NDC
  - 8C. Motion/Response
  - 8D. Settlement Pleadings
  - 8E. Stip Facts & Discipline
  - 8F. Stip Facts
  - 8G. Pretrial Statement/Pleading
  - 8H. Trial Briefs
  - 8I. Post Trial Briefs
  - 8J. Review Briefs
  - 8K. Other
- 9. Research
- 10. Prepare/Attend
  - 10A. Meeting
  - 10B. ENE/Settlement Conference
  - 10C. Pretrial Hearing/Conference
  - 10D. Post Trial Hearing/Conference
  - 10E. Review Hearing/Conference
  - 10F. Review Oral Argument
  - 10G. Other
- 11. Prepare/Conduct Discovery
  - 11A. Formal Discovery Demands
  - 11B. Deposition
  - 11C. Deposition Summary
  - 11D. Informal Discovery Demands
  - 11E. Other
- 12. Prepare/Attend Trial
  - 12A. Review/Prepare Exhibits/Pleadings
  - 12B. Prepare/Respond Subpoenas
  - 12C. Assist with Witness
  - 12D. Attend Trial
  - 12E. Other
- 13. Prepare/Present Default
- 14. Perfecting Record
- 15. Consult/Assist OGC re Review
- 16. Travel
  - 16A. Self
  - 16B. Arrangements
- 17. Supervision/Management

- 17A. Employee Relations
- 17B. Policy Development/Effectuation
- 17C. Court Relations
- 17D. Board Administration
- 17E. Public/Member Relations
- 17F. Office Administration
- 17G. Reports
- 17H. Other
- 18. Case Administration
  - 18A. Meeting with Managers re: Case
  - 18B. Meeting with Supervisors re: Case
  - 18C. Photocopying

**Cell:** D14

**Comment:** SYSTEM STAGE

Choose One:

1. OCTC Intake (including Pre-Intake Activity)
2. OCTC Investigation
3. Post Investigation to NDC Filing
4. NDC Filing to Pretrial
5. Alternative Discipline Program
6. Pretrial to Trial Day 2
7. Multiday Trial
8. Post Trial
9. Review Department
10. Default
11. Supreme Court
12. OCTC Audit & Review
13. Probation Unit

Appendix 2C  
March 2010 Time Tracking Study Tool – State Bar Court (All Staff)





**Cell:** A10

**Comment:** CLASSIFICATION (Job Title)

Choose One:

- Case Administrator
- Deputy Court Clerk IV
- Lead Data Analyst
- Court Services Analyst Technician
- Program/Court Systems Analyst
- Legal Secretary
- Attorney 17A
- Senior Executive State Bar Court
- Chief Court Counsel
- Chief Assistant Court Counsel
- Court Administrator
- Administrative Specialist
- Senior Administrative Secretary
- Judicial Executive Secretary

**Cell:** B14

**Comment:** CASE/MATTER TYPE

Choose One:

1. Original Proceeding ("O")
2. Conviction Referral ("C")
3. Probation Revocation ("PM")
4. Reinstatement
5. Rule 9.20 Compliance ("N")
6. Rule 1-110 Violation ("H")
7. Discipline in Other Jurisdiction ("J")
8. Resignations with Changes Pending
9. Other

**Cell:** C14

**Comment:** TASK

Choose One:

1. Contact Parties/Counsel
  - 1A. Letter/Email
  - 1B. Phone Calls
  - 1C. In-person Contact
  - 1D. Other
2. Contact Internal
3. File Administration
  - 3A. Open File, Bring Notice into Hearing Department
  - 3B. Open file in Effectuations/Review
  - 3C. Create Case Information Sheets, including Copying
  - 3D. File Maintenance, General
  - 3E. File Consolidation
  - 3F. Assign Case to Judge
  - 3G. Prepare Transfer File to Eff/Rev including Copying
  - 3H. Prepare Transfer File to Supreme Court including Copying

- 3I. Prepare Close File
- 3J. Archiving
- 3K. Other
- 4. Document/Notice Preparation/Filing/Service
  - 4A. Notice of Assignment (setting STC)
  - 4B. Notice of Assignment
  - 4C. Filing STC Orders
  - 4D. Filing RD Orders
  - 4E. Notice
  - 4F. Proof of Service
  - 4G. Filing Referral/Interim Suspension Orders
  - 4H. Notice of Hearing
  - 4I. Filing Pleadings (by Mail)
  - 4J. Filing Pleadings (thru Window)
  - 4K. Entry of Defaults
  - 4L. Filing Pretrial Order
  - 4M. Filing PTC Order
  - 4N. Filing Stipulations
  - 4O. Filing Order re: Stips
  - 4P. Filing Decisions
  - 4Q. Filing RD Notices
  - 4R. Filing Interim Order
  - 4S. Rejection of Filing
  - 4T. Other
- 5. Data Input
  - 5A. Add/Accept Case
  - 5B. Enter data into Supplemental Records
  - 5C. Discipline Entries on Computer
  - 5D. Other
- 6. Calendaring/Scheduling
- 7. Court Room Administration
  - 7A. Preparation of Courtroom
  - 7B. Courtroom Support
  - 7C. Other
- 8. Counsel
  - 8A. Record Review
  - 8B. Meeting with/Advising Judge/Court Staff
  - 8C. Draft Opinion/Decision
  - 8D. Motion Work/Orders
  - 8E. Research/Memos/Statements
  - 8F. Post Decision/Opinion Work
  - 8G. State Bar Court Reporter Work
  - 8H. Court Administration
  - 8I. Default Work
  - 8J. Other
- 9. Prepare for Attend
  - 9A. ENE
  - 9B. Settlement Conference
  - 9C. Other
- 10. Review/Perfect Record

- 10A. Organize Exhibits Trial
- 10B. Storage, Copying, Formatting CD's
- 10C. Organize Testimony/Declarations
- 10D. Transcript/CD Requests
- 10E. Enter Final Discipline
- 10F. Other
- 11. Travel
  - 11A. Self
  - 11B. Arrangements
- 12. Supervision/Management
  - 12A. Employee Relations
  - 12B. Policy Development/Effectuation
  - 12C. Internal Court/Judicial Administration
  - 12D. Board Administration
  - 12E. Public/Member Relations
  - 12F. State Bar Administration

**Cell:** D14

**Comment:** SYSTEM STAGE

Choose One:

- 1. OCTC Intake (including Pre-Intake Activity)
- 2. OCTC Investigation
- 3. Post Investigation to NDC Filing
- 4. NDC Filing to Pretrial
- 5. Alternative Discipline Program
- 6. Pretrial to Trial Day 2
- 7. Multiday Trial
- 8. Post Trial
- 9. Review Department
- 10. Default
- 11. Supreme Court
- 12. OCTC Audit & Review
- 13. Resignations with Charges Pending
- 14. Probation