



The State Bar of California

Title of Report: 2025 Adopted Final Budget
Statutory Citation: Business and Professions Code Section 6140.1 and 6140.12
Date of Report: February 28, 2025

The State Bar of California has submitted a report to the Legislature in accordance with Business and Professions Code section 6140.1 and 6140.12, which requires the State Bar to submit a final budget to the Legislature by February 28 of each year. This summary is provided pursuant to Government Code section 9795.

The State Bar's 2025 budget allocates resources to support the continued provision of core services and to advance the organization's five-year strategic plan. In addition, the budget reflects new statutory investments in [diversion and client trust account oversight programs](#).

The State Bar's budget is comprised of ten funds. The General Fund, Admissions Fund, and grant-related funds support most State Bar activity and expenditures. The 2025 budget reflects a historic \$88 increase in attorney licensing fees. The additional fee revenue has helped stabilize the State Bar's fiscal position, though it does not support status quo operations. Responsible and proactive budget reduction measures, including a voluntary Reduction-in-Force (RIF) program, are reflected in the budget accordingly. Future year forecasts reflect significantly stabilized and improved General and Admissions Fund budgets. 2025 challenges in bar exam administration may impact the health of the Admissions Fund.

Budgeted 2025 revenue is \$365.8 million compared to \$452.4 million budgeted in 2024. Budgeted expenses are \$490.8 million compared to \$366.4 million in 2024. Grant revenue and expenses, which are primarily pass-through funds, account for most of the change. Key changes from 2024 include:

- Revenue decreased by \$86.6 million from the 2024 budget mostly due to lower Interest on Lawyers' Trust Accounts (IOLTA) revenue.
- Expenses increased by \$124.4 million due to a higher volume of grant-related costs from Legal Services Trust Fund disbursements.
- Personnel expenses increased by \$8.5 million, primarily from the voluntary RIF program, merit increases, cost-of-living adjustments (COLA), and contributions to the Other Post-Employment Benefits (OPEB) plan.
- Building operations decreased by \$11.1 million reflecting the impact of transitioning to a smaller footprint in the State Bar's San Francisco location.
- Services expenditures decreased by \$0.7 million reflecting reductions in professional and externally provided services.

The 2025 Adopted Final Budget can be accessed at: <https://www.calbar.ca.gov/About-Us/Our-Mission/Protecting-the-Public/Reports>.



2025 BUDGET REPORT



February 2025



The State Bar
of California

EXECUTIVE DIRECTOR'S BUDGET MESSAGE



The State Bar's 2025 budget reflects a historic \$88 increase in attorney licensing fees. This additional revenue both stabilizes the State Bar's fiscal position and supports new investments aligned with our statutory mission and 2022–2027 Strategic Plan.

The fee increase funds several key initiatives, including expanded diversionary programming for California attorneys. These programs will offer both preventative measures to help lawyers avoid contact with the State Bar's disciplinary system and alternative pathways for resolution after complaints are filed. Additionally, the 2025 budget supports an enhancement of the Client Trust Account Protection Program (CTAPP) to include compliance reviews and audits. This expansion will involve increased oversight of client funds and training and technical assistance to help attorneys comply with trust account management rules.

The 2025 budget also continues the trend of the State Bar's prudent resource management. Although the fee increase realized was sizeable, it falls short of what our organization requires to sustain status quo operations in future years. A voluntary separation program was launched in late 2024 in anticipation of the need to responsibly and humanely reduce organizational headcount; associated costs are reflected in the adopted 2025 budget.

The budget features overall revenues of \$365.8 million and expenses of \$490.8 million. These amounts include grant fund revenue of \$192.4 million and grant expenses totaling \$322.3 million. General Fund revenue, primarily driven by attorney licensing fees, totals \$116.8 million. General Fund expenses total \$121.7 million, reflecting a modest deficit position. The primary driver of this deficit spending is a one-time expense associated with the voluntary separation program. Future-year forecasts present a significantly stabilized General Fund budget, though that result is dependent on the State Bar remaining vigilant in achieving natural reductions in personnel costs annually.

The State Bar holds paramount its responsibility to protect the public through the licensing, regulation, and discipline of California's 266,000 attorneys and appreciates the productive partnerships with the Legislature and the California Supreme Court that have ensured that we will remain an effective and robust regulator for years to come.

Leah Wilson

Executive Director, State Bar of California

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BACKGROUND: THE STATE BAR OF CALIFORNIA

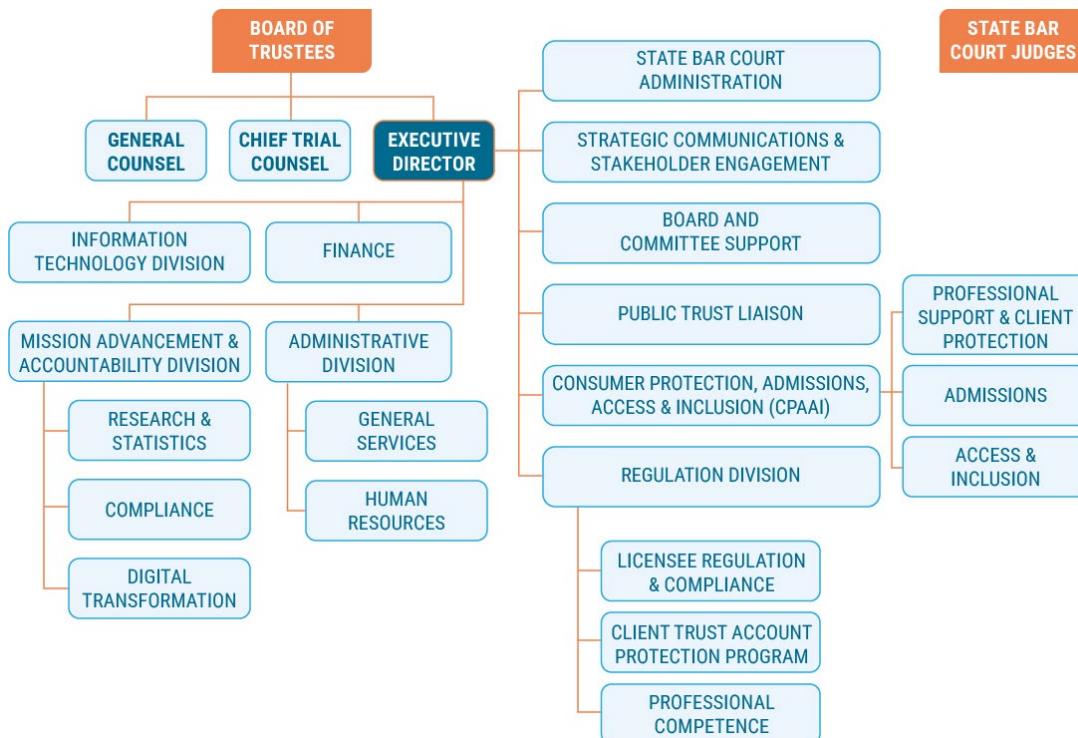
The State Bar of California is a public protection agency committed to transparency, accountability, and excellence. The State Bar serves as an administrative arm of the California Supreme Court on all matters pertaining to the admission, discipline, and regulation of California’s lawyers.

The State Bar is governed by a Board of Trustees comprising 13 appointed members:

- Five attorneys appointed by the California Supreme Court.
- Two attorneys appointed by the Legislature, one by the Senate Committee on Rules, and one by the Speaker of the Assembly; and
- Six “public” or nonattorney members—four appointed by the governor, one by the Senate Committee on Rules, and one by the Speaker of the Assembly.

The Board of Trustees sets the strategic direction for the State Bar and oversees key staff to ensure execution of that direction.

With over 266,000 licensed attorneys, the State Bar of California is the largest state bar in the country. To practice law in California, attorneys must pass the California Bar Exam, meet moral character requirements, satisfy triennial Minimum Continuing Legal Education (MCLE) requirements, and pay annual licensing fees to the State Bar.



THE 2025 BUDGET SUPPORTS KEY STRATEGIC INITIATIVES

The [2022–2027 Strategic Plan](#) contains five broad goals reflecting the State Bar’s vision for realizing its public protection mission. As shown below, key initiatives receiving funding in 2025 are designed to advance these goals.

PROTECT THE PUBLIC BY STRENGTHENING THE ATTORNEY DISCIPLINE SYSTEM

Increasing Diversionary Options

The Legislature approved a \$5.50 active licensee fee increase aimed at expanding diversionary programs in 2025. The funding will be used to:

- **Expand the Office of Chief Trial Counsel (OCTC) Pilot Diversion Program:** OCTC launched a pilot Diversion Program using existing resources in 2023. With the additional funding, OCTC will be able to dedicate full-time staff to support quicker investigation and resolution of cases identified as potentially eligible for diversion, as well as monitoring compliance with diversion conditions for a larger number of cases.
- **Formalize a Diversion Program within the Office of Public Trust Liaison (PTL):** Launched in 2023, the PTL serves as an ombudsperson to address concerns related to the admissions and discipline systems. The PTL launched the Attorney-Client Bridge Program as a pilot effort in 2024. The fee bill supported an augmentation that will result in formalization and expansion of the program. Over 500 clients have been served during the soft launch period.
- **Expand the State Bar’s Mandatory Fee Arbitration (MFA) Program:** The MFA Program is an informal, confidential, and lower-cost forum for resolving fee disputes between lawyers and their clients. Pursuant to fee bill funding supporting expanded diversionary efforts, the State Bar will introduce a mediation component to the MFA Program to expand reach and divert additional complaints from the formal discipline system.

PROTECT THE PUBLIC BY ENHANCING ACCESS TO AND INCLUSION IN THE LEGAL SYSTEM

Updated California Justice Gap Study

In 2019, the State Bar completed the first-ever [California Justice Gap Study](#), examining the disparity between the need for civil legal services and access to legal representation. The study found that the justice gap was significant, with Californians receiving little to no legal assistance for 85 percent of their civil legal issues. In 2025, the State Bar will update the study to assess progress in narrowing this gap over the past five years and to refine strategies for implementing policy recommendations. This effort will include advancing the Legal Services Trust Fund Commission's new five-year strategic plan, which focuses on closing the justice gap in California by expanding equitable access to legal services for low-income and underserved communities.

California Bar Exam Studies

On October 10, 2024, the Supreme Court approved recommendations from the Blue Ribbon Commission on the Future of the Bar Exam for a new bar exam specific to California. This exam will cover 12 topics and assess seven skills, emphasizing practical application over rote memorization. It aims to promote fairness and equity by reducing performance disparities based on race, gender, ethnicity, and disabilities. The exam's design will incorporate new technologies, such as AI, and prioritize transparency in testing rules. The 2025 budget includes funding to support the initial stages of new exam development, namely a steering committee and related consultant services.

PROTECT THE PUBLIC BY REGULATING THE LEGAL PROFESSION

Expansion of the Client Trust Account Protection Program (CTAPP)

To enhance public protection and support attorneys in meeting their client trust accounting obligations, the State Bar implemented CTAPP. California lawyers are now required to annually register client trust accounts with the State Bar, complete a self-assessment regarding their client trust account management practices, and certify their understanding of and compliance with the requirements and prohibitions set forth in rule 1.15 of the Rules of Professional Conduct. In 2025, CTAPP will expand to include compliance reviews and audits, supported by a dedicated \$5.50 increase in the annual license fee.

PROTECT THE PUBLIC BY ENGAGING PARTNERS

Alternative Dispute Resolution Firm Certification Program

Pursuant to California Business and Professions Code section 6173, effective January 1, 2025, the State Bar is responsible for establishing and managing a certification program for Alternative Dispute Resolution (ADR) firms, providers, and practitioners. To obtain certification, firms and practitioners will need to demonstrate compliance with specific standards related to training, ethics, and procedures. The 2025 budget includes funding to launch this certification program.

PROTECT THE PUBLIC THROUGH INNOVATIVE USE OF TECHNOLOGY AND RESPONSIBLE DATA MANAGEMENT

The Office of Operational and Digital Transformation

The 2025 budget supports the creation of the Office of Operational and Digital Transformation (ODT). The ODT will play a crucial role in protecting the public by leveraging technology and managing data responsibly. The office will lead efforts to identify and implement operational efficiencies throughout the State Bar, focusing on redesigning processes and adopting digital solutions. This initiative is supported by the reallocation of an existing position, with no new funding required.

Cybersecurity

In 2025, the budget allocates resources for a dedicated Cybersecurity Manager within the Office of Information Technology. This position will focus on establishing relevant cybersecurity policies and programs, overseeing protection efforts, and enhancing the security of all State Bar technology systems, data, and programs. The Cybersecurity Manager will lead the organization's comprehensive cybersecurity initiatives, foster innovation, and ensure that all systems operate smoothly, efficiently, and securely.

FUND STRUCTURE

The State Bar’s budget represents a complex combination of 21 funding sources supporting over 40 distinct functions within the organization.

General Fund—Spendable financial resources that can generally be used to support most aspects of State Bar operations. The primary source of funding for the General Fund is fees paid by licensees of the State Bar, as authorized annually by Business and Professions Code section 6140.

Restricted Fund Group—Activities and financial resources that can only be used for specific purposes. The State Bar has 10 funds in this group:

- Admissions Fund
- Bank Settlement Fund
- Client Security Fund (CSF)
- Elimination of Bias Fund
- Equal Access Fund (EAF)
- Grants Fund
- Gregory E. Knoll Justice Gap Fund*
- Lawyer Assistance Program (LAP) Fund
- Legal Services Trust Fund
- Legislative Activities Fund

Reserves—State Bar funds are generally required to maintain a net reserve balance minimum equating to two months—or 17 percent—of operating expenses, and a maximum reserve balance of 30 percent. Whenever the reserve level in a fund subject to the policy surpasses 30 percent, a reserve spend-down plan is developed.

* Former Trustee Gregory E. Knoll was a visionary leader and dedicated advocate for justice, serving as the Chief Executive Officer of the Legal Aid Society of San Diego for over 50 years. His unwavering commitment to increasing access to legal and healthcare services for low-income and marginalized communities left a profound and lasting impact. In honor of his remarkable legacy, the State Bar renamed the Justice Gap Fund the Gregory E. Knoll Justice Gap Fund.

2026–2028 FORECAST

FORECAST ASSUMPTIONS

Except for line items with known variances, the 2026–2028 forecast assumes the following:

- A 0.17 percent attorney growth rate based on projected licensee counts.
- No additional statutory licensing fee increase.
- A Consumer Price Index (CPI) adjustment of 3.5 percent for eligible revenue and expense categories outside of personnel costs.
- A decrease in annual licensing fees of \$52 effective January 1, 2028, as reflected in the 2025 fee bill.
- Starting in the second half of 2027, the State Bar will be required to pay the estimated cost of the Unfunded Accrued Liability (UAL) resulting from the additional two-year CalPERS service credit (the Golden Handshake¹) offered to employees who retire within the 2025 eligibility window. In 2027, \$0.8 million is included for this expense.
- A full year's UAL cost of \$1.6 million is included in 2028.
- Natural attrition of approximately three full-time employees (FTEs) per month without backfills.

¹ The Golden Handshake was a component of the voluntary Reduction-in-Force (RIF) program authorized by the Board of Trustees in late 2024. The RIF provided participants with up to 20 weeks of severance pay for voluntarily separating from the State Bar. Additionally, a Golden Handshake incentive was offered to all employees, granting two years of additional service credits if they retired within a designated timeframe.

2025 REVENUE AND EXPENDITURE HIGHLIGHTS

REVENUE HIGHLIGHTS

- Additional revenue of \$5.2 million expected to be generated from the [Fresh Start Settlement Program](#). The program is also known as the State Bar’s Offer and Compromise Program authorized by State Bar Rule 3.1000. It is a one-year program enabling the State Bar to allow current and former licensees to settle certain outstanding debt consisting of discipline costs, Client Security Fund (CSF) reimbursement, and monetary sanctions accrued prior to January 1, 2025, for less than the amount owed.
- Revenue associated with legal services grantmaking declined significantly from \$304.2 million in the amended 2024 budget to \$192.4 million in the 2025 budget. There is no anticipated funding for Homelessness Prevention III, Homelessness Prevention IV, or CalHFA grants in the 2025 budget. In addition, the budget anticipates less revenue from Interest on Lawyers’ Trust Accounts (IOLTA) due to anticipated drops in account balances and interest rates.
- The State Bar is expected to earn \$11.2 million in interest revenue in 2025.
- A one-time, \$2.0 million transfer from the CSF to the General Fund as reimbursement for funds provided to CSF in 2017.

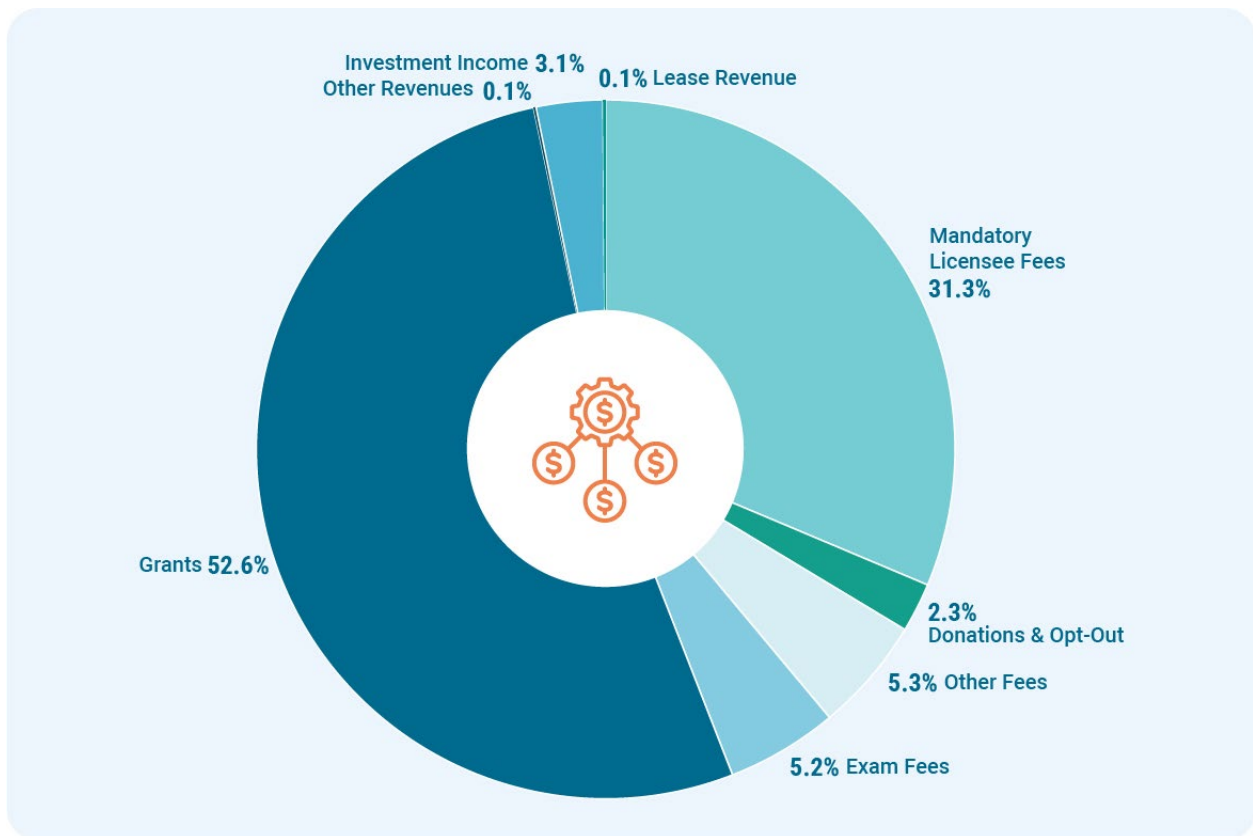
EXPENDITURE HIGHLIGHTS

- Fourteen new positions in the General Fund, of which 13 are funded by the \$11 fee increase for CTAPP and diversion programs. The remaining position reflects a conversion of the Special Deputy Trial Counsel Legal Secretary from contractor to full-time employee status.
- An estimated \$3.9 million in costs barwide for the voluntary Reduction-In-Force program. The General Fund accounts for \$3.2 million of this total expense.
- Resumption of the Other Post-Employment Benefit Plan (OPEB) contribution payment of \$3.1 million. This payment was suspended in the prior year budget to reduce significant deficit spending in 2024.
- A 2.5 percent cost-of-living adjustment (COLA) per the negotiated memorandum of understanding (MOU).
- An estimated \$1.3 million for elevator and switchgear costs for the Los Angeles office.
- Record digitization costs of \$0.5 million.
- Payment of \$0.5 million for the California State Audit, which occurs every other year.

2025 REVENUE OVERVIEW

SOURCES OF FUNDS

The State Bar's 2025 adopted budget reflects \$365.8 million in total revenue. Mandatory fees and grants revenues are the largest sources of revenue for the State Bar, totaling approximately \$307.1 million, or 84 percent.



GRANTS

The State Bar is responsible for the administration and distribution of grants generated through various mechanisms, including IOLTA funding, the Equal Access Fund, the Gregory E. Knoll Justice Gap Fund, bank settlements, and federal awards. These grants fund the provision of free legal services to low-income Californians through several programs. Some of these programs distribute funds according to a statutory formula and others through competitive grant processes.

MANDATORY LICENSEE FEES

Attorney licensing fees are set annually by the Legislature. As of 2025, active attorneys pay \$551. This amount includes the statutory base fee, plus a \$25 discipline fee, a \$40 CSF fee, a \$52 limited-term salary and benefits assessment, a \$5.50 limited-term Disciplinary Diversion Program assessment, a \$5.50 limited-term CTAPP assessment, a \$15 limited-term lease costs assessment, and a \$10 LAP fee.

EXAM FEES

Exam fees, which are reported in the State Bar's Admissions Fund, include revenue from the First-Year Law Students' Exam and the California Bar Exam.

The 2025 budget projects a \$1.4 million increase in exam fees resulting from fee increases adopted in 2024 and increased applicants.

DONATIONS

The State Bar generates revenue through donations, which fund specific program areas, including legal services, the elimination of bias in the legal profession, and legislative relations.

OTHER FEES

The State Bar generates service fees from several activities, including law student registration, law school accreditation, penalty and late-fee assessments, registration of limited law partnerships and law corporations, and issuing certificates of good standing.

The 2025 budget reflects a \$4.7 million increase in Other Fees resulting from fee increases adopted in 2024.

OPT-INS AND OPT-OUTS

The State Bar generates revenue through voluntary fees from licensees. Voluntary fees and donations fund specific program areas, including legal services, the elimination of bias in the legal profession, and legislative relations. Opt-out fees are automatically included in the billing statement, and attorneys must take action if they wish to exclude them from their payment. In contrast, opt-in fees are not included by default and will only be added if an attorney actively chooses to include them.

Opt-Ins

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

Opt-Outs

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

INVESTMENT INCOME

The State Bar generates revenue from interest on investment accounts. The 2025 budget projects a \$2.3 million increase in investment income.

LEASE REVENUE

The 2025 budget includes minimal lease revenue associated with the State Bar’s Los Angeles building.

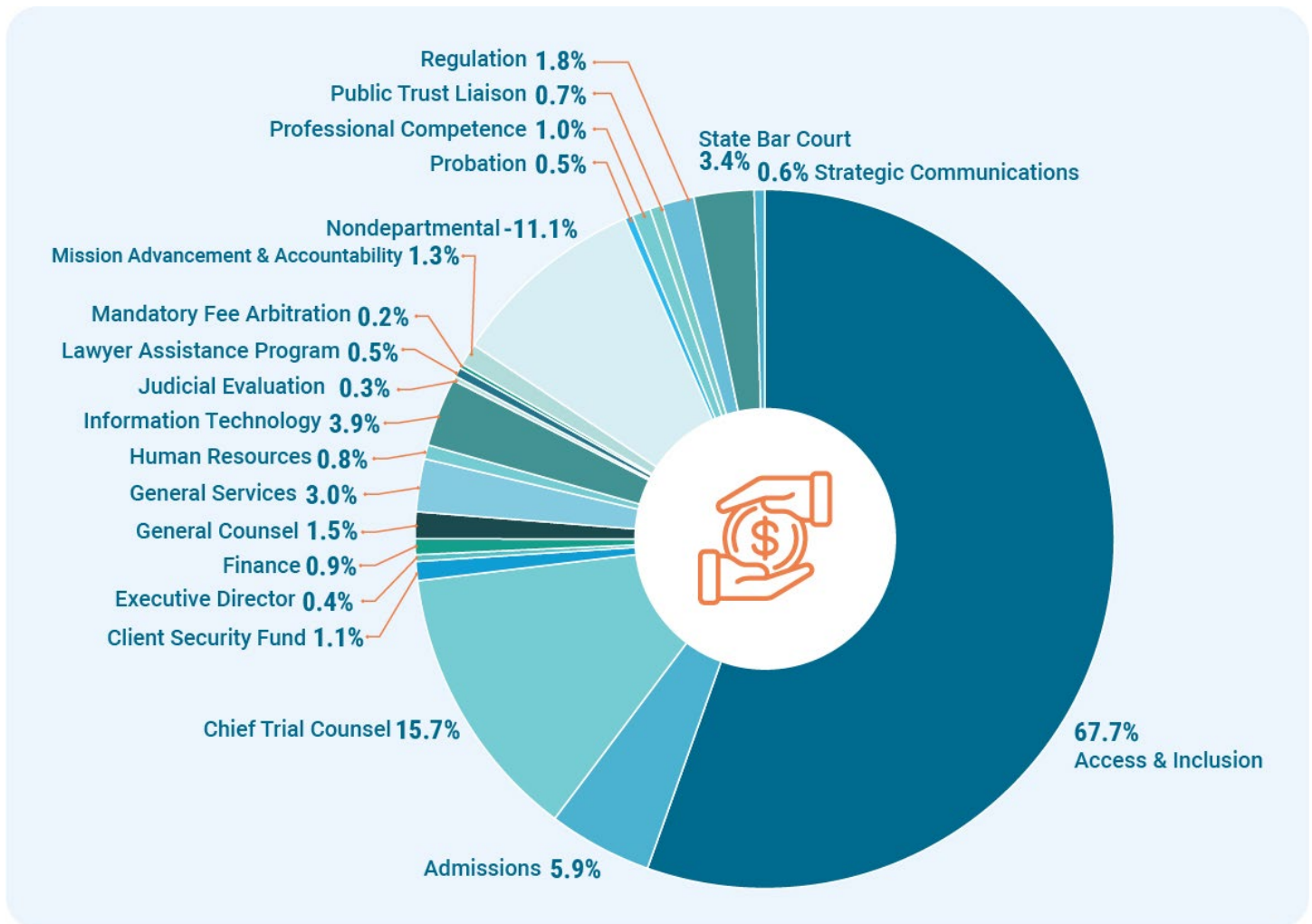
COMPARISON OF THE REVENUE BUDGET

State Bar Wide	2024	2025	2026	2027	2028
Revenues	Budget	Budget	Forecast	Forecast	Forecast
Mandatory Licensee Fees	\$97,872,000	\$114,660,000	\$114,854,000	\$115,048,000	\$104,551,000
Donations & Opt-Out	8,512,000	8,362,000	8,377,000	8,392,000	8,407,000
Other Fees	14,659,500	19,384,000	19,998,000	20,631,000	21,285,000
Exam Fees	17,423,500	18,867,000	19,443,000	20,042,000	20,661,000
Grants	304,222,511	192,411,000	159,696,000	159,696,000	159,696,000
Other Revenues	363,000	428,000	428,000	428,000	428,000
Investment Income	8,927,000	11,248,000	11,248,000	11,248,000	11,248,000
Lease Revenue	451,000	456,000	456,000	456,000	477,000
Total Revenues	\$452,430,511	\$365,816,000	\$334,500,000	\$335,941,000	\$326,753,000

2025 EXPENDITURES OVERVIEW

USE OF FUNDS

The State Bar’s 2025 Adopted Budget reflects \$490.8 million in total expenses. The Office of Access and Inclusion (OA&I) comprises 67.7 percent of total expenses. This office’s operating budget includes all grant distributions made by the State Bar. The Office of Chief Trial Counsel (OCTC) represents 15.7 percent of operating budget expenses. Together, these two offices comprise 83.4 percent of the State Bar’s operating budget.



PERSONNEL COSTS

The State Bar's 2025 budget allocates \$124.8 million for costs related to salaries, benefits, supplemental staffing, employee healthcare, and retirement. This represents an \$8.5 million increase from 2024, primarily driven by the RIF, merit increases, a 2.5 percent COLA, and the resumption of the Other Post-Employment Benefit Plan (OPEB) contribution. The budget accounts for an 8 percent vacancy rate and includes 14 new positions, 13 of which are funded through the State Bar's fee bill.

BUILDING OPERATIONS

The 2025 budget includes \$9.7 million in building operations expenses, down from \$11.1 million in 2024, reflecting the impact of transitioning to a smaller footprint in the State Bar's San Francisco location.

SERVICES

Expenses include professional services and externally provided services, accounting for \$19.0 million of the 2025 budget, down \$0.7 million from the 2024 budget.

GRANTS

Expenses reflect the distribution of grants to legal services entities, accounting for \$322.3 million of the 2025 budget.

SUPPLIES AND EQUIPMENT

Expenses include exam and software licensing, supplies and postage, computers and software, building improvements, equipment, and telecommunications, totaling \$8.8 million of the 2025 budget.

OTHER EXPENSES, PAYOUTS, AND REIMBURSEMENTS

This category primarily consists of Client Security Fund payments to claimants to reimburse them for monetary losses attributable to attorney theft, accounting for \$6.5 million. The 2025 budget also includes \$8.0 million in expected reimbursements from the Fresh Start Settlement Program.

DEBT-RELATED

Los Angeles, 845 South Figueroa

The State Bar has an outstanding loan on the Los Angeles building of \$10.7 million. Principal and interest for this loan, approximately \$1.1 million, is budgeted for 2025.

COMPARISON OF THE EXPENSE BUDGET

Expenses	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$116,372,200	\$124,837,000	\$118,911,000	\$119,789,000	\$124,468,000
Building Operations	11,069,000	9,652,000	9,965,000	10,288,000	10,621,000
Services	19,742,300	19,003,000	15,506,000	15,206,000	14,997,000
Grants Expenses	197,112,511	322,347,000	238,987,000	177,126,000	170,711,000
Supplies	827,000	842,000	870,000	898,000	927,000
Equipment	7,274,500	7,969,000	8,245,000	8,531,000	8,827,000
Other Expenses	1,442,000	1,596,000	1,387,000	1,428,000	1,469,000
Exam Related Expenses	7,366,000	4,984,000	5,100,000	5,276,000	5,458,000
Payouts and Reimbursements	4,095,000	(1,505,000)	4,195,000	4,195,000	4,195,000
Debt Related	1,108,000	1,109,000	1,109,000	1,108,000	1,109,000
Total Expenses	\$366,408,511	\$490,834,000	\$404,275,000	\$343,845,000	\$342,782,000

INDIRECT COST ALLOCATION

Unlike direct costs, indirect costs are not readily associated with a specific operating program. State Bar indirect costs include those related to finance, human resources, recruitment and retention, IT, and building maintenance functions.

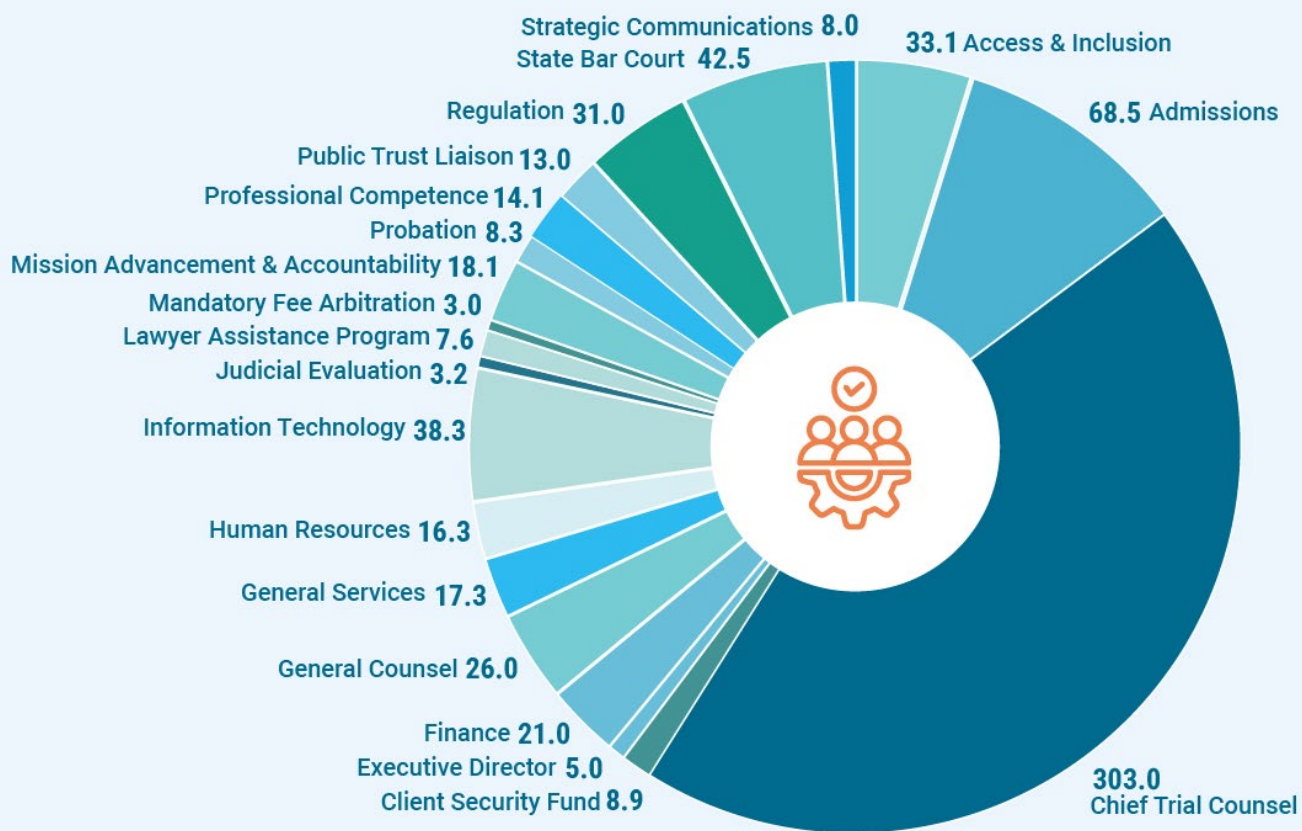
All indirect costs are housed in the General Fund. The total amount of the 2025 indirect cost pool being allocated to program areas is \$59.2 million. Of this amount, \$13.2 million is allocated from the General Fund to other funds according to a methodology that apportions indirect costs to offices and divisions based on their proportional share of headcount, total expenses, or square footage occupied. The remaining \$46.0 million is charged back to General Fund offices. The increase year over year is primarily due to increases in personnel costs. The tables below provide details on both the indirect cost pool components and amounts charged to individual funds.

Fund	2024 Budget	2025 Budget	2024 vs 2025
Admissions	\$9,666,000	\$7,976,000	(\$1,690,000)
Bank Settlement	70,000	171,000	101,000
Client Security	856,500	1,000,000	143,500
Elimination of Bias	139,000	43,000	(96,000)
Equal Access	804,000	505,000	(299,000)
General Fund	43,691,000	46,051,000	2,360,000
Grants Fund	831,000	1,195,000	364,000
The Gregory E. Knoll Justice Gap Fund	8,000	6,000	(2,000)
Lawyer Assistance Program	730,000	696,000	(34,000)
Legal Services Trust	1,161,000	1,571,000	410,000
Legislative Activities	82,500	0	(82,500)
Total Fund Sources	\$58,039,000	\$59,214,000	\$1,175,000

Indirect Cost Pool	2024 Budget	2025 Budget	2024 vs 2025
General Services - LA	\$7,118,500	\$6,899,000	(\$219,500)
General Services - SF	12,476,000	8,855,000	(3,621,000)
Licensee Billing	794,500	682,000	(112,500)
General Counsel	7,680,500	7,421,000	(259,500)
Ex. Dir./BOT	4,944,000	5,754,000	810,000
Information Technology	17,795,500	18,965,000	1,169,500
Human Resources	3,815,500	3,908,000	92,500
Finance	3,414,500	3,663,000	248,500
OPEB	0	3,067,000	3,067,000
Total Fund Sources	\$58,039,000	\$59,214,000	\$1,175,000

STAFFING

The 2025 adopted budget supports 686 funded FTE positions, an increase of 14 total FTEs compared to 2024. Nearly 45 percent of these positions are within the Office of Chief Trial Counsel. The forecast years show a reduction in headcount due to the RIF program. Additional staffing reductions of three FTEs a month for 2026 are included in the expense projections to align with the State Bar’s fiscal stabilization goals, but the reductions are not reflected in the headcount shown below, as the specific positions are unknown.



Division/Office	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Access & Inclusion	27.4	33.1	33.1	33.1	33.1
Admissions	69.5	68.5	63.5	63.5	63.5
Chief Trial Counsel	302.0	303.0	284.0	284.0	284.0
Client Security Fund	8.4	8.9	5.9	5.9	5.9
Executive Director	2.9	5.0	5.0	5.0	5.0
Finance	19.0	21.0	20.0	20.0	20.0
General Counsel	26.0	26.0	26.0	26.0	26.0
General Services	19.7	17.3	14.0	14.0	14.0
Human Resources	16.7	16.3	16.0	16.0	16.0
Information Technology	38.7	38.3	36.0	36.0	36.0
Judicial Evaluation	3.2	3.2	3.2	3.2	3.2
Lawyer Assistance Program	9.8	7.6	6.4	6.4	6.4
Mandatory Fee Arbitration	3.3	3.0	2.4	2.4	2.4
Mission Advancement & Accountability	16.8	18.1	18.1	18.1	18.1
Probation	8.3	8.3	6.1	6.1	6.1
Professional Competence	14.6	14.1	14.1	14.1	14.1
Public Trust Liaison	12.0	13.0	13.0	13.0	13.0
Regulation	24.0	31.0	30.0	30.0	30.0
State Bar Court	42.0	42.5	37.5	37.5	37.5
Strategic Communications	8.0	8.0	7.0	7.0	7.0
Total FTE	672.0	686.0	641.0	641.0	641.0

2025 OPERATING AREA PROFILES

Comparison of the 2025 budget to 2024 and forecasts for 2026–2028 by operating area

Expenses	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Access & Inclusion	\$205,971,011	\$332,510,000	\$249,547,000	\$188,011,000	\$181,941,000
Administration	77,500	0	0	0	0
Admissions	30,704,500	28,840,000	29,181,000	30,120,000	31,109,000
Chief Trial Counsel	75,519,400	76,994,000	79,610,000	82,581,000	85,529,000
Client Security Fund	8,318,500	5,316,000	7,788,000	7,862,000	7,942,000
Executive Director	942,700	1,840,000	1,377,000	1,908,000	1,446,000
Finance	4,173,000	4,345,000	4,179,000	4,292,000	4,424,000
General Counsel	7,616,900	7,421,000	7,679,000	7,894,000	8,135,000
General Services	16,718,900	14,647,000	14,316,000	13,187,000	13,581,000
Human Resources	3,833,100	3,908,000	3,925,000	4,088,000	4,144,000
Information Technology	19,479,200	18,982,000	17,521,000	18,215,000	18,648,000
Judicial Evaluation	1,141,400	1,282,000	1,335,000	1,382,000	1,429,000
Lawyer Assistance Program	3,017,000	2,568,000	2,364,000	2,442,000	2,528,000
Mandatory Fee Arbitration	1,167,400	1,165,000	1,019,000	1,051,000	1,087,000
Mission Advancement & Accountability	5,823,800	6,178,000	6,187,000	6,371,000	6,575,000
Nondepartmental	(56,294,000)	(54,446,000)	(59,376,000)	(64,247,000)	(65,604,000)
Probation	2,122,200	2,252,000	1,748,000	1,799,000	1,856,000
Professional Competence	4,903,100	5,114,000	4,940,000	5,086,000	5,250,000
Public Trust Liaison	3,293,400	3,493,000	3,634,000	3,737,000	3,849,000
Regulation	7,510,800	8,899,000	8,905,000	9,162,000	9,449,000
State Bar Court	17,705,300	16,647,000	16,052,000	16,489,000	16,970,000
Strategic Communications	2,663,400	2,879,000	2,344,000	2,415,000	2,494,000
Total Expenses	\$366,408,511	\$490,834,000	\$404,275,000	\$343,845,000	\$342,782,000

OFFICE OF ACCESS & INCLUSION (OA&I)

OA&I works to expand, support, and improve the delivery of legal services to low- and moderate-income Californians through the administration and distribution of grant funding to hundreds of legal services organizations statewide. OA&I also works on programs and initiatives designed to promote diversity, equity, and inclusion in the legal profession.

The Commission on Judicial Nominees Evaluation (JNE) is housed in the Office of Access & Inclusion. JNE investigates and evaluates candidates under consideration for appointment by the governor for California judgeships.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Implement the Legal Services Trust Fund Commission’s new five-year strategic plan, including enhancing efforts and resources to support increased equitable access to legal services in communities throughout the state.
- Using the findings from the 2024 California Justice Gap Study, develop strategies to implement policy recommendations, including promoting and increasing pro bono services statewide.

PERSONNEL

OA&I has approximately 33 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Executive Director	0.05	0.05	0.05	0.05	0.05	\$17,477	\$17,622	\$18,062	\$18,514
Financial Analyst	2.00	3.00	3.00	3.00	3.00	312,485	323,701	337,201	346,987
Lead Program Analyst	3.00	4.00	4.00	4.00	4.00	522,735	532,180	550,289	567,919
Principal Program Analyst	1.00	1.00	1.00	1.00	1.00	149,783	152,455	156,690	160,732
Program Analyst	6.00	6.00	6.00	6.00	6.00	643,162	660,081	686,574	710,102
Program Coordinator	1.00	1.00	1.00	1.00	1.00	100,276	101,107	103,635	106,225
Program Director I	2.17	1.85	1.85	1.85	1.85	336,670	339,460	347,946	356,638
Program Director II	1.00	1.00	1.00	1.00	1.00	207,660	209,381	214,615	219,956
Program Manager I	1.00	2.00	2.00	2.00	2.00	295,799	301,187	310,572	319,510
Program Specialist	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Specialist III	2.00	1.00	1.00	1.00	1.00	90,250	90,998	93,273	95,605
Program Supervisor	2.00	2.00	2.00	2.00	2.00	258,710	260,854	267,375	274,060
Senior Financial Analyst	5.00	4.00	4.00	4.00	4.00	447,064	452,204	464,997	477,838
Senior Program Analyst	0.00	6.00	6.00	6.00	6.00	676,926	692,018	716,029	739,329
Special Counsel, Programs	0.15	0.15	0.15	0.15	0.15	39,709	40,038	41,039	42,065
Total FTE	27.37	33.05	33.05	33.05	33.05	\$4,098,704	\$4,173,284	\$4,308,299	\$4,435,480

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for OA&I are \$332.5 million. The increase in OA&I expenses is primarily due to grant expenses from IOLTA. In 2024, IOLTA revenues significantly outpaced projections and generated sizable reserves that need to be passed through to grantees. Significant IOLTA grant disbursements are anticipated in 2025 to bring down the reserve level.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$4,505,500	\$5,769,000	\$6,015,000	\$6,178,000	\$6,359,000
Building Operations	0	1,000	1,000	1,000	1,000
Services	1,132,000	690,000	712,000	736,000	760,000
Grants Expenses	197,002,511	322,347,000	238,987,000	177,126,000	170,711,000
Supplies	9,500	8,000	8,000	8,000	8,000
Equipment	1,000	7,000	7,000	7,000	7,000
Other Expenses	307,500	197,000	203,000	209,000	215,000
Indirect Costs	3,013,000	3,491,000	3,614,000	3,746,000	3,880,000
Total Expenses	\$205,971,011	\$332,510,000	\$249,547,000	\$188,011,000	\$181,941,000

INTERFUND TRANSACTIONS

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Interfund Transfer Out	\$1,000,000	\$2,935,000	\$1,000,000	\$1,000,000	\$1,000,000
Interfund Transfer In	1,000,000	2,935,000	1,000,000	1,000,000	1,000,000
Total Interfund Transactions	\$2,000,000	\$5,870,000	\$2,000,000	\$2,000,000	\$2,000,000

2025 BUDGETED REVENUE

Total 2025 budgeted revenue for OA&I is \$208.0 million. The increase in grant revenue in the Legal Services Trust Fund is due to increased IOLTA interest earnings.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Elimination of Bias					
Voluntary Fees & Donations	\$320,000	\$320,000	\$321,000	\$322,000	\$323,000
Investment Income	5,000	6,000	6,000	6,000	6,000
Elimination of Bias Total	325,000	326,000	327,000	328,000	329,000
Legal Services Trust					
Voluntary Fees & Donations	7,100,000	7,000,000	7,012,000	7,024,000	7,036,000
Grants	201,019,000	122,658,000	122,658,000	122,658,000	122,658,000
Investment Income	4,700,000	6,600,000	6,600,000	6,600,000	6,600,000
Legal Services Trust Total	212,819,000	136,258,000	136,270,000	136,282,000	136,294,000
Equal Access					
Grants	36,673,000	45,780,000	36,553,000	36,553,000	36,553,000
Investment Income	432,000	475,000	475,000	475,000	475,000
Equal Access Total	37,105,000	46,255,000	37,028,000	37,028,000	37,028,000
The Gregory E. Knoll Justice Gap Fund					
Voluntary Fees & Donations	1,050,000	1,000,000	1,002,000	1,004,000	1,006,000
Investment Income	178,000	196,000	196,000	196,000	196,000
The Gregory E. Knoll Justice Gap Fund Total	1,228,000	1,196,000	1,198,000	1,200,000	1,202,000
Bank Settlement Fund					
Investment Income	168,000	185,000	185,000	185,000	185,000
Bank Settlement Fund Total	168,000	185,000	185,000	185,000	185,000
Grants					
Grants	66,230,511	23,488,000	0	0	0
Investment Income	312,000	341,000	341,000	341,000	341,000
Grants Total	66,542,511	23,829,000	341,000	341,000	341,000
Total Fund Sources	\$318,187,511	\$208,049,000	\$175,349,000	\$175,364,000	\$175,379,000

Judicial Evaluations (JNE)

PERSONNEL

JNE has approximately three full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Deputy Chief of Programs	0.05	0.00	0.00	0.00	0.00	\$0	\$0	\$0	\$0
Program Analyst	1.00	1.00	1.00	1.00	1.00	103,895	106,487	110,953	115,591
Program Coordinator	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Director I	0.10	0.15	0.15	0.15	0.15	29,078	29,319	30,052	30,802
Program Supervisor	1.00	1.00	1.00	1.00	1.00	136,668	138,935	142,570	146,157
Senior Program Analyst	0.00	1.00	1.00	1.00	1.00	113,615	119,489	127,750	132,611
Special Counsel, Programs	0.00	0.05	0.05	0.05	0.05	13,236	13,346	13,680	14,022
Total FTE	3.15	3.20	3.20	3.20	3.20	\$396,492	\$407,576	\$425,004	\$439,183

EXPENSE

Total 2025 budgeted expenses for JNE are approximately \$1.3 million.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$525,400	\$584,000	\$613,000	\$636,000	\$658,000
Building Operations	6,000	6,000	6,000	6,000	6,000
Services	2,000	5,000	5,000	5,000	5,000
Supplies	500	1,000	1,000	1,000	1,000
Equipment	500	1,000	1,000	1,000	1,000
Other Expenses	266,000	266,000	275,000	284,000	293,000
Indirect Costs	341,000	419,000	434,000	449,000	465,000
Total Expenses	\$1,141,400	\$1,282,000	\$1,335,000	\$1,382,000	\$1,429,000

OFFICE OF ADMISSIONS

The Office of Admissions is responsible for all activities pertaining to admission to the practice of law in California. The Office of Admissions comprises the core unit designations below.

ADMINISTRATION AND EXAMINATIONS

Develops, delivers, and grades all admissions-related exams, including legal specialization exams.

ELIGIBILITY AND TESTING ACCOMMODATIONS

Determines eligibility to take an exam, as well as oversight of special admissions programs.

MORAL CHARACTER DETERMINATIONS

Processes moral character applications from applicants seeking admission to practice law in California.

LAW SCHOOL REGULATION

Oversees the registration of unaccredited law schools and the accreditation process for California accredited law schools.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Launch a steering committee for the new California Bar Exam, an effort stemming from the recommendations of the Blue Ribbon Commission on the Future of the Bar Exam.
- Implement remote/test center bar exam administration.
- Further refine the moral character application process to reflect best practices and goal of only collecting information directly tied to regulatory and public protection purposes.
- Develop a long-term plan for Admissions Fund fiscal stability.

PERSONNEL

The Office of Admissions has approximately 68 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Attorney III	1.00	0.00	0.00	0.00	0.00	\$0	\$0	\$0	\$0
Attorney IV	0.00	1.00	1.00	1.00	1.00	159,059	162,092	167,921	173,936
Financial Analyst	1.00	1.00	1.00	1.00	1.00	104,739	105,871	108,789	111,772
Investigator I	2.00	2.00	2.00	2.00	2.00	182,043	186,799	194,928	203,473
Investigator II	7.00	7.00	6.00	6.00	6.00	694,449	650,786	672,881	693,247
Lead Program Analyst	0.00	1.00	1.00	1.00	1.00	125,031	131,530	140,661	145,891
Principal Program Analyst	2.00	2.00	2.00	2.00	2.00	277,690	280,759	288,436	296,302
Principal Program Analyst II	0.00	1.00	1.00	1.00	1.00	161,340	163,634	168,196	172,632
Program Analyst	6.00	8.00	8.00	8.00	8.00	831,072	851,005	885,541	915,995
Program Coordinator	1.00	4.00	4.00	4.00	4.00	384,800	388,418	398,432	408,663
Program Director I	3.00	3.00	3.00	3.00	3.00	606,442	605,904	615,487	625,275
Program Director III	1.00	1.00	1.00	1.00	1.00	237,705	239,675	245,667	251,808
Program Manager II	3.00	4.00	4.00	4.00	4.00	632,284	644,795	666,914	685,144
Program Specialist I	9.00	5.00	4.00	4.00	4.00	273,574	273,962	287,719	301,861
Program Specialist II	4.00	6.00	5.00	5.00	5.00	415,930	418,250	431,778	443,048
Program Specialist III	17.00	14.00	13.00	13.00	13.00	1,084,514	1,086,918	1,125,370	1,164,134
Program Supervisor	9.00	6.00	6.00	6.00	6.00	804,048	823,365	847,376	870,030
Senior Program Analyst	3.00	2.00	1.00	1.00	1.00	153,047	104,790	110,169	115,809
Special Counsel, Programs	0.45	0.45	0.45	0.45	0.45	119,128	120,115	123,118	126,196
Total FTE	69.45	68.45	63.45	63.45	63.45	\$7,246,893	\$7,238,668	\$7,479,383	\$7,705,215

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for the Office of Admissions are \$28.8 million, a decrease of \$1.9 million from 2024. The decrease is attributable to a reduction in exam-related expenses resulting from the transition to administering the bar exam in a remote/hybrid format, alongside a decrease in indirect costs in 2025 related to reduced leasing costs in San Francisco.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$10,517,000	\$10,599,000	\$10,621,000	\$10,915,000	\$11,238,000
Building Operations	29,000	27,000	28,000	29,000	30,000
Services	2,200,500	3,480,000	3,601,000	3,727,000	3,856,000
Supplies	43,000	12,000	12,000	12,000	12,000
Equipment	642,500	1,242,000	1,285,000	1,331,000	1,378,000
Other Expenses	240,500	520,000	279,000	288,000	297,000
Exam Related Expenses	7,366,000	4,984,000	5,100,000	5,276,000	5,458,000
Indirect Costs	9,666,000	7,976,000	8,255,000	8,542,000	8,840,000
Total Expenses	\$30,704,500	\$28,840,000	\$29,181,000	\$30,120,000	\$31,109,000

INTERFUND TRANSACTIONS

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Interfund Transfer In	\$495,000	\$563,000	\$453,000	\$469,000	\$485,000
Total Interfund Transactions	\$495,000	\$563,000	\$453,000	\$469,000	\$485,000

2025 BUDGETED REVENUE

Total 2025 budgeted revenue for the Office of Admissions is approximately \$31.4 million, compared to \$26.4 million in 2024. The increase in budgeted revenue stems from fee increases implemented in 2023 and 2024, as well as a 3.5 percent inflation adjustment for eligible revenues in 2025. On February 21, 2025, the Board of Trustees approved a resolution granting fee waivers for the July 2025 bar exam to certain February 2025 bar exam takers based on an eligibility framework. This may result in a revenue decrease of \$3.1 million, which is not reflected in the revenue table below. Due to timing, the revenue adjustment will be incorporated in the mid-year budget amendment.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Admissions					
Other Fees	\$8,489,000	\$12,008,000	\$12,366,000	\$12,735,000	\$13,118,000
Exam Fees	17,423,500	18,867,000	19,443,000	20,042,000	20,661,000
Investment Income	520,000	572,000	572,000	572,000	572,000
Admissions Total	26,432,500	31,447,000	32,381,000	33,349,000	34,351,000
Total Fund Sources	\$26,432,500	\$31,447,000	\$32,381,000	\$33,349,000	\$34,351,000

OFFICE OF CHIEF TRIAL COUNSEL (OCTC)

OCTC is the enforcement arm of the State Bar, responsible for investigating and prosecuting attorneys for violations of the Rules of Professional Conduct and the State Bar Act. OCTC is also responsible for regulatory proceedings before the State Bar Court, such as representing the Committee of Bar Examiners in moral character appeals and representing the Board of Legal Specialization in specialization certification appeals.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Using the funding provided by the 2025 fee bill, fully implement a formal disciplinary diversion program for attorneys accused of minor violations of the Rules of Professional Conduct and work with the Mission Advancement & Accountability Division to develop, track, and report data regarding the impacts of the diversion program on recidivism and OCTC's workload.
- Continue to improve efficiencies in OCTC's case-processing procedures with the goal of decreasing the time to charging by 10 percent or more.
- Reduce the inventory of open disciplinary cases outside of the current backlog standards (180 days for noncomplex cases and 365 days for complex cases) by 10 percent or more.

PERSONNEL

OCTC has 303 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Assistant Chief Trial Counsel	6.00	6.00	3.00	3.00	3.00	\$1,049,672	\$744,868	\$763,490	\$782,577
Attorney I	0.00	2.00	2.00	2.00	2.00	221,982	230,022	242,407	255,533
Attorney II	51.00	47.00	47.00	47.00	47.00	6,563,135	6,646,995	7,129,659	7,480,172
Attorney III	25.00	22.00	21.00	21.00	21.00	3,302,216	3,368,258	3,515,422	3,668,720
Attorney IV	5.00	8.00	7.00	7.00	7.00	1,419,665	1,331,661	1,382,282	1,433,663
Attorney V	3.00	4.00	4.00	4.00	4.00	904,586	923,405	956,775	985,792
Chief Trial Counsel	1.00	1.00	1.00	1.00	1.00	332,892	335,651	344,043	352,644
Deputy Chief Trial Counsel	1.00	1.00	1.00	1.00	1.00	264,728	266,922	273,596	280,435
Forensic Accountant	1.00	1.00	1.00	1.00	1.00	105,990	106,869	109,541	112,279
Investigator I	25.00	23.00	22.00	22.00	22.00	2,080,043	2,082,409	2,168,784	2,250,238
Investigator II	52.00	53.00	49.00	49.00	49.00	5,288,578	5,194,966	5,467,638	5,630,124
Investigator III	11.00	14.00	14.00	14.00	14.00	1,638,036	1,660,851	1,711,168	1,762,071
Lead Program Analyst	1.00	1.00	1.00	1.00	1.00	125,165	129,445	136,091	142,901
Legal Secretary II	14.00	14.00	14.00	14.00	14.00	1,219,545	1,236,540	1,269,990	1,302,497
Legal Secretary III	1.00	1.00	1.00	1.00	1.00	89,302	92,017	94,993	97,597
Paralegal	23.00	21.00	21.00	21.00	21.00	1,843,730	1,873,175	1,930,677	1,984,826
Program Analyst	1.00	1.00	1.00	1.00	1.00	105,481	110,314	116,627	120,470
Program Coordinator	1.00	1.00	1.00	1.00	1.00	100,276	101,107	103,635	106,225
Program Specialist I	24.00	6.00	6.00	6.00	6.00	403,364	414,189	430,650	447,428
Program Specialist II	29.00	48.00	40.00	40.00	40.00	3,472,220	3,144,738	3,261,194	3,374,491
Program Specialist III	4.00	4.00	3.00	3.00	3.00	319,933	272,993	279,818	286,814
Program Supervisor	4.00	4.00	4.00	4.00	4.00	506,693	527,647	551,473	572,287
Senior Forensic Accountant	0.00	1.00	1.00	1.00	1.00	121,412	127,723	136,589	140,995
Senior Paralegal	1.00	1.00	1.00	1.00	1.00	102,312	104,057	107,314	110,472
Supervising Attorney	15.00	15.00	15.00	15.00	15.00	3,048,324	3,097,281	3,199,038	3,302,733
Translator - Interpreter	3.00	3.00	3.00	3.00	3.00	272,532	281,048	294,742	306,291
Total FTE	302.00	303.00	284.00	284.00	284.00	\$34,901,811	\$34,405,151	\$35,977,632	\$37,290,275

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for OCTC are approximately \$77.0 million, compared to \$75.5 million in 2024.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$49,307,400	\$51,237,000	\$50,112,000	\$52,006,000	\$53,839,000
Building Operations	1,000	1,000	1,000	1,000	1,000
Services	602,000	295,000	305,000	315,000	326,000
Supplies	81,000	60,000	62,000	64,000	66,000
Equipment	47,000	38,000	39,000	40,000	41,000
Other Expenses	104,000	104,000	108,000	112,000	116,000
Payouts and Reimbursements	(1,800,000)	(4,000,000)	(1,300,000)	(1,300,000)	(1,300,000)
Indirect Costs	27,177,000	29,259,000	30,283,000	31,343,000	32,440,000
Total Expenses	\$75,519,400	\$76,994,000	\$79,610,000	\$82,581,000	\$85,529,000

2025 BUDGETED REVENUE

Total 2025 budgeted revenue for OCTC is \$87,000. This revenue is generated by ethics school courses offered by OCTC.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
General Fund					
Other Fees	\$75,000	\$87,000	\$90,000	\$93,000	\$96,000
General Fund Total	75,000	87,000	90,000	93,000	96,000
Total Fund Sources	\$75,000	\$87,000	\$90,000	\$93,000	\$96,000

OFFICE OF EXECUTIVE DIRECTOR (OED)

The OED is responsible for ensuring that the State Bar executes its mission and achieves the goals and objectives outlined in the State Bar’s Strategic Plan. It includes the Office of Strategic Communications & Stakeholder Engagement (SCSE) and the Office of the Public Trust Liaison (PTL).

SCSE ensures that the public, oversight bodies such as the Legislature and Supreme Court, and all key audiences and stakeholders are informed about the agency’s public protection role and know how to access the State Bar’s services, resources, and public decision-making processes.

The PTL receives inquiries and responds to questions and concerns brought by members of the public that remain unresolved through other channels. The PTL also manages the Contact Center. The PTL has an independent dotted-line relationship to the Board’s Audit Committee.

In early 2025, a Deputy Executive Director position was added to the OED. The 2025 midyear budget adjustment will reflect this position and the organizational changes that will ensue from the addition of the role.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Incorporate a new Deputy Executive Director role into the State Bar’s leadership structure and realign functional responsibilities reflecting the addition of this new position.
- Launch the Office of Operational and Digital Transformation to conduct business process reengineering and identify technological solutions to create efficiencies and process improvements for staff and the public.
- Launch the Alternative Dispute Resolution Working Group and develop an articulated approach to certification of alternative dispute resolution providers as directed by Business and Professions Code section 6173.
- Oversee the implementation of stop and automate activities identified by State Bar staff designed to support a smaller, nimbler workforce.
- Continue to lay the foundation for long-term financial health by rightsizing the organization’s budget to align with current and known out-year funding.
- Identify a funding stream for the new California Bar Exam.

PERSONNEL

The OED, exclusive of the two offices mentioned above, has approximately five full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Executive Director	0.90	0.95	0.95	0.95	0.95	\$332,057	\$334,809	\$343,179	\$351,758
Principal Program Analyst	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Principal Program Analyst II	0.00	1.00	1.00	1.00	1.00	163,037	164,516	168,632	172,847
Program Analyst	0.00	2.00	2.00	2.00	2.00	213,742	215,561	220,961	226,488
Program Director I	0.00	1.00	1.00	1.00	1.00	171,892	173,317	177,650	182,091
Senior Program Analyst	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Total FTE	2.90	4.95	4.95	4.95	4.95	\$880,729	\$888,203	\$910,422	\$933,185

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for the OED are \$1.8 million. The increases from the 2024 budget are primarily attributed to the \$0.5 million cost of the biennial state audit and the transfer of two FTEs from other offices.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$740,200	\$1,209,000	\$1,243,000	\$1,271,000	\$1,306,000
Building Operations	1,000	1,000	1,000	1,000	1,000
Services	127,500	555,000	57,000	559,000	61,000
Supplies	3,000	3,000	3,000	3,000	3,000
Equipment	500	1,000	1,000	1,000	1,000
Other Expenses	70,500	71,000	72,000	73,000	74,000
Total Expenses	\$942,700	\$1,840,000	\$1,377,000	\$1,908,000	\$1,446,000

Public Trust Liaison (PTL)

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Expand the Attorney-Client Bridge program in alignment with funding provided by the 2025 fee bill.
- Expand the responsibilities of Contact Center staff to reduce the number of inquiries flowing to other parts of the State Bar.
- Launch an online chat feature to answer general questions and provide live agent support through an omnichannel contact center.
- Launch a Short Message Service (SMS) system to handle Lawyer Referral Services requests.

PERSONNEL

The Office of Public Trust Liaison has 13 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Investigator I	1.00	2.00	2.00	2.00	2.00	\$187,625	\$189,223	\$193,974	\$198,833
Principal Program Analyst	1.00	1.00	1.00	1.00	1.00	149,713	152,105	156,435	160,586
Program Supervisor	1.00	1.00	1.00	1.00	1.00	137,974	139,118	142,596	146,160
Public Trust Liaison	1.00	1.00	1.00	1.00	1.00	187,980	189,538	194,277	199,109
Public Trust Representative I	0.00	1.00	1.00	1.00	1.00	71,315	72,235	74,381	76,579
Public Trust Representative II	4.00	4.00	4.00	4.00	4.00	311,252	316,210	326,333	336,632
Public Trust Representative III	4.00	3.00	3.00	3.00	3.00	271,605	278,158	285,954	293,138
Total FTE	12.00	13.00	13.00	13.00	13.00	\$1,317,465	\$1,336,588	\$1,373,948	\$1,411,038

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for the PTL are \$3.5 million, compared to \$3.3 million in 2024. The 2025 budget includes ongoing costs for the Contact Center, barwide translation expenses, and two positions funded by the fee bill for the Attorney-Client Bridge Program.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$1,781,400	\$1,902,000	\$1,988,000	\$2,034,000	\$2,087,000
Building Operations	6,000	6,000	6,000	6,000	6,000
Services	500,000	288,000	298,000	308,000	319,000
Other Expenses	2,000	2,000	2,000	2,000	2,000
Indirect Costs	1,004,000	1,295,000	1,340,000	1,387,000	1,435,000
Total Expenses	\$3,293,400	\$3,493,000	\$3,634,000	\$3,737,000	\$3,849,000

Strategic Communications & Stakeholder Engagement (SCSE)

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Expand consumer outreach focusing on lawyer referral services, how to file complaints, and how to avoid legal services fraud.
- Launch new websites for the State Bar and State Bar Court.
- Support launch of key State Bar initiatives including the Fresh Start Settlement Program and website removal of discipline history.
- Formally transition responsibility for attorney profile pages to SCSE.
- Develop a formal communications and engagement plan for the State Bar’s 100th year anniversary.

PERSONNEL

SCSE has eight full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
IT Analyst II	0.00	1.00	1.00	1.00	1.00	\$106,306	\$108,527	\$112,631	\$116,889
IT Manager I	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Principal Program Analyst	0.00	1.00	1.00	1.00	1.00	142,556	145,834	151,633	156,972
Program Analyst	1.00	2.00	2.00	2.00	2.00	209,746	213,808	220,990	228,344
Program Coordinator	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Director I	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Director II	0.00	1.00	0.00	0.00	0.00	113,480	0	0	0
Program Manager III	1.00	1.00	1.00	1.00	1.00	174,326	176,579	181,203	185,787
Senior Program Analyst	3.00	2.00	2.00	2.00	2.00	218,216	222,196	230,022	238,129
Total FTE	8.00	8.00	7.00	7.00	7.00	\$964,630	\$866,944	\$896,478	\$926,122

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for SCSE are approximately \$2.9 million, compared to \$2.7 million in 2024. The increase is attributed primarily to software expenses.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$1,403,900	\$1,439,000	\$1,257,000	\$1,291,000	\$1,332,000
Building Operations	0	1,000	1,000	1,000	1,000
Services	517,000	587,000	204,000	211,000	218,000
Supplies	20,500	4,000	4,000	4,000	4,000
Equipment	64,500	137,000	142,000	147,000	152,000
Other Expenses	500	1,000	1,000	1,000	1,000
Indirect Costs	657,000	710,000	735,000	760,000	786,000
Total Expenses	\$2,663,400	\$2,879,000	\$2,344,000	\$2,415,000	\$2,494,000

OFFICE OF FINANCE

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

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Implement the Fresh Start Settlement Program to enhance collections and support critical IT investments.
- Introduce a payment plan for low-income licensees as part of billing season.
- Transition the procurement function from the Office of General Services to the Office of Finance.

PERSONNEL

Finance has 21 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Chief Financial Officer	1.00	1.00	1.00	1.00	1.00	\$291,194	\$293,607	\$300,947	\$308,471
Controller	1.00	1.00	1.00	1.00	1.00	216,096	217,887	223,334	228,918
Director, Finance	0.00	1.00	1.00	1.00	1.00	196,380	198,075	203,029	208,104
Financial Analyst	3.00	2.00	2.00	2.00	2.00	215,230	218,474	225,454	232,652
Finance Manager	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Fiscal Services Specialist	5.00	5.00	4.00	4.00	4.00	386,215	358,450	368,482	378,542
Lead Financial Analyst	0.00	1.00	1.00	1.00	1.00	137,974	139,118	142,596	146,160
Principal Financial Analyst	4.00	4.00	4.00	4.00	4.00	590,406	596,289	612,205	628,517
Principal Program Analyst II	0.00	1.00	1.00	1.00	1.00	142,779	143,963	147,562	151,251
Program Coordinator	1.00	1.00	1.00	1.00	1.00	94,524	97,412	101,520	105,009
Senior Financial Analyst	3.00	4.00	4.00	4.00	4.00	456,098	469,871	491,757	514,355
Total FTE	19.00	21.00	20.00	20.00	20.00	\$2,726,898	\$2,733,146	\$2,816,884	\$2,901,980

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for the Office of Finance are \$4.3 million.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$3,475,000	\$3,969,000	\$3,982,000	\$4,088,000	\$4,213,000
Building Operations	2,500	2,000	2,000	2,000	2,000
Services	666,500	343,000	163,000	169,000	175,000
Supplies	23,000	23,000	24,000	25,000	26,000
Equipment	4,000	3,000	3,000	3,000	3,000
Other Expenses	2,000	5,000	5,000	5,000	5,000
Total Expenses	\$4,173,000	\$4,345,000	\$4,179,000	\$4,292,000	\$4,424,000

OFFICE OF GENERAL COUNSEL (OGC)

OGC is the designated legal counsel to the State Bar and is responsible for providing legal advice and representation to the State Bar, the Board of Trustees, executive staff, and all State Bar subentities and programmatic clients. OGC also administers the Complaint Review Unit, which handles requests for a second look from complainants who have had their matters closed by OCTC without filing disciplinary charges.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Continue to support achieving and completing organizational goals, initiatives, and identified priorities while providing sound, ethical, and solution-oriented legal advice to the State Bar.
- Continue to successfully represent and resolve legal actions brought by and against the organization.
- Continue efforts to improve metrics within the Complaint Review Unit.
- Continue to lead and provide support on conflicts-related initiatives, including routine comprehensive training on Statements of Economic Interest (Form 700), conflicts of interest, ethics, gifts, and related topics for the Board and staff.

PERSONNEL

OGC has 26 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Attorney I	1.00	0.00	0.00	0.00	0.00	\$0	\$0	\$0	\$0
Attorney II	0.00	1.00	1.00	1.00	1.00	151,457	155,236	161,747	168,460
Attorney III	4.00	4.00	4.00	4.00	4.00	720,542	738,589	764,096	788,051
Attorney IV	8.00	8.00	8.00	8.00	8.00	1,604,420	1,624,435	1,672,176	1,721,519
Attorney V	3.00	3.00	3.00	3.00	3.00	662,480	667,970	684,670	701,786
Deputy General Counsel	1.00	1.00	1.00	1.00	1.00	259,565	263,235	270,918	278,484
General Counsel	1.00	1.00	1.00	1.00	1.00	332,892	335,651	344,043	352,644
Legal Secretary I	1.00	1.00	1.00	1.00	1.00	69,880	70,459	72,220	74,026
Legal Secretary III	1.00	1.00	1.00	1.00	1.00	89,963	91,462	94,267	96,978
Principal Program Analyst	0.00	1.00	1.00	1.00	1.00	132,813	133,913	137,261	140,693
Program Analyst	1.00	1.00	1.00	1.00	1.00	106,487	111,754	117,242	120,678
Principal Program Analyst I	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Specialist II	2.00	2.00	2.00	2.00	2.00	149,527	150,969	154,952	159,029
Program Specialist III	1.00	1.00	1.00	1.00	1.00	90,250	90,998	93,273	95,605
Senior Paralegal	1.00	1.00	1.00	1.00	1.00	103,792	106,257	108,950	111,675
Total FTE	26.00	26.00	26.00	26.00	26.00	\$4,474,067	\$4,540,928	\$4,675,814	\$4,809,627

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for OGC are approximately \$7.4 million, compared to \$7.7 million in 2024. The 2025 decrease is due to the absence of funding for temporary help in the 2025 budget.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$6,215,400	\$6,194,000	\$6,410,000	\$6,582,000	\$6,778,000
Building Operations	2,000	1,000	1,000	1,000	1,000
Services	1,373,000	1,208,000	1,250,000	1,293,000	1,338,000
Supplies	13,500	6,000	6,000	6,000	6,000
Equipment	7,000	6,000	6,000	6,000	6,000
Other Expenses	6,000	6,000	6,000	6,000	6,000
Total Expenses	\$7,616,900	\$7,421,000	\$7,679,000	\$7,894,000	\$8,135,000

OFFICE OF PROFESSIONAL SUPPORT & CLIENT PROTECTION (OPSCP)

Objectives, personnel, expenses, and revenue for the OPSCP are broken out below by its four operating units:

- **Client Security Fund:** Protects the public and supports confidence in the legal profession by reimbursing victims of attorney theft.
- **Lawyer Assistance Program:** Offers substance-use disorder and mental health professional monitoring and support services for attorneys, law students, and State Bar applicants who must satisfy a specific monitoring or verification requirement.
- **Mandatory Fee Arbitration:** Statutory client protection program that provides a confidential, informal, and affordable alternative dispute resolution forum for attorney-client fee disputes.
- **Probation:** Supervises attorneys who have been ordered by the California Supreme Court or the State Bar Court to comply with probation or revocation conditions.

Client Security Fund (CSF)

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Continue to decrease the time to reimbursement for eligible applications.
- Disburse approximately \$6 million in reimbursements.
- Identify and secure a vendor to implement a new case management system.

PERSONNEL

The CSF has approximately nine full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Attorney II	1.00	0.00	0.00	0.00	0.00	\$0	\$0	\$0	\$0
Attorney III	2.00	3.00	3.00	3.00	3.00	522,357	533,078	553,083	573,838
Investigator II	1.00	1.00	0.00	0.00	0.00	60,011	0	0	0
Managing Attorney	0.50	0.65	0.00	0.00	0.00	45,255	0	0	0
Paralegal	1.00	1.00	1.00	1.00	1.00	91,669	92,429	94,740	97,108
Program Director III	0.25	0.40	0.00	0.00	0.00	52,311	0	0	0
Program Specialist III	1.50	1.65	1.65	1.65	1.65	141,207	143,059	147,131	151,225
Program Supervisor	1.00	1.00	0.00	0.00	0.00	41,088	0	0	0
Special Counsel, Programs	0.10	0.20	0.20	0.20	0.20	52,946	53,384	54,719	56,087
Total FTE	8.35	8.90	5.85	5.85	5.85	\$1,006,844	\$821,950	\$849,673	\$878,258

EXPENSE

Total 2025 budgeted expenses for the CSF are approximately \$5.3 million compared to \$8.3 million in 2024. The decrease is primarily driven by the Fresh Start Settlement Program reimbursements. Reimbursements from payments made to victims from the CSF are recorded as contra expenses and lower overall expenses. An additional \$3.0 million in contra expenses are budgeted in 2025 due to the Fresh Start Settlement Program.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$1,550,000	\$1,710,000	\$1,143,000	\$1,176,000	\$1,214,000
Services	3,000	102,000	106,000	110,000	114,000
Supplies	6,000	3,000	3,000	3,000	3,000
Equipment	3,000	2,000	2,000	2,000	2,000
Other Expenses	5,000	4,000	4,000	4,000	4,000
Payouts and Reimbursements	5,895,000	2,495,000	5,495,000	5,495,000	5,495,000
Indirect Costs	856,500	1,000,000	1,035,000	1,072,000	1,110,000
Total Expenses	\$8,318,500	\$5,316,000	\$7,788,000	\$7,862,000	\$7,942,000

REVENUE

Total 2025 budgeted revenue for the CSF is approximately \$8.8 million.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Client Security					
Mandatory Licensee Fees	\$8,318,000	\$8,210,000	\$8,224,000	\$8,238,000	\$8,252,000
Other Revenues	120,000	120,000	120,000	120,000	120,000
Investment Income	427,000	470,000	470,000	470,000	470,000
Client Security Total	8,865,000	8,800,000	8,814,000	8,828,000	8,842,000
Total Fund Sources	\$8,865,000	\$8,800,000	\$8,814,000	\$8,828,000	\$8,842,000

Lawyer Assistance Program (LAP)

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Develop and implement new initiatives intended to improve the quality and consistency of monitored LAP services.
- Improve data collection and reporting for monitored LAP services.

PERSONNEL

LAP has approximately eight full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Clinical Monitoring Analyst	4.00	4.00	4.00	4.00	4.00	\$421,497	\$435,137	\$456,346	\$478,639
Deputy Chief of Programs	0.10	0.00	0.00	0.00	0.00	0	0	0	0
Managing Attorney	0.25	0.25	0.25	0.25	0.25	53,849	54,295	55,652	57,036
Program Director III	0.40	0.30	0.10	0.10	0.10	58,831	32,946	33,769	34,612
Program Specialist II	1.00	1.00	0.00	0.00	0.00	45,596	0	0	0
Program Specialist III	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Supervisor	1.00	1.00	1.00	1.00	1.00	137,974	139,118	142,596	146,160
Senior Program Analyst	2.00	1.00	1.00	1.00	1.00	125,444	126,483	129,645	132,886
Special Counsel, Programs	0.00	0.05	0.05	0.05	0.05	13,236	13,346	13,680	14,022
Total FTE	9.75	7.60	6.40	6.40	6.40	\$856,426	\$801,324	\$831,688	\$863,355

EXPENSE

Total 2025 budgeted expenses for LAP are approximately \$2.6 million compared to \$3.0 million in 2024. The decrease is driven by fewer personnel and the termination of a lease for non-State Bar space.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$1,607,000	\$1,454,000	\$1,213,000	\$1,253,000	\$1,298,000
Building Operations	196,000	80,000	83,000	86,000	89,000
Services	456,000	312,000	323,000	334,000	346,000
Supplies	7,000	3,000	3,000	3,000	3,000
Other Expenses	21,000	23,000	23,000	23,000	23,000
Indirect Costs	730,000	696,000	719,000	743,000	769,000
Total Expenses	\$3,017,000	\$2,568,000	\$2,364,000	\$2,442,000	\$2,528,000

REVENUE

Total 2025 budgeted revenue for LAP is approximately \$2.2 million.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Lawyer Assistance Program					
Mandatory Licensee Fees	\$2,177,000	\$2,146,000	\$2,150,000	\$2,154,000	\$2,158,000
Investment Income	72,000	79,000	79,000	79,000	79,000
Lawyer Assistance Program Total	2,249,000	2,225,000	2,229,000	2,233,000	2,237,000
Total Fund Sources	\$2,249,000	\$2,225,000	\$2,229,000	\$2,233,000	\$2,237,000

Mandatory Fee Arbitration (MFA)

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- In cooperation with other State Bar offices and in alignment with funding secured in the 2025 fee bill, determine ways to divert more complaints about attorney fees from the discipline system to MFA at the earliest possible time.
- Identify and secure a vendor to build an online dispute resolution platform to support expansion of the MFA program.
- Launch a new case management platform.

PERSONNEL

MFA has approximately three full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Attorney III	1.00	1.00	1.00	1.00	1.00	\$165,094	\$169,792	\$177,517	\$185,569
Deputy Chief of Programs	0.05	0.00	0.00	0.00	0.00	0	0	0	0
Managing Attorney	0.50	0.35	0.00	0.00	0.00	24,368	0	0	0
Program Director III	0.25	0.20	0.00	0.00	0.00	26,156	0	0	0
Program Specialist III	0.50	0.35	0.35	0.35	0.35	27,752	28,164	29,057	29,974
Senior Program Analyst	1.00	1.00	1.00	1.00	1.00	125,444	126,483	129,645	132,886
Special Counsel, Programs	0.00	0.05	0.05	0.05	0.05	13,236	13,346	13,680	14,022
Total FTE	3.30	2.95	2.40	2.40	2.40	\$382,049	\$337,785	\$349,899	\$362,451

EXPENSE

Total 2025 budgeted expenses for MFA are approximately \$1.2 million.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$715,900	\$656,000	\$492,000	\$506,000	\$523,000
Services	66,500	140,000	145,000	150,000	155,000
Supplies	6,000	2,000	2,000	2,000	2,000
Equipment	1,000	1,000	1,000	1,000	1,000
Indirect Costs	378,000	366,000	379,000	392,000	406,000
Total Expenses	\$1,167,400	\$1,165,000	\$1,019,000	\$1,051,000	\$1,087,000

REVENUE

Total 2025 budgeted revenue for MFA is approximately \$300,000 compared to \$100,000 in 2024. The increase in revenue is driven by the fee increase approved by the Board of Trustees in 2024 and an anticipated increase in arbitration requests.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
General Fund					
Other Fees	\$100,000	\$300,000	\$311,000	\$322,000	\$333,000
General Fund Total	100,000	300,000	311,000	322,000	333,000
Total Fund Sources	\$100,000	\$300,000	\$311,000	\$322,000	\$333,000

Office of Probation

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Assess the risk of recidivism for each new attorney on probation and analyze data to understand the factors that influence recidivism.
- Pilot use of the State Bar Court Compliance and Accountability Program to address noncompliance with probation conditions, where appropriate, instead of referring noncompliance matters to OCTC for new discipline.
- Customize supervision strategies for attorneys on probation based on assessed risks and needs.

PERSONNEL

The Office of Probation has approximately eight full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Deputy Chief of Programs	0.05	0.00	0.00	0.00	0.00	\$0	\$0	\$0	\$0
Probation Case Coordinator	6.00	6.00	5.00	5.00	5.00	537,226	488,207	502,032	516,184
Program Director III	0.25	0.20	0.00	0.00	0.00	26,156	0	0	0
Program Specialist II	1.00	1.00	1.00	1.00	1.00	83,034	84,346	86,469	88,631
Supervising Attorney	1.00	1.00	0.00	0.00	0.00	122,712	0	0	0
Special Counsel, Programs	0.00	0.05	0.05	0.05	0.05	13,236	13,346	13,680	14,022
Total FTE	8.30	8.25	6.05	6.05	6.05	\$782,364	\$585,899	\$602,180	\$618,837

EXPENSE

Total 2025 budgeted expenses for the Office of Probation are approximately \$2.3 million.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$1,353,200	\$1,446,000	\$914,000	\$936,000	\$963,000
Building Operations	1,000	1,000	1,000	1,000	1,000
Services	26,000	9,000	9,000	9,000	9,000
Supplies	4,500	2,000	2,000	2,000	2,000
Equipment	500	1,000	1,000	1,000	1,000
Indirect Costs	737,000	793,000	821,000	850,000	880,000
Total Expenses	\$2,122,200	\$2,252,000	\$1,748,000	\$1,799,000	\$1,856,000

STATE BAR COURT

The State Bar Court of California is the only independent court dedicated to ruling on attorney disciplinary and regulatory cases in the country. The State Bar Court impartially adjudicates matters filed by OCTC and has the power to recommend that the California Supreme Court suspend or disbar attorneys found to have committed acts of professional misconduct or to have been convicted of serious crimes. For lesser offenses, the court may issue public or private reprimands. In regulatory matters, the court adjudicates matters, including attorney reinstatements and challenges to adverse moral character determinations.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Implement a cost-effective and functional alternative to e-filing.
- Develop a secure, automated process to export electronic case files to the Supreme Court.
- Collaborate with the Office of Strategic Communications & Stakeholder Engagement to launch a redesigned State Bar Court website that offers improved functionality and enhanced user experience.
- Publish a pro bono guide.

PERSONNEL

The State Bar Court has approximately 43 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Attorney II	1.00	0.00	0.00	0.00	0.00	\$0	\$0	\$0	\$0
Attorney III	6.00	2.00	2.00	2.00	2.00	303,677	313,651	329,416	346,026
Attorney IV	1.00	5.00	5.00	5.00	5.00	961,467	970,146	995,042	1,020,432
Attorney V	0.00	1.00	1.00	1.00	1.00	204,442	206,280	211,583	216,993
Clerk of the Court	1.00	1.00	0.00	0.00	0.00	144,268	0	0	0
Court Clerk	12.00	12.00	11.00	11.00	11.00	1,049,329	951,993	982,293	1,013,613
Court Counsel	1.00	1.00	0.00	0.00	0.00	32,266	0	0	0
Deputy Executive Director	0.00	0.50	0.50	0.50	0.50	145,597	146,804	150,474	154,235
Hearing Judge	5.00	5.00	5.00	5.00	5.00	1,024,751	1,008,043	1,008,043	1,008,043
Legal Secretary II	2.00	2.00	2.00	2.00	2.00	164,867	169,890	178,061	185,904
Presiding Judge	1.00	1.00	1.00	1.00	1.00	224,425	220,766	220,766	220,766
Program Analyst	1.00	1.00	1.00	1.00	1.00	110,690	111,654	114,493	117,393
Program Manager I	0.00	1.00	1.00	1.00	1.00	147,788	150,712	155,485	159,964
Program Manager II	1.00	1.00	1.00	1.00	1.00	163,166	164,519	168,632	172,847
Program Specialist III	2.00	2.00	1.00	1.00	1.00	115,640	90,183	92,605	95,055
Program Supervisor	3.00	2.00	1.00	1.00	1.00	174,672	139,118	142,596	146,160
Review Judge	2.00	2.00	2.00	2.00	2.00	448,850	441,531	441,531	441,531
Senior Paralegal	1.00	1.00	1.00	1.00	1.00	103,630	105,552	108,638	111,542
Supervising Attorney	2.00	2.00	2.00	2.00	2.00	459,504	466,551	480,216	493,449
Total FTE	42.00	42.50	37.50	37.50	37.50	\$5,979,029	\$5,657,391	\$5,779,874	\$5,903,956

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for the State Bar Court are approximately \$16.6 million, compared to \$17.7 million in 2024. The decrease in the 2025 budget is primarily due to lower indirect costs, driven by reduced lease expenses in San Francisco.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$9,182,800	\$8,948,000	\$8,085,000	\$8,247,000	\$8,441,000
Building Operations	2,000	13,000	13,000	13,000	13,000
Services	150,500	130,000	135,000	140,000	145,000
Supplies	28,500	11,000	11,000	11,000	11,000
Equipment	12,000	7,000	7,000	7,000	7,000
Other Expenses	73,000	73,000	75,000	77,000	79,000
Indirect Costs	8,256,500	7,465,000	7,726,000	7,994,000	8,274,000
Total Expenses	\$17,705,300	\$16,647,000	\$16,052,000	\$16,489,000	\$16,970,000

OFFICE OF GENERAL SERVICES

The Office of General Services provides facilities and administrative services.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Implement a new barwide digital records management program.
- Update Business Continuity Plans for each office.
- Continue a mailroom consolidation effort and identify other areas for possible centralization within the Office of General Services.

PERSONNEL

General Services has approximately 17 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Chief Administrative Officer	0.34	0.00	0.00	0.00	0.00	\$0	\$0	\$0	\$0
Director, General Services	1.00	1.00	1.00	1.00	1.00	216,096	217,887	223,334	228,918
General Services Specialist II	10.00	9.00	6.00	6.00	6.00	562,148	466,396	483,319	500,996
General Services Specialist III	2.00	3.00	3.00	3.00	3.00	247,823	255,513	267,909	280,160
Principal Program Analyst	1.34	1.34	1.00	1.00	1.00	179,900	153,036	156,862	160,783
Principal Program Analyst II	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Analyst	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Coordinator	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Supervisor	2.00	2.00	2.00	2.00	2.00	251,107	261,471	275,816	289,154
Senior Program Analyst	0.00	1.00	1.00	1.00	1.00	125,205	126,473	129,645	132,886
Total FTE	19.68	17.34	14.00	14.00	14.00	\$1,582,279	\$1,480,776	\$1,536,885	\$1,592,897

EXPENSE

Total 2025 budgeted expenses for General Services are approximately \$14.6 million, compared to \$16.7 million in 2024. The decrease is primarily a result of lower lease and maintenance costs for the State Bar's San Francisco location.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$2,849,900	\$2,546,000	\$2,160,000	\$2,223,000	\$2,299,000
Building Operations	10,127,000	8,879,000	9,167,000	9,464,000	9,770,000
Services	2,992,000	2,452,000	2,232,420	758,000	784,000
Supplies	502,000	674,000	698,000	722,000	747,000
Equipment	239,000	86,000	88,000	90,000	92,000
Other Expenses	9,000	9,000	9,000	9,000	9,000
Indirect Costs	(1,108,000)	(1,108,000)	(1,147,000)	(1,187,000)	(1,229,000)
Debt Related	1,108,000	1,109,000	1,109,000	1,108,000	1,109,000
Total Expenses	\$16,718,900	\$14,647,000	\$14,316,420	\$13,187,000	\$13,581,000

REVENUE

Total 2025 budgeted revenue for General Services is approximately \$1.3 million.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
General Fund					
Mandatory Licensee Fees	\$831,000	\$821,000	\$822,000	\$823,000	\$824,000
Lease Revenue	451,000	456,000	456,000	456,000	477,000
General Fund Total	1,282,000	1,277,000	1,278,000	1,279,000	1,301,000
Total Fund Sources	\$1,282,000	\$1,277,000	\$1,278,000	\$1,279,000	\$1,301,000

OFFICE OF HUMAN RESOURCES (HR)

The Office of Human Resources provides the full range of talent acquisition, development, and management services.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Implement an organizational talent review process.
- Conduct negotiations with the union for 2026–2028 MOUs.
- Implement employee and labor relations efficiency measures.
- Help implement rightsizing across the organization, including articulation of best practices and guidelines.
- Develop and implement Service Standards/Guidelines for the State Bar.

PERSONNEL

HR has approximately 16 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Chief Administrative Officer	0.33	0.00	0.00	0.00	0.00	\$0	\$0	\$0	\$0
Director, Human Resources	1.00	1.00	1.00	1.00	1.00	225,021	226,886	232,559	238,339
Human Resources Analyst	5.00	2.00	2.00	2.00	2.00	219,345	224,492	232,808	240,029
Human Resources Coordinator	1.00	2.00	2.00	2.00	2.00	176,866	181,502	188,565	195,445
Lead Human Resources Analyst	3.00	3.00	3.00	3.00	3.00	413,922	417,353	427,787	438,481
Principal Human Resources Analyst II	3.00	3.00	3.00	3.00	3.00	489,499	493,556	505,895	518,542
Principal Program Analyst	0.33	0.33	0.00	0.00	0.00	27,296	0	0	0
Program Director I	0.00	1.00	1.00	1.00	1.00	171,892	173,317	177,650	182,091
Senior Human Resources Analyst	3.00	4.00	4.00	4.00	4.00	500,377	505,408	518,381	531,469
Total FTE	16.66	16.33	16.00	16.00	16.00	\$2,224,218	\$2,222,515	\$2,283,644	\$2,344,397

EXPENSE

Total 2025 budgeted expenses for HR are approximately \$3.9 million.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$3,413,600	\$3,446,000	\$3,510,000	\$3,600,000	\$3,702,000
Building Operations	5,000	4,000	4,000	4,000	4,000
Services	136,500	187,000	131,000	195,000	140,000
Supplies	4,500	4,000	4,000	4,000	4,000
Equipment	7,500	1,000	1,000	1,000	1,000
Other Expenses	266,000	266,000	275,000	284,000	293,000
Total Expenses	\$3,833,100	\$3,908,000	\$3,925,000	\$4,088,000	\$4,144,000

OFFICE OF INFORMATION TECHNOLOGY (IT)

The Office of Information Technology provides the technology capabilities and solutions that enable and support the State Bar's operations and programs.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Hire IT resources for critical skills and roles that support State Bar core business applications and systems, including a dedicated cybersecurity role.
- Develop an IT Project Portfolio that supports the organization's strategic objectives.

- Develop an engagement model based on State Bar IT capacity and skills to efficiently execute and deliver technology-related projects.
- Implement proactive tools to improve reliability and reduce downtime of critical systems.

PERSONNEL

IT has approximately 38 full-time funded positions. Some IT positions are being filled by contractors, with the associated expenses included in the professional services line item, while the positions remain unfunded in the personnel budget.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Chief Administrative Officer	0.33	0.00	0.00	0.00	0.00	\$0	\$0	\$0	\$0
Chief Information Officer	0.00	1.00	1.00	1.00	1.00	299,644	304,771	315,124	325,783
IT Analyst I	3.00	4.00	4.00	4.00	4.00	401,766	409,762	421,829	433,175
IT Analyst II	12.00	9.00	8.00	8.00	8.00	1,002,745	947,477	971,388	995,723
IT Business Systems Analyst I	1.00	0.00	0.00	0.00	0.00	0	0	0	0
IT Business Systems Analyst II	3.00	2.00	2.00	2.00	2.00	233,755	236,867	242,859	248,934
IT Director	1.00	0.00	0.00	0.00	0.00	0	0	0	0
IT Director I	2.00	1.00	1.00	1.00	1.00	196,449	198,077	203,029	208,104
IT Manager I	1.00	3.00	3.00	3.00	3.00	455,333	459,107	470,585	482,349
IT Manager II	1.00	0.00	0.00	0.00	0.00	0	0	0	0
IT Manager III	2.00	2.00	2.00	2.00	2.00	328,878	331,604	339,894	348,391
IT Support Technician II	1.00	1.00	0.00	0.00	0.00	26,861	0	0	0
Lead IT Analyst	2.00	2.00	2.00	2.00	2.00	258,710	260,854	267,375	274,060
Principal IT Analyst	0.00	1.00	1.00	1.00	1.00	132,813	133,913	137,261	140,693
Principal Program Analyst	1.33	1.33	1.00	1.00	1.00	174,040	151,922	156,611	160,726
Program Analyst	1.00	1.00	1.00	1.00	1.00	99,564	102,954	108,225	113,750
Senior IT Analyst	4.00	6.00	6.00	6.00	6.00	724,842	730,851	749,123	767,851
Senior IT Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	123,377	124,400	127,510	130,698
Senior Program Analyst	2.00	3.00	3.00	3.00	3.00	368,275	375,749	387,977	398,408
Total FTE	38.66	38.33	36.00	36.00	36.00	\$4,827,051	\$4,768,308	\$4,898,789	\$5,028,646

EXPENSE

Total 2025 budgeted expenses for IT are approximately \$19.0 million.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$7,219,700	\$7,088,000	\$7,022,000	\$7,194,000	\$7,396,000
Building Operations	685,000	619,000	640,000	662,000	685,000
Services	5,362,000	4,810,000	3,167,000	3,433,000	3,398,000
Supplies	7,500	0	0	0	0
Equipment	6,181,000	6,432,000	6,657,000	6,889,000	7,130,000
Other Expenses	16,000	16,000	17,000	18,000	19,000
Indirect Costs	8,000	17,000	18,000	19,000	20,000
Total Expenses	\$19,479,200	\$18,982,000	\$17,521,000	\$18,215,000	\$18,648,000

REVENUE

Total 2025 budgeted revenue for IT is approximately \$3.1 million compared to \$1.0 million in 2024. The increase is primarily a result of the \$10 fee increase to fund IT license costs.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
General Fund					
Other Fees	\$1,045,000	\$3,073,000	\$3,078,000	\$3,083,000	\$3,088,000
General Fund Total	1,045,000	3,073,000	3,078,000	3,083,000	3,088,000
Total Fund Sources	\$1,045,000	\$3,073,000	\$3,078,000	\$3,083,000	\$3,088,000

MISSION ADVANCEMENT & ACCOUNTABILITY DIVISION (MAAD)

MAAD conducts research, analytics, and compliance monitoring to improve institutional efficiency, effectiveness, and accountability.

The Legislative Affairs unit within MAAD is responsible for advocating and advancing the State Bar's legislative agenda, as well as for responding to legislative proposals initiated by other entities as appropriate.

Effective 2025, the Rule 2201 Program, which sets grounds for identifying potential conflicts as well as the requirements for recusal whenever such conflicts occur, is housed under MAAD.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

MAAD

- Finalize and publish the 2024 study of racial disparities in the attorney discipline system.
- Finalize and publish the 2024 California Justice Gap Study.

- Continue improvements in the reporting of key metrics and performance indicators.
- Conduct and publish the results of an extended survey of licensed attorneys to identify changes in satisfaction with career development opportunities and workplace experiences by demographic characteristics to develop recommendations to improve retention among diverse attorneys.
- Support the Board of Trustees’ Discipline Liaisons in their work to monitor the performance and effectiveness of OCTC, the Complaint Review Unit, and the 2201 (Conflict Counsel) Program.

Rule 2201 Program

- Implement recommendations from an audit of closed files.
 - Policy directive regarding use of email as primary method of communication.
 - Policy directive regarding appropriate consideration of a respondent’s complaint history.
- Continue improvement of case processing metrics and timely case processing.

PERSONNEL

MAAD has approximately 18 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Chief Mission Officer	1.00	1.00	1.00	1.00	1.00	\$291,194	\$293,607	\$300,947	\$308,471
Chief Programs Officer	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Deputy Chief of Mission Advancement	0.00	1.00	1.00	1.00	1.00	264,728	266,922	273,596	280,435
Deputy Chief of Programs	0.05	0.00	0.00	0.00	0.00	0	0	0	0
Deputy Executive Director	0.00	0.10	0.10	0.10	0.10	29,119	29,361	30,095	30,847
Executive Director	0.05	0.00	0.00	0.00	0.00	0	0	0	0
Lead Program Analyst	1.00	2.00	2.00	2.00	2.00	244,404	251,761	263,677	273,239
Legal Secretary III	0.00	1.00	1.00	1.00	1.00	80,712	81,381	83,415	85,501
Principal Program Analyst	2.00	2.00	2.00	2.00	2.00	284,127	286,649	293,926	301,346
Principal Program Analyst II	0.00	1.00	1.00	1.00	1.00	162,217	164,279	168,570	172,832
Program Analyst	3.00	3.00	3.00	3.00	3.00	306,113	313,747	324,824	335,740
Program Coordinator	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Director I	1.73	1.00	1.00	1.00	1.00	196,449	198,077	203,029	208,104
Program Manager III	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Senior Program Analyst	5.00	6.00	6.00	6.00	6.00	677,733	694,892	719,767	742,147
Total FTE	16.83	18.10	18.10	18.10	18.10	\$2,536,796	\$2,580,676	\$2,661,846	\$2,738,663

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for MAAD are approximately \$6.2 million compared to \$5.8 million in 2024. The higher expenses are primarily driven by the addition of a Legal Secretary position in the Rule 2201 Program and professional services expense for the AccessLex grant, budgeted under Services.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$3,341,300	\$3,532,000	\$3,673,000	\$3,770,000	\$3,884,000
Building Operations	2,000	9,000	9,000	9,000	9,000
Services	2,121,000	2,385,000	2,245,000	2,323,000	2,404,000
Grants Expenses	110,000	0	0	0	0
Supplies	1,500	2,000	2,000	2,000	2,000
Equipment	49,000	0	0	0	0
Other Expenses	10,500	11,000	11,000	11,000	11,000
Indirect Costs	188,500	239,000	247,000	256,000	265,000
Total Expenses	\$5,823,800	\$6,178,000	\$6,187,000	\$6,371,000	\$6,575,000

2025 BUDGETED REVENUE

Total 2025 budgeted revenue for MAAD is \$541,000. This revenue is primarily derived from the AccessLex grant used to conduct exam research. The revenue offsets staff time and consultant expenses related to funded research.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
General Fund					
Other Revenues	\$500	\$0	\$0	\$0	\$0
General Fund Total	500	0	0	0	0
Legislative Activities					
Voluntary Fees & Donations	42,000	42,000	42,000	42,000	42,000
Investment Income	13,000	14,000	14,000	14,000	14,000
Legislative Activities Total	55,000	56,000	56,000	56,000	56,000
Grants					
Grants	300,000	485,000	485,000	485,000	485,000
Grants Total	300,000	485,000	485,000	485,000	485,000
Total Fund Sources	\$355,500	\$541,000	\$541,000	\$541,000	\$541,000

REGULATION DIVISION

On behalf of the California Supreme Court, the Regulation Division maintains the official roll of attorneys, manages the registration of law corporations and limited law partnerships, is responsible for ensuring the compliance of all licensees with various administrative requirements, and is charged with implementing the State Bar's Client Trust Account Protection Program (CTAPP).

The division houses the Office of Professional Competence (OPC), which administers the State Bar's attorney professional responsibility and attorney support programs and resources, including the Ethics Hotline; professional responsibility, outreach, and education; and the support function aspect of the LAP. OPC also administers other State Bar regulatory functions, including certification of MCLE providers and Lawyer Referral Services.

FISCAL YEAR 2025 PROJECTS AND OBJECTIVES

- Initiate and complete the 2025 Annual Renewal Cycle and provide an installment plan option for qualified licensees.
- Work with IT and others to automate several core functions, including the Certificate of Standing and Voluntary Resignation processes, expungement of administrative inactive enrollment, the MCLE compliance and MCLE provider programs, and Limited Liability Partnership and Law Corporation programs.
- Continue to improve the State Bar website, My State Bar Profile, and Agency Billing to improve licensee experiences when interacting with the State Bar and continue to leverage customer relationship management tools to reduce response times to licensee inquiries.
- Provide ongoing support to licensees through education, resources, and tools aimed at preventing misconduct, including developing law practice management resources for solo and small firm licensees, facilitating support groups, and introducing new competence-related programs.
- Expand CTAPP to include independent CPAs to perform compliance reviews and internal CPA staff to evaluate compliance review results and, where appropriate, perform investigative audits.

PERSONNEL

The Regulation Division, exclusive of OPC (broken out below), has 31 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Deputy Special Counsel, Regulation	1.00	1.00	1.00	1.00	1.00	\$246,248	\$248,289	\$254,497	\$260,859
Forensic Accountant	0.00	6.00	6.00	6.00	6.00	635,942	641,213	657,243	673,674
Lead Program Analyst	1.00	1.00	1.00	1.00	1.00	130,817	136,555	141,822	145,925
Principal Program Analyst	2.00	1.00	1.00	1.00	1.00	151,778	153,036	156,862	160,783
Program Analyst	1.00	2.00	2.00	2.00	2.00	214,607	220,957	227,417	233,627
Program Coordinator	4.00	3.00	3.00	3.00	3.00	300,827	303,321	310,904	318,676
Program Director II	1.00	1.00	1.00	1.00	1.00	189,086	190,653	195,419	200,305
Program Manager I	1.00	1.00	1.00	1.00	1.00	150,295	151,848	155,894	159,993
Program Specialist I	4.00	2.00	1.00	1.00	1.00	76,454	76,684	78,605	80,570
Program Specialist II	3.00	3.00	3.00	3.00	3.00	237,332	241,584	247,959	254,262
Program Specialist III	3.00	6.00	6.00	6.00	6.00	494,791	505,324	524,265	543,950
Program Supervisor	2.00	2.00	2.00	2.00	2.00	246,003	252,388	263,263	274,622
Senior Program Analyst	0.00	1.00	1.00	1.00	1.00	109,763	110,673	113,439	116,275
Special Counsel, Regulation	1.00	1.00	1.00	1.00	1.00	264,728	266,922	273,596	280,435
Total FTE	24.00	31.00	30.00	30.00	30.00	\$3,448,671	\$3,499,445	\$3,601,184	\$3,703,957

2025 BUDGET BY EXPENSE CATEGORY

Total 2025 budgeted expenses for the Regulation Division are approximately \$8.9 million, compared to \$7.5 million in 2024. The increase is primarily in personnel and indirect costs driven by the funding of seven new positions.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$4,100,500	\$5,088,000	\$5,241,000	\$5,372,000	\$5,529,000
Building Operations	500	0	0	0	0
Services	566,300	415,000	149,000	153,000	157,000
Supplies	60,000	22,000	23,000	24,000	25,000
Equipment	8,500	3,000	3,000	3,000	3,000
Other Expenses	6,000	6,000	6,000	6,000	6,000
Indirect Costs	2,769,000	3,365,000	3,483,000	3,604,000	3,729,000
Total Expenses	\$7,510,800	\$8,899,000	\$8,905,000	\$9,162,000	\$9,449,000

2025 BUDGETED REVENUE

Total 2025 budgeted revenue for the Regulation Division is approximately \$3.7 million compared to \$2.9 million in 2024. The increase is primarily from CTAPP noncompliance and reinstatement fees.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
General Fund					
Other Fees	\$2,915,000	\$3,673,000	\$3,801,000	\$3,933,000	\$4,069,000
Other Revenues	7,000	7,000	7,000	7,000	7,000
General Fund Total	2,922,000	3,680,000	3,808,000	3,940,000	4,076,000
Total Fund Sources	\$2,922,000	\$3,680,000	\$3,808,000	\$3,940,000	\$4,076,000

Office of Professional Competence (OPC)

PERSONNEL

OPC has approximately 14 full-time funded positions.

	Positions					Salaries			
	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Attorney II	1.00	1.00	1.00	1.00	1.00	\$150,179	\$155,251	\$163,155	\$170,604
Deputy Executive Director	0.00	0.40	0.40	0.40	0.40	116,477	117,443	120,379	123,388
Lead Program Analyst	2.00	2.00	2.00	2.00	2.00	275,895	278,226	285,189	292,321
Managing Attorney	0.75	0.75	0.75	0.75	0.75	161,546	162,885	166,957	171,107
Program Analyst	2.00	2.00	2.00	2.00	2.00	209,014	214,368	220,655	226,408
Program Coordinator	1.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Director III	0.85	0.90	0.90	0.90	0.90	294,075	296,512	303,925	311,507
Program Manager I	1.00	1.00	1.00	1.00	1.00	151,778	153,036	156,862	160,783
Program Specialist I	3.00	0.00	0.00	0.00	0.00	0	0	0	0
Program Specialist II	0.00	3.00	3.00	3.00	3.00	232,351	239,850	250,197	260,313
Senior Program Analyst	3.00	3.00	3.00	3.00	3.00	365,725	369,946	380,427	391,196
Total FTE	14.60	14.05	14.05	14.05	14.05	\$1,957,039	\$1,987,515	\$2,047,745	\$2,107,627

EXPENSE

Total 2025 budgeted expenses for OPC are approximately \$5.1 million.

Expense Categories	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Personnel Costs	\$2,567,100	\$2,954,000	\$3,067,000	\$3,149,000	\$3,247,000
Building Operations	1,000	1,000	1,000	1,000	1,000
Services	689,000	573,000	231,000	239,000	247,000
Supplies	5,000	2,000	2,000	2,000	2,000
Equipment	5,000	1,000	1,000	1,000	1,000
Other Expenses	15,500	16,000	16,000	16,000	16,000
Indirect Costs	1,620,500	1,567,000	1,622,000	1,678,000	1,736,000
Total Expenses	\$4,903,100	\$5,114,000	\$4,940,000	\$5,086,000	\$5,250,000

REVENUE

Total 2025 budgeted revenue for OPC is \$668,000. This revenue is primarily generated from lawyer referral service certification fees and MCLE provider fees.

Fund	2024 Budget	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
General Fund					
Other Fees	\$420,000	\$522,000	\$538,000	\$555,000	\$572,000
Other Revenues	80,500	146,000	146,000	146,000	146,000
General Fund Total	500,500	668,000	684,000	701,000	718,000
Total Fund Sources	\$500,500	\$668,000	\$684,000	\$701,000	\$718,000

PROJECTED RESERVE BALANCE BY FUND

State Bar of California
 Projected Reserve Balance by Fund
 December 31, 2025

	Projected Reserve Bal 12/31/24	2025 Budgeted Revenues	2025 Budgeted Expenses	2025 Indirect Costs	2025 Total Expenses	2025 Interfund Transfers	2025 Budgeted Surplus/ (Deficit)	Projected Reserve Bal 12/31/25	Reserve Level (%) *
General Fund	\$20,546,219	\$114,754,000	(\$134,274,000)	\$13,163,000	(\$121,111,000)	\$1,437,000	(\$4,920,000)	\$15,626,219	12.9%
Other Funds									
Admissions Fund (320)	\$6,365,785	\$31,447,000	(\$20,864,000)	(\$7,976,000)	(\$28,840,000)	\$563,000	\$3,170,000	\$9,535,785	33.1%
Elimination of Bias Fund (217)	4,157	326,000	(159,000)	(43,000)	(202,000)	0	124,000	128,157	63.4%
Lawyer Assistance Program Fund (221)	366,941	2,225,000	(1,872,000)	(696,000)	(2,568,000)	0	(343,000)	23,941	0.9%
Legislative Activities Fund (216)	35,057	56,000	(4,000)	0	(4,000)	0	52,000	87,057	2176.4%
Bank Settlement Fund (237)	2,680,847	185,000	(2,449,000)	(171,000)	(2,620,000)	0	(2,435,000)	245,847	N/A
Client Security Fund (227)	10,262,257	8,800,000	(4,316,000)	(1,000,000)	(5,316,000)	(2,000,000)	1,484,000	11,746,257	N/A
Equal Access Fund (229)	1,834,435	46,255,000	(45,819,000)	(505,000)	(46,324,000)	0	(69,000)	1,765,435	N/A
Grants Fund (312)	1,266,574	24,314,000	(24,631,000)	(1,195,000)	(25,826,000)	0	(1,512,000)	(245,426)	N/A
Greg E. Knoll Justice Gap Fund (232)	2,934,991	1,196,000	0	(6,000)	(6,000)	(2,935,000)	(1,745,000)	1,189,991	N/A
Legal Services Trust Fund (228)	318,836,458	136,258,000	(256,446,000)	(1,571,000)	(258,017,000)	2,935,000	(118,824,000)	200,012,458	N/A
Other Funds Total	344,587,502	251,062,000	(356,560,000)	(13,163,000)	(369,723,000)	(1,437,000)	(120,098,000)	224,489,502	
Grand Total	\$365,133,721	\$365,816,000	(\$490,834,000)	\$0	(\$490,834,000)	\$0	(\$125,018,000)	\$240,115,721	

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

STATE BAR-WIDE BUDGET

State Bar Wide	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Mandatory Licensee Fees	\$97,872,000	\$97,303,796	\$114,660,000	\$114,854,000	\$115,048,000	\$104,551,000
Donations & Opt-Out	8,512,000	10,366,233	8,362,000	8,377,000	8,392,000	8,407,000
Other Fees	14,659,500	20,549,913	19,384,000	19,998,000	20,631,000	21,285,000
Exam Fees	17,423,500	17,777,678	18,867,000	19,443,000	20,042,000	20,661,000
Grants	304,222,511	290,940,969	192,411,000	159,696,000	159,696,000	159,696,000
Other Revenues	363,000	781,874	428,000	428,000	428,000	428,000
Investment Income	8,927,000	17,675,483	11,248,000	11,248,000	11,248,000	11,248,000
Lease Revenue	451,000	511,868	456,000	456,000	456,000	477,000
Total Revenues	452,430,511	455,907,814	365,816,000	334,500,000	335,941,000	326,753,000

Expenses						
Personnel Costs	116,372,200	116,950,291	120,937,000	121,911,000	126,389,000	131,068,000
RIF (44 positions)			3,900,000			
Attrition (36 positions)				(3,000,000)	(6,600,000)	(6,600,000)
Building Operations	11,069,000	10,444,661	9,652,000	9,965,000	10,288,000	10,621,000
Services	19,742,300	12,103,190	19,003,000	15,506,000	15,206,000	14,997,000
Grants Expenses	197,112,511	179,621,044	322,347,000	238,987,000	177,126,000	170,711,000
Supplies	827,000	780,137	842,000	870,000	898,000	927,000
Equipment	7,274,500	6,163,669	7,969,000	8,245,000	8,531,000	8,827,000
Other Expenses	1,442,000	934,319	1,596,000	1,387,000	1,428,000	1,469,000
Exam Related Expenses	7,366,000	6,959,288	4,984,000	5,100,000	5,276,000	5,458,000
Payouts and Reimbursements	4,095,000	3,691,574	(1,505,000)	4,195,000	4,195,000	4,195,000
Debt Related	1,108,000	1,108,423	1,109,000	1,109,000	1,108,000	1,109,000
Total Expenses	366,408,511	338,756,595	490,834,000	404,275,000	343,845,000	342,782,000

Interfund Transactions						
Transfer In	1,495,000	13,131,387	5,498,000	1,453,000	1,469,000	1,485,000
Transfer Out	(1,495,000)	(13,131,387)	(5,498,000)	(1,453,000)	(1,469,000)	(1,485,000)
Total Interfund Transactions	0	0	0	0	0	0
Change in Net Position	\$86,022,000	\$117,151,218	(\$125,018,000)	(\$69,775,000)	(\$7,904,000)	(\$16,029,000)

STATE BAR OF CALIFORNIA BUDGET BY FUND



General Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Mandatory Licensee Fees	\$87,377,000	\$86,837,953	\$104,304,000	\$104,480,000	\$104,656,000	\$94,141,000
Other Fees	6,170,500	10,063,514	7,376,000	7,632,000	7,896,000	8,167,000
Other Revenues	243,000	554,547	308,000	308,000	308,000	308,000
Investment Income	2,100,000	3,836,955	2,310,000	2,310,000	2,310,000	2,310,000
Lease Revenue	451,000	511,868	456,000	456,000	456,000	477,000
Total Revenues	96,341,500	101,804,836	114,754,000	115,186,000	115,626,000	105,403,000

Expenses						
Personnel Costs	97,982,700	98,147,443	102,105,000	102,919,000	106,867,000	110,959,000
RIF (36 positions)			3,200,000			
Attrition (36 positions)				(3,000,000)	(6,600,000)	(6,600,000)
Building Operations	10,844,000	10,232,368	9,544,000	9,853,000	10,172,000	10,501,000
Services	15,947,800	9,496,759	13,931,000	10,259,000	9,776,000	9,380,000
Supplies	761,500	748,696	815,000	843,000	871,000	900,000
Equipment	6,628,000	5,449,118	6,718,000	6,951,000	7,191,000	7,440,000
Other Expenses	868,000	502,773	852,000	878,000	904,000	930,000
Payouts and Reimbursements	(1,800,000)	(1,421,526)	(4,000,000)	(1,300,000)	(1,300,000)	(1,300,000)
Indirect Costs	(14,348,000)	(14,348,000)	(13,163,000)	(13,623,000)	(14,103,000)	(14,599,000)
Debt Related	1,108,000	1,108,423	1,109,000	1,109,000	1,108,000	1,109,000
Total Expenses	117,992,000	109,916,054	121,111,000	114,889,000	114,886,000	118,720,000

Interfund Transactions						
Transfer In	0	59,730	2,000,000	0	0	0
Transfer Out	(495,000)	(558,453)	(563,000)	(453,000)	(469,000)	(485,000)
Total Interfund Transactions	(495,000)	(498,723)	1,437,000	(453,000)	(469,000)	(485,000)
Change in Net Position	(\$22,145,500)	(\$8,609,942)	(\$4,920,000)	(\$156,000)	\$271,000	(\$13,802,000)

Legislative Activities Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Donations & Opt-Out	\$42,000	\$38,203	\$42,000	\$42,000	\$42,000	\$42,000
Investment Income	13,000	8,631	14,000	14,000	14,000	14,000
Total Revenues	55,000	46,833	56,000	56,000	56,000	56,000
Expenses						
Personnel Costs	210,000	172,887	0	0	0	0
Services	3,000	3,397	3,000	3,000	3,000	3,000
Supplies	0	800	1,000	1,000	1,000	1,000
Indirect Costs	82,500	82,500	0	0	0	0
Total Expenses	295,500	259,584	4,000	4,000	4,000	4,000
Change in Net Position	(\$240,500)	(\$212,751)	\$52,000	\$52,000	\$52,000	\$52,000

Elimination of Bias Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Donations & Opt-Out	\$320,000	\$337,202	\$320,000	\$321,000	\$322,000	\$323,000
Investment Income	5,000	6,797	6,000	6,000	6,000	6,000
Total Revenues	325,000	343,999	326,000	327,000	328,000	329,000
Expenses						
Personnel Costs	221,500	123,868	70,000	73,000	75,000	76,000
Services	93,000	63,511	70,000	72,000	74,000	76,000
Equipment	0	46	0	0	0	0
Other Expenses	28,500	4,773	19,000	19,000	19,000	19,000
Indirect Costs	139,000	139,000	43,000	44,000	46,000	48,000
Total Expenses	482,000	331,199	202,000	208,000	214,000	219,000
Change in Net Position	(\$157,000)	\$12,800	\$124,000	\$119,000	\$114,000	\$110,000

Lawyer Assistance Program Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Mandatory Licensee Fees	\$2,177,000	\$2,168,023	\$2,146,000	\$2,150,000	\$2,154,000	\$2,158,000
Other Revenues	0	1,020	0	0	0	0
Investment Income	72,000	80,086	79,000	79,000	79,000	79,000
Total Revenues	2,249,000	2,249,129	2,225,000	2,229,000	2,233,000	2,237,000
Expenses						
Personnel Costs	1,607,000	1,595,660	1,454,000	1,213,000	1,253,000	1,298,000
Building Operations	196,000	181,191	80,000	83,000	86,000	89,000
Services	456,000	261,107	312,000	323,000	334,000	346,000
Supplies	7,000	1,439	3,000	3,000	3,000	3,000
Equipment	0	153	0	0	0	0
Other Expenses	21,000	3,935	23,000	23,000	23,000	23,000
Indirect Costs	730,000	730,000	696,000	719,000	743,000	769,000
Total Expenses	3,017,000	2,773,484	2,568,000	2,364,000	2,442,000	2,528,000
Interfund Transactions						
Transfer In	0	1,465	0	0	0	0
Total Interfund Transactions	0	1,465	0	0	0	0
Change in Net Position	(\$768,000)	(\$522,891)	(\$343,000)	(\$135,000)	(\$209,000)	(\$291,000)

Client Security Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Mandatory Licensee Fees	\$8,318,000	\$8,297,820	\$8,210,000	\$8,224,000	\$8,238,000	\$8,252,000
Other Revenues	120,000	179,375	120,000	120,000	120,000	120,000
Investment Income	427,000	673,743	470,000	470,000	470,000	470,000
Total Revenues	8,865,000	9,150,938	8,800,000	8,814,000	8,828,000	8,842,000
Expenses						
Personnel Costs	1,550,000	1,666,821	1,710,000	1,143,000	1,176,000	1,214,000
Services	3,000	640	102,000	106,000	110,000	114,000
Supplies	6,000	3,268	3,000	3,000	3,000	3,000
Equipment	3,000	2,127	2,000	2,000	2,000	2,000
Other Expenses	5,000	454	4,000	4,000	4,000	4,000
Payouts and Reimbursements	5,895,000	5,113,101	2,495,000	5,495,000	5,495,000	5,495,000
Indirect Costs	856,500	856,500	1,000,000	1,035,000	1,072,000	1,110,000
Total Expenses	8,318,500	7,642,909	5,316,000	7,788,000	7,862,000	7,942,000
Interfund Transactions						
Transfer In	0	5,770	0	0	0	0
Transfer Out	0	(1,852)	(2,000,000)	0	0	0
Total Interfund Transactions	0	3,918	(2,000,000)	0	0	0
Change in Net Position	\$546,500	\$1,511,947	\$1,484,000	\$1,026,000	\$966,000	\$900,000

Legal Services Trust Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Donations & Opt-Out	\$7,100,000	\$7,321,623	\$7,000,000	\$7,012,000	\$7,024,000	\$7,036,000
Grants	201,019,000	207,131,688	122,658,000	122,658,000	122,658,000	122,658,000
Other Revenues	0	46,933	0	0	0	0
Investment Income	4,700,000	10,914,716	6,600,000	6,600,000	6,600,000	6,600,000
Total Revenues	212,819,000	225,414,959	136,258,000	136,270,000	136,282,000	136,294,000
Expenses						
Personnel Costs	1,652,000	1,922,425	2,531,000	2,646,000	2,722,000	2,802,000
Building Operations	0	765	1,000	1,000	1,000	1,000
Services	774,000	626,157	390,000	403,000	417,000	431,000
Grant Expenses	95,948,000	95,899,025	253,368,000	178,924,000	116,186,000	108,864,000
Supplies	9,500	5,663	8,000	8,000	8,000	8,000
Equipment	1,000	6,952	7,000	7,000	7,000	7,000
Other Expenses	187,000	110,063	141,000	146,000	151,000	156,000
Indirect Costs	1,161,000	1,321,941	1,571,000	1,628,000	1,692,000	1,755,000
Total Expenses	99,732,500	99,892,992	258,017,000	183,763,000	121,184,000	114,024,000
Interfund Transactions						
Transfer In	1,000,000	4,916,918	2,935,000	1,000,000	1,000,000	1,000,000
Transfer Out	0	(271)	0	0	0	0
Total Interfund Transactions	1,000,000	4,916,647	2,935,000	1,000,000	1,000,000	1,000,000
Change in Net Position	\$114,086,500	\$130,438,615	(\$118,824,000)	(\$46,493,000)	\$16,098,000	\$23,270,000

Equal Access Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Grants	\$36,673,000	\$36,266,641	\$45,780,000	\$36,553,000	\$36,553,000	\$36,553,000
Investment Income	432,000	693,725	475,000	475,000	475,000	475,000
Total Revenues	37,105,000	36,960,366	46,255,000	37,028,000	37,028,000	37,028,000
Expenses						
Personnel Costs	1,252,000	1,124,494	839,000	877,000	902,000	927,000
Services	235,000	322,549	210,000	217,000	225,000	233,000
Grant Expenses	35,385,000	35,575,241	44,770,000	35,007,000	35,007,000	35,007,000
Other Expenses	40,000	0	0	0	0	0
Indirect Costs	804,000	804,000	505,000	522,000	540,000	559,000
Total Expenses	37,716,000	37,826,284	46,324,000	36,623,000	36,674,000	36,726,000
Change in Net Position	(\$611,000)	(\$865,919)	(\$69,000)	\$405,000	\$354,000	\$302,000

The Gregory E. Knoll Justice Gap Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Donations & Opt-Out	\$1,050,000	\$2,669,206	\$1,000,000	\$1,002,000	\$1,004,000	\$1,006,000
Investment Income	178,000	273,785	196,000	196,000	196,000	196,000
Total Revenues	1,228,000	2,942,991	1,196,000	1,198,000	1,200,000	1,202,000
Expenses						
Indirect Costs	8,000	8,000	6,000	6,000	6,000	6,000
Total Expenses	8,000	8,000	6,000	6,000	6,000	6,000
Interfund Transactions						
Transfer Out	(1,000,000)	(4,916,918)	(2,935,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Interfund Transactions	(1,000,000)	(4,916,918)	(2,935,000)	(1,000,000)	(1,000,000)	(1,000,000)
Change in Net Position	\$220,000	(\$1,981,927)	(\$1,745,000)	\$192,000	\$194,000	\$196,000

Bank Settlement Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Investment Income	\$168,000	\$146,676	\$185,000	\$185,000	\$185,000	\$185,000
Total Revenues	168,000	146,676	185,000	185,000	185,000	185,000
Expenses						
Personnel Costs	104,500	96,498	299,000	310,000	319,000	329,000
Grant Expenses	2,146,000	2,145,975	2,146,000	2,221,000	2,299,000	2,379,000
Other Expenses	4,000	0	4,000	4,000	4,000	4,000
Indirect Costs	70,000	70,000	171,000	177,000	183,000	189,000
Total Expenses	2,324,500	2,312,473	2,620,000	2,712,000	2,805,000	2,901,000
Change in Net Position	(\$2,156,500)	(\$2,165,797)	(\$2,435,000)	(\$2,527,000)	(\$2,620,000)	(\$2,716,000)

Legal Specialization Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Interfund Transactions						
Transfer Out	\$0	(\$7,652,504)	\$0	\$0	\$0	\$0
Total Interfund Transactions	0	(7,652,504)	0	0	0	0
Change in Net Position	\$0	(\$7,652,504)	\$0	\$0	\$0	\$0

Grants Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Grants	\$66,530,511	\$47,542,641	\$23,973,000	\$485,000	\$485,000	\$485,000
Investment Income	312,000	330,721	341,000	341,000	341,000	341,000
Total Revenues	66,842,511	47,873,361	24,314,000	826,000	826,000	826,000
Expenses						
Personnel Costs	1,275,500	1,144,607	2,030,000	2,109,000	2,160,000	2,225,000
Building Operations	0	25	0	0	0	0
Services	30,000	26,480	505,000	522,000	540,000	558,000
Grant Expenses	63,633,511	46,000,804	22,063,000	22,835,000	23,634,000	24,461,000
Supplies	0	94	0	0	0	0
Equipment	0	25,833	0	0	0	0
Other Expenses	48,000	13,821	33,000	34,000	35,000	36,000
Indirect Costs	831,000	690,559	1,195,000	1,237,000	1,279,000	1,323,000
Total Expenses	65,818,011	47,902,223	25,826,000	26,737,000	27,648,000	28,603,000
Change in Net Position	\$1,024,500	(\$28,862)	(\$1,512,000)	(\$25,911,000)	(\$26,822,000)	(\$27,777,000)

Admissions Fund	2024 Budget	2024 Projection	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenues						
Other Fees	\$8,489,000	\$10,486,400	\$12,008,000	\$12,366,000	\$12,735,000	\$13,118,000
Exam Fees	17,423,500	17,777,678	18,867,000	19,443,000	20,042,000	20,661,000
Investment Income	520,000	709,649	572,000	572,000	572,000	572,000
Total Revenues	26,432,500	28,973,727	31,447,000	32,381,000	33,349,000	34,351,000
Expenses						
Personnel Costs	10,517,000	10,955,588	10,599,000	10,621,000	10,915,000	11,238,000
Building Operations	29,000	30,311	27,000	28,000	29,000	30,000
Services	2,200,500	1,302,589	3,480,000	3,601,000	3,727,000	3,856,000
Supplies	43,000	20,177	12,000	12,000	12,000	12,000
Equipment	642,500	679,440	1,242,000	1,285,000	1,331,000	1,378,000
Other Expenses	240,500	298,500	520,000	279,000	288,000	297,000
Exam Related Expenses	7,366,000	6,959,288	4,984,000	5,100,000	5,276,000	5,458,000
Indirect Costs	9,666,000	9,645,500	7,976,000	8,255,000	8,542,000	8,840,000
Total Expenses	30,704,500	29,891,392	28,840,000	29,181,000	30,120,000	31,109,000
Interfund Transactions						
Transfer In	495,000	8,147,504	563,000	453,000	469,000	485,000
Transfer Out	0	(1,389)	0	0	0	0
Total Interfund Transactions	495,000	8,146,115	563,000	453,000	469,000	485,000
Change in Net Position	(\$3,777,000)	\$7,228,450	\$3,170,000	\$3,653,000	\$3,698,000	\$3,727,000

2025 BUDGET REPORT



The State Bar
of California