AGENDA ITEM

JANUARY 122

DATE: **January 1, 2011**

TO: **Members, Regulation, Admissions and Discipline Oversight Members, Board of Governors**

FROM: **Robert A. Hawley, Deputy Executive Director**

SUBJECT: **Response to State Auditor: Updating Formula for Assessing Costs of Discipline Proceedings**

EXECUTIVE SUMMARY

By statute, the State Bar Court assesses against attorneys found culpable of disciplinary violations, costs incurred by the State Bar in successfully prosecuting the proceeding. These costs are assessed based on a formula that the State Bar has developed with the assistance of expert consultants. The formula has been periodically updated to address inflationary factors. In 2009, the California Bureau of State Audits (State Auditor) recommended that the State Bar update the disciplinary cost formula last updated in 2002. The State Auditor also recommended that the State Bar develop a method for adjusting the cost formula automatically annually to remain current with inflation. The State Bar reported to the State Auditor that it was retaining the appropriate experts to update the formula and to develop a method to adjust the formula annually to track inflation. HFH Consultants were retained to undertake this task. They have reported that the existing cost formula should be adjusted for 2011 by approximately 40%. They also recommend a methodology be adopted to allow the cost formula to automatically readjust annually tied to indices of the U.S. Department of Labor, Bureau of Labor Statics, blending the Employment Cost Index (ECI) with the Consumer Price Index (CPI). This is before the Board for approval. If you have questions, please contact Robert.Hawley@calbar.ca.gov; 415-538-2277.

BACKGROUND

In 1986, the Legislature authorized the State Bar to collect costs of disciplinary proceedings from respondent attorneys found culpable of disciplinary offenses. The Legislature also authorized cost recovery by respondents who were exonerated in State Bar disciplinary proceedings. The State Bar is authorized to recover its administrative and investigatory costs, but not attorneys fees or expert witness costs. [Business & Professions Code §6086.10 (Attachment 1).] In 1988, the State Bar's Board of Governors established a cost formula for determining the costs to be assessed against

respondents. The formula is based upon the cost of "average" disciplinary proceedings at various stages of the system, rather than upon the actual costs of a specific disciplinary case.

At the conclusion of a disciplinary proceeding, the State Bar's Office of the Chief Trial Counsel (OCTC) prepares and files cost certificates with the State Bar Court based on the formula. The respondent attorney has the opportunity to challenge the cost assessment. Once approved by the State Bar Court, the cost assessment is incorporated into the disciplinary order. Under Business & Professions Code §6140.7 [Attachment 1], unpaid disciplinary costs are added to and become a part of a member's annual licensing fees, which must be paid in order for the license to practice law to be renewed annually.

In 1996, then Executive Director Herbert Rosenthal, appointed a special task force to review the 1988 disciplinary cost recovery system and evaluate whether the existing formula was still efficacious in light of changes that had taken place in the disciplinary system and inflationary factors since 1988. This was consistent with the California Auditor's recommendations at that time.

The State Bar retained the consulting firm of Hilton Farnkopf & Hobson (HFH) to provide their expertise to the State Bar's task force as it re-examined the cost formula. As a result of this review and analysis, a recommendation was made to the Board of Governors in July 1997 to continue using the formulaic "average costs" model as opposed to specifically incurred costs and expand the factors included in the overall calculated average. As the Board was contemplating adoption of the HFH/Task Force recommendations, the State Bar's funding authority for 1998 was vetoed by then Governor Wilson. Regular business operations of the State Bar of California ceased. The cost issue was not readdressed until the State Bar was returned to "normal" operations in 2000 under then Executive Director Judy Johnson.

Due to the passage of time since HFH and the Task Force made its 1997 recommendations, in 2000, HFH was re-retained to review its 1997 recommendations and update them as appropriate based upon inflationary factors. As a result, in June 2002, the Board of Governors adopted an updated discipline cost model based upon the cost study conducted by the task force and HFH. The State Bar has continued to operate under the 2002 cost formula until the present time.

The State Bar's efforts to recover the costs of its discipline system from those attorneys found culpable of disciplinary offenses has been a point of ongoing interest and comment by the State Auditor. In its most recent 2009 audit report, the State Auditor made Recommendation #6, among others not addressed here, which states in pertinent part:

> "To ensure that it maximizes the amounts that it may recover to defray the expenses of disciplining attorneys, the State Bar should update annually its formula for billing discipline costs.…"

In its response to the State Auditor's recommendation, the State Bar reported that it was retaining experts to examine and update the formula to address inflationary factors since 2002, as well as develop a potential methodology for an annual formula adjustment based upon inflationary factors. The State Bar retained HFH for this project, the same consultants used in 1997 and 2002, to re-examine and update the cost formula.

ISSUE

Before the Board for approval and adoption is the HFH recommendation that the existing cost formula be adjusted for 2011 by approximately 40%. This is approximately the same increase that was recommended in 2002. [Attachment 3]. They also recommend a methodology be adopted to allow the cost formula to automatically readjust annually tied to indices of the U.S. Department of Labor, Bureau of Labor Statics, and in particular blending, the Employment Cost Index (ECI) with the Consumer Price Index (CPI). [Attachment 3].

CONCLUSION

HFH completed its analysis and report in December 2010. It is attached as Attachment 2. Based upon the data it reviewed, HFH concluded that the formulaic approach to cost assessments that was first developed in 1988, enhanced in 1997 and most recently updated in 2002, remains a viable and efficacious tool for assessing costs. Historically, the use of this formulaic approach has not received any significant challenge. HFH found, not surprisingly, that significant inflationary factors have occurred since the formula was last adjusted in 2002.

As a result, HFH recommends a significant adjustment for 2011 of approximately 40%. HFH also recommends that, to minimize such major spikes in periodic adjustments to the formula, the formula be annually adjusted by tying it to indices published by the United States Department of Labor, Bureau of Labor Statistics. To reach the most appropriate adjustment, HFH recommends that the formula be tied to two indices, the Department of Labor Employment Cost Index (ECI), which tracks labor costs, and the Consumer Price Index (CPI), which tracks overhead or general operating costs. HFH recommends adjusting the discipline cost formula January 1 of each year based upon blending these two indices, blending them 60% ECI and 40% CPI. A synopsis of HFH's recommendations is attached as Attachment 3.

DISCUSSION

See above in Background.

FISCAL / PERSONNEL IMPACT:

There is no personnel impact. There is no negative fiscal impact. The may be a potential positive revenue impact based upon the collection of costs under this formula.

RULE AMENDMENTS:

Not Applicable.

BOARD BOOK IMPACT:

Not Applicable.

RECOMMENDATION

Approval and adoption of the cost formula adjustments is recommended.

PROPOSED BOARD COMMITTEE RESOLUTION:

Should the Regulation, Admissions and Discipline Oversight Committee agree with the above recommendation, the following resolution is suggested:

> **RESOLVED**, that the Regulation, Admissions and Discipline Oversight Committee recommends that the Board of Governors approve and adopt the updated discipline cost model reflected in Attachment 2 and attached hereto; and it is;
>
> **FURTHER RESOLVED**, that the updated cost model apply to discipline costs assessed in all matters in which a notice of disciplinary charges or a pre-notice stipulation pursuant to Rules 132 – 135, Rules and Procedure of the State Bar of California, is filed on or after the Board's action this date; and it is
>
> **FURTHER RESOLVED** that commencing January 1, 2012, and each January 1 thereafter, the discipline cost model be automatically adjusted to address inflationary factors by multiplying the then current disciplinary costs by 1 plus the sum of 60% of the annual percentage change in the Department of Labor, Bureau of Labor Statistics, Employment Cost Index (ECI) and 40% of the annual percentage change in the Consumer Price Index (CPI); and it is
>
> **FURTHER RESOLVED** that the discipline cost model, as adjusted in this way each year, apply to discipline costs assessed in all matters in which a notice of disciplinary charges or pre-notice stipulation pursuant to Rule 132 -135, Rules of Procedure of the State Bar of California, is filed on or after January 1 of that same year.

PROPOSED BOARD RESOLUTION:

Should the Board concur with the Regulation, Admissions and Discipline Oversight Committee's recommendation, the following resolution is suggested:

> **RESOLVED**, that upon the recommendation of the Regulation, Admissions and Discipline Oversight Committee, the Board of Governors hereby approves and adopts the updated discipline cost model reflected in Attachment 2 and attached hereto; and it is
>
> **FURTHER RESOLVED**, that the updated cost model apply to discipline costs assessed in all matters in which a notice of disciplinary charges or a pre-notice stipulation pursuant to Rules 132 – 135, Rules and Procedure of the State Bar of California, is filed on or after the Board's action this date; and it is
>
> **FURTHER RESOLVED** that commencing January 1, 2012, and each January 1 thereafter, the discipline cost model be automatically adjusted to address inflationary factors by multiplying the then current disciplinary costs by 1 plus the sum of 60% of the annual percentage change in the Department of Labor, Bureau of Labor Statistics, Employment Cost Index (ECI) and 40% of the annual percentage change in the Consumer Price Index (CPI); and it is
>
> **FURTHER RESOLVED** that the discipline cost model, as adjusted in this way each year, apply to discipline costs assessed in all matters in which a notice of disciplinary charges or pre-notice stipulation pursuant to Rule 132 -135, Rules of Procedure of the State Bar of California, is filed on or after January 1 of that same year.

§ 6086.10 Payment of Cost of Disciplinary Proceedings

(a) Any order imposing a public reproval on a member of the State Bar shall include a direction that the member shall pay costs. In any order imposing discipline, or accepting a resignation with a disciplinary matter pending, the Supreme Court shall include a direction that the member shall pay costs. An order pursuant to this subdivision is enforceable both as provided in Section 6140.7 and as a money judgment.

(b) The costs required to be imposed pursuant to this section include all of the following:

(1) The actual expense incurred by the State Bar for the original and copies of any reporter's transcript of the State Bar proceedings, and any fee paid for the services of the reporter.

(2) All expenses paid by the State Bar which would qualify as taxable costs recoverable in civil proceedings.

(3) The charges determined by the State Bar to be "reasonable costs" of investigation, hearing, and review. These amounts shall serve to defray the costs, other than fees for the services of attorneys or experts, of the State Bar in the preparation or hearing of disciplinary proceedings, and costs incurred in the administrative processing of the disciplinary proceeding and in the administration of the Client Security Fund.

(c) A member may be granted relief, in whole or in part, from an order assessing costs under this section, or may be granted an extension of time to pay these costs, in the discretion of the State Bar, upon grounds of hardship, special circumstances, or other good cause.

(d) In the event an attorney is exonerated of all charges following a formal hearing, he or she is entitled to reimbursement from the State Bar in an amount determined by the State Bar to be the reasonable expenses, other than fees for attorneys or experts, of preparation for the hearing.

(e) In addition to other monetary sanctions as may be ordered by the Supreme Court pursuant to Section 6086.13, costs imposed pursuant to this section are penalties, payable to and for the benefit of the State Bar of California, a public corporation created pursuant to Article VI of the California Constitution, to promote rehabilitation and to protect the public. This subdivision is declaratory of existing law. (Added by Stats. 1986, ch. 662. Amended by Stats. 2003, ch. 334.)

§ 6140.7 Disciplinary Costs Added to Membership Fee

Costs assessed against a member publicly reproved or suspended, where suspension is stayed and the member is not actually suspended, shall be added to and become a part of the membership fee of the member, for the next calendar year. Unless time for payment of discipline costs is extended pursuant to subdivision (c) of Section 6086.10, costs assessed against a member who resigns with disciplinary charges pending or by a member who is actually suspended or disbarred shall be paid as a condition of reinstatement of or return to active membership. (Added by Stats. 1986, ch. 662. Amended by Stats. 1996, ch. 1104; Stats. 2004, ch. 529.)

State Bar of California
Updated Disciplinary Cost Study

December 10, 2010

Attachment A

HF&H Consultants, LLC

Attachment A

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SECTION 1: EXECUTIVE SUMMARY

Purpose of This Study

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

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

Findings

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

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

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

+Investigation $ 892 for each investigation over one.

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

Variance Analysis (Updated Costs vs. Current Costs)

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

Figure 2: Current Disciplinary Costs (established in 2002)

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

+Investigation $ 619 for each investigation over one.

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

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

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

+Investigation 44% for each investigation over one.

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

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

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

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

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

Method for Annual Updates

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

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

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

Other Findings and Recommendations

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

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

SECTION 2: DISCIPLINE COST CALCULATION METHODOLOGY

Overview

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

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

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

Original Disciplinary Matters

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

Conviction Referral Proceedings

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

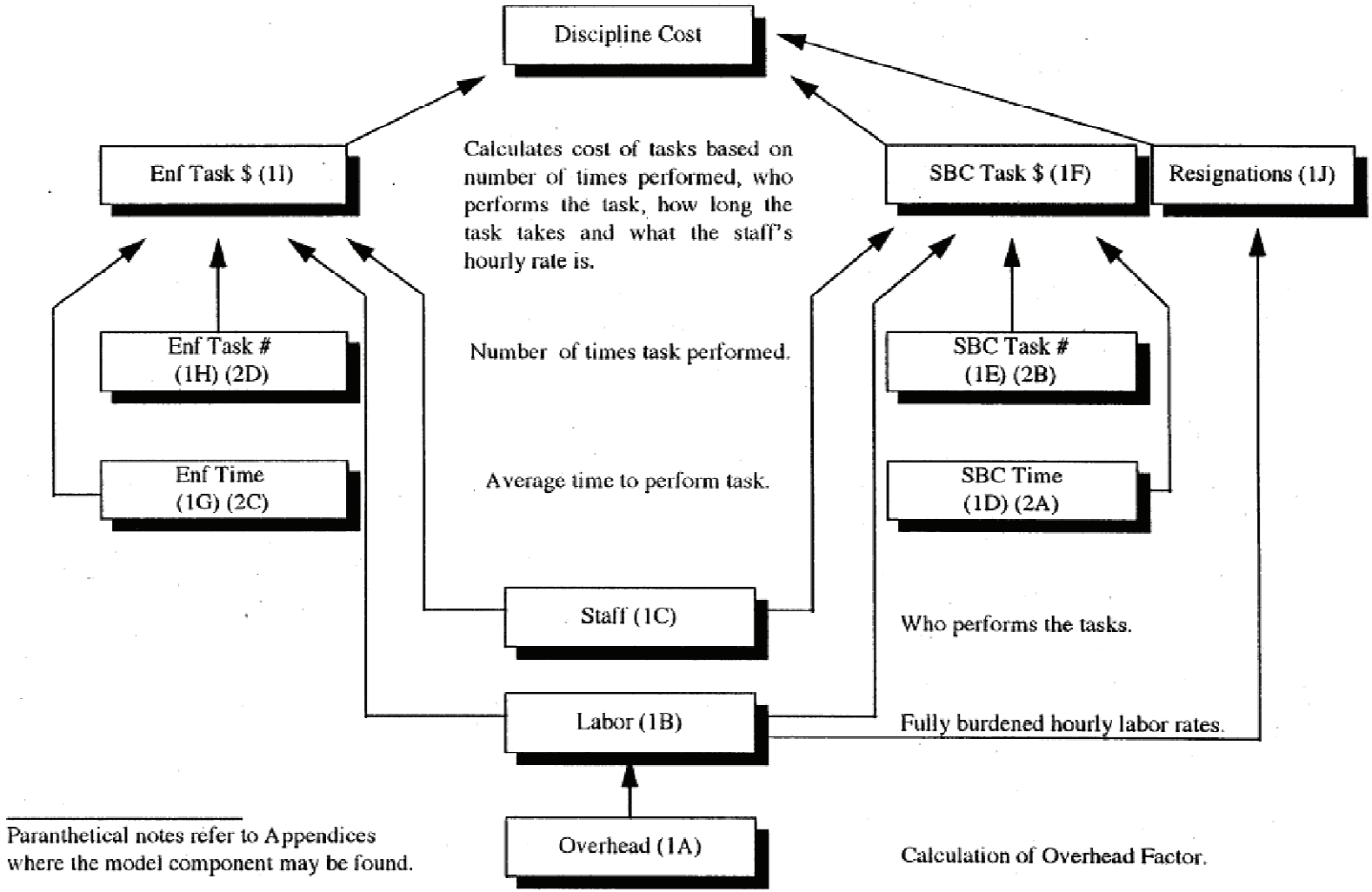
Rule 955 Proceedings

Probation Revocation Proceedings

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

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

Figure 4: Model Overview



Attachment A

Overhead Costs

Data Source

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

Data Preparation

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

Data Analysis

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

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

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

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

Refer to Appendix 1A for the completed spreadsheet module.

Labor Costs

Data Source

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

Data Preparation

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

Data Analysis

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

Refer to Appendix 1B for the completed spreadsheet module.

Staff

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

Data Source

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

Data Preparation

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

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

Data Analysis

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

Refer to Appendix 1C for the completed spreadsheet module.

State Bar Court Time Records

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

Data Source

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

Data Preparation

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

Data Analysis

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

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

Refer to Appendix 1D for the completed spreadsheet module.

State Bar Court File Review

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

Data Source

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

Data Preparation

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

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

Data Analysis

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

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

Refer to Appendix 1E for the completed spreadsheet module.

State Bar Court Cost

Data Source

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

Data Preparation

No data preparation was required for this model component.

Data Analysis

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

Refer to Appendix 1F for the completed spreadsheet module.

Enforcement Time Records

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

Data Source

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

Data Preparation

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

Data Analysis

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

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

Refer to Appendix 1G for the completed spreadsheet module.

Enforcement File Review

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

Data Source

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

Data Preparation

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

Data Analysis

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

Refer to Appendix 1H for the completed spreadsheet module.

Enforcement Cost

Data Source

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

Data Preparation

No data preparation was required for this model component.

Data Analysis

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

Refer to Appendix 1I for the completed spreadsheet module.

Resignation Cost

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

Data Source

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

Data Preparation

No data preparation was required for this model component.

Data Analysis

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

Refer to Appendix 1J for the completed spreadsheet module.

Consolidations

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

OCTC Costs

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

Discipline Cost

Data Source

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

Data Preparation

No data preparation was required for this model component.

Data Analysis

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

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

Refer to Figure 1 for the completed spreadsheet module.

Attachment A

Appendix 1A
Overhead Costs

Attachment A

Indirect Overhead

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

Direct Overhead

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

Labor		Recoverable/ Discipline	Recoverable/ General Fund
Total Labor for Recoverable Non-Attorney Employees			
Chief Trial Counsel	14,737,854		
State Bar Court	2,406,809		
Probation	485,953		
Mandatory Fee Arbitration	646,618		
Subtotal	18,277,234	53.48%	45.08%
Total Labor & Benefits for All Discipline Employees			
Chief Trial Counsel	26,462,873		
State Bar Court	6,550,503		
Probation	665,182		
Mandatory Fee Arbitration	495,638		
Subtotal	34,174,196		84%
Total Labor & Benefits for All General Fund Employees	40,543,736		

Appendix 1B
LaborCosts

Attachment A

Labor$

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

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

* Includes wages and benefits

Attachment A

Appendix 1C
Staff

Attachment A

Staff

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

Staff

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

Staff

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

Staff

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

Staff

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

Attachment A

Appendix 1D
State Bar Court Time Records

Attachment A

SBCTime

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

SBCTime

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

SBCTime

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

Attachment A

Appendix 1E
State Bar Court File Review

Attachment A

SBCTask#

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

Attachment A

SBCTask#

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

SBCTask#

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

Attachment A

SBCTask#

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

SBCTask#

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

SBCTask#

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

Appendix 1F
State Bar Court Cost

Attachment A

SBCTask$

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

Attachment A

SBCTask$

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

Attachment A

SBCTask$

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

Attachment A

SBCTask$

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

Attachment A

SBCTask$

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

Attachment A

SBCTask$

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

Attachment A

SBCTask$

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

SBCTask$

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

Attachment A

SBCTask$

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

Attachment A

SBCTask$

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

Attachment A

SBCTask$

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

Attachment A

Attachment A

Appendix 1G
Enforcement Time Records

Attachment A

EnfTime

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

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

Appendix 1H
Enforcement File Review

Attachment A

EnfTask#

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

Attachment A

EnfTask#

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

EnfTask#

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

Attachment A

EnfTask#

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

Attachment A

Appendix 1I
Enforcement Cost

Attachment A

EnfTask$

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

Attachment A

EnfTask$

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

Attachment A

EnfTask$

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

Attachment A

Attachment A

Appendix 1J
Resignation Cost

Attachment A

Resignations

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

Attachment A

Resignations

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

Attachment A

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

Attachment A

THE STATE BAR OF CALIFORNIA
DISCIPLINE SYSTEM TIME TRACKING PROJECT
OCTC - ENFORCEMENT (SUPPORT STAFF)
TIME RECORD

Use drop down menus for choices and enter one number or title in box.

REPORTING NUMBER: _____

DATE: _____

CLASSIFICATION (Job Title): _____

VENUE: SF or LA _____

				TIME TAKEN	
CASE NO.	**CASE/ MATTER TYPE**	**TASK**	**SYSTEM STAGE**	**HOURS**	**MINUTES**
Daily Total Hours/Minutes				0	0

Cell: A10
Comment: CLASSIFICATION (Job Title)

Choose One:
Senior Administrative Supervisor
Senior Administrative Assistant
Administrative Assistant II
Administrative Assistant I
Legal Secretary
Administrative Secretary
Secretary II
Coordinator Records
General Clerk

Cell: B14
Comment: CASE/MATTER TYPE

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

Cell: C14
Comment: TASK

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

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

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

Cell: D14
Comment: SYSTEM STAGE
Choose One:
1. OCTC Intake (including Pre-Intake Activity)
2. OCTC Investigation
3. Post Investigation to NDC Filing
4. NDC Filing to Pretrial
5. Alternative Discipline Program
6. Pretrial to Trial Day 2
7. Multiday Trial
8. Post Trial
9. Review Department
10. Default
11. Supreme Court
12. OCTC Audit & Review
13. Probation Unit

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

Attachment A

THE STATE BAR OF CALIFORNIA
DISCIPLINE SYSTEM TIME TRACKING PROJECT
OCTC - ENFORCEMENT (PROFESSIONAL TECHNICAL)
TIME RECORD

Use drop down menus for choices and enter one number or title in box.

REPORTING NUMBER: _____

DATE: _____

CLASSIFICATION (Job Title): _____

VENUE: SF or LA _____

				TIME TAKEN	
CASE NO.	**CASE/MATTER TYPE**	**TASK**	**SYSTEM STAGE**	**HOURS**	**MINUTES**
Daily Total Hours/Minutes				0	0

Cell: A10
Comment: CLASSIFICATION (Job Title)
Choose One:
Investigator
Attorney 16A
Attorney 17A
Paralegal
Complaint Analyst
Investigative Assistant

Cell: B14
Comment: CASE/MATTER TYPE
Choose One:
1. Original Proceeding ("O")
2. Conviction Referral ("C")
3. Probation Revocation ("PM")
4. Reinstatement
5. Rule 9.20 Compliance ("N")
6. Rule 1-110 Violation ("H")
7. Discipline in Other Jurisdictions ("J")
8. Resignations With Charges Pending
9. Other
10. Reportable Actions
11. Member Related 6180/90
12. UPL
13. Probation Unit

Cell: C14
Comment: TASK
Choose One:
1. Contact Respondent/Witness
   1A. Letter/Call/Email C/W
   1B. Letter/Call/Email R
   1C. In-Person Contact
   1D. Other
2. Contact internal
3. File Administration
   3A. Open File
   3B. Transfer File
   3C. Close File
   3D. Other
4. Complaint/Document Review/Analysis
   4A. Review File
   4B. Review C/W Documents
   4C. Review Respondent Response
   4D. Other
5. Informal Mediation
6. In-Office Investigation
   6A. Witness Interviews/Statements

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

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

Cell: D14
Comment: SYSTEM STAGE
Choose One:
1. OCTC Intake (including Pre-Intake Activity)
2. OCTC Investigation
3. Post Investigation to NDC Filing
4. NDC Filing to Pretrial
5. Alternative Discipline Program
6. Pretrial to Trial Day 2
7. Multiday Trial
8. Post Trial
9. Review Department
10. Default
11. Supreme Court
12. OCTC Audit & Review
13. Probation Unit

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

Attachment A

THE STATE BAR OF CALIFORNIA
DISCIPLINE SYSTEM TIME TRACKING PROJECT
STATE BAR COURT (ALL STAFF)
TIME RECORD

Use drop down menus for choices and enter one number or title in box.

REPORTING NUMBER (Bargaining Unit) or NAME (Managers or Confidential staff): _____

DATE: _____

CLASSIFICATION (Job Title): _____

VENUE: SF or LA _____

				TIME TAKEN	
CASE NO.	CASE/ MATTER TYPE	TASK	SYSTEM STAGE	HOURS	MINUTES
Daily Total Hours/Minutes				0	0

Cell: A10
Comment: CLASSIFICATION (Job Title)

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

Cell: B14
Comment: CASE/MATTER TYPE

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

Cell: C14
Comment: TASK

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

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

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

Cell: D14
Comment: SYSTEM STAGE
Choose One:
1. OCTC Intake (including Pre-Intake Activity)
2. OCTC Investigation
3. Post Investigation to NDC Filing
4. NDC Filing to Pretrial
5. Alternative Discipline Program
6. Pretrial to Trial Day 2
7. Multiday Trial
8. Post Trial
9. Review Department
10. Default
11. Supreme Court
12. OCTC Audit & Review
13. Resignations with Charges Pending
14. Probation

DISCIPLINE COST ASSESSMENT FORMULA
(Business and Professions Code Section 6086.10)

EXECUTIVE SUMMARY

COST FORMULA 1997

Case Type	Settlement Level: Default	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Original	$ 1,158	$ 777	$ 919	$ 1,536	$ 1,957	$ 4,617	$ 5,698
Conviction	$ 814		$ 693	$ 1,516	$ 2,019	$ 3,637	$ 5,078
Prob Revoc		$ 675					
Rule 955		$ 727					

+Investigation $ 199 for each investigation over one.

+Resignation $ 23 for each resignation.

COST FORMULA 2002-03 UPDATED

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

+Investigation $ 619 for each investigation over one.

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

+Consolidation cost equal to the minimum cost for the consolidated case type.

+OCTC Transcript Cost (BPC § 6086.10(b)(1))

+OCTC Taxable Cost (BPC § 6086.10(b)(2))

PERCENTAGE INCREASE

Case Type	Settlement Level: Default	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Original	65%	63%	65%	71%	65%	70%	72%
Conviction	68%		72%	74%	78%	74%	68%
Prob Revoc		75%					
Rule 955		78%					

+Investigation 46% for each investigation over one.

+Resignation 33% for each resignation.

COST FORMULA 2011 UPDATED

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

+Investigation $ 892 for each investigation over one.

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

PERCENTAGE INCREASE

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

+Investigation 44% for each investigation over one.

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

METHOD FOR ANNUAL UPDATES

Method for Annual Updates

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

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

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