

Utah State Bar Commission

Friday, June 9, 2023
Law and Justice Center

AGENDA

- 1. 9:00 am Action Item**
30 Mins. 1.1 Approve 2023-24 Budget: **Erik Christiansen** (TAB 1, Page 3)
- 2. 9:30 President's Report: Kristin Woods**
10 Mins. 2.1 Report on Finance Meeting with Full Court & Jackrabbit Bar Conference
05 Mins. 2.2 Annual Meeting and Food Truck Social
05 Mins. 2.3 50 Year Pin and Past President's Luncheon
05 Mins. 2.4 Retreat Reminder: Erik Christiansen
- 3. 10:00 Other Action Items**
03 Mins. 3.1 Appoint Traci Gunderson to replace Beth Kennedy
30 Mins. 3.2 Approve Annual Meeting Awards (TAB 2, Page 52)
Judge of the Year Section of the Year
Lawyer of the Year Special Service Award
Committee of the Year
10 Mins. 3.3 Bar Appointment to Elected Official and (TAB 3, Page 75)
Judicial Compensation Commission
03 Mins. 3.4 Approve 2023-2024 Executive Committee
01 Min. 3.5 Adopt a Resolution on Bank Signatures
- 4. 11:00 am Information Items**
05 Mins. 4.1 School Outreach Report: **Beth Kennedy**
10 Mins. 4.2 State of the Bar Report: **Katie Woods**
10 Mins. 4.3 Well-Being Update: **Martha Knudson** (TAB 4, Page 104)
03 Mins. 4.4 Innovation Office Update: Elizabeth Wright
15 Mins. 4.5 Proposed Admission Rules Changes: **Marty Moore** (TAB 5, Page 110)
- 5. 11:45 am Executive Session**

12:00 noon Adjourn to 50-Year "Active" Practice Award & Past Presidents' Luncheon

CONSENT AGENDA

(TAB 6, Page 164)

(Approved without discussion by policy, if no objection is raised.)

1. Approve Minutes of April 21, 2023 Commission Meeting
2. Approve Fund for Client Protection Payments
3. Approve Eric Bunderson appointment to the Justice Court Reform Task Force

ATTACHMENTS

(TAB 7, Page 175)

1. April 2023 Financials

2023 CALENDAR

June 13	Judicial Intern Opportunity Program Reception	5:00 p.m.	Law & Justice Center
June 29	Utah State Bar Annual Meeting		Law & Justice Center
July 19	Executive Committee Meeting	Noon	CANCELLED
July 26	Commission Meeting	9:00 a.m.	CANCELLED
August 3-8	ABA Annual Meeting		Denver, Colorado
September 22-24	Commission Retreat		Snowpine Lodge Alta, Utah
November 15	Lawyer Legislator Breakfast		
November 17	Fall Forum		Little America Hotel

TAB 1



UTAH STATE BAR FINAL BUDGET FY 2023/24

June 9, 2023

Table of Contents

FY24 Budget Narrative	3-5
Revenue by Department	6
Expenses by Department	7
Net Profit (Cost) by Department	8
Top 25 Gross Expense Categories	9
Public Services	10
Member Services	11
Bar Operations	12
Commission/Special Projects Detail	13
Capital Expenditures	14
Projected Cash Reserves	15
Supplemental Schedules (Detailed Department Budgets):	16
Summary by Department	17
Summary by Account	18-20
Licensing	21
Admissions	22
New Lawyer Training Program (NLTP)	23
Bar Management	24-25
Facilities	26
OPC	27-28
Ethics & Discipline Committee	29
General Counsel	30
Computer/MIS/Internet	31
CLE	32
Summer Convention	33
Fall Forum	34
Spring Convention	35
Bar Journal	36
Committees	37
Member Benefits	38
Section Support	39
Consumer Assistance	40
Access to Justice	41
Tuesday Night Bar	42
Legislative	43
Commission/Special Projects	44
Public Education	45
Young Lawyers Division	46
Licensed Paralegal Practitioners	47
Legal Services Innovation	48

Utah State Bar FY24 Budget Narrative

Overview

The Utah State Bar's operations consist of 25 unique departments. Many of the Bar's departments are regulatory in nature and contain little discretionary income and expenses (e.g., Licensing, Admissions, NLTP, and OPC). Some departments are intended to support themselves (e.g., Admissions, CLE, Summer Convention, Fall Forum, Spring Convention, Section Support, and Legal Services Innovation), while others are fully supported by member license fees. Some departments generate income but not enough to support themselves and therefore must also rely on member license fees for support (e.g., Facilities, Bar Journal, NLTP and LPP). MCLE, the Fund for Client Protection, and the 39 Sections are accounted for separately, support themselves, have stand-alone financial statements, and are not factored into the Utah State Bar budget. Below is a summary of each Bar department, its function, how it is funded, and its financial statement category:

Financial Statement Category	Department	Function	Funded By
Licensing	Licensing	Regulatory	License fees
Licensing	Licensed Paralegal Practitioner	Regulatory	License fees
Admissions	Admissions	Regulatory	Self-supporting
New Lawyer Training Program ("NLTP")	NLTP	Regulatory	Self + License fees
Office of Professional Conduct ("OPC")	OPC	Regulatory	License fees
Bar Operations	Bar Management	Management	License fees
Bar Operations	General Counsel	Management	License fees
Bar Operations	Information Technology ("IT")	Management	License fees
Bar Operations	Commission/Special Projects	Management	License fees
Member Services	Bar Journal	Member Service	Self + License fees
Member Services	Member Benefits	Member Service	License fees
Member Services	Section Support	Member Service	Self-supporting
Member Services	Legislative	Member Service	License fees
Member Services	Public Education	Member Service	License fees
Member Services	Young Lawyers Division ("YLD")	Member Service	License fees
Public Services	Committees	Public Service	License fees
Public Services	Consumer Assistance Program	Public Service	License fees
Public Services	Access to Justice	Public Service	Self + License fees
Public Services	Tuesday Night Bar	Public Service	License fees
Legal Services Innovation	Legal Services Innovation	Public Service	Self-supporting
CLE	Continuing Legal Education ("CLE")	Education	Self-supporting
Summer Convention	Summer Convention	Education	Self-supporting
Fall Forum	Fall Forum	Education	Self-supporting
Spring Convention	Spring Convention	Education	Self-supporting
Facilities	Facilities	Building Usage	Self + License fees

Every income and expense transaction at the Bar is assigned to one of the 25 departments and one of 150 (or so) functional accounts (known as General Ledger accounts or “GL accounts”). The transaction’s department indicates who earned or spent the funds while the functional account reveals what type of income or expense it was. For example, commissioner travel expenses to Spring Convention would be assigned to department “21 – Commission/Special Projects” and GL account “5707 – Travel Commission Mtgs”. Another example is when Bar staff spend time working on the Spring Convention, those expenses are charged to department “12 – Spring Convention”, and GL account “5510 – Salaries/Wages”. By assigning both a department and a functional account to each transaction, we are able to classify all income and expenses to produce income statements by department and by functional account (which is required for external and IRS reporting).

One drawback to our current accounting that may cause confusion is that it is difficult to track programs that span multiple departments and accounts. For example, spending on the Licensed Lawyer program spans the IT, General Counsel, Access to Justice, Public Education, and Commission/Special Projects departments. Some of the costs related to software development have been capitalized while others are expensed as they are incurred (PR, advertising, and trademark expenses). As a result, it is not always apparent what is spent on which projects at a detailed level. The following budget schedules attempt to give more visibility into program spending while also being consistent with financial statement presentation.

For FY24 budgeting purposes, in an effort to be intentional and strategic about the investments the Bar is making in its various programs, the focus is on those departments that contain the majority of the Bar’s discretionary spending. As such, the main areas of focus will be Public Services, Member Services and Bar Operations. The three conventions, CLE, Admissions, Section Support and the Legal Services Innovation departments have been budgeted to break even or generate a small profit to be considered self-supported.

As a general note, the Bar has been able to add new programs while maintaining existing programs over the last several years mainly due to a steady 2-3% increase in licensing revenue each year. Each of the last ten fiscal years (except for FY20 due to the COVID-19 pandemic limiting in-person gatherings and FY23 due to the added wellness benefits for Bar members), have generated a net profit adding to the Bar’s reserves. However, it is anticipated based on historical trends that expense growth will outpace revenue growth and a review of reserves and an increase to licensing fees may be necessary in the next five years. As such, it is important that the Bar be strategic and intentional with regard to its spending, especially as it relates to discretionary programs.

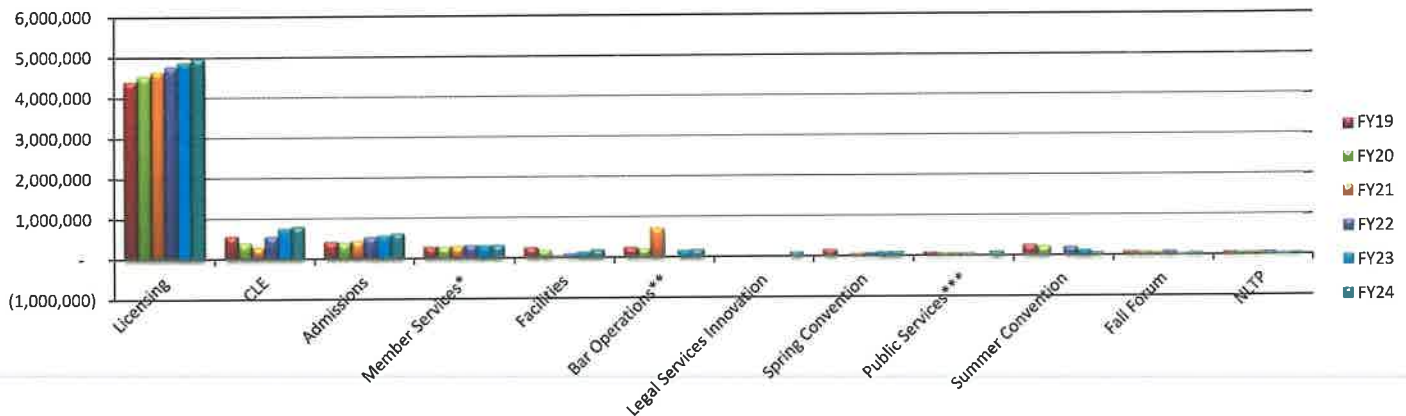
Key Changes

Built into the FY24 budget are the following key changes compared to FY23:

	Anticipated Change vs. FY2023
Licensing revenue (except late fees)	+2.0%
Admissions revenue	+2.0%
Salaries	+6.5%
Health insurance	+5.0%
Dental insurance	+5.0%
Building expenses (utilities, etc.)	+3.0%
Hospitality related expenses (travel, per diem & food)	+10.0%
Computer maintenance expenses	+5.0%

**Utah State Bar
FY24 FINAL Budget
Revenue by Department**

Revenue	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Projected FY23	Budget FY24	Trend
Licensing	4,391,838	4,518,363	4,636,465	4,769,088	4,873,126	4,968,945	
CLE	561,306	391,038	284,997	555,781	774,703	818,011	
Admissions	416,220	388,725	430,711	527,394	590,514	641,786	
Member Services*	289,921	266,954	293,659	310,716	333,171	344,880	
Facilities	250,639	174,911	39,185	85,753	163,444	210,806	
Bar Operations**	237,287	198,811	723,118	7,727	177,717	194,717	
Legal Services Innovation	-	-	-	-	-	129,000	
Spring Convention	154,252	(2,160)	56,617	68,680	119,200	119,200	
Public Services***	68,654	53,327	51,996	43,120	42,789	113,303	
Summer Convention	250,465	218,585	-	198,025	149,125	85,000	
Fall Forum	78,760	83,224	56,368	87,905	48,175	72,792	
NLTP	66,349	53,850	56,034	52,885	60,685	61,899	
OPC	33,333	13,646	63,656	44,829	36,482	38,800	
Total	6,799,024	6,359,275	6,692,804	6,751,904	7,369,131	7,799,139	



This table and chart shows the Bar's trended revenue by financial statement category. For the past four years, more than 60% of the Bar's income comes from member license fees. In a normal year, the next largest category of income is from CLE events, then Admissions (the latter two were switched during FY21 and FY22 due to the COVID-19 pandemic). These three functions account for more than 80% of the Bar's income. We are projecting 2% increase to licensing fees and admissions in FY24 compared to FY23, as this is a common trend over recent years. CLE revenue dipped in FY20, FY21 and FY22 due to the pandemic; but revenue from CLE's has bounced back and is trending higher than pre-pandemic years.

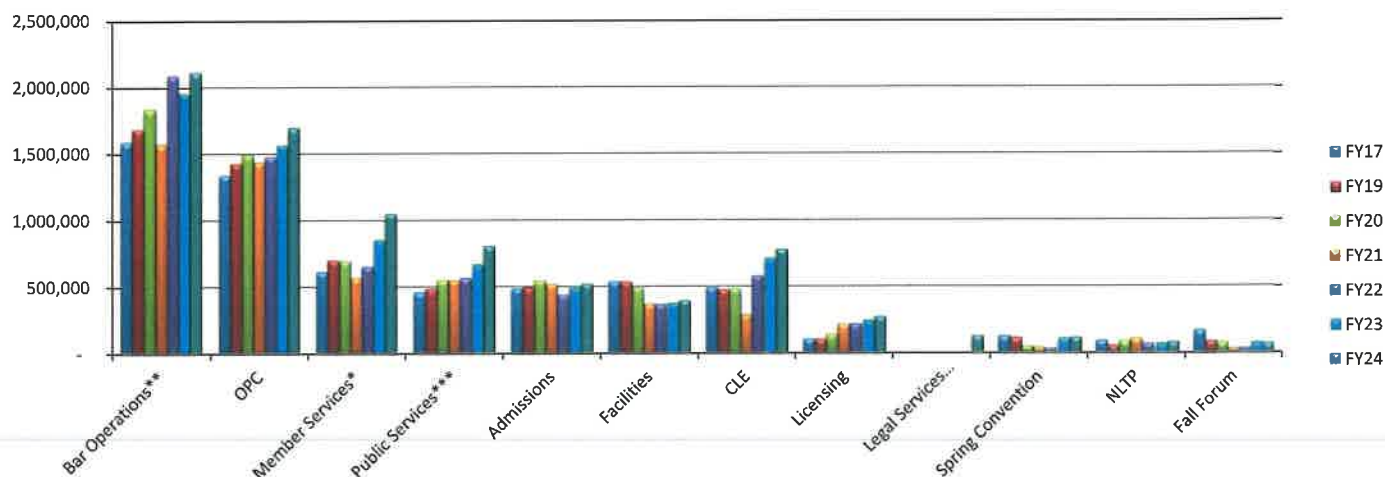
* Member Services includes the following: Bar Journal, Member Benefits, Section Support, Legislative, Public Education and Young Lawyers Division.

** Bar Operations includes the following: Bar Management, General Counsel, Information Technology, Commission/Special Project.

*** Public Services includes Committees, Consumer Assistance Program, Access to Justice and Tuesday Night Bar.

**Utah State Bar
FY24 FINAL Budget
Expenses by Department**

Expenses	Actual Y1	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Projected FY23	Budget FY24		Trend
Bar Operations**		1,681,015	1,832,761	1,569,640	2,087,686	1,956,013	2,113,515		
OPC		1,425,811	1,493,149	1,435,479	1,474,475	1,567,505	1,693,685		
Member Services*		699,119	695,992	566,732	651,291	859,140	1,051,346		
Public Services***		485,546	548,405	544,141	563,181	672,593	809,792		
Admissions		494,776	543,144	516,333	430,656	499,105	522,602		
Facilities		533,973	487,468	365,677	361,758	380,279	397,708		
CLE		472,253	478,981	283,726	576,964	718,777	781,284		
Licensing		101,711	134,775	210,276	212,603	252,054	277,030		
Legal Services Innovation		-	-	-	-	-	132,835		
Spring Convention		112,155	44,632	37,201	29,185	112,647	119,200		
NLTP		51,595	86,394	103,690	63,475	73,575	85,055		
Fall Forum		84,217	75,596	26,701	31,068	80,587	72,792		
Summer Convention		270,280	282,439	8,687	188,760	267,497	42,623		
Total		6,412,452	6,703,737	5,668,284	6,671,101	7,439,773	8,099,466		



This table and chart shows the Bar's trended expenses by financial statement category. OPC, Bar Operations and Member Services account for half of the Bar's total expenses, and a large majority of those expenses are staff-related. Most departments' expenses dipped in FY21 due to the pandemic, but we see the expenses increasing in FY22 and FY23.

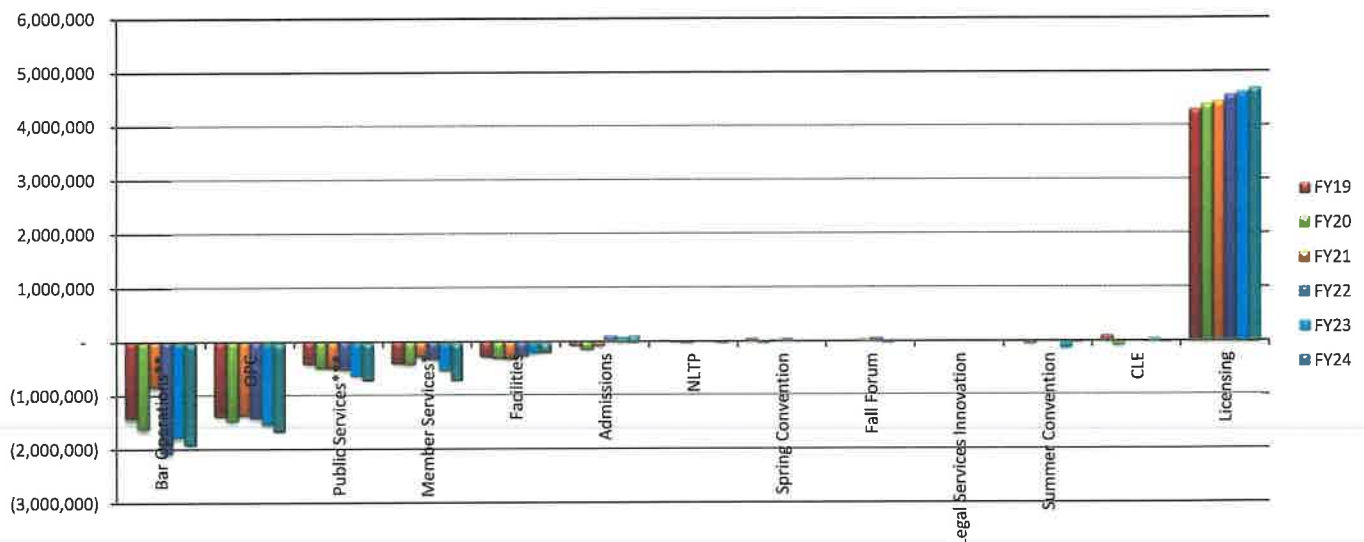
* Member Services includes the following: Bar Journal, Member Benefits, Section Support, Legislative, Public Education and Young

** Bar Operations includes the following: Bar Management, General Counsel, Information Technology, Commission/Special Project.

*** Public Services includes Committees, Consumer Assistance Program, Access to Justice and Tuesday Night Bar.

**Utah State Bar
FY24 FINAL Budget
Net Profit (Cost) by Department**

Net profit (cost)	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Projected FY23	Budget FY24	Trend
Bar Operations**	(1,443,728)	(1,639,623)	(846,522)	(2,087,333)	(1,778,297)	(1,918,798)	
OPC	(1,392,478)	(1,479,502)	(1,371,823)	(1,429,646)	(1,531,023)	(1,654,885)	
Public Services***	(416,892)	(495,078)	(492,145)	(520,061)	(629,804)	(696,489)	
Member Services*	(409,198)	(429,038)	(273,073)	(340,575)	(525,969)	(706,466)	
Facilities	(283,334)	(312,557)	(326,492)	(276,005)	(216,835)	(186,902)	
Admissions	(78,556)	(154,419)	(85,623)	96,738	91,409	119,184	
NLTP	14,754	(32,544)	(47,656)	(10,590)	(12,890)	(23,156)	
Spring Convention	42,097	(46,792)	19,416	39,495	6,553	(0)	
Fall Forum	(5,457)	7,628	29,666	56,837	(32,412)	0	
Legal Services Innovation	-	-	-	-	-	(3,835)	
Summer Convention	(19,815)	(63,854)	(8,687)	9,265	(118,372)	42,377	
CLE	89,053	(87,943)	1,271	(21,182)	55,926	36,727	
Licensing	4,290,127	4,383,588	4,426,188	4,556,485	4,621,072	4,691,915	
Total	386,573	(350,135)	1,024,520	73,430	(70,641)	(300,326)	



This table and chart shows the Bar's trended net profit (cost) by financial statement category. Colored bars rising above the x-axis depict net profit, while colored bars falling below show net cost. Those functions that have barely visible colored bars are those functions that are intended to support themselves and break even.

* Member Services includes the following: Bar Journal, Member Benefits, Section Support, Legislative, Public Education and Young

** Bar Operations includes the following: Bar Management, General Counsel, Information Technology, Commission/Special Project.

*** Public Services includes Committees, Consumer Assistance Program, Access to Justice and Tuesday Night Bar.

**Utah State Bar
FY24 FINAL Budget
Top 25 Gross Expense Categories (Based on Budget FY24)**

Top 25 Expense Categories	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Projected FY23	Budget FY24	
Salaries & Benefits	3,540,057	3,862,508	3,918,435	3,809,846	3,965,931	4,505,206	55.65%
Food & Beverage Expenses	547,784	423,768	29,367	259,927	538,864	408,694	5.05%
Blomquist Hale	73,832	73,703	77,738	89,644	196,548	391,000	4.83%
Computer Maintenance	48,627	60,676	42,437	105,031	217,756	250,161	3.09%
Building Overhead	211,111	196,027	185,019	199,530	207,016	214,439	2.65%
Depreciation	241,734	200,810	164,311	144,675	157,201	158,243	1.95%
Meeting Room Expenses	142,973	121,102	13,026	79,792	159,510	152,198	1.88%
Credit Card Fees	50,956	44,123	51,635	65,446	125,999	143,951	1.78%
Travel	160,198	110,442	8,382	90,197	169,732	137,420	1.70%
Other Misc Expense	46,743	142,716	64,556	115,444	157,845	132,778	1.64%
Copy/Printing Expense	126,718	135,802	94,182	109,687	118,500	121,881	1.51%
Database Expense	28,437	34,343	57,057	58,183	86,591	107,451	1.33%
Bar Exam Expenses	67,368	61,698	68,221	95,659	95,378	95,378	1.18%
Insurance Expense	68,765	70,190	73,741	80,129	90,136	90,989	1.12%
3rd Party Revenue Sharing	42,191	60,197	71,092	78,605	86,939	86,939	1.07%
Telecommunications Expense	67,736	65,133	75,957	74,978	84,636	85,720	1.06%
Speaker Expenses	25,242	26,548	6,500	29,359	61,460	65,048	0.80%
Outside Consultants	74,541	168,444	150,458	69,365	24,791	64,778	0.80%
Legislative Expenses	47,615	66,719	60,000	60,000	62,134	62,134	0.77%
LRE Support	65,000	65,000	64,182	64,182	60,000	60,000	0.74%
MCLE Fees	38,718	29,373	39,142	62,283	56,135	57,017	0.70%
Postage/Mailing Expense	53,924	55,027	59,449	56,317	51,365	52,742	0.65%
Casemaker	72,584	49,645	53,992	51,453	48,855	50,000	0.62%
Special Event Expense	82,330	58,787	6,859	39,553	58,169	49,947	0.62%
Advertising Expenses	54,435	31,781	3,281	34,991	46,414	47,414	0.59%
Other	922,008	718,443	976,093	1,252,589	1,009,549	503,785	6.22%
Grand Total	6,412,452	6,703,737	5,668,284	6,671,101	7,433,668	8,095,312	0%

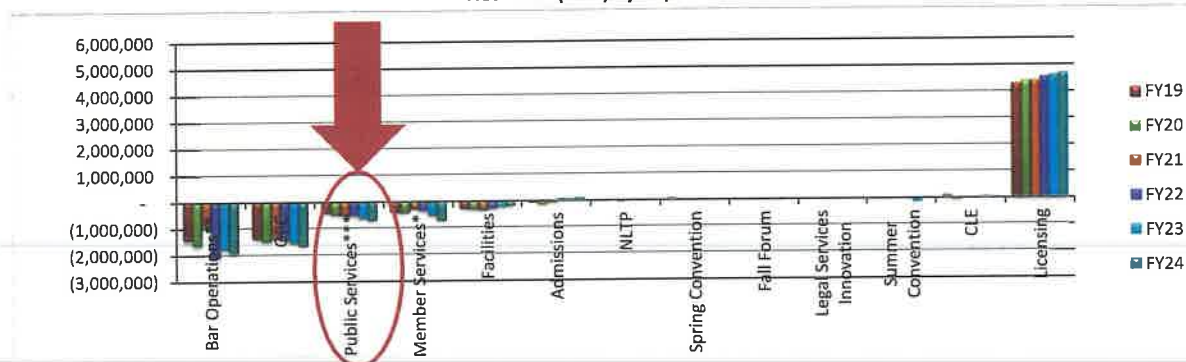
Instead of breaking down expenses based on department, this table categorizes them based on functional expense account across all departments. It reveals the top twenty-five accounts that make up more than 93% of the Bar's spending. Notably, the single largest expense type that accounts for over half of the Bar's spending is staff-related (salaries and benefits). The next largest expense category during normal operations (not during the pandemic) is Food and Beverage Expenses; followed by mental health program (previously named "Blomquist" that was replaced with Tava and Unmind (the wellness app), Computer Maintenance (mostly related to IT services) and finally Building Overhead. The expenses in the "Other" category are budgeted to be initially less than \$47,000 during FY24, or 0.5% of total expenses.

*The increase in Computer Maintenance in FY 23 is due to all Computer and IT Contracts expenses that used to be classified as Outside Consultants were reclassified to Computer Maintenance for clarity.

**Utah State Bar
FY24 FINAL Budget
Public Services**

	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Projected FY23	Draft Budget FY24
Program Net Cost						
Consumer Assistance Program (1 FTE)	129,886	136,659	132,054	129,850	128,194	136,059
Access to Justice (3 FTEs and 4th added FY24)	117,057	172,705	213,114	225,276	293,141	348,321
Tuesday Night Bar (moved to virtual FY22)	34,373	28,081	1,236	256	-	-
Committees (.5 FTE)	135,575	157,633	145,741	164,680	208,469	212,109
Public Service Programs Net Cost	416,892	495,078	492,145	520,061	629,804	696,489
Other Public Service Expenses Classified Elsewhere:						
In Kind Contributions to UDR, LRE, UCLI and other NFPs	29,853	29,004	17,837	18,291	19,998	19,998
Contribution to And Justice For All	-	-	-	-	250,000	-
Serving Our Seniors - YLD (estimated)	1,145	1,145	1,000	-	800	800
Wills for Heroes - YLD (estimated)	1,000	1,100	1,000	1,105	750	750
Other YLD Public Service Projects	-	6,078	5,767	12,564	10,000	10,000
Licensed Lawyer (some capitalized FY18-FY20)	53,100	60,600	6,600	6,600	6,600	6,600
Expungement Day Clinic grant	3,000	-	-	-	-	-
Law Day (moved from Committees to CLE event FY22)	-	-	-	11,488	8,381	8,381
Total Other Public Service Expenses	88,098	97,927	32,204	50,048	296,529	46,529
Public Services Net Cost	504,990	593,005	524,350	570,108	926,332	743,018

Net Profit (Cost) By Department



The above table shows the breakdown of Public Service (Committees, Consumer Assistance Program, Access to Justice and Tuesday Night Bar) expenses by program. The bar chart below the table depicts the net profit (cost) of each of the Bar's major functions and is presented to show how Public Services fits into the Bar's overall operations from a cost perspective. While it represents roughly 9% of the Bar's total expenses, it includes many of the Bar's discretionary programs and expenses. It should be noted that the majority of expenses in the Consumer Assistance Program and Access to Justice departments are staff-related, so there are fewer discretionary spending decisions short of making staffing changes.

Note that Tuesday Night Bar has been moved to a virtual format called the Virtual Legal Clinic and therefore incurs very little expenses except staff time. As such, Tuesday Night Bar expenses have been absorbed by the Access to Justice department, which has always been the department that managed the program. In recent years, the Tuesday Night Bar department has been phased out and instead will simply be a function of the Access to Justice department.

To review the specific budgets related to the individual departments included in Public Services, please see the supplemental schedules at the following pages: 37 - Committees, 40 - Consumer Assistance Program, 41 - Access to Justice, and 42 - Tuesday Night Bar.

* Member Services includes the following: Bar Journal, Member Benefits, Section Support, Legislative, Public Education and Young Lawyers Division.

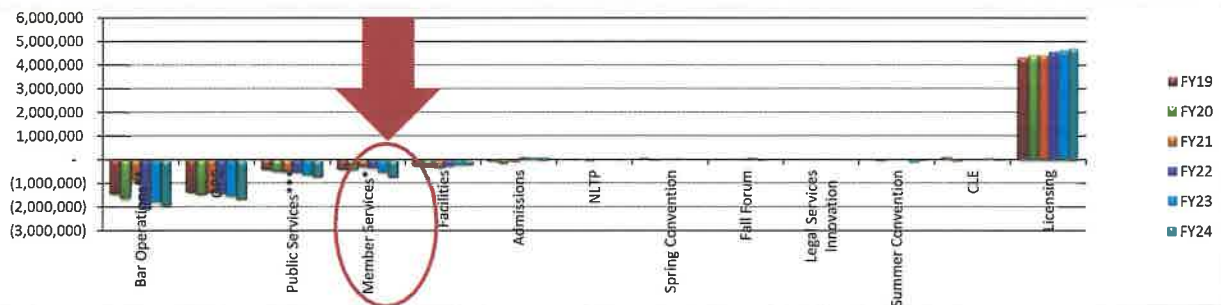
** Bar Operations includes the following: Bar Management, General Counsel, Information Technology, Commission/Special Project.

*** Public Services includes Committees, Consumer Assistance Program, Access to Justice and Tuesday Night Bar.

**Utah State Bar
FY24 FINAL Budget
Member Services**

	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Projected FY23	Draft Budget FY24
Program Net Cost						
Public Education (1 FTE)	156,577	190,215	99,019	158,122	169,058	177,625
Member Benefits (includes Blomquist and Fastcase)	141,140	122,088	128,732	133,200	255,336	431,541
Bar Journal (0.5 FTE)	(8,890)	17,421	(8,762)	(5,169)	(4,690)	(11,653)
Legislative	67,182	77,886	61,613	63,395	80,509	82,072
Young Lawyers Division	50,659	28,660	18,679	38,554	59,279	61,000
Section Support (.5 FTE)	2,530	(7,232)	(26,209)	(47,526)	(33,522)	(34,119)
Member Service Programs Net Cost	409,198	429,038	273,073	340,575	525,969	706,466
Other Member Services Expenses Classified Elsewhere:						
Leadership Academy	12,471	11,645	-	8,056	11,500	10,000
Bar Review	1,729	431	-	8,934	53	-
Contribution to Fund for Client Protection (normally collected from members)	-	-	-	-	101,780	-
Breakfast of Champions	500	-	-	-	-	-
Practice Portal (some capitalized)	24,765	-	-	-	-	-
Total Other Member Service Expenses	39,465	12,076	-	16,989	113,333	10,000
Member Services Net Cost	448,663	441,114	273,073	357,564	639,303	716,466

Net Profit (Cost) By Department



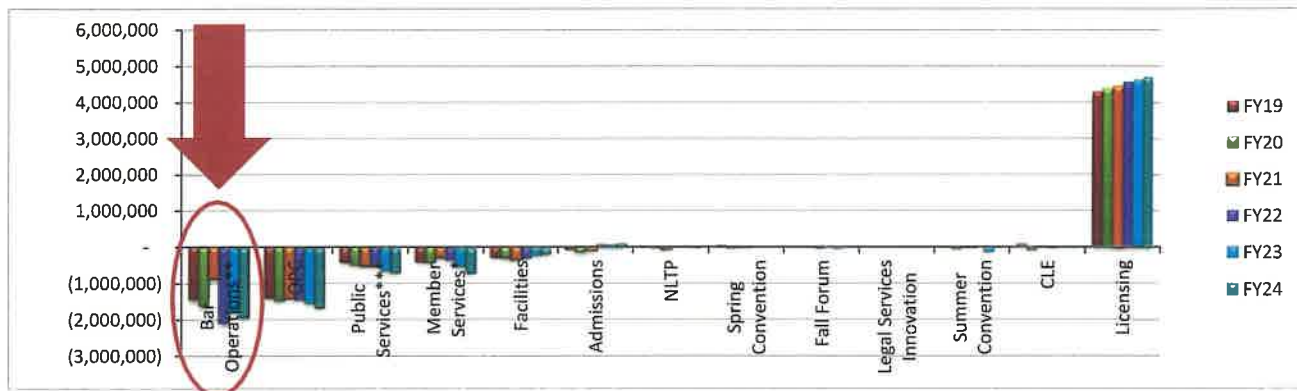
The above table shows the breakdown of Member Services (Bar Journal, Member Benefits, Section Support, Legislative, Public Education and Young Lawyers Division) expenses by program. The bar chart below the table depicts the net profit (cost) of each of the Bar's major functions and is presented to show how Member Services fits into the Bar's overall operations from a cost perspective. While it represents roughly 10% of the Bar's total expenses, it includes many of the Bar's discretionary programs and expenses.

To review the specific budgets related to the individual departments included in Member Services, please see the supplemental schedules at the following pages: 36 - Bar Journal, 38 - Member Benefits, 39 - Section Support, 43 - Legislative, 45 - Public Education, and 46 - Young Lawyers Division.

**Utah State Bar
FY24 FINAL Budget
Bar Operations**

	Actual	Actual	Actual	Actual	Projected	Draft Budget
Program Net Cost	FY18	FY19	FY20	FY21	FY22	FY23
Bar Management (4 FTEs)	605,388	708,543	169,062	728,883	530,246	672,421
General Counsel (2.5 FTEs)	291,705	361,379	292,262	311,992	395,219	427,612
Ethics & Discipline Committee (1.5 FTE's)	-	-	-	176,599	213,846	226,350
IT (2 FTEs)	308,115	318,209	301,817	321,845	357,687	374,982
Commission/Special Projects	238,520	240,146	37,076	533,268	281,298	217,433
Bar Operations, net cost	1,443,728	1,628,277	800,218	2,072,586	1,778,297	1,918,798

Net Profit (Cost) By Department



Bar Operations is comprised of Bar Management, General Counsel, Ethics & Discipline Committee, IT and Commission/Special Projects. The majority of spending in Bar Management, General Counsel and IT is staff-related. Other non-discretionary expense items in those departments include the annual audit expense (~\$42,000), outside legal counsel for UPL and Bar litigation (~\$43,000), and outside technology support. A detail of spending in Commission/Special Projects follows on a subsequent schedule.

To review the specific budgets related to the individual departments included in Bar Operations, please see the supplemental schedules at the following pages: 24 - Bar Management, 29 - Ethics & Discipline Committee, 30 - General Counsel, 31 - IT, and 44 - Commission/Special Projects.

**Utah State Bar
FY23 DRAFT Budget
Commission/Special Projects Spending Detail**

	Projected				Budget	
	FY19	FY20	FY21	FY22	FY23	FY24
ABA Judicial Intern Opportunity Project					20,000	15,000
Awards	2,423	2,537	1,181	3,735	1,500	2,000
Bar Review	1,729	431		9,787	55	
Commission Convention/CLE Registration Fees	22,210	15,100		12,210	7,700	7,700
Commission Gifts	1,719	4,385	5,690	5,335	5,000	5,500
Commission Meeting Expenses	2,635	878	22	8	500	1,000
Commission Meeting Food & Beverage	22,287	15,012	1,105	1,990	2,300	3,000
Commission Meeting Room Rental	4,597	3,345	780	4,527	2,000	3,000
Commission Photo	625	596	392	431	350	350
Commission Stationery	1,743	3,662		3,019	2,000	2,000
Contribution to And Justice for All				250,000		
Contribution to the Fund for Client Protection				101,780		
Copies	264	723	151	53	250	300
E&O Insurance	5,292	5,292	5,800	6,876	8,700	8,700
eBulletin						
Election Expense	1,912	2,700	2,717	3,013	3,050	3,050
Event Loss	549					
Leadership Academy	12,471	11,645		8,056	11,500	10,000
Limited Scope Section						
Member Survey		19,000		7,750	7,790	
Office Supplies	161		182	207	200	250
Postage/Mailing/Communications	353	1,713	539	24	124	250
Pres/Pres-Elect Monthly "Stipend"	18,500	25,352	18,000	18,000	18,000	18,000
President's expense	2,446	2,875	163	198	700	1,746
Reg Reform Task Force	5,912	4,571				
Retreat	31,323	20,089		22,308	32,704	42,000
Small Firm Tour						
Sponsorship	2,170	1,000				
Staff	872	782	218	331	316	337
Travel - ABA Delegates	7,214	6,387		2,608	3,500	4,000
Travel - ABA Meetings	10,951	13,626	135	2,446	2,500	3,500
Travel - Commission Mtgs	3,951	1,636		1,681	4,000	4,500
Travel - Jackrabbit Bar	1,667			2,147	1,000	1,500
Travel - Northwestern Bar Conf				2,133	750	1,250
Travel - Other	1,163	2,533			13,000	15,000
Travel - Spring Convention	8,748	854			20,000	22,000
Travel - Summer Convention	42,986	18,290		40,673	52,659	10,500
Travel - Western States Bar Conf	19,434	5,130		20,919	18,000	25,000
UCL - Utah Center for Legal Inclusion	216	50,000		1,026	2,000	3,000
UDR - Utah Dispute Resolution					10,000	
UMBA - Utah Minority Bar					2,500	2,500
Wipfli review					26,150	
Grand Total	238,520	240,146	37,076	533,268	281,298	217,433

Utah State Bar
FY24 FINAL Budget
Capital Expenditures

Category	FY19	FY20	FY21	FY22	Projected FY23	Budget FY24
Office, building and meeting room furniture & fixtures		2,395	2,370	11,151	80,000	10,000
Office equipment (copiers, phones, fax, projectors, mail machine, etc.)	3,050	14,010	12,744	11,868	5,000	30,000
Building improvements	33,100	4,074	310,963	4,920	75,000	202,000
Computer equipment/servers/software	110,000	32,499	7,954	71,226	32,000	33,500
Total	146,150	52,978	334,031	99,165	192,000	275,500

Annual Maintenance Contracts (expensed over maintenance period):	FY19	FY20	FY21	FY22	Projected FY23	Budget FY23
ClearVantage Annual Maintenance (Euclid)	26,360	27,678	27,678	28,900	32,700	35,970
Licensed Lawyer Annual Hosting Fee (Euclid)	6,600	6,600	6,600	6,600	6,600	6,600
OPC Database (Journal Technologies replaced by Pine Technologies FY22)	10,627	9,433	4,127	8,000	8,000	8,000
Admissions Database Annual Maintenance (Box Lake Networks replaced by ILG FY20)	3,900	72,000	36,000	36,770	38,487	42,336
Network Security (BrainTrace replaced by ClearLink and VLCM FY22)	50,000	22,000	35,000	45,000	51,288	56,417
NLTP Database, Annual Hosting (Xinspire)		13,000	10,000	10,000	12,333	13,566
Attorney Research Platform (Casemaker replaced by FastCase FY20)		52,250	54,340	51,453	52,517	57,769
IT Support and Software (Clearlink)	85,000	97,000	85,000	78,000	80,400	88,440
Block Hours - prepaid (Euclid)	9,900	49,000	14,000	16,537	22,500	24,750
ATJ Database, Annual Hosting (Paladin)					7,529	8,282
Ethics & Discipline Database, Annual Hosting (Filevine)				695	3,500	3,850
Geneva (door/security access system add FY23)					1,500	1,382
Total	192,387	348,961	272,745		315,854	345,979

The first table shows capital expenditures by general category in recent years. Capital expenditures include spending on assets that cost \$500 or more and have a useful life of at least three years. Once purchased these assets are depreciated ratably over their useful lives. Most purchased software also requires annual maintenance contracts (shown in the second table), which are expensed over the period of the contract and are generally renewed annually.

**Utah State Bar
FY24 FINAL Budget
Projected Cash Reserves**

Projected Cash Reserves, 6/30/23	\$ 5,537,646
Add: FY24 budgeted change in cash	(417,583)
Projected Cash Reserves, 6/30/23	<u>5,120,062</u>
Board Designated Reserves:	
Operations Reserve (4 months' operations)	2,699,822
Capital Replacement Reserve - Equipment	200,000
Capital Replacement Reserve - Building	600,000
Update Member Database to cloud services - (Clear Vantage Online)	100,000
New OPC Database (vendor unknown)	50,000
Wellbeing Program (Tava & Unmind 2 year contracts)	228,000
Total Board Designated Reserves	<u>3,877,822</u>
Cash Reserves over Board Designated & Contingency Reserves	<u>\$ 1,242,241</u>

SUPPLEMENTAL SCHEDULES

Utah State Bar
FY23 FINAL Budget - Summary by Department
Based on Unaudited Actual Results through 3/31/23

	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Projected FY 2023	FINAL Budget FY 2024	\$ Change 2023 Projected vs 2024 Budget	% Change 2023 Projected vs 2024 Budget
Revenue								
Licensing	4,391,838	4,518,363	4,636,465	4,769,088	4,873,126	4,968,945	95,819	2%
Admissions	416,220	388,725	430,711	527,394	590,514	641,786	51,272	13%
NLTP	66,349	53,850	56,034	52,885	60,685	61,899	1,214	2%
OPC	33,333	13,646	63,656	44,829	36,482	38,800	2,318	17%
Legal Services Innovation	-	-	-	-	-	129,000	129,000	#DIV/0!
CLE	561,306	391,038	284,997	555,781	774,703	818,011	43,308	11%
Summer Convention	250,465	218,585	-	198,025	149,125	85,000	(64,125)	-29%
Fall Forum	78,760	83,224	56,368	87,905	48,175	72,792	24,617	30%
Spring Convention	154,252	(2,160)	56,617	68,680	119,200	119,200	-	0%
Member Services*	289,921	266,954	293,659	310,716	333,171	344,880	11,709	4%
Public Services**	68,654	53,327	51,996	43,120	42,789	113,303	70,514	132%
Bar Operations***	237,287	198,811	723,118	7,727	177,717	194,717	17,000	9%
Facilities	250,639	174,911	39,185	85,753	163,444	210,806	47,362	27%
Total Revenue	6,799,024	6,359,275	6,692,804	6,751,904	7,369,131	7,799,139	301,008	5%
Expenses								
Licensing	101,711	134,775	210,276	212,603	252,054	277,030	24,976	19%
Admissions	494,776	543,144	516,333	430,656	499,105	522,602	23,498	4%
NLTP	51,595	86,394	103,690	63,475	73,575	85,055	11,479	13%
OPC	1,425,811	1,493,149	1,435,479	1,474,475	1,567,505	1,693,685	126,180	8%
Legal Services Innovation	-	-	-	-	-	132,835	132,835	#DIV/0!
CLE	472,253	478,981	283,726	576,964	718,777	781,284	62,507	13%
Summer Convention	270,280	282,439	8,687	188,760	267,497	42,623	(224,874)	-80%
Fall Forum	84,217	75,596	26,701	31,068	80,587	72,792	(7,795)	-10%
Spring Convention	112,155	44,632	37,201	29,185	112,647	119,200	6,553	15%
Member Services*	699,119	695,992	566,732	651,291	859,140	1,051,346	192,205	28%
Public Services**	485,546	548,405	544,141	563,181	672,593	809,792	137,200	25%
Bar Operations***	1,681,015	1,832,761	1,569,640	2,087,686	1,956,013	2,113,515	157,501	9%
Facilities	533,973	487,468	365,677	361,758	380,279	397,708	17,429	4%
Total Expenses	6,412,452	6,703,737	5,668,284	6,671,101	7,439,773	8,099,466	526,859	7%
Other								
Gain (Loss) on Disposal of Assets	-	(5,673)	-	(7,373)	-	-	-	-
Net Profit (Loss)	\$ 386,573	\$ (350,135)	\$ 1,024,520	\$ 73,430	\$ (70,641)	\$ (300,326)	\$ (225,851)	320%
Depreciation	151,973	158,404	110,954	151,941	157,201	158,243	1,042	1%
Cash increase (decrease) from operations	538,546	(191,731)	1,135,474	225,370	86,560	(142,083)	(224,809)	-260%
Changes in operating assets/liabilities	512,125	(658,247)	542,422	542,422	20,000	20,000	-	0%
Capital expenditures	(146,150)	(48,904)	(334,031)	(334,031)	(175,000)	(275,500)	(100,500)	57%
Net change in cash	\$ 904,521	\$ (898,882)	\$ 1,343,865	\$ 433,761	\$ (68,440)	\$ (397,583)	\$ (325,309)	475%

* Member Services is comprised of Bar Journal, Member Benefits, Section Support, Legislative, Public Education and Young Lawyers Division.

** Public Services is comprised of Committees, Consumer Assistance, Access to Justice, and Tuesday Night Bar.

*** Bar Operations is comprised of Bar Management, Ethics & Discipline Committee, General Counsel, IT, and Commission/Sp Projects.

Utah State Bar
FY23 FINAL Budget - Summary by Account
Based on Unaudited Actual Results through 3/31/23

	Actual 6/30/2019	Actual 7/1/2020	Actual 7/1/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL FY 2024 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4001 - Admissions - Student Exam Fees	124,025	132,275	103,100	142,175	143,600	146,472	2,872	2%
4002 - Admissions - Attorney Exam Fees	45,475	48,350	57,050	67,025	69,675	71,069	1,394	2%
4003 - Admissions - Retake Fees	41,250	36,550	32,800	32,200	38,950	39,729	779	2%
4004 - Admissions - Laptop Fees	51,900	29,100	62,775	79,855	59,930	101,129	41,199	69%
4005 - Admissions - Application Forms	4,000	6,000	8,200	1,150	7,450	20,099	12,649	170%
4006 - Transfer App Fees	45,000	44,300	45,100	64,650	68,600	69,972	1,372	2%
4008 - Attorney - Motion	46,750	54,400	81,600	85,850	138,450	141,219	2,769	2%
4009 - House Counsel	20,400	12,900	15,300	23,800	31,400	32,028	628	2%
4010 - Section/Local Bar Support fees	99,617	100,364	100,196	102,447	102,660	104,713	2,053	2%
4011 - Admissions LPP	950	3,825	2,938	2,250	2,600	2,602	2	0%
4012 - Admissions Military Spouse	-	425	-	-	-	-	-	#DIV/0!
4020 - NLTP Fees	65,250	53,850	56,850	53,850	61,650	62,883	1,233	2%
4021 - Lic Fees > 3 Years	3,636,825	3,696,485	3,756,910	3,833,555	3,889,325	3,967,112	77,787	2%
4022 - Lic Fees < 3 Years	221,365	201,200	205,390	207,115	231,080	238,702	7,622	3%
4023 - Lic Fees - House Counsel	40,405	44,940	47,810	52,165	60,930	62,149	1,219	2%
4024 - Lic Fees LPP	-	800	2,150	4,850	5,100	5,202	102	2%
4025 - Pro Hac Vice Fees	79,600	129,525	214,875	213,875	218,175	222,539	4,364	2%
4026 - Lic Fees - Inactive/FS	116,725	120,390	116,560	118,115	120,645	123,058	2,413	2%
4027 - Lic Fees - Inactive/NS	211,425	214,935	219,975	223,080	224,840	229,337	4,497	2%
4029 - Prior Year Lic Fees	6,800	850	-	-	-	-	-	#DIV/0!
4030 - Certs of Good Standing	27,230	22,870	17,980	19,040	22,880	23,338	458	2%
4031 - Enhanced Web Revenue	-	-	-	-	-	-	-	#DIV/0!
4039 - Room Rental-All parties	102,773	72,158	12,344	38,809	72,443	92,443	20,000	28%
4042 - Food & Beverage Rev-All Parties	125,308	79,334	5,539	27,554	70,845	97,929	27,084	38%
4043 - Setup & A/V charges-All parties	1,402	1,145	-	945	1,124	1,402	278	25%
4051 - Meeting - Registration	399,950	256,829	111,985	292,683	239,750	216,742	(23,008)	-10%
4052 - Meeting - Sponsor Revenue	62,140	33,000	7,250	27,325	85,300	76,600	(8,700)	-10%
4053 - Meeting - Vendor Revenue	27,150	17,750	1,000	20,350	23,050	27,450	4,400	19%
4054 - Meeting - Material Sales	-	-	-	-	-	-	-	#DIV/0!
4055 - Meeting - Sp Ev Registration	17,377	7,570	-	13,235	2,600	1,400	(1,200)	-46%
4060 - E-Filing Revenue	48,363	12,432	24,853	5,741	6,483	6,483	-	0%
4061 - Advertising Revenue	185,840	169,488	195,978	214,672	231,957	241,980	10,003	4%
4062 - Subscriptions	90	90	30	60	60	60	-	0%
4063 - Modest Means revenue	10,725	10,525	12,400	11,425	9,525	10,000	475	5%
4071 - Mem Benefits - Lexis	1,473	1,264	1,200	1,303	1,379	1,379	-	0%
4072 - Royalty Inc - Bar J, MBNA, LM, M	6,801	6,849	8,175	9,822	14,034	14,034	-	0%
4081 - CLE - Registrations	451,978	261,754	205,130	274,458	416,919	449,231	32,312	8%
4082 - CLE - Video Library Sales	85,500	121,808	173,086	205,831	233,106	233,106	-	0%
4083 - CLE - Material Sales	-	-	-	-	-	-	-	#DIV/0!
4084 - Business Law Book Sales	3,315	-	-	-	-	-	-	#DIV/0!
4090 - Tenant Rent	21,086	22,258	21,232	18,446	19,032	19,032	-	0%
4093 - Law Day Revenue	2,700	-	-	(48)	2,952	2,952	-	0%
4095 - Miscellaneous Income	20,549	9,073	27,665	25,967	11,954	23,901	11,946	100%
4096 - Late Fees	62,330	86,200	54,095	101,850	106,600	106,600	-	0%
4103 - In - Kind Revenue - UDR	2,318	3,305	23	-	-	-	-	#DIV/0!
4120 - Grant Income	55,219	41,739	695,386	27,178	39,500	213,539	174,039	441%
4151 - ILM Realized Gains / Losses	176,875	139,808	49,282	44,533	163,445	173,445	10,000	6%
4152 - ILM Interest Income	(903)	7,898	7,371	(11,363)	65	65	-	0%
4153 - ILM Unrealized Gains / Losses	8,528	32,909	(35,781)	(32,788)	3,579	7,579	4,000	112%
4155 - General Interest Income	1,250	1,371	604	346	1,399	4,399	3,000	214%
4200 - Seminar Profit/Loss	33,895	8,386	(33,600)	106,521	114,090	114,060	(30)	0%
Total Revenue	6,799,024	6,359,275	6,692,804	6,751,904	7,369,131	7,799,139	430,008	6%
Expenses								
Program Services								
5001 - Meeting Facility-external only	41,449	13,505	1,914	53,442	118,246	104,127	(14,118)	-12%
5002 - Meeting facility-internal only	59,628	45,345	11,074	19,091	24,150	26,456	2,306	10%
5013 - ExamSoft	20,232	19,110	15,471	32,816	17,623	17,623	-	0%
5014 - Questions	40,701	35,998	52,750	62,502	73,983	73,983	-	0%
5015 - Investigations	425	600	1,006	1,650	929	1,629	700	75%
5016 - Credit Checks	2,058	1,930	2,534	2,597	2,169	2,169	-	0%
5017 - Medical Exam	160	160	320	480	320	320	-	0%
5025 - Temp Labor/Proctors	6,435	6,590	-	340	3,772	3,772	-	0%
5030 - Speaker Fees & Expenses	15,635	9,667	6,500	29,359	60,692	54,399	(6,293)	-10%
5031 - Speaker Reimb. - Receipt Req'd	9,607	16,880	-	-	1,367	9,148	7,781	569%
5035 - Awards	7,388	9,411	7,568	13,475	17,989	11,493	(6,496)	-36%
5037 - Grants/ contributions - general	8,840	9,000	6,796	368,200	47,420	35,500	(11,920)	-25%
5040 - Witness & Hearing Expense	1,606	1,498	(16)	410	1,364	2,756	1,393	102%
5041 - Process Serving	1,211	1,049	282	706	569	569	-	0%
5042 - Operations Audit	-	-	-	-	26,150	-	(26,150)	-100%
5045 - Bar Anniversary	-	-	-	-	-	-	-	#DIV/0!
5046 - Court Reporting	75	-	1,596	1,455	1,470	1,470	-	0%
5047 - Casemaker	72,584	49,645	53,992	51,453	48,855	50,000	1,145	2%
5055 - Legislative Expense	47,615	66,719	60,000	60,000	62,134	62,134	-	0%
5060 - Program Special Activities	-	2,595	30	5,481	1,900	-	(1,900)	-100%
5061 - LRE - Bar Support	65,000	65,000	64,182	64,182	60,000	60,000	-	0%
5062 - Law Day	11,652	5,975	-	11,866	12,259	13,159	900	7%
5063 - Special Event Expense	82,330	56,192	6,829	34,072	58,269	49,947	(8,321)	-14%
5064 - MCLE Fees Paid	38,718	29,373	39,142	62,283	57,135	58,017	881	2%
5070 - Equipment Rental	41,896	62,252	38	7,258	12,718	15,218	2,500	20%
5075 - Food & Bev-external costs only	469,643	371,002	19,245	237,560	504,769	360,096	(144,673)	-29%
5076 - Food & beverage - internal only	67,421	45,772	7,396	18,068	32,497	41,949	9,452	29%
5079 - Soft Drinks	10,720	6,994	2,726	4,299	5,599	5,649	50	1%
5085 - Misc. Program Expense	6,619	8,613	1,298	5,707	7,949	9,853	1,904	24%
5090 - Commission Expense	33,339	31,536	41,393	36,049	40,317	40,067	(250)	-1%
5095 - Wills for Heroes	969	482	360	1,432	1,538	1,315	(224)	-15%
5096 - UDR Support	-	-	-	-	-	-	-	#DIV/0!

Utah State Bar
FY23 FINAL Budget - Summary by Account
Based on Unaudited Actual Results through 3/31/23

	Actual 6/30/2019	Actual 7/1/2020	Actual 7/1/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL FY 2024 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
5099 - Blomquist Hale	73,832	73,703	77,738	89,644	196,548	391,000	194,452	99%
5501 - Books Purchased-BFB	-	-	-	-	-	-	-	#DIV/0!
5702 - Lodging	-	-	-	-	-	-	-	#DIV/0!
5702 - Travel - Lodging	60,715	61,850	7,065	30,649	54,181	58,184	4,004	7%
5703 - Transportation	-	-	-	-	-	2,000	2,000	#DIV/0!
5703 - Travel - Transportation	-	-	-	-	-	-	-	#DIV/0!
5703 - Travel - Transportation/Parking	20,818	21,864	282	13,314	35,683	38,125	2,442	7%
5704 - Mileage Reimbursement	-	-	-	-	-	-	-	#DIV/0!
5704 - Travel - Mileage Reimbursement	17,682	6,927	1,035	5,132	10,740	10,113	(628)	-6%
5705 - Per Diems	-	-	-	-	-	800	800	#DIV/0!
5705 - Travel - Per Diems	4,949	4,709	-	3,797	6,197	5,451	(746)	-12%
5706 - Meals	-	-	-	-	-	-	-	#DIV/0!
5706 - Travel - Meals	1,542	109	-	-	1,000	900	(100)	-10%
5707 - Travel - Commission Mtgs	54,493	14,983	-	37,305	64,931	27,000	(37,931)	-58%
5805 - ABA Annual Meeting	19,714	14,469	-	225	5,182	4,553	(629)	-12%
5810 - ABA Mid Year Meeting	12,735	19,896	100	2,871	3,948	4,378	429	11%
5815 - Commission/Education	26,473	15,245	1,287	12,210	10,200	10,200	-	0%
5820 - ABA Annual Delegate	10,281	10,128	-	2,608	8,320	7,240	(1,079)	-13%
5830 - Western States Bar Conference	29,064	7,494	205	20,465	18,000	26,459	8,459	47%
5840 - President's Expense	20,403	28,197	18,163	18,000	18,000	18,000	-	0%
5841 - President's Reimbursement	1,785	2,899	-	-	-	-	-	#DIV/0!
5845 - Reg Reform Task Force	6,012	4,571	-	-	-	-	-	#DIV/0!
5850 - Leadership Academy	12,471	11,645	200	8,056	11,500	10,000	(1,500)	-13%
5855 - Bar Review	1,729	431	-	8,934	53	-	(53)	-100%
5860 - Commission Mtg Travel	-	-	-	-	-	-	-	#DIV/0!
5865 - Retreat	31,293	20,089	-	22,281	35,351	45,300	9,949	28%
5866 - Wellbeing Committee	18,453	50,978	50,733	63,295	120,680	101,100	(19,581)	-16%
5867 - Bar Membership Survey	-	19,000	-	7,750	7,750	-	(7,750)	-100%
5868 - UCLU Support	-	50,000	-	-	2,000	3,000	1,000	50%
5960 - Overhead Allocation - Seminars	-	-	(3,404)	-	(7,857)	704	8,561	-109%
5970 - Event Revenue Sharing - 3rd Pty	42,191	60,197	71,092	78,605	86,939	86,939	-	0%
Total Program Services Expenses	1,630,590	1,472,279	628,920	1,611,375	1,993,497	1,964,263	(29,235)	-1%
Salaries & Benefits	-	-	-	-	-	-	-	-
5510 - Salaries/Wages	2,765,253	3,024,156	3,057,778	2,978,124	3,108,792	3,543,761	434,969	14%
5605 - Payroll Taxes	206,499	226,540	234,952	238,503	246,318	281,710	35,392	14%
5610 - Health Insurance	250,782	267,945	278,473	274,050	276,149	309,534	33,385	12%
5620 - Health Ins/Medical Reimb	6,040	3,674	7,500	5,650	5,560	5,658	99	2%
5630 - Dental Insurance	15,136	14,928	15,237	16,286	16,500	18,611	2,111	13%
5640 - Life & LTD Insurance	17,661	18,335	19,788	20,428	21,025	22,422	1,397	7%
5645 - Workman's Comp Insurance	2,487	2,832	2,733	2,102	1,680	1,680	-	0%
5650 - Retirement Plan Contributions	231,773	261,765	276,136	249,171	264,980	288,770	23,789	9%
5655 - Retirement Plan Fees & Costs	19,208	19,785	18,337	13,561	13,929	13,965	35	0%
5660 - Training/Development	21,559	18,261	3,378	7,263	5,729	13,827	8,098	141%
Total Salaries/Benefit Expenses	3,536,399	3,858,222	3,914,313	3,805,138	3,960,662	4,499,937	539,274	14%
General & Administrative	-	-	-	-	-	-	-	-
4094 - Copy/Print revenue	-	-	-	-	-	-	-	#DIV/0!
7025 - Office Supplies	25,395	25,724	14,976	20,883	20,280	21,989	1,710	8%
7033 - Operating Meeting Supplies	23,675	17,400	1,822	2,306	2,338	2,338	-	0%
7035 - Postage/Mailing, net	53,924	55,027	59,449	56,317	51,440	52,817	1,377	3%
7040 - Copy/Printing Expense	151,973	155,404	110,954	125,441	134,984	138,365	3,381	3%
7040 - Copy/Printing Expense - Other	-	-	-	-	-	-	-	#DIV/0!
7041 - Copy/Print revenue	(25,255)	(19,602)	(16,772)	(15,754)	(15,137)	(15,137)	-	0%
7045 - Internet Service	13,868	8,724	10,603	18,498	23,828	22,387	(1,441)	-6%
7050 - Computer Maintenance	48,627	60,676	42,437	105,031	220,256	262,786	42,530	19%
7055 - Computer Supplies & Small Equip	15,274	15,892	15,750	30,018	30,362	35,414	5,052	17%
7089 - Membership Database Fees	28,437	34,343	57,057	58,183	86,591	112,451	25,859	30%
7134 - Interest Expense	-	-	2,738	-	-	-	-	#DIV/0!
7095 - Fax Equip & Supplies	-	(25)	(7)	(140)	(3)	-	3	-100%
7100 - Telephone	53,868	56,434	65,361	56,619	64,811	63,333	(1,478)	-2%
7105 - Advertising	54,435	31,781	3,281	34,991	46,414	47,414	1,000	2%
7106 - Public Notification	1,149	465	290	-	-	-	-	#DIV/0!
7107 - Production Costs	-	3,000	-	26,500	15,107	15,107	-	0%
7110 - Publications/Subscriptions	22,262	25,729	28,144	28,541	27,570	30,239	2,669	10%
7115 - Public Relations	-	49,997	-	-	-	-	-	#DIV/0!
7120 - Membership/Dues	10,209	11,414	10,858	16,169	15,863	16,188	325	2%
7135 - Bank Service Charges	1,111	899	938	666	790	790	-	0%
7136 - ILM Service Charges	17,698	18,048	17,944	20,946	20,239	20,239	-	0%
7138 - Bad debt expense	-	0	-	-	-	-	-	#DIV/0!
7140 - Credit Card Merchant Fees	107,682	103,843	120,507	137,455	146,683	148,938	2,255	2%
7140 - Credit Card Merchant Fees - Other	-	-	-	-	-	-	-	#DIV/0!
7141 - Credit Card surcharge	(56,726)	(59,720)	(68,871)	(72,009)	(20,684)	(4,988)	15,697	-76%
7145 - Commission Election Expense	1,912	2,693	2,717	3,013	3,050	3,050	-	0%
7150 - E&O/Off & Dir Insurance	51,519	51,951	53,811	59,129	68,104	68,104	-	0%
7160 - Audit Expense	33,546	34,265	35,435	38,143	41,031	42,031	1,000	2%
7170 - Lobbying Rebates	180	140	227	335	330	336	7	2%
7175 - O/S Consultants	74,541	168,444	150,458	69,365	24,791	64,778	39,987	161%
7176 - Bar Litigation	6,374	22,245	10,450	22,599	29,212	29,212	-	0%
7177 - UPL	8,302	41,141	1,564	5,433	15,867	15,867	-	0%
7178 - Offsite Storage/Backup	11,616	3,889	-	-	-	-	-	#DIV/0!
7179 - Payroll Adm Fees	2,885	3,169	3,126	2,957	3,603	3,603	-	0%
7180 - Administrative Fee Expense	773	1,118	996	1,751	1,666	1,666	-	0%
7190 - Lease Interest Expense	770	573	364	144	2,580	2,580	-	0%
7191 - Lease Sales Tax Expense	-	-	-	-	-	-	-	#DIV/0!
7195 - Other Gen & Adm Expense	15,345	15,245	13,307	17,563	16,870	17,272	402	2%
Total General & Administrative Expenses	755,367	940,323	749,912	871,093	1,078,837	1,219,171	139,932	13%

Utah State Bar
FY23 FINAL Budget - Summary by Account
Based on Unaudited Actual Results through 3/31/23

	Actual 6/30/2019	Actual 7/1/2020	Actual 7/1/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL FY 2024 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
In Kind Expenses								
7103 - InKind Contrib-UDR & all other	20,004	17,837	5,879	18,291	19,998	19,998	-	0%
Building Overhead								
6015 - Janitorial Expense	29,784	25,362	17,004	28,383	31,256	32,407	1,151	4%
6020 - Heat	20,557	17,908	21,226	22,427	27,349	28,357	1,008	4%
6025 - Electricity	45,511	41,164	41,502	43,035	43,873	45,489	1,616	4%
6030 - Water/Sewer	7,483	7,738	6,188	5,768	7,282	7,550	268	4%
6035 - Outside Maintenance	13,190	16,474	14,046	20,740	28,740	29,799	1,059	4%
6040 - Building Repairs	23,160	17,002	20,897	18,651	11,715	12,147	432	4%
6045 - Bldg Mtnc Contracts	35,578	39,017	29,488	27,400	27,091	28,089	998	4%
6050 - Bldg Mtnc Supplies	5,235	-	-	-	-	-	-	#DIV/0!
6055 - Real Property Taxes	30,172	30,945	34,272	32,744	29,278	30,156	878	3%
6060 - Personal Property Taxes	440	416	397	384	432	445	13	3%
6065 - Bldg Insurance/Fees	17,246	18,239	19,930	21,000	22,562	23,416	854	4%
6070 - Building & Improvements Depr	54,146	53,835	68,193	84,222	86,083	86,655	572	1%
6075 - Furniture & Fixtures Depr	13,584	8,779	4,453	1,931	6,437	6,487	50	1%
7085 - Computers, Equip & Sftwre Depr	174,003	138,196	91,665	58,522	64,681	65,100	419	1%
Total Building Overhead Expenses	470,092	415,076	369,260	365,205	386,779	396,098	9,319	2%
Total Expenses	6,412,452	6,703,737	5,668,284	6,671,101	7,439,773	8,099,466	659,693	9%
Other Income/Expense								
4300 - Gain (Loss) - Sales of Assets	-	(5,673)	-	7,373	-	-	-	-
Net Profit (Loss)	\$ 386,573	\$ (350,135)	\$ 1,024,520	\$ 73,430	\$ (70,641)	\$ (300,326)	\$ (229,685)	325%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
01 - Licensing

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4010 - Section/Local Bar Support fees	17,808	17,128	17,292	18,048	17,316	17,662	346	2%
4020 - NLTP Fees	-	-	750	-	-	-	-	#DIV/0!
4021 - Lic Fees > 3 Years	3,636,825	3,696,485	3,756,910	3,833,555	3,889,325	3,967,112	77,787	2%
4022 - Lic Fees < 3 Years	221,365	201,200	205,390	207,115	231,080	235,702	4,622	2%
4023 - Lic Fees - House Counsel	40,405	44,940	47,810	52,165	60,930	62,149	1,219	2%
4024 - Lic Fees LPP	-	800	2,150	4,600	4,850	4,947	97	2%
4025 - Pro Hac Vice Fees	79,600	129,525	214,875	213,875	218,175	222,539	4,364	2%
4026 - Lic Fees - Inactive/FS	116,725	120,390	116,560	118,115	120,645	123,058	2,413	2%
4027 - Lic Fees - Inactive/NS	211,425	214,935	219,975	223,080	224,840	229,337	4,497	2%
4029 - Prior Year Lic Fees	6,800	850	-	-	-	-	-	#DIV/0!
4030 - Certs of Good Standing	27,230	22,870	17,980	19,040	22,880	23,338	458	2%
4061 - Advertising Revenue	-	-	120	-	140	143	3	2%
4095 - Miscellaneous Income	675	615	245	90	65	67	1	2%
4096 - Late Fees	32,030	64,800	32,995	76,450	79,700	79,700	-	0%
Total Revenue	4,390,888	4,514,538	4,633,052	4,766,133	4,870,146	4,965,955	95,809	2%
Expenses								
Salaries & Benefits								
5510 - Salaries/Wages	28,372	33,047	44,839	56,200	59,391	63,251	3,860	6%
5605 - Payroll Taxes	1,824	2,589	3,537	4,485	5,459	5,814	355	7%
5610 - Health Insurance	5,384	5,596	5,669	5,965	6,348	6,761	413	7%
5620 - Health Ins/Medical Reimb	25	-	-	-	-	-	-	#DIV/0!
5630 - Dental Insurance	433	434	439	457	461	491	30	6%
5640 - Life & LTD Insurance	454	458	466	531	551	579	28	5%
5650 - Retirement Plan Contributions	2,105	3,147	4,295	5,323	6,374	6,788	414	7%
5655 - Retirement Plan Fees & Costs	663	614	544	405	408	408	-	0%
5660 - Training/Development	45	45	-	-	-	-	-	#DIV/0!
Total Salaries/Benefit Expenses	39,304	45,931	59,789	73,364	78,992	84,092	5,100	6%
General & Administrative								
7025 - Office Supplies	541	870	337	794	645	654	10	1%
7035 - Postage/Mailing, net	6,028	6,014	5,454	5,147	5,988	6,078	90	1%
7040 - Copy/Printing Expense	2,399	2,425	2,654	5,148	5,370	5,451	81	1%
7041 - Copy/Print revenue	-	-	273	-	-	-	-	#DIV/0!
7050 - Computer Maintenance	3,767	10,340	5,972	4,881	9,981	10,131	150	1%
7055 - Computer Supplies & Small Equip	130	409	510	787	1,620	1,644	24	1%
7095 - Fax Equip & Supplies	-	-	(10)	-	-	-	-	#DIV/0!
7100 - Telephone	1,263	1,263	1,445	1,323	1,496	1,519	22	1%
7110 - Publications/Subscriptions	-	-	133	-	153	155	2	1%
7140 - Credit Card Merchant Fees	72,067	63,203	90,349	83,972	89,942	91,291	1,349	1%
7140 - Credit Card Merchant Fees - Other	-	-	-	-	-	-	-	#DIV/0!
7141 - Credit Card surcharge	(56,726)	(59,720)	(68,997)	(71,865)	(20,697)	(5,000)	15,697	-76%
7175 - O/S Consultants	280	1,919	2,110	1,312	-	-	-	#DIV/0!
Total General & Administrative Expenses	29,750	26,723	40,241	31,490	94,499	111,923	17,425	18%
Building Overhead								
6015 - Janitorial Expense	627	526	340	639	755	778	23	3%
6020 - Heat	432	369	424	520	661	681	20	3%
6025 - Electricity	957	852	829	951	1,060	1,092	32	3%
6030 - Water/Sewer	157	161	124	125	176	181	5	3%
6035 - Outside Maintenance	277	336	281	479	694	715	21	3%
6040 - Building Repairs	487	350	356	391	283	292	8	3%
6045 - Bldg Mtncn Contracts	748	802	589	622	655	674	20	3%
6050 - Bldg Mtncn Supplies	110	-	-	-	-	-	-	#DIV/0!
6065 - Bldg Insurance/Fees	363	376	398	420	523	539	16	3%
6070 - Building & Improvements Depre	1,139	1,109	1,363	1,891	2,081	2,081	-	0%
6075 - Furniture & Fixtures Depre	285	181	89	69	183	183	-	0%
7065 - Computers, Equip & Sftwre Depre	3,660	2,845	1,832	1,287	1,526	1,526	-	0%
Total Building Overhead Expenses	9,244	7,906	6,625	7,394	8,596	8,741	144	2%
Total Expenses	78,298	80,560	106,656	112,249	182,087	204,755	22,668	28%
Net Profit (Loss)	\$ 4,312,590	\$ 4,433,978	\$ 4,526,396	\$ 4,653,884	\$ 4,688,059	\$ 4,761,200	\$ 73,140	2%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
02 - Admissions

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4001 - Admissions - Student Exam Fees	124,025	132,275	103,100	142,175	143,600	146,472	2,872	2%
4002 - Admissions - Attorney Exam Fees	45,475	48,350	57,050	67,025	69,675	71,069	1,394	2%
4003 - Admissions - Retake Fees	41,250	36,550	32,800	32,200	38,950	39,729	779	2%
4004 - Admissions - Laptop Fees	51,900	29,100	62,200	79,400	59,700	100,894	41,194	69%
4005 - Admissions - Application Forms	4,000	6,000	8,200	1,150	7,450	7,599	149	2%
4006 - Transfer App Fees	45,000	44,300	45,100	64,650	68,600	69,972	1,372	2%
4008 - Attorney - Motion	46,750	54,400	81,600	85,850	138,450	141,219	2,769	2%
4009 - House Counsel	20,400	12,900	15,300	23,800	31,400	32,028	628	2%
4011 - Admissions LPP	-	-	200	-	100	102	2	2%
4012 - Admissions Military Spouse	-	425	-	-	-	-	-	#DIV/0!
4095 - Miscellaneous Income	7,120	3,025	4,161	5,885	5,830	5,947	117	2%
4096 - Late Fees	30,300	21,400	21,000	25,400	26,900	26,900	-	0%
Total Revenue	416,220	388,725	430,711	527,394	590,514	641,786	51,272	9%
Expenses								
Program Services								
5001 - Meeting Facility-external only	14,523	7,586	-	7,769	37,368	41,105	3,737	10%
5002 - Meeting facility-internal only	6,394	5,394	6,144	4,241	3,495	3,845	350	10%
5013 - ExamSoft	20,232	19,110	14,542	32,816	17,623	17,623	-	0%
5014 - Questions	40,701	35,998	17,540	36,592	45,441	45,441	-	0%
5015 - Investigations	260	128	489	900	929	929	-	0%
5016 - Credit Checks	2,058	1,930	2,534	2,597	2,169	2,169	-	0%
5017 - Medical Exam	160	160	320	480	320	320	-	0%
5025 - Temp Labor/Proctors	5,410	6,100	-	-	3,522	3,522	-	0%
5046 - Court Reporting	75	-	1,563	1,440	1,440	1,440	-	0%
5070 - Equipment Rental	8,302	5,655	-	-	10,469	10,469	-	0%
5075 - Food & Bev-external costs only	9,303	3,941	237	641	10,118	11,130	1,012	10%
5076 - Food & beverage - internal only	8,262	6,029	4,936	2,459	2,906	3,196	291	10%
5079 - Soft Drinks	-	-	36	-	-	-	-	#DIV/0!
5085 - Misc. Program Expense	-	-	1,298	794	671	671	-	0%
5702 - Travel - Lodging	-	2,030	-	948	856	942	86	10%
5703 - Travel - Transportation/Parking	784	3,323	-	860	-	-	-	#DIV/0!
5704 - Travel - Mileage Reimbursement	88	342	534	340	-	-	-	#DIV/0!
5705 - Travel - Per Diems	331	786	-	308	-	-	-	#DIV/0!
Total Program Services Expenses	117,103	98,511	50,237	93,377	137,659	143,134	5,474	6%
Salaries & Benefits								
5510 - Salaries/Wages	253,197	243,207	292,892	202,660	213,385	227,255	13,870	7%
5605 - Payroll Taxes	19,528	19,152	25,045	16,263	21,080	22,451	1,370	6%
5610 - Health Insurance	20,549	23,833	25,442	9,308	3,409	3,631	222	7%
5620 - Health Ins/Medical Reimb	26	7	623	26	501	501	-	0%
5630 - Dental Insurance	1,335	1,251	1,345	607	346	368	22	6%
5640 - Life & LTD Insurance	1,609	1,564	1,662	696	795	847	52	6%
5650 - Retirement Plan Contributions	21,561	19,915	25,099	15,656	17,876	19,038	1,162	6%
5655 - Retirement Plan Fees & Costs	1,499	1,380	1,901	1,081	951	951	-	0%
5660 - Training/Development	1,445	560	-	-	-	280	280	#DIV/0!
Total Salaries/Benefit Expenses	320,749	310,869	374,010	246,296	258,344	275,322	16,978	7%
General & Administrative								
7025 - Office Supplies	1,139	853	624	884	658	658	-	0%
7035 - Postage/Mailing, net	1,534	1,128	387	63	5	5	-	0%
7040 - Copy/Printing Expense	4,572	3,755	5,798	1,860	1,911	1,911	-	0%
7050 - Computer Maintenance	2,836	4,593	3,018	5,932	11,350	11,917	567	5%
7055 - Computer Supplies & Small Equip	463	953	839	1,846	1,113	1,224	111	10%
7089 - Membership Database Fees	3,900	18,550	36,000	36,771	40,022	40,022	-	0%
7100 - Telephone	3,789	3,791	4,336	3,969	4,488	4,488	-	0%
7105 - Advertising	75	75	49	49	98	98	-	0%
7110 - Publications/Subscriptions	216	226	623	88	475	475	-	0%
7120 - Membership/Dues	720	715	725	365	995	995	-	0%
7140 - Credit Card Merchant Fees	9,038	9,034	9,807	12,489	13,840	13,840	-	0%
7150 - E&O/Off & Dir Insurance	4,094	4,137	4,221	4,538	5,123	5,123	-	0%
7175 - O/S Consultants	841	65,758	8,716	3,273	-	-	-	#DIV/0!
7195 - Other Gen & Adm Expense	-	20	102	-	-	-	-	#DIV/0!
Total General & Administrative Expenses	33,217	113,561	75,245	72,189	81,251	81,930	679	1%
Building Overhead								
6015 - Janitorial Expense	1,607	1,344	864	1,624	1,920	1,977	58	3%
6020 - Heat	1,109	943	1,078	1,321	1,680	1,730	50	3%
6025 - Electricity	2,455	2,179	2,108	2,417	2,694	2,775	81	3%
6030 - Water/Sewer	404	411	314	318	447	461	13	3%
6035 - Outside Maintenance	711	858	714	1,217	1,765	1,818	53	3%
6040 - Building Repairs	1,249	894	906	994	719	741	22	3%
6045 - Bldg Mtncce Contracts	1,919	2,048	1,498	1,582	1,664	1,714	50	3%
6050 - Bldg Mtncce Supplies	282	-	-	-	-	-	-	#DIV/0!
6065 - Bldg Insurance/Fees	930	960	1,012	1,067	1,330	1,370	40	3%
6070 - Building & Improvements Depre	2,921	2,834	3,464	4,808	5,288	5,288	-	0%
6075 - Furniture & Fixtures Depre	733	462	226	176	465	465	-	0%
7065 - Computers, Equip & Sftwre Depre	9,386	7,271	4,656	3,271	3,878	3,878	-	0%
Total Building Overhead Expenses	23,707	20,204	16,842	18,795	21,850	22,217	367	2%
Total Expenses	494,776	543,144	516,333	430,656	499,105	522,602	23,498	4%
Net Profit (Loss)	\$ (78,556)	\$ (154,419)	\$ (85,623)	\$ 96,738	\$ 91,409	\$ 119,184	\$ 27,775	30%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
03 - NLTP

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4020 · NLTP Fees	65,250	53,850	56,100	53,850	61,650	62,883	1,233	2%
4081 · CLE - Registrations	-	-	619	-	-	-	-	#DIV/0!
4200 · Seminar Profit/Loss	1,099	-	(685)	(1,361)	(1,361)	(1,388)	(27)	2%
Total Revenue	66,349	53,850	56,034	52,885	60,685	61,899	1,214	2%
Expenses								
Program Services								
5002 · Meeting facility-internal only	1,455	970	-	-	-	-	-	#DIV/0!
5070 · Equipment Rental	-	-	-	-	-	-	-	#DIV/0!
5075 · Food & Bev-external costs only	941	83	-	-	-	-	-	#DIV/0!
5076 · Food & beverage - Internal only	2,908	2,107	-	-	-	1,350	1,350	#DIV/0!
5085 · Misc. Program Expense	85	-	-	-	-	-	-	#DIV/0!
5702 · Travel - Lodging	-	-	-	-	-	2,050	2,050	#DIV/0!
Total Program Services Expenses	5,389	3,159	-	-	-	5,700	5,700	180%
Salaries & Benefits								
5510 · Salaries/Wages	30,411	51,871	67,206	32,829	38,615	41,125	2,510	7%
5605 · Payroll Taxes	2,475	4,280	5,291	3,152	3,313	3,528	215	7%
5610 · Health Insurance	-	-	-	-	1,000	3,000	2,000	200%
5630 · Dental Insurance	-	(4)	(20)	-	77	240	163	212%
5640 · Life & LTD Insurance	406	411	419	496	468	200	(268)	-57%
5650 · Retirement Plan Contributions	2,230	5,074	6,400	3,017	1,558	715	(843)	-54%
5655 · Retirement Plan Fees & Costs	489	614	544	68	136	136	-	0%
5660 · Training/Development	45	470	-	-	650	692	42	7%
Total Salaries/Benefit Expenses	36,060	62,716	79,848	39,561	45,817	49,637	3,820	8%
General & Administrative								
7025 · Office Supplies	7	78	3	172	173	173	-	0%
7035 · Postage/Mailing, net	9	1	2	-	-	-	-	#DIV/0!
7040 · Copy/Printing Expense	233	158	68	3	86	86	-	0%
7050 · Computer Maintenance	945	989	3,596	7,475	6,919	8,770	1,851	27%
7089 · Membership Database Fees	-	-	-	-	12,333	12,333	-	0%
7100 · Telephone	1,422	1,367	1,445	1,323	1,257	1,257	-	0%
7110 · Publications/Subscriptions	-	-	133	-	153	153	-	0%
7120 · Membership/Dues	545	515	605	935	345	345	-	0%
7140 · Credit Card Merchant Fees	1,485	1,350	1,539	1,513	1,436	1,436	-	0%
7175 · O/S Consultants	280	11,669	12,860	7,978	-	-	-	#DIV/0!
Total General & Administrative Expenses	4,927	16,126	20,252	19,907	23,101	24,982	1,881	8%
Building Overhead								
6015 · Janitorial Expense	354	293	184	346	409	421	12	3%
6020 · Heat	244	205	230	282	358	369	11	3%
6025 · Electricity	541	475	449	515	574	592	17	3%
6030 · Water/Sewer	89	90	67	68	95	98	3	3%
6035 · Outside Maintenance	157	186	152	259	376	388	11	3%
6040 · Building Repairs	275	194	193	212	153	158	5	3%
6045 · Bldg Mtncn Contracts	423	444	319	337	355	365	11	3%
6050 · Bldg Mtncn Supplies	62	-	-	-	-	-	-	#DIV/0!
6065 · Bldg Insurance/Fees	205	209	216	227	283	292	9	3%
6070 · Building & Improvements Depr	643	616	738	1,025	1,127	1,127	-	0%
6075 · Furniture & Fixtures Depr	161	101	48	38	99	99	-	0%
7065 · Computers, Equip & Sftwre Depr	2,067	1,580	993	697	827	827	-	0%
Total Building Overhead Expenses	5,220	4,392	3,590	4,006	4,658	4,736	78	2%
Total Expenses	51,595	86,394	103,690	63,475	73,575	85,055	11,479	13%
Net Profit (Loss)	\$ 14,754	\$ (32,544)	\$ (47,656)	\$ (10,590)	\$ (12,890)	\$ (23,156)	\$ (10,266)	80%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
04 - Bar Management

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4060 - E-Filing Revenue	48,363	12,432	24,853	5,741	6,483	6,483	-	0%
4095 - Miscellaneous Income	1,405	1,089	20,956	1,257	2,745	2,745	-	0%
4103 - In - Kind Revenue - UDR	2,318	3,305	23	-	-	-	-	#DIV/0!
4120 - Grant Income	-	-	655,810	-	-	-	-	#DIV/0!
4151 - ILM Realized Gains / Losses	176,875	139,808	49,282	44,533	163,445	173,445	10,000	6%
4152 - ILM Interest Income	(903)	7,898	7,371	(11,363)	65	65	-	0%
4153 - ILM Unrealized Gains / Losses	8,528	32,909	(35,781)	(32,788)	3,579	7,579	4,000	112%
4155 - General Interest Income	1,250	1,371	604	346	1,399	4,399	3,000	214%
Total Revenue	237,837	198,811	723,118	7,727	177,717	194,717	17,000	10%
Expenses								
Program Services								
5002 - Meeting facility-internal only	1,415	855	95	795	1,685	1,685	-	0%
5035 - Awards	-	-	11	-	65	65	-	0%
5061 - LRE - Bar Support	-	-	4,182	-	-	-	-	#DIV/0!
5063 - Special Event Expense	-	-	-	592	592	592	-	0%
5070 - Equipment Rental	-	-	-	-	-	-	-	#DIV/0!
5075 - Food & Bev-external costs only	2,109	1,270	946	1,217	2,037	2,240	204	10%
5076 - Food & beverage - internal only	-	51	-	1,405	1,618	1,780	162	10%
5079 - Soft Drinks	2,723	1,777	1,173	1,587	1,889	1,889	-	0%
5085 - Misc. Program Expense	491	-	-	-	-	-	-	#DIV/0!
5702 - Travel - Lodging	513	1,624	-	-	-	-	-	#DIV/0!
5703 - Travel - Transportation/Parking	1,432	465	-	112	-	-	-	#DIV/0!
5704 - Travel - Mileage Reimbursement	113	-	-	-	-	-	-	#DIV/0!
5705 - Travel - Per Diems	38	175	-	-	-	-	-	#DIV/0!
5707 - Travel - Commission Mtgs	18	-	-	-	-	-	-	#DIV/0!
5805 - ABA Annual Meeting	5,343	3,947	-	-	885	974	89	10%
5810 - ABA Mid Year Meeting	4,466	5,010	-	-	-	-	-	#DIV/0!
5830 - Western States Bar Conference	11,557	2,918	205	-	-	1,459	1,459	#DIV/0!
5960 - Overhead Allocation - Seminars	(22,401)	(18,460)	(17,365)	(27,943)	(33,883)	(33,883)	-	0%
Total Program Services Expenses	8,127	(368)	(10,753)	(21,984)	(24,761)	(22,848)	1,913	-520%
Salaries & Benefits								
5510 - Salaries/Wages	529,301	600,606	554,818	441,465	420,140	547,449	127,309	30%
5605 - Payroll Taxes	37,744	40,797	42,203	37,166	30,842	40,847	10,005	32%
5610 - Health Insurance	45,849	46,425	47,293	44,250	44,801	47,713	2,912	6%
5620 - Health Ins/Medical Reimb	420	294	-	1	(489)	(489)	-	0%
5630 - Dental Insurance	2,278	2,099	2,046	1,720	2,756	2,935	179	7%
5640 - Life & LTD Insurance	3,464	3,282	4,050	3,374	3,906	4,101	195	5%
5645 - Workman's Comp Insurance	2,487	2,832	2,733	2,102	1,680	1,680	-	0%
5650 - Retirement Plan Contributions	49,861	49,383	55,902	47,255	39,882	43,774	3,892	10%
5655 - Retirement Plan Fees & Costs	2,989	2,611	2,306	2,096	1,766	1,766	-	0%
5660 - Training/Development	4,993	1,433	165	955	(559)	(595)	(36)	6%
66000 - Payroll Expenses	(0)	0	0	(0)	(1)	(1)	-	0%
Total Salaries/Benefit Expenses	679,385	749,762	711,516	580,383	544,724	689,180	144,456	27%
General & Administrative								
7025 - Office Supplies	9,352	7,879	8,981	9,500	8,868	8,868	-	0%
7033 - Operating Meeting Supplies	366	-	-	-	-	-	-	#DIV/0!
7035 - Postage/Mailing, net	1,012	1,854	3,782	909	950	950	-	0%
7040 - Copy/Printing Expense	2,797	3,266	7,676	1,486	1,949	1,949	-	0%
7050 - Computer Maintenance	4,727	5,117	4,942	9,505	19,804	30,794	10,990	55%
7055 - Computer Supplies & Small Equip	1,275	1,304	5,680	5,049	4,522	4,748	226	5%
7089 - Membership Database Fees	-	-	8,310	-	-	-	-	#DIV/0!
7134 - Interest Expense	-	-	2,738	-	-	-	-	#DIV/0!
7095 - Fax Equip & Supplies	-	-	-	(140)	-	-	-	#DIV/0!
7100 - Telephone	7,257	7,948	8,750	6,129	5,984	5,984	-	0%
7105 - Advertising	460	75	499	-	98	98	-	0%
7110 - Publications/Subscriptions	2,988	5,203	6,189	9,307	7,809	7,809	-	0%
7120 - Membership/Dues	1,528	2,265	2,038	4,497	1,727	1,727	-	0%
7135 - Bank Service Charges	1,111	846	928	674	790	790	-	0%
7136 - ILM Service Charges	17,698	18,048	17,944	20,946	20,239	20,239	-	0%
7140 - Credit Card Merchant Fees	(897)	1,014	(2,412)	8,081	7,093	7,093	-	0%
7150 - E&O/Off & Dir Insurance	9,386	9,429	10,021	11,414	13,293	13,293	-	0%
7160 - Audit Expense	33,546	34,265	35,435	38,143	41,031	42,031	1,000	2%
7175 - O/S Consultants	9,310	15,774	23,241	12,281	4,946	4,946	-	0%
7176 - Bar Litigation	-	-	-	-	403	403	-	0%
7179 - Payroll Adm Fees	2,885	3,169	3,126	2,957	3,603	3,603	-	0%
7180 - Administrative Fee Expense	773	1,118	996	1,751	1,666	1,666	-	0%
7190 - Lease Interest Expense	770	573	364	144	144	144	-	0%
7195 - Other Gen & Adm Expense	9,601	8,047	9,651	10,826	6,108	6,108	-	0%
Total General & Administrative Expenses	115,943	127,192	158,956	153,313	151,028	163,244	12,216	8%
In Kind Expenses								
7103 - InKind Contrib-UDR & all other	4,209	5,282	5,404	1,704	1,496	1,496	-	0%
Building Overhead								
6015 - Janitorial Expense	2,410	2,057	1,388	2,610	3,084	3,176	93	3%
6020 - Heat	1,663	1,454	1,732	2,122	2,698	2,779	81	3%
6025 - Electricity	3,683	3,340	3,387	3,884	4,329	4,459	130	3%
6030 - Water/Sewer	606	628	505	511	718	740	22	3%
6035 - Outside Maintenance	1,067	1,340	1,146	1,955	2,836	2,921	85	3%
6040 - Building Repairs	1,874	1,381	1,456	1,596	1,156	1,191	35	3%
6045 - Bldg Mtncn Contracts	2,879	3,170	2,407	2,541	2,673	2,753	80	3%
6050 - Bldg Mtncn Supplies	424	-	-	-	-	-	-	#DIV/0!
6065 - Bldg Insurance/Fees	1,395	1,481	1,627	1,714	2,137	2,201	64	3%
6070 - Building & Improvements Depre	4,381	4,372	5,565	7,693	8,466	8,466	-	0%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
04 - Bar Management

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
6075 - Furniture & Fixtures Depr	1,099	713	363	(851)	(387)	(387)	-	0%
7065 - Computers, Equip & Sftwre Depr	14,080	11,223	7,481	6,793	7,767	7,767	-	0%
Total Building Overhead Expenses	35,561	31,158	27,058	30,567	35,476	36,065	589	2%
Total Expenses	843,224	913,027	892,180	743,983	707,963	867,137	159,175	17%
Other Income/Expense								
4300 - Gain (Loss) - Sales of Assets	-	(5,673)	-	7,373	-	-	-	
Net Profit (Loss)	\$ (605,388)	\$ (708,543)	\$ (169,062)	\$ (728,889)	\$ (530,246)	\$ (672,421)	\$ (142,175)	27%

Bar Management is Included in the Bar Operations department shown on pages 4-6 and 10.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
05 - Property Management

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4039 - Room Rental-All parties	102,773	72,158	12,344	38,809	72,443	92,443	20,000	28%
4042 - Food & Beverage Rev-All Parties	125,308	79,334	5,539	27,554	70,845	97,929	27,084	38%
4043 - Setup & A/V charges-All parties	1,402	1,145	-	945	1,124	1,402	278	25%
4090 - Tenant Rent	21,086	22,258	21,232	18,446	19,032	19,032	-	0%
4095 - Miscellaneous Income	70	16	70	-	-	-	-	#DIV/0!
Total Revenue	250,639	174,911	39,185	85,753	163,444	210,806	47,362	29%
Expenses								
Program Services								
5002 - Meeting facility-internal only	95	205	-	-	95	95	-	0%
5070 - Equipment Rental	1,157	1,145	-	945	1,124	1,124	-	0%
5075 - Food & Bev-external costs only	111,946	71,290	2,965	23,112	44,460	48,906	4,446	10%
5076 - Food & beverage - internal only	-	274	1,987	1,906	670	670	-	0%
5079 - Soft Drinks	7,911	4,881	1,335	2,405	3,371	3,371	-	0%
Total Program Services Expenses	121,765	77,796	6,287	28,367	49,721	54,167	4,446	6%
Salaries & Benefits								
5510 - Salaries/Wages	111,339	127,775	123,169	109,715	117,404	125,036	7,631	6%
5605 - Payroll Taxes	8,661	10,021	9,905	9,360	9,992	10,642	650	6%
5610 - Health Insurance	16,401	18,230	16,829	17,468	18,992	20,226	1,234	7%
5620 - Health Ins/Medical Reimb	1,120	516	1,161	1,162	1,123	1,123	-	0%
5630 - Dental Insurance	866	830	873	913	961	1,023	62	6%
5640 - Life & LTD Insurance	696	705	721	738	885	943	58	6%
5650 - Retirement Plan Contributions	10,027	11,541	11,776	10,934	8,424	8,971	548	7%
5655 - Retirement Plan Fees & Costs	1,326	1,228	1,088	809	815	815	-	0%
5660 - Training/Development	90	90	-	-	-	-	-	#DIV/0!
Total Salaries/Benefit Expenses	150,527	170,935	165,522	151,100	158,596	168,779	10,183	6%
General & Administrative								
7025 - Office Supplies	1,436	2,282	405	1,178	923	923	-	0%
7033 - Operating Meeting Supplies	22,789	17,400	1,822	2,306	2,338	2,338	-	0%
7035 - Postage/Mailing, net	(348)	(993)	11,493	3,861	(5,561)	(5,561)	-	0%
7040 - Copy/Printing Expense	3,697	5,138	453	916	1,832	1,832	-	0%
7041 - Copy/Print revenue	(25,255)	(19,602)	(17,345)	(15,754)	(15,137)	(15,137)	-	0%
7050 - Computer Maintenance	-	-	-	2,366	5,726	5,726	-	0%
7055 - Computer Supplies & Small Equip	603	2,535	-	219	-	-	-	#DIV/0!
7100 - Telephone	4,478	4,531	5,188	4,166	3,972	3,972	-	0%
7105 - Advertising	75	-	-	-	-	-	-	#DIV/0!
7140 - Credit Card Merchant Fees	118	20	-	65	42	42	-	0%
7175 - O/S Consultants	561	3,839	4,220	2,624	-	-	-	#DIV/0!
7190 - Lease Interest Expense	-	-	-	-	2,437	2,437	-	0%
7195 - Other Gen & Adm Expense	-	1,611	125	40	78	78	-	0%
Total General & Administrative Expenses	8,153	16,761	6,362	2,112	(3,350)	(3,350)	-	0%
In Kind Expenses								
7103 - InKind Contrib-UDR & all other	15,795	12,555	475	16,587	18,502	18,502	-	0%
Building Overhead								
6015 - Janitorial Expense	15,282	13,013	8,724	12,699	12,649	13,029	379	3%
6020 - Heat	10,548	9,188	10,891	9,653	11,068	11,400	332	3%
6025 - Electricity	23,351	21,121	21,294	19,720	17,756	18,288	533	3%
6030 - Water/Sewer	3,839	3,970	3,175	2,706	2,947	3,035	88	3%
6035 - Outside Maintenance	6,767	8,453	7,207	8,976	11,631	11,980	349	3%
6040 - Building Repairs	11,883	8,723	12,212	9,097	4,741	4,883	142	3%
6045 - Bldg Mtncn Contracts	18,255	20,019	15,130	12,118	10,964	11,293	329	3%
6050 - Bldg Mtncn Supplies	2,686	-	-	-	-	-	-	#DIV/0!
6055 - Real Property Taxes	12,069	12,378	13,709	13,098	11,711	12,062	351	3%
6060 - Personal Property Taxes	176	167	159	153	173	178	5	3%
6065 - Bldg Insurance/Fees	8,849	9,358	10,226	10,775	9,700	9,991	291	3%
6070 - Building & Improvements Depr	27,782	27,622	34,988	37,842	34,851	34,851	-	0%
6075 - Furniture & Fixtures Depr	6,970	4,504	2,285	1,360	3,064	3,064	-	0%
7065 - Computers, Equip & Sftwre Depr	89,278	70,906	47,032	25,393	25,554	25,554	-	0%
Total Building Overhead Expenses	237,734	209,422	187,030	163,592	156,810	159,610	2,800	2%
Total Expenses	533,973	487,468	365,677	361,758	380,279	397,708	17,429	4%
Net Profit (Loss)	\$ (283,334)	\$ (312,557)	\$ (326,492)	\$ (276,005)	\$ (216,835)	\$ (186,902)	\$ 29,933	-14%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
06 - Office of Prof Conduct

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4095 - Miscellaneous Income	6,269	4,100	2,203	5,001	2,682	5,000	2,318	86%
4200 - Seminar Profit/Loss	27,065	9,546	61,452	39,828	33,800	33,800	-	0%
Total Revenue	33,333	13,646	63,656	44,829	36,482	38,800	2,318	6%
Expenses								
Program Services								
5002 - Meeting facility-internal only	-	95	270	1,095	825	825	-	0%
5015 - Investigations	118	425	430	675	-	700	700	#DIV/0!
5025 - Temp Labor/Proctors	-	350	-	90	-	-	-	#DIV/0!
5040 - Witness & Hearing Expense	2,011	2,038	254	710	1,393	2,785	1,393	100%
5041 - Process Serving	1,211	1,049	282	706	569	569	-	0%
5046 - Court Reporting	-	-	33	15	30	30	-	0%
5075 - Food & Bev-external costs only	659	331	-	-	-	-	-	#DIV/0!
5076 - Food & beverage - internal only	-	-	-	136	173	173	-	0%
5079 - Soft Drinks	86	336	183	295	328	328	-	0%
5702 - Travel - Lodging	7,257	6,528	-	760	2,600	2,860	260	10%
5703 - Travel - Transportation/Parking	3,338	4,646	2	832	1,496	1,646	150	10%
5704 - Travel - Mileage Reimbursement	2,936	332	-	-	774	851	77	10%
5705 - Travel - Per Diems	1,723	1,835	-	-	646	710	65	10%
5805 - ABA Annual Meeting	5,350	1,573	-	-	1,598	1,758	160	10%
5810 - ABA Mid Year Meeting	2,364	5,060	-	-	-	-	-	#DIV/0!
Total Program Services Expenses	27,053	24,596	1,453	5,314	10,430	13,234	2,804	11%
Salaries & Benefits								
5510 - Salaries/Wages	945,401	976,762	985,214	994,032	1,044,592	1,112,491	67,898	6%
5605 - Payroll Taxes	70,258	74,673	74,517	78,576	80,419	85,646	5,227	7%
5610 - Health Insurance	79,613	84,969	93,308	92,875	95,899	102,132	6,233	7%
5620 - Health Ins/Medical Reimb	1,195	2,152	4,798	3,344	2,890	2,890	-	0%
5630 - Dental Insurance	6,177	6,171	6,399	6,200	6,051	6,445	393	6%
5640 - Life & LTD Insurance	5,768	5,805	6,114	6,268	6,500	6,825	325	5%
5650 - Retirement Plan Contributions	86,153	95,528	88,553	90,334	92,697	98,723	6,025	7%
5655 - Retirement Plan Fees & Costs	6,775	7,060	5,702	3,770	3,533	3,533	-	0%
5660 - Training/Development	5,480	8,845	1,776	975	175	175	-	0%
Total Salaries/Benefit Expenses	1,206,819	1,261,964	1,266,380	1,276,374	1,332,756	1,418,859	86,103	6%
General & Administrative								
7025 - Office Supplies	6,738	5,659	3,663	4,608	5,961	5,961	-	0%
7035 - Postage/Mailing, net	4,994	4,044	4,399	6,190	6,245	6,245	-	0%
7040 - Copy/Printing Expense	17,855	14,767	11,857	15,020	12,834	12,834	-	0%
7045 - Internet Service	104	466	-	833	590	590	-	0%
7050 - Computer Maintenance	3,711	5,153	2,966	21,966	51,758	54,346	2,588	5%
7055 - Computer Supplies & Small Equip	2,482	2,208	1,535	1,376	1,471	4,795	3,324	226%
7089 - Membership Database Fees	11,133	11,793	4,127	8,000	8,000	8,000	-	0%
7095 - Fax Equip & Supplies	-	-	3	-	(2.83)	-	3	-100%
7100 - Telephone	14,441	15,164	17,345	15,877	17,953	17,953	-	0%
7105 - Advertising	-	225	-	279	245	245	-	0%
7106 - Public Notification	1,149	465	290	-	-	-	-	#DIV/0!
7107 - Production Costs	-	-	-	-	568	568	-	0%
7110 - Publications/Subscriptions	12,079	13,037	14,075	11,235	10,897	10,897	-	0%
7120 - Membership/Dues	4,745	4,460	4,095	5,575	5,690	5,690	-	0%
7150 - E&O/Off & Dir Insurance	14,327	14,478	14,774	15,882	17,932	17,932	-	0%
7175 - O/S Consultants	3,366	31,173	25,321	15,076	801	30,801	30,000	3746%
7176 - Bar Litigation	-	7,000	-	-	1,182	1,182	-	0%
7178 - Offsite Storage/Backup	11,616	3,889	-	-	-	-	-	#DIV/0!
7195 - Other Gen & Adm Expense	446	354	768	1,201	1,201	1,201	-	0%
Total General & Administrative Expenses	109,184	134,334	105,217	123,120	143,325	179,240	35,914	25%
Building Overhead								
6015 - Janitorial Expense	5,608	4,776	3,202	6,021	7,115	7,329	213	3%
6020 - Heat	3,871	3,372	3,997	4,896	6,226	6,413	187	3%
6025 - Electricity	8,570	7,751	7,815	8,960	9,988	10,287	300	3%
6030 - Water/Sewer	1,409	1,457	1,165	1,178	1,658	1,707	50	3%
6035 - Outside Maintenance	2,484	3,102	2,645	4,510	6,543	6,739	196	3%
6040 - Building Repairs	4,361	3,201	3,359	3,683	2,667	2,747	80	3%
6045 - Bldg Mtncn Contracts	6,700	7,347	5,553	5,864	6,167	6,352	185	3%
6050 - Bldg Mtncn Supplies	986	-	-	-	-	-	-	#DIV/0!
6065 - Bldg Insurance/Fees	3,247	3,434	3,753	3,954	4,930	5,078	148	3%
6070 - Building & Improvements Depr	10,196	10,137	12,841	17,821	19,604	19,604	-	0%
6075 - Furniture & Fixtures Depr	2,558	1,653	839	654	1,724	1,724	-	0%
7065 - Computers, Equip & Sftwre Depr	32,765	26,023	17,261	12,126	14,374	14,374	-	0%
Total Building Overhead Expenses	82,755	72,254	62,428	69,667	80,994	82,353	1,359	2%
Total Expenses	1,425,811	1,493,149	1,435,479	1,474,475	1,567,505	1,693,685	126,180	8%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
06 - Office of Prof Conduct

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Net Profit (Loss)	\$ (1,392,478)	\$ (1,479,502)	\$ (1,371,823)	\$ (1,429,646)	\$ (1,531,023)	\$ (1,654,885)	\$ (123,861)	8%

NOTES TO OPC BUDGET:

- 1 Aside from regular required services, the following computer or IT maintenance contracts have been included in the FY 23/24 budget above for accounts 7050 - Computer Maintenance, 7089 - Membership Database, and 7100 - Telephone.

Account	Amount	Vendor	Purpose
7050 - Computer Maintenance	\$550/month	Clearlink	Adlumin Service - Daily log management and daily external vulnerability scanning
7050 - Computer Maintenance	\$665/month	VLCM	Attivo Networks - Active directory monitoring and application monitoring
7050 - Computer Maintenance	\$750/month	Euclid	Annual maintenance
7050 - Computer Maintenance	\$1,900/month	ClearLink	Clearview package - virus protection, qtrly internal vulnerability scans, routine updates, server, workstation & network maintenance, and Security Operations Center (SOC) Support
7050 - Computer Maintenance	\$450/month	ClearLink	Datto - Back up services
7100 - Telephone	\$2,945/annual	ClearLink	Office 365 Windows subscription
7100 - Telephone	\$1,105/month	Ring Central	Phone extensions, phones and voicemail
7100 - Telephone	\$94/month	Google Fiber	Primary Internet provider
7100 - Telephone	\$103/month	Comcast	Backup internet and alarm phone system
7089 - Membership Database	\$8,000/year	Pine Tech.	JustWare/case management replacement

NOTE: The annual total cost of the items listed above is approximately \$78,350, which have been included in the FY 23/24 budget for accounts listed above.

- 2 In addition to the contractual amounts with ClearLink listed above, ancillary IT support provided by Euclid is charged at \$175/hour. It is anticipated and budgeted that OPC will incur approximately 10 hours during FY 23/24.
- 3 No major software upgrades are expected for the FY 23/24 for OPC.
- 4 Plans to purchase a new copier at a cost of approximately \$20,000 and three new laptops at a total cost of \$7,500 have been included in the CapEx Schedule.
- 5 Each year, the Bar anticipates an operational reserve of \$200,000. Of that reserve, \$25,000 has been allocated to OPC.
- 6 Any disciplinary-related expenses billed to General Counsel remain as a General Counsel or Ethics and Discipline Committee expense and are not charged to OPC; this includes salaries for Bar staff and the Ethics and Discipline Committee Chair.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
07 - General Counsel:Ethics & Discipline Committee

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
Expenses								
Program Services								
5002 · Meeting facility-internal only	-	-	-	1,505	4,455	4,455	-	0%
5015 · Investigations	-	-	88	75	-	-	-	#DIV/0!
5075 · Food & Bev-external costs only	-	-	-	69	-	-	-	#DIV/0!
5076 · Food & beverage - internal only	-	-	-	268	2,217	2,438	222	10%
5702 · Travel - Lodging	-	-	-	-	694	763	69	10%
5703 · Transportation	-	-	-	-	-	-	-	#DIV/0!
5703 · Travel - Transportation/Parking	-	-	-	402	872	959	87	10%
Total Program Services Expenses	-	-	88	2,320	8,465	8,616	151	#DIV/0!
Salaries & Benefits								
5510 · Salaries/Wages	-	-	37,624	144,449	148,919	158,599	9,680	6%
5605 · Payroll Taxes	-	-	3,273	12,838	12,914	13,753	839	7%
5610 · Health Insurance	-	-	-	3,244	10,048	10,701	653	6%
5620 · Health Ins/Medical Reimb	-	-	2	5	5	6	0	6%
5630 · Dental Insurance	-	-	-	154	461	491	30	6%
5640 · Life & LTD Insurance	-	-	-	300	899	957	58	7%
5650 · Retirement Plan Contributions	-	-	2,058	4,835	15,334	16,330	997	7%
5660 · Training/Development	-	-	100	275	825	879	54	7%
Total Salaries/Benefit Expenses	-	-	43,056	166,371	189,812	202,150	12,338	6%
General & Administrative								
7025 · Office Supplies	-	-	4	32	2	2	-	0%
7035 · Postage/Mailing, net	-	-	53	467	239	239	-	0%
7040 · Copy/Printing Expense	-	-	169	1,771	1,778	1,778	-	0%
7045 · Internet Service	-	-	180	247	86	86	-	0%
7050 · Computer Maintenance	-	-	-	1,297	5,874	6,168	294	5%
7055 · Computer Supplies & Small Equip	-	-	40	470	43	43	-	0%
7089 · Membership Database Fees	-	-	-	2,600	2,600	2,600	-	0%
7110 · Publications/Subscriptions	-	-	327	498	521	521	-	0%
7120 · Membership/Dues	-	-	250	525	855	855	-	0%
7177 · UPL	-	-	1,564	-	-	-	-	#DIV/0!
7195 · Other Gen & Adm Expense	-	-	575	-	334	-	(334)	-100%
Total General & Administrative Expenses	-	-	3,162	7,908	12,331	12,291	(40)	0%
Building Overhead								
6015 · Janitorial Expense	-	-	-	-	284	293	9	3%
6020 · Heat	-	-	-	-	261	269	8	3%
6025 · Electricity	-	-	-	-	393	405	12	3%
6030 · Water/Sewer	-	-	-	-	73	75	2	3%
6035 · Outside Maintenance	-	-	-	-	261	269	8	3%
6040 · Building Repairs	-	-	-	-	127	131	4	3%
6045 · Bldg Mtncce Contracts	-	-	-	-	229	236	7	3%
6065 · Bldg Insurance/Fees	-	-	-	-	205	211	6	3%
6070 · Building & Improvements Depre	-	-	-	-	763	763	-	0%
6075 · Furniture & Fixtures Depre	-	-	-	-	78	78	-	0%
7065 · Computers, Equip & Sftwre Depr	-	-	-	-	564	564	-	0%
Total Building Overhead Expenses	-	-	-	-	3,238	3,293	55	2%
Total Expenses	-	-	46,305	176,599	213,846	226,350	12,504	#DIV/0!
Net Profit (Loss)	\$ -	\$ -	\$ (46,305)	\$ (176,599)	\$ (213,846)	\$ (226,350)	\$ (12,504)	6%

Ethics & Discipline is included in the Bar Operations department shown on pages 6-8 and 12.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
07 - General Counsel

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
Expenses								
Program Services								
5002 - Meeting facility-internal only	4,155	3,475	2,205	2,425	1,120	1,120	-	0%
5015 - Investigations	47	48	-	-	-	-	-	#DIV/0!
5040 - Witness & Hearing Expense	(405)	(540)	(270)	(300)	(360)	(360)	-	0%
5075 - Food & Bev-external costs only	-	-	39	72	78	78	-	0%
5076 - Food & beverage - internal only	2,557	2,016	13	223	238	1,008	770	324%
5702 - Travel - Lodging	-	-	-	682	2,187	4,405	2,219	101%
5703 - Travel - Transportation/Parking	1,049	231	-	529	1,885	3,073	1,188	63%
5704 - Travel - Mileage Reimbursement	332	354	-	-	-	177	177	#DIV/0!
5705 - Travel - Per Diems	-	-	-	218	657	1,222	566	86%
5810 - ABA Mid Year Meeting	-	2,067	-	-	-	-	-	#DIV/0!
Total Program Services Expenses	7,736	7,651	1,987	3,849	5,803	10,723	4,920	64%
Salaries & Benefits								
5510 - Salaries/Wages	185,582	211,176	198,825	199,348	251,090	267,411	16,321	6%
5605 - Payroll Taxes	14,020	15,756	14,496	14,308	17,857	19,018	1,161	7%
5610 - Health Insurance	14,219	15,475	19,005	18,504	14,333	15,265	932	6%
5620 - Health Ins/Medical Reimb	6	5	1	2	1	1	-	0%
5630 - Dental Insurance	433	413	500	1,629	1,192	1,269	77	7%
5640 - Life & LTD Insurance	1,094	1,103	1,262	2,399	1,580	1,683	103	7%
5650 - Retirement Plan Contributions	19,149	19,965	18,638	5,239	17,822	18,980	1,158	6%
5655 - Retirement Plan Fees & Costs	1,326	1,228	1,088	945	1,837	1,837	-	0%
5660 - Training/Development	1,660	325	179	645	1,690	1,690	-	0%
Total Salaries/Benefit Expenses	237,490	265,447	253,995	243,119	307,401	327,153	19,752	6%
General & Administrative								
7025 - Office Supplies	153	460	90	416	55	55	-	0%
7035 - Postage/Mailing, net	338	361	125	36	61	61	-	0%
7040 - Copy/Printing Expense	2,493	1,919	525	201	1,192	1,692	500	42%
7045 - Internet Service	398	148	-	-	188	188	-	0%
7050 - Computer Maintenance	3,991	3,920	1,977	5,918	11,155	18,148	6,993	63%
7055 - Computer Supplies & Small Equip	1,309	514	-	376	18	19	1	5%
7089 - Membership Database Fees	195	-	-	2,817	-	-	-	#DIV/0!
7100 - Telephone	2,526	2,625	3,180	3,638	5,170	5,170	-	0%
7105 - Advertising	-	-	-	-	49	49	-	0%
7110 - Publications/Subscriptions	1,919	1,910	1,099	1,122	1,219	1,219	-	0%
7120 - Membership/Dues	845	1,030	740	791	860	860	-	0%
7150 - E&O/Off & Dir Insurance	4,094	4,137	4,221	4,538	5,123	5,123	-	0%
7175 - O/S Consultants	1,091	3,991	4,334	3,936	-	-	-	#DIV/0!
7176 - Bar Litigation	6,374	15,245	10,450	22,599	27,478	27,478	-	0%
7177 - UPL	8,302	41,141	-	5,433	15,867	15,867	-	0%
7195 - Other Gen & Adm Expense	-	-	124	300	-	-	-	#DIV/0!
Total General & Administrative Expenses	34,028	77,399	26,865	52,118	68,436	75,930	7,494	11%
Building Overhead								
6015 - Janitorial Expense	844	719	483	1,133	1,198	1,234	36	3%
6020 - Heat	582	508	603	962	1,036	1,067	31	3%
6025 - Electricity	1,289	1,167	1,179	1,637	1,688	1,738	51	3%
6030 - Water/Sewer	212	219	176	208	272	281	8	3%
6035 - Outside Maintenance	374	467	399	881	1,102	1,135	33	3%
6040 - Building Repairs	656	482	507	613	429	441	13	3%
6045 - Bldg Mtncn Contracts	1,008	1,107	837	1,119	1,056	1,088	32	3%
6065 - Bldg Insurance/Fees	489	517	566	596	765	788	23	3%
6070 - Building & Improvements Depre	1,534	1,527	1,937	3,339	3,321	3,321	-	0%
6075 - Furniture & Fxtures Depre	385	249	126	124	281	281	-	0%
7065 - Computers, Equip & Sftwre Depre	4,930	3,919	2,603	2,293	2,431	2,431	-	0%
Total Building Overhead Expenses	12,451	10,882	9,416	12,906	13,579	13,806	226	2%
Total Expenses	291,705	361,379	292,262	311,992	395,219	427,612	32,392	9%
Net Profit (Loss)	\$ (291,705)	\$ (361,379)	\$ (292,262)	\$ (311,992)	\$ (395,219)	\$ (427,612)	\$ (32,392)	8%

General Counsel is included in the Bar Operations department shown on pages 6-8 and 12.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
08 - Computer/MIS/Internet

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
Expenses								
Program Services								
5025 · Temp Labor/Proctors	1,025	140	-	-	-	-	-	#DIV/0!
5070 · Equipment Rental	-	-	38	-	-	-	-	#DIV/0!
5075 · Food & Bev-external costs only	889	69	-	66	257	257	-	0%
5095 · Wills for Heroes	519	-	-	536	333	-	(333)	-100%
5702 · Travel - Lodging	2,379	5,789	-	742	1,263	1,389	126	10%
5703 · Travel - Transportation/Parking	1,411	1,930	-	1,195	1,596	1,756	160	10%
5704 · Travel - Mileage Reimbursement	308	826	-	-	-	-	-	#DIV/0!
5705 · Travel - Per Diems	652	1,019	-	126	402	442	40	10%
5706 · Travel - Meals	37	-	-	-	-	-	-	#DIV/0!
5707 · Travel - Commission Mtgs	18	-	-	-	-	-	-	#DIV/0!
Total Program Services Expenses	7,237	9,772	38	2,664	3,851	3,844	(7)	0%
Salaries & Benefits								
5510 · Salaries/Wages	157,550	192,642	193,901	194,984	198,352	211,245	12,893	6%
5605 · Payroll Taxes	11,841	13,335	13,603	14,338	15,843	17,623	1,780	11%
5610 · Health Insurance	19,014	22,356	21,480	21,691	18,912	20,141	1,229	6%
5630 · Dental Insurance	691	615	690	913	577	614	37	6%
5640 · Life & LTD Insurance	1,007	1,165	1,181	1,222	1,243	1,324	81	6%
5650 · Retirement Plan Contributions	1,721	14,987	18,527	18,987	15,641	17,157	1,517	10%
5655 · Retirement Plan Fees & Costs	174	1,071	1,088	809	815	815	-	0%
Total Salaries/Benefit Expenses	197,493	250,795	251,628	253,544	252,593	270,208	17,616	7%
General & Administrative								
7025 · Office Supplies	1,685	1,326	307	1,092	1,219	1,219	-	0%
7040 · Copy/Printing Expense	32	3,003	1,919	-	886	886	-	0%
7041 · Copy/Print revenue	-	-	224	-	-	-	-	#DIV/0!
7045 · Internet Service	6,241	2,754	3,479	3,229	4,784	4,784	-	0%
7050 · Computer Maintenance	12,726	10,395	7,986	17,993	52,680	55,314	2,634	5%
7055 · Computer Supplies & Small Equip	4,301	6,872	4,199	14,921	17,181	18,040	859	5%
7089 · Membership Database Fees	1,160	-	-	-	-	-	-	#DIV/0!
7100 · Telephone	5,442	5,948	7,973	5,726	8,672	4,672	(4,000)	-46%
7110 · Publications/Subscriptions	2,262	985	1,661	2,855	3,139	3,139	0	0%
7120 · Membership/Dues	569	566	-	-	229	229	-	0%
7175 · O/S Consultants	56,036	14,598	13,249	9,732	594	594	-	0%
7195 · Other Gen & Adm Expense	240	444	274	179	189	189	-	0%
Total General & Administrative Expenses	90,693	46,889	41,271	55,727	89,722	89,215	(507)	-1%
Building Overhead								
6015 · Janitorial Expense	860	717	455	856	1,012	1,042	30	3%
6020 · Heat	594	502	569	696	886	912	27	3%
6025 · Electricity	1,314	1,161	1,112	1,275	1,421	1,463	43	3%
6030 · Water/Sewer	216	219	166	168	236	243	7	3%
6035 · Outside Maintenance	381	456	376	642	931	959	28	3%
6040 · Building Repairs	669	476	478	524	379	391	11	3%
6045 · Bldg Mtnc Contracts	1,028	1,089	790	834	877	904	26	3%
6050 · Bldg Mtnc Supplies	151	-	-	-	-	-	-	#DIV/0!
6065 · Bldg Insurance/Fees	498	511	534	562	701	722	21	3%
6070 · Building & Improvements Depr	1,564	1,508	1,827	2,535	2,789	2,789	-	0%
6075 · Furniture & Fixtures Depr	392	246	119	93	245	245	-	0%
7065 · Computers, Equip & Sftwre Depr	5,025	3,869	2,455	1,725	2,045	2,045	-	0%
Total Building Overhead Expenses	12,693	10,752	8,880	9,910	11,521	11,714	193	2%
Total Expenses	308,115	318,209	301,817	321,845	357,687	374,982	17,295	5%
Net Profit (Loss)	\$ (308,115)	\$ (318,209)	\$ (301,817)	\$ (321,845)	\$ (357,687)	\$ (374,982)	\$ (17,295)	5%

Computer/MIS/Internet (i.e. "IT") is included in the Bar Operations department shown on pages 6-8 and 12.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
CLE

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4052 - Meeting - Sponsor Revenue	22,550	14,500	7,250	11,675	33,700	43,700	10,000	30%
4053 - Meeting - Vendor Revenue	-	1,000	-	500	500	1,500	1,000	200%
4081 - CLE - Registrations	451,978	261,754	204,511	274,008	416,269	448,577	32,308	8%
4082 - CLE - Video Library Sales	85,500	121,808	173,086	205,831	233,106	233,106	-	0%
4084 - Business Law Book Sales	3,315	-	-	-	-	-	-	#DIV/0!
4093 - Law Day Revenue	-	-	-	(48)	2,952	2,952	-	0%
4200 - Seminar Profit/Loss	(2,037)	(8,023)	(99,849)	63,815	88,076	88,076	-	0%
Total Revenue	561,306	391,038	284,997	555,781	774,703	818,011	43,308	6%
Expenses								
Program Services								
5001 - Meeting Facility-external only	7,290	632	-	19,496	49,343	49,343	-	0%
5002 - Meeting facility-internal only	6,750	5,287	175	4,445	5,590	5,590	-	0%
5030 - Speaker Fees & Expenses	11,885	9,163	6,500	26,321	36,389	36,389	-	0%
5031 - Speaker Reimb. - Receipt Req'd	5,837	16,297	-	-	1,367	8,148	6,781	496%
5035 - Awards	5,209	5,977	1,282	2,021	7,171	7,171	-	0%
5037 - Grants/ contributions - general	-	6,000	-	9,000	4,500	4,500	-	0%
5062 - Law Day	-	-	-	11,440	11,333	11,333	-	0%
5063 - Special Event Expense	16,577	18,284	6,754	24,553	38,538	38,538	-	0%
5064 - MCLE Fees Paid	26,491	20,023	27,044	45,887	43,015	43,015	-	0%
5070 - Equipment Rental	6,168	14,281	-	1,869	1,124	1,124	-	0%
5075 - Food & Bev-external costs only	136,314	87,836	4,952	107,110	177,137	194,850	17,714	10%
5076 - Food & beverage - internal only	22,115	12,910	-	6,308	12,748	14,023	1,275	10%
5083 - Misc. Program Expense	965	-	-	1,355	1,114	1,114	-	0%
5702 - Travel - Lodging	19,723	28,650	7,065	13,949	18,061	19,867	1,806	10%
5703 - Travel - Transportation/Parking	4,770	5,199	279	4,448	11,206	12,327	1,121	10%
5704 - Travel - Mileage Reimbursement	462	271	502	595	2,104	2,314	210	10%
5706 - Travel - Meals	78	-	-	-	-	-	-	#DIV/0!
5815 - Commission/Education	214	-	-	-	-	-	-	#DIV/0!
5841 - President's Reimbursement	191	-	-	-	-	-	-	#DIV/0!
5850 - Leadership Academy	-	-	200	-	-	-	-	#DIV/0!
5960 - Overhead Allocation - Seminars	(27,599)	(16,540)	(16,039)	(22,058)	(31,117)	(8,270)	22,847	-73%
5970 - Event Revenue Sharing - 3rd Pty	42,191	60,197	69,783	78,605	86,939	86,939	-	0%
Total Program Services Expenses	285,631	274,467	108,496	335,408	476,626	528,380	51,753	19%
Salaries & Benefits								
5510 - Salaries/Wages	93,650	107,619	105,057	142,067	132,801	141,433	8,632	6%
5605 - Payroll Taxes	7,613	9,065	8,307	11,823	11,179	11,906	727	7%
5610 - Health Insurance	10,452	2,628	874	6,773	3,288	3,502	214	6%
5630 - Dental Insurance	433	122	52	610	346	368	22	6%
5640 - Life & LTD Insurance	763	773	876	1,118	726	773	47	7%
5650 - Retirement Plan Contributions	7,314	10,784	9,416	10,822	11,528	12,277	749	6%
5655 - Retirement Plan Fees & Costs	1,152	1,228	1,088	809	679	679	-	0%
5660 - Training/Development	1,090	325	-	835	135	135	-	0%
Total Salaries/Benefit Expenses	122,478	132,552	125,670	174,860	160,684	171,076	10,392	6%
General & Administrative								
7025 - Office Supplies	2,142	3,587	211	927	265	265	-	0%
7033 - Operating Meeting Supplies	520	-	-	-	-	-	-	#DIV/0!
7035 - Postage/Mailing, net	6,940	7,031	1	1,063	981	981	-	0%
7040 - Copy/Printing Expense	14,001	18,635	2,512	3,303	3,653	3,653	-	0%
7045 - Internet Service	196	1,280	4,093	9,242	12,052	12,052	-	0%
7050 - Computer Maintenance	3,130	2,730	2,415	5,803	8,933	8,933	-	0%
7055 - Computer Supplies & Small Equip	4,169	490	698	2,655	2,940	2,940	-	0%
7089 - Membership Database Fees	-	-	-	-	4,000	4,000	-	0%
7100 - Telephone	2,838	2,722	2,960	2,646	2,992	2,992	-	0%
7105 - Advertising	-	-	147	123	172	172	-	0%
7107 - Production Costs	-	-	-	-	3,338	3,338	-	0%
7110 - Publications/Subscriptions	-	808	824	1,137	1,307	1,307	-	0%
7120 - Membership/Dues	45	530	545	745	545	545	-	0%
7140 - Credit Card Merchant Fees	13,122	13,993	15,764	20,191	24,089	24,089	-	0%
7141 - Credit Card surcharge	-	-	125	-	12	12	-	0%
7175 - O/S Consultants	1,091	3,838	4,517	3,936	-	-	-	#DIV/0!
7195 - Other Gen & Adm Expense	1,002	1,849	-	133	1,632	1,632	-	0%
Total General & Administrative Expenses	49,196	57,521	34,811	51,905	66,912	66,912	-	0%
Building Overhead								
6015 - Janitorial Expense	391	333	223	419	496	511	15	3%
6020 - Heat	270	235	278	341	434	447	13	3%
6025 - Electricity	597	540	544	624	696	717	21	3%
6030 - Water/Sewer	98	102	81	82	115	119	3	3%
6035 - Outside Maintenance	173	216	184	314	456	469	14	3%
6040 - Building Repairs	304	223	234	257	186	191	6	3%
6045 - Bldg Mtncn Contracts	467	512	387	408	430	442	13	3%
6050 - Bldg Mtncn Supplies	69	-	-	-	-	-	-	#DIV/0!
6055 - Real Property Taxes	9,052	9,283	10,282	9,823	8,783	9,047	264	3%
6060 - Personal Property Taxes	132	125	119	115	130	133	4	3%
6065 - Bldg Insurance/Fees	226	239	261	275	343	354	10	3%
6070 - Building & Improvements Depre	710	706	894	1,241	1,366	1,366	-	0%
6075 - Furniture & Fixtures Depre	178	115	58	46	120	120	-	0%
7065 - Computers, Equip & Sftwre Depre	2,282	1,813	1,202	845	1,001	1,001	-	0%
Total Building Overhead Expenses	14,948	14,441	14,749	14,791	14,555	14,917	362	2%
Total Expenses	472,253	478,981	283,726	576,964	718,777	781,284	62,507	13%
Net Profit (Loss)	\$ 89,053	\$ (87,943)	\$ 1,271	\$ (21,182)	\$ 55,926	\$ 36,727	\$ (19,199)	-34%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
10 - Summer Convention

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4051 - Meeting - Registration	199,695	181,985	-	142,748	102,625	55,000	(47,625)	-46%
4052 - Meeting - Sponsor Revenue	25,500	19,500	-	14,750	33,700	15,000	(18,700)	-55%
4053 - Meeting - Vendor Revenue	9,800	11,800	-	14,100	11,600	15,000	3,400	29%
4055 - Meeting - Sp Ev Registration	15,470	5,300	-	13,235	1,200	-	(1,200)	-100%
4095 - Miscellaneous Income	-	-	-	13,192	-	-	-	#DIV/0!
Total Revenue	250,465	218,585	-	198,025	149,125	85,000	(64,125)	-43%
Expenses								
Program Services								
5001 - Meeting Facility-external only	7,405	5,000	-	19,831	15,481	-	(15,481)	-100%
5002 - Meeting facility-internal only	855	475	-	285	95	-	(95)	-100%
5030 - Speaker Fees & Expenses	1,895	505	-	2,438	9,893	2,500	(7,393)	-75%
5031 - Speaker Reimb. - Receipt Req'd	368	217	-	-	-	-	-	#DIV/0!
5035 - Awards	-	-	-	300	2,429	-	(2,429)	-100%
5063 - Special Event Expense	59,750	32,769	15	5,487	1,943	-	(1,943)	-100%
5064 - MCLE Fees Paid	3,866	6,458	-	3,191	5,869	6,750	881	15%
5070 - Equipment Rental	14,120	33,148	-	4,444	-	-	-	#DIV/0!
5075 - Food & Bev-external costs only	96,975	131,941	-	94,549	175,873	2,500	(173,373)	-99%
5076 - Food & beverage - internal only	2,164	927	-	3	3	1,000	997	33233%
5085 - Misc. Program Expense	11	5,050	-	401	249	1,500	1,251	502%
5702 - Travel - Lodging	11,933	5,520	-	10,899	9,162	-	(9,162)	-100%
5703 - Travel - Transportation/Parking	-	2,866	-	229	3,313	-	(3,313)	-100%
5704 - Travel - Mileage Reimbursement	5,111	1,243	-	2,880	1,954	-	(1,954)	-100%
5705 - Travel - Per Diem	651	284	-	2,431	1,305	-	(1,305)	-100%
5960 - Overhead Allocation - Seminars	20,000	20,000	-	20,000	27,143	12,857	(14,286)	-53%
Total Program Services Expenses	225,105	246,401	15	167,161	255,803	27,107	(228,696)	-93%
Salaries & Benefits								
5510 - Salaries/Wages	19,252	18,503	7,209	14,078	3,150	3,355	205	6%
5605 - Payroll Taxes	1,442	1,406	543	1,067	290	309	19	6%
5650 - Retirement Plan Contributions	1,645	1,442	721	1,341	311	332	20	7%
Total Salaries/Benefit Expenses	22,341	21,359	8,472	16,486	3,752	3,996	243	6%
General & Administrative								
7025 - Office Supplies	620	673	-	229	-	500	500	#DIV/0!
7035 - Postage/Mailing, net	-	2,563	-	-	-	37	37	#DIV/0!
7040 - Copy/Printing Expense	12,129	2,425	200	262	418	418	-	0%
7045 - Internet Service	200	-	-	-	-	49	49	#DIV/0!
7089 - Membership Database Fees	4,000	4,000	-	-	3,998	4,400	402	10%
7100 - Telephone	96	43	-	-	-	1,000	1,000	#DIV/0!
7110 - Publications/Subscriptions	21	-	-	-	-	2,000	2,000	#DIV/0!
7120 - Membership/Dues	36	-	-	-	-	-	-	#DIV/0!
7140 - Credit Card Merchant Fees	5,733	4,975	-	4,541	3,043	3,043	-	0%
7195 - Other Gen & Adm Expense	-	-	-	80	-	73	73	#DIV/0!
Total General & Administrative Expenses	22,834	14,679	200	5,112	7,942	11,520	3,578	45%
Total Expenses	270,280	282,439	8,687	188,760	267,497	42,623	(224,874)	-80%
Net Profit (Loss)	\$ (19,815)	\$ (63,854)	\$ (8,687)	\$ 9,265	\$ (118,372)	\$ 42,377	\$ 160,749	-136%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
11 - Fall Forum

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4051 - Meeting - Registration	72,360	76,499	55,368	86,005	42,875	67,492	24,617	57%
4052 - Meeting - Sponsor Revenue	-	-	-	900	1,900	1,900	-	0%
4053 - Meeting - Vendor Revenue	6,400	4,950	1,000	1,000	3,400	3,400	-	0%
4055 - Meeting - Sp Ev Registration	-	1,775	-	-	-	-	-	#DIV/0!
Total Revenue	78,760	83,224	56,368	87,905	48,175	72,792	24,617	51%
Expenses								
Program Services								
5001 - Meeting Facility-external only	525	-	-	-	7,500	7,500	-	0%
5002 - Meeting facility-internal only	-	235	-	205	-	-	-	#DIV/0!
5030 - Speaker Fees & Expenses	1,605	-	-	-	-	1,700	1,700	#DIV/0!
5031 - Speaker Reimb. - Receipt Req'd	866	-	-	-	-	1,000	1,000	#DIV/0!
5035 - Awards	-	-	-	375	499	-	(499)	-100%
5064 - MCLE Fees Paid	2,920	2,892	3,732	5,689	1,709	1,709	-	0%
5070 - Equipment Rental	7,501	7,709	-	-	-	2,500	2,500	#DIV/0!
5075 - Food & Bev-external costs only	34,757	38,207	-	-	38,787	32,666	(6,121)	-16%
5076 - Food & beverage - internal only	-	85	-	-	-	-	-	#DIV/0!
5702 - Travel - Lodging	1,408	208	-	-	-	-	-	#DIV/0!
5703 - Travel - Transportation/Parking	2	-	-	-	1,024	1,126	102	10%
5960 - Overhead Allocation - Seminars	15,000	15,000	15,000	15,000	15,000	15,000	(0)	0%
Total Program Services Expenses	64,583	64,336	18,732	21,269	72,460	63,200	(9,260)	-14%
Salaries & Benefits								
5510 - Salaries/Wages	7,291	3,541	1,539	2,886	1,770	1,858	88	5%
5605 - Payroll Taxes	549	265	132	241	134	141	7	5%
5650 - Retirement Plan Contributions	420	354	154	286	155	163	8	5%
Total Salaries/Benefit Expenses	8,263	4,160	1,825	3,413	2,060	2,163	103	5%
General & Administrative								
7025 - Office Supplies	282	121	-	-	79	79	-	0%
7040 - Copy/Printing Expense	4,460	4,763	200	2	245	245	-	0%
7045 - Internet Service	225	75	-	-	-	-	-	#DIV/0!
7050 - Computer Maintenance	50	-	-	-	-	-	-	#DIV/0!
7055 - Computer Supplies & Small Equip	273	-	-	-	192	192	-	0%
7089 - Membership Database Fees	4,050	-	4,310	3,998	3,998	4,454	457	11%
7100 - Telephone	38	-	-	-	-	-	-	#DIV/0!
7120 - Membership/Dues	36	-	-	-	-	-	-	#DIV/0!
7140 - Credit Card Merchant Fees	1,978	2,141	1,635	2,387	1,269	2,176	906	71%
Total General & Administrative Expenses	11,371	7,100	6,145	6,386	6,067	7,430	1,363	22%
Total Expenses	84,217	75,596	26,701	31,068	80,587	72,792	(7,794)	-10%
Net Profit (Loss)	\$ (5,457)	\$ 7,628	\$ 29,666	\$ 56,837	\$ (32,412)	\$ 0	\$ 32,411	-100%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
12 - Spring Convention

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4051 · Meeting - Registration	127,895	(1,655)	56,617	63,930	94,250	94,250	-	0%
4052 · Meeting - Sponsor Revenue	13,500	(1,000)	-	-	16,000	16,000	-	0%
4053 · Meeting - Vendor Revenue	10,950	-	-	4,750	7,550	7,550	-	0%
4055 · Meeting - Sp Ev Registration	1,907	495	-	-	1,400	1,400	-	0%
Total Revenue	154,252	(2,160)	56,617	68,680	119,200	119,200	-	0%
Expenses								
Program Services								
5001 · Meeting Facility-external only	8,005	-	-	-	3,345	3,680	335	10%
5002 · Meeting facility-internal only	350	285	-	-	-	-	-	#DIV/0!
5030 · Speaker Fees & Expenses	-	-	-	-	13,811	13,811	-	0%
5031 · Speaker Reimb. - Receipt Req'd	2,536	-	-	-	-	-	-	#DIV/0!
5035 · Awards	-	-	-	152	266	266	-	0%
5063 · Special Event Expense	2,428	383	-	-	7,317	7,317	-	0%
5064 · MCLE Fees Paid	5,441	-	8,366	5,211	3,666	3,666	-	0%
5070 · Equipment Rental	3,510	-	-	-	-	-	-	#DIV/0!
5075 · Food & Bev-external costs only	34,773	15,763	-	46	38,081	42,467	4,386	12%
5076 · Food & beverage - internal only	940	849	-	-	-	-	-	#DIV/0!
5085 · Misc. Program Expense	25	-	-	-	700	700	-	0%
5702 · Travel - Lodging	6,398	2,333	-	-	7,847	8,632	785	10%
5703 · Travel - Transportation/Parking	-	337	-	-	1,385	1,524	139	10%
5704 · Travel - Mileage Reimbursement	2,868	345	-	-	5,121	5,633	512	10%
5705 · Travel - Per Diems	620	289	-	-	1,013	1,114	101	10%
5707 · Travel - Commission Mtgs	-	644	-	-	-	-	-	#DIV/0!
5960 · Overhead Allocation - Seminars	15,000	-	15,000	15,000	15,000	15,000	-	0%
Total Program Services Expenses	82,892	21,228	23,366	20,409	97,552	103,810	6,257	29%
Salaries & Benefits								
5510 · Salaries/Wages	13,947	9,410	6,187	2,232	5,039	5,290	252	5%
5605 · Payroll Taxes	1,086	751	486	200	423	444	21	5%
5620 · Health Ins/Medical Reimb	12	0	2	-	25	26	1	5%
5650 · Retirement Plan Contributions	1,211	941	619	223	420	441	21	5%
Total Salaries/Benefit Expenses	16,256	11,102	7,294	2,654	5,907	6,202	295	5%
General & Administrative								
7025 · Office Supplies	-	1,071	-	-	678	678	-	0%
7040 · Copy/Printing Expense	5,349	4,299	550	150	119	119	-	0%
7045 · Internet Service	225	75	-	-	-	-	-	#DIV/0!
7089 · Membership Database Fees	4,000	-	4,310	3,998	3,998	3,998	-	0%
7120 · Membership/Dues	36	-	-	-	-	-	-	#DIV/0!
7140 · Credit Card Merchant Fees	3,398	6,217	1,682	1,974	3,314	3,314	-	0%
7195 · Other Gen & Adm Expense	-	639	-	-	1,079	1,079	-	0%
Total General & Administrative Expenses	13,007	12,302	6,542	6,121	9,188	9,188	-	0%
Total Expenses	112,155	44,632	37,201	29,185	112,647	119,200	6,553	15%
Net Profit (Loss)	\$ 42,097	\$ (46,792)	\$ 19,416	\$ 39,495	\$ 6,553	\$ (0)	\$ (6,553)	-100%

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
13 - Bar Journal

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4061 - Advertising Revenue	185,840	169,488	195,858	214,672	231,817	241,817	10,000	4%
4062 - Subscriptions	90	90	30	60	60	60	-	0%
4071 - Mem Benefits - Lexis	1,473	1,264	300	-	329	329	-	0%
4072 - Royalty Inc - Bar J, MBNA, LM, M	6,185	5,590	5,830	3,228	5,624	5,624	-	0%
4081 - CLE - Registrations	-	-	-	-	-	-	-	#DIV/0!
Total Revenue	193,588	176,432	202,017	218,076	237,946	247,949	10,002	4%
Expenses								
Program Services								
5002 - Meeting facility-internal only	1,045	855	-	285	1,140	1,000	(140)	-12%
5075 - Food & Bev-external costs only	213	-	-	-	12	14	1	10%
5076 - Food & beverage - Internal only	3,079	2,112	-	652	2,579	2,837	258	10%
5090 - Commission Expense	32,683	31,536	39,022	36,049	40,067	40,067	-	0%
Total Program Services Expenses	37,021	34,504	39,022	36,985	43,798	43,918	119	0%
Salaries & Benefits								
5510 - Salaries/Wages	27,717	31,014	30,545	31,187	31,571	33,623	2,052	7%
5605 - Payroll Taxes	1,904	2,087	2,146	2,263	2,375	2,529	154	7%
5610 - Health Insurance	2,476	2,847	2,944	3,389	3,992	4,251	259	6%
5630 - Dental Insurance	217	257	439	457	461	491	30	6%
5640 - Life & LTD Insurance	194	229	400	451	468	498	30	7%
5650 - Retirement Plan Contributions	3,025	3,233	3,294	3,340	3,452	3,677	224	6%
5655 - Retirement Plan Fees & Costs	331	381	544	337	272	272	-	0%
5660 - Training/Development	23	23	-	800	800	852	52	7%
Total Salaries/Benefit Expenses	35,889	40,072	40,310	42,223	43,392	46,195	2,803	6%
General & Administrative								
7025 - Office Supplies	-	-	-	60	-	-	-	#DIV/0!
7035 - Postage/Mailing, net	32,187	32,397	32,855	37,296	41,973	41,973	-	0%
7040 - Copy/Printing Expense	74,479	81,107	75,343	90,060	96,915	96,915	-	0%
7045 - Internet Service	421	300	300	415	256	256	-	0%
7050 - Computer Maintenance	-	-	-	692	1,574	1,652	79	5%
7055 - Computer Supplies & Small Equip	-	-	55	151	-	-	-	#DIV/0!
7100 - Telephone	632	632	723	662	748	748	-	0%
7110 - Publications/Subscriptions	-	-	129	-	153	153	-	0%
7140 - Credit Card Merchant Fees	1,179	1,444	1,668	1,704	2,119	2,119	-	0%
7175 - O/S Consultants	280	1,202	1,055	656	-	-	-	#DIV/0!
Total General & Administrative Expenses	109,178	117,081	112,128	131,695	143,737	143,815	79	0%
Building Overhead								
6015 - Janitorial Expense	177	147	92	173	205	211	6	3%
6020 - Heat	122	102	115	141	179	184	5	3%
6025 - Electricity	270	237	225	258	287	296	9	3%
6030 - Water/Sewer	44	45	34	34	48	49	1	3%
6035 - Outside Maintenance	78	93	76	130	188	194	6	3%
6040 - Building Repairs	138	97	97	106	77	79	2	3%
6045 - Bldg Mtnc Contracts	211	222	160	169	177	183	5	3%
6065 - Bldg Insurance/Fees	102	104	108	114	142	146	4	3%
6070 - Building & Improvements Depr	322	308	369	512	564	564	-	0%
6075 - Furniture & Fixtures Depr	81	50	24	19	50	50	-	0%
7065 - Computers, Equip & Sftwre Depr	1,033	790	496	349	413	413	-	0%
Total Building Overhead Expenses	2,610	2,196	1,795	2,003	2,329	2,368	39	2%
Total Expenses	184,698	193,853	193,255	212,907	233,256	236,296	3,040	2%
Net Profit (Loss)	\$ 8,890	\$ (17,421)	\$ 8,762	\$ 5,169	\$ 4,690	\$ 11,653	\$ 6,963	148%

Bar Journal is included in the Member Services department shown on pages 6-8 and 11.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
14 - Committees

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4093 - Law Day Revenue	2,700	-	-	-	-	-	-	#DIV/0!
4095 - Miscellaneous Income	10	60	20	30	20	20	-	0%
4200 - Seminar Profit/Loss	-	154	-	3,793	(1,528)	(1,528)	-	0%
Total Revenue	2,710	214	20	3,823	(1,508)	(1,508)	-	0%
Expenses								
Program Services								
5002 - Meeting facility-internal only	3,870	1,925	445	2,175	2,745	2,745	-	0%
5061 - LRE - Bar Support	65,000	65,000	60,000	64,182	60,000	60,000	-	0%
5062 - Law Day	7,152	2,500	-	-	-	-	-	#DIV/0!
5075 - Food & Bev-external costs only	126	101	-	-	51	56	5	10%
5076 - Food & beverage - internal only	5,818	2,898	32	1,759	3,489	3,837	349	10%
5085 - Misc. Program Expense	6	-	-	-	30	30	-	0%
5703 - Travel - Transportation/Parking	334	-	-	-	617	678	62	10%
5815 - Commission/Education	1,050	-	-	-	-	-	-	#DIV/0!
5866 - Wellbeing Committee	18,333	50,978	50,613	63,295	101,000	101,000	-	0%
5970 - Event Revenue Sharing - 3rd Pty	-	-	1,308	-	-	-	-	#DIV/0!
Total Program Services Expenses	101,753	123,402	112,398	131,411	168,750	169,166	416	0%
Salaries & Benefits								
5510 - Salaries/Wages	23,785	22,686	22,557	24,808	24,686	26,290	1,605	6%
5605 - Payroll Taxes	1,361	1,298	1,288	1,444	1,477	1,573	96	6%
5610 - Health Insurance	2,476	2,847	2,944	3,389	3,992	4,251	259	6%
5620 - Health Ins/Medical Reimb	8	2	0	5	4	5	0	6%
5630 - Dental Insurance	217	186	-	-	-	-	-	#DIV/0!
5640 - Life & LTD Insurance	194	163	-	-	-	-	-	#DIV/0!
5650 - Retirement Plan Contributions	2,154	2,016	1,983	2,153	2,159	2,299	140	7%
5655 - Retirement Plan Fees & Costs	331	232	-	68	136	145	9	7%
5660 - Training/Development	23	23	-	-	-	-	-	#DIV/0!
Total Salaries/Benefit Expenses	30,547	29,452	28,772	31,867	32,454	34,563	2,110	6%
General & Administrative								
7025 - Office Supplies	18	8	16	11	17	17	-	0%
7035 - Postage/Mailing, net	408	116	53	41	68	68	-	0%
7040 - Copy/Printing Expense	1,855	444	189	649	508	508	-	0%
7045 - Internet Service	450	600	600	450	512	512	-	0%
7050 - Computer Maintenance	-	-	-	692	1,574	2,650	1,076	68%
7100 - Telephone	645	829	756	662	748	748	-	0%
7110 - Publications/Subscriptions	-	81	-	60	-	-	-	#DIV/0!
7175 - O/S Consultants	-	718	1,055	656	-	-	-	#DIV/0!
7195 - Other Gen & Adm Expense	-	-	125	-	-	-	-	#DIV/0!
Total General & Administrative Expenses	3,376	2,796	2,795	3,221	3,427	4,503	1,076	31%
Building Overhead								
6015 - Janitorial Expense	177	147	92	173	205	211	6	3%
6020 - Heat	122	102	115	141	179	184	5	3%
6025 - Electricity	270	237	225	258	287	296	9	3%
6030 - Water/Sewer	44	45	34	34	48	49	1	3%
6035 - Outside Maintenance	78	93	76	130	188	194	6	3%
6040 - Building Repairs	138	97	97	106	77	79	2	3%
6045 - Bldg Mtnc Contracts	211	222	160	169	177	183	5	3%
6050 - Bldg Mtnc Supplies	31	-	-	-	-	-	-	#DIV/0!
6065 - Bldg Insurance/Fees	102	104	108	114	142	146	4	3%
6070 - Building & Improvements Depre	322	308	369	512	564	564	-	0%
6075 - Furniture & Fixtures Depre	81	50	24	19	50	50	-	0%
7065 - Computers, Equip & Sftwre Depr	1,033	790	496	349	413	413	-	0%
Total Building Overhead Expenses	2,610	2,196	1,795	2,003	2,329	2,368	39	2%
Total Expenses	138,285	157,847	145,761	168,502	206,960	210,601	3,640	2%
Net Profit (Loss)	\$ (135,575)	\$ (157,633)	\$ (145,741)	\$ (164,680)	\$ (208,469)	\$ (212,109)	\$ (3,640)	2%

Committees is included in the Public Services department shown on pages 6-8 and 10.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
15 - Member Benefits

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4071 - Mem Benefits - Lexis	-	-	900	1,303	1,050	1,050	-	0%
4072 - Royalty Inc - Bar J, MBNA, LM,M	616	1,259	2,345	6,594	8,409	8,409	-	0%
4095 - Miscellaneous Income	5,000	-	10	-	-	-	-	#DIV/0!
Total Revenue	5,616	1,259	3,255	7,898	9,459	9,459	-	0%
Expenses								
Program Services								
5047 - Casemaker	72,584	49,645	53,992	51,453	48,855	50,000	1,145	2%
5099 - Blomquist Hale	73,832	73,703	77,738	89,644	196,548	391,000	194,452	99%
Total Program Services Expenses	146,416	123,348	131,729	141,098	264,795	441,000	176,205	143%
Salaries & Benefits								
5510 - Salaries/Wages	293	-	204	-	-	-	-	#DIV/0!
5605 - Payroll Taxes	18	-	15	-	-	-	-	#DIV/0!
5650 - Retirement Plan Contributions	29	-	20	-	-	-	-	#DIV/0!
Total Salaries/Benefit Expenses	340	-	240	-	-	-	-	#DIV/0!
General & Administrative								
7040 - Copy/Printing Expense	-	-	18	-	-	-	-	#DIV/0!
Total General & Administrative Expenses	-	-	18	-	-	-	-	#DIV/0!
Total Expenses	146,756	123,348	131,987	141,098	264,795	441,000	176,205	143%
Net Profit (Loss)	\$ (141,140)	\$ (122,088)	\$ (128,732)	\$ (133,200)	\$ (255,336)	\$ (431,541)	\$ (176,205)	69%

Member Benefits is Included in the Member Services department shown on pages 6-8 and 11.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
16 - Section Support

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4010 · Section/Local Bar Support fees	81,809	83,236	82,904	84,399	85,344	87,051	1,707	2%
Total Revenue	81,809	83,236	82,904	84,399	85,344	87,051	1,707	2%
Expenses								
Salaries & Benefits								
5510 · Salaries/Wages	50,386	41,004	32,178	16,957	22,682	24,157	1,474	7%
5605 · Payroll Taxes	4,079	3,266	2,678	1,470	1,894	2,018	123	7%
5610 · Health Insurance	9,176	10,325	2,625	-	4,405	4,691	286	7%
5630 · Dental Insurance	398	435	101	-	389	414	25	6%
5640 · Life & LTD Insurance	268	297	75	-	306	326	20	7%
5650 · Retirement Plan Contributions	1,189	3,486	3,097	1,696	2,510	2,673	163	7%
5655 · Retirement Plan Fees & Costs	174	614	133	405	408	408	-	0%
5660 · Training/Development	45	45	-	-	-	-	-	#DIV/0!
Total Salaries/Benefit Expenses	65,758	59,473	40,888	20,526	32,594	34,686	2,092	6%
General & Administrative								
7045 · Internet Service	3,147	-	-	-	1,500	-	(1,500)	-100%
7050 · Computer Maintenance	945	989	989	1,969	3,895	4,090	195	5%
7089 · Membership Database Fees	-	-	-	-	115	115	-	0%
7100 · Telephone	1,263	1,264	1,445	1,323	1,496	1,496	-	0%
7175 · O/S Consultants	280	1,919	422	271	-	-	-	#DIV/0!
Total General & Administrative Expenses	6,011	4,172	2,856	3,562	7,006	5,701	(1,305)	-19%
Building Overhead								
6015 · Janitorial Expense	229	195	131	246	291	299	9	3%
6020 · Heat	158	138	163	200	254	262	8	3%
6025 · Electricity	350	317	319	366	408	420	12	3%
6030 · Water/Sewer	58	60	48	48	68	70	2	3%
6035 · Outside Maintenance	101	127	108	184	267	275	8	3%
6040 · Building Repairs	178	131	137	150	109	112	3	3%
6045 · Bldg Mtncn Contracts	274	300	227	240	252	259	8	3%
6055 · Real Property Taxes	9,052	9,283	10,282	9,823	8,783	9,047	264	3%
6060 · Personal Property Taxes	132	125	119	115	130	133	4	3%
6065 · Bldg Insurance/Fees	133	140	153	162	201	207	6	3%
6070 · Building & Improvements Depr	416	414	524	728	801	801	-	0%
6075 · Furniture & Fixtures Depr	105	68	34	27	70	70	-	0%
7065 · Computers, Equip & Sftwre Depr	1,338	1,063	705	495	587	587	-	0%
Total Building Overhead Expenses	12,564	12,360	12,951	12,784	12,221	12,544	323	3%
Total Expenses	84,339	76,004	56,695	36,873	51,822	52,931	1,110	1%
Net Profit (Loss)	\$ (2,530)	\$ 7,232	\$ 26,209	\$ 47,526	\$ 33,522	\$ 34,119	\$ 597	2%

Section Support is included in the Member Services department shown on pages 6-8 and 11.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
17 - Consumer Assistance

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
Expenses								
Program Services								
Salaries & Benefits								
5510 · Salaries/Wages	93,223	98,372	95,952	91,510	88,589	94,453	5,765	7%
5605 · Payroll Taxes	6,396	6,763	6,979	7,604	7,429	7,912	483	7%
5610 · Health Insurance	11,184	11,304	9,834	10,410	10,952	11,664	712	6%
5630 · Dental Insurance	433	443	439	457	461	491	30	6%
5640 · Life & LTD Insurance	600	604	612	653	670	714	44	6%
5650 · Retirement Plan Contributions	9,221	9,597	9,405	9,438	9,338	9,945	607	6%
5655 · Retirement Plan Fees & Costs	663	614	544	405	408	408	-	0%
5660 · Training/Development	45	280	-	180	105	112	7	6%
Total Salaries/Benefit Expenses	121,764	127,976	123,765	120,657	118,052	125,698	7,647	6%
General & Administrative								
7025 · Office Supplies	253	498	183	187	160	160	-	0%
7035 · Postage/Mailing, net	283	288	237	171	234	234	-	0%
7040 · Copy/Printing Expense	21	11	1	5	3	3	-	0%
7050 · Computer Maintenance	-	-	-	1,383	3,300	3,465	165	5%
7055 · Computer Supplies & Small Equip	27	-	-	154	70	74	4	5%
7100 · Telephone	3,626	2,716	2,852	2,816	2,797	2,797	-	0%
7120 · Membership/Dues	595	615	630	625	625	625	-	0%
7175 · O/S Consultants	280	1,919	2,110	1,312	-	-	-	#DIV/0!
Total General & Administrative Expenses	5,086	6,047	6,013	6,652	7,189	7,357	169	2%
Building Overhead								
6015 · Janitorial Expense	205	174	117	220	259	257	8	3%
6020 · Heat	141	123	146	179	227	234	7	3%
6025 · Electricity	313	283	285	327	364	375	11	3%
6030 · Water/Sewer	51	53	43	43	60	62	2	3%
6035 · Outside Maintenance	91	113	96	164	239	246	7	3%
6040 · Building Repairs	159	117	123	134	97	100	3	3%
6045 · Bldg Mtncn Contracts	244	268	203	214	225	232	7	3%
6065 · Bldg Insurance/Fees	118	125	137	144	180	185	5	3%
6070 · Building & Improvements Depr	372	370	468	650	715	715	-	0%
6075 · Furniture & Fixtures Depr	93	60	31	24	63	63	-	0%
7065 · Computers, Equip & Sftwre Depr	1,195	949	629	442	524	524	-	0%
Total Building Overhead Expenses	3,018	2,635	2,277	2,541	2,954	3,003	50	2%
Total Expenses	129,886	136,659	132,054	129,850	128,194	136,059	7,865	6%
Net Profit (Loss)	\$ (129,886)	\$ (136,659)	\$ (132,054)	\$ (129,850)	\$ (128,194)	\$ (136,059)	\$ (7,865)	6%

Consumer Assistance is included in the Public Services department shown on pages 6-8 and 10.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
18 - Access to Justice

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4063 - Modest Means revenue	10,725	10,525	12,400	11,425	9,525	10,000	475	5%
4120 - Grant Income	55,219	41,739	39,576	27,178	39,500	109,539	70,039	177%
4200 - Seminar Profit/Loss	-	850	-	694	(4,728)	(4,728)	-	0%
Total Revenue	65,944	53,114	51,976	39,298	44,297	114,811	70,514	159%
Expenses								
Program Services								
5002 - Meeting facility-internal only	2,938	760	-	95	190	190	-	0%
5035 - Awards	48	-	-	1,500	-	2,000	2,000	#DIV/0!
5037 - Grants/ contributions - general	1,000	1,000	-	-	-	-	-	#DIV/0!
5063 - Special Event Expense	-	-	-	266	-	-	-	#DIV/0!
5075 - Food & Bev-external costs only	2,701	619	-	300	531	531	-	0%
5076 - Food & beverage - internal only	6,895	5,062	-	1,012	3,107	4,007	900	29%
5079 - Soft Drinks	-	-	-	12	11	11	-	0%
5085 - Misc. Program Expense	113	-	-	-	398	398	-	0%
5702 - Travel - Lodging	1,519	-	-	235	-	1,500	1,500	#DIV/0!
5703 - Travel - Transportation/Parking	785	77	-	1,435	2,051	2,551	500	24%
5704 - Travel - Mileage Reimbursement	1,157	-	-	-	241	241	-	0%
5705 - Per Diems	-	-	-	-	-	500	500	#DIV/0!
5705 - Travel - Per Diems	215	-	-	264	264	264	-	0%
5706 - Travel - Meals	-	-	-	-	-	-	-	#DIV/0!
Total Program Services Expenses	17,371	7,884	-	5,544	7,218	12,618	5,400	68%
Salaries & Benefits								
5510 - Salaries/Wages	100,595	141,467	144,615	155,330	192,067	262,551	70,484	37%
5605 - Payroll Taxes	8,347	12,434	11,692	12,202	15,025	20,642	5,617	37%
5610 - Health Insurance	7,300	13,318	16,888	21,663	25,095	34,226	9,131	36%
5620 - Health Ins/Medical Reimb	1,908	76	895	1,096	280	298	18	6%
5630 - Dental Insurance	793	1,235	1,125	1,256	1,230	1,710	480	39%
5640 - Life & LTD Insurance	694	1,321	1,136	1,173	1,150	1,224	75	7%
5645 - Workman's Comp Insurance	-	-	-	-	-	-	-	#DIV/0!
5650 - Retirement Plan Contributions	5,737	2,115	6,415	7,274	11,362	17,901	6,539	58%
5655 - Retirement Plan Fees & Costs	827	298	810	541	679	679	-	0%
5660 - Training/Development	640	835	-	550	1,908	9,108	7,200	377%
Total Salaries/Benefit Expenses	126,842	173,099	183,576	201,085	248,796	348,339	99,544	40%
General & Administrative								
7025 - Office Supplies	486	100	5	469	373	873	500	134%
7035 - Postage/Mailing, net	158	71	68	527	132	382	250	189%
7040 - Copy/Printing Expense	1,153	636	22	679	1,111	2,611	1,500	135%
7045 - Internet Service	-	592	257	592	395	403	8	2%
7050 - Computer Maintenance	8,491	8,735	8,577	13,336	18,810	25,110	6,300	33%
7055 - Computer Supplies & Small Equip	242	246	2,011	320	305	320	15	5%
7089 - Membership Database Fees	-	-	-	-	7,528	7,528	-	0%
7100 - Telephone	2,588	3,125	4,336	3,969	4,488	4,488	-	0%
7105 - Advertising	150	240	86	128	362	1,362	1,000	276%
7107 - Production Costs	-	-	-	8,000	8,000	8,000	-	0%
7110 - Publications/Subscriptions	37	-	97	205	230	230	-	0%
7120 - Membership/Dues	375	434	435	1,070	2,012	2,552	540	27%
7140 - Credit Card Merchant Fees	462	452	457	510	475	475	-	0%
7150 - E&O/Off & Dir Insurance	14,327	14,478	14,774	15,882	17,932	17,932	-	0%
7175 - O/S Consultants	561	6,740	43,028	3,700	9,414	19,884	10,471	111%
7195 - Other Gen & Adm Expense	-	467	-	342	307	313	6	2%
Total General & Administrative Expenses	29,029	36,315	74,152	49,729	71,873	92,463	20,590	29%
Building Overhead								
6015 - Janitorial Expense	661	563	378	710	839	864	25	3%
6020 - Heat	456	398	471	577	734	756	22	3%
6025 - Electricity	1,011	914	922	1,057	1,178	1,213	35	3%
6030 - Water/Sewer	166	172	137	139	195	201	6	3%
6035 - Outside Maintenance	293	366	312	532	771	795	23	3%
6040 - Building Repairs	514	378	396	434	315	324	9	3%
6045 - Bldg Mtncn Contracts	790	866	655	691	727	749	22	3%
6050 - Bldg Mtncn Supplies	116	-	-	-	-	-	-	#DIV/0!
6065 - Bldg Insurance/Fees	383	405	443	466	581	599	17	3%
6070 - Building & Improvements Depre	1,202	1,195	1,514	2,101	2,312	2,312	-	0%
6075 - Furniture & Fixtures Depre	302	195	99	77	203	203	-	0%
7065 - Computers, Equip & Sftwre Depre	3,864	3,069	2,035	1,430	1,695	1,695	-	0%
Total Building Overhead Expenses	9,758	8,520	7,362	8,215	9,551	9,711	160	2%
Total Expenses	183,001	225,819	265,090	264,573	337,438	463,132	125,694	56%
Net Profit (Loss)	\$ (117,057)	\$ (172,705)	\$ (213,114)	\$ (225,276)	\$ (293,141)	\$ (348,321)	\$ (55,180)	19%

Access to Justice is included in the Public Services department shown on pages 6-8 and 10.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
19 - Tuesday Night Bar

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
Expenses								
Program Services								
5002 · Meeting facility-internal only	25,271	19,579	-	-	-	-	-	#DIV/0!
5075 · Food & Bev-external costs only	429	361	-	-	-	-	-	#DIV/0!
5076 · Food & beverage - internal only	350	270	-	-	-	-	-	#DIV/0!
5085 · Misc. Program Expense	4,800	3,066	-	-	-	-	-	#DIV/0!
Total Program Services Expenses	30,851	23,276	-	-	-	-	-	0%
Salaries & Benefits								
5510 · Salaries/Wages	2,354	3,076	298	240	-	-	-	#DIV/0!
5605 · Payroll Taxes	199	257	22	16	-	-	-	#DIV/0!
5620 · Health Ins/Medical Reimb	54	2	5	-	-	-	-	#DIV/0!
5650 · Retirement Plan Contributions	168	23	-	-	-	-	-	#DIV/0!
Total Salaries/Benefit Expenses	2,775	3,357	325	256	-	-	-	#DIV/0!
General & Administrative								
7110 · Publications/Subscriptions	743	780	912	-	-	-	-	#DIV/0!
7175 · O/S Consultants	-	667	-	-	-	-	-	#DIV/0!
Total General & Administrative Expenses	748	1,448	912	-	-	-	-	#DIV/0!
Total Expenses	34,373	28,081	1,236	256	-	-	-	0%
Net Profit (Loss)	\$ (34,373)	\$ (28,081)	\$ (1,236)	\$ (256)	\$ -	\$ -	\$ -	#DIV/0!

Tuesday Night Bar is included in the Public Services department shown on pages 6-8 and 10.

Note that Tuesday Night Bar has been moved to an virtual format and therefore incurs very little expenses except staff time. As such, Tuesday Night Bar expenses have been absorbed by the Access to Justice department, which has always been the department that managed the program. Tuesday Night Bar will be phased out as a department and instead will simply be a function of the Access to Justice department.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
20 - Legislative

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
Expenses								
Program Services								
5002 · Meeting facility-internal only	1,360	1,350	-	-	-	675	675	#DIV/0!
5055 · Legislative Expense	47,505	66,719	60,000	60,000	62,134	62,134	-	0%
5070 · Equipment Rental	-	269	-	-	-	-	-	#DIV/0!
5075 · Food & Bev-external costs only	2,116	421	-	-	-	-	-	#DIV/0!
5076 · Food & beverage - internal only	3,329	3,474	-	-	-	-	-	#DIV/0!
5702 · Travel - Lodging	681	-	-	-	-	-	-	#DIV/0!
5703 · Travel - Transportation/Parking	1,099	-	-	-	-	-	-	#DIV/0!
5706 · Travel - Meals	270	-	-	-	-	-	-	#DIV/0!
5820 · ABA Annual Delegate	1,938	-	-	-	3,241	3,241	-	0%
Total Program Services Expenses	58,298	72,234	60,000	60,000	65,374	66,049	675	1%
Salaries & Benefits								
5510 · Salaries/Wages	7,317	4,754	1,217	2,658	12,591	13,409	818	6%
5605 · Payroll Taxes	582	212	47	223	956	1,018	62	6%
5650 · Retirement Plan Contributions	724	462	122	179	1,259	1,259	-	0%
Total Salaries/Benefit Expenses	8,624	5,427	1,386	3,060	14,806	15,686	881	6%
General & Administrative								
7100 · Telephone	80	86	-	-	-	-	-	#DIV/0!
7170 · Lobbying Rebates	180	140	227	335	330	336	7	2%
Total General & Administrative Expenses	260	225	227	335	330	336	7	2%
Total Expenses	67,182	77,886	61,613	63,395	80,509	82,072	1,562	2%
Net Profit (Loss)	\$ (67,182)	\$ (77,886)	\$ (61,613)	\$ (63,395)	\$ (80,509)	\$ (82,072)	\$ (1,562)	2%

Legislative is included in the Member Services department shown on pages 6-8 and 11.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
21 - Commission/Sp Projects

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4200 • Seminar Profit/Loss	(549)	-	-	-	-	-	-	#DIV/0!
Total Revenue	(549)	-	-	-	-	-	-	#DIV/0!
Expenses								
Program Services								
5001 • Meeting Facility-external only	1,002	-	-	3,388	-	-	-	#DIV/0!
5002 • Meeting facility-internal only	3,595	3,345	780	965	1,320	1,320	-	0%
5030 • Speaker Fees & Expenses	250	-	-	-	-	-	-	#DIV/0!
5035 • Awards	2,068	2,462	3,828	4,025	990	990	-	0%
5037 • Grants/ contributions - general	2,170	1,000	-	351,780	34,500	25,500	(9,000)	-26%
5042 • Operations Audit	-	-	-	-	26,150	-	(26,150)	-100%
5063 • Special Event Expense	1,288	764	-	310	-	-	-	#DIV/0!
5070 • Equipment Rental	1,139	-	-	-	-	-	-	#DIV/0!
5075 • Food & Bev-external costs only	13,827	9,043	469	1,963	4,699	4,699	-	0%
5076 • Food & beverage - internal only	8,675	5,970	381	1,892	1,825	1,825	-	0%
5090 • Commission Expense	-	-	2,371	-	-	-	-	#DIV/0!
5702 • Travel - Lodging	2,132	6,928	-	1,933	8,304	8,304	-	0%
5703 • Travel - Transportation/Parking	2,565	1,539	-	2,264	8,345	8,345	-	0%
5704 • Travel - Mileage Reimbursement	2,784	2,132	-	1,318	546	546	-	0%
5705 • Travel - Per Diems	556	138	-	310	1,284	1,284	-	0%
5706 • Travel - Meals	-	-	-	-	-	-	-	#DIV/0!
5707 • Travel - Commission Mtgs	54,457	14,339	-	37,512	63,315	27,000	(36,315)	-57%
5805 • ABA Annual Meeting	3,901	4,788	-	-	2,500	1,622	(878)	-35%
5810 • ABA Mid Year Meeting	2,872	5,655	-	2,871	878	878	-	0%
5815 • Commission/Education	22,680	15,100	-	12,210	7,700	7,700	-	0%
5820 • ABA Annual Delegate	8,343	8,363	-	2,608	3,500	3,500	-	0%
5830 • Western States Bar Conference	17,507	4,576	-	20,465	18,000	25,000	7,000	39%
5840 • President's Expense	20,403	28,197	18,163	18,000	18,000	18,000	-	0%
5841 • President's Reimbursement	1,594	2,899	-	-	-	-	-	#DIV/0!
5845 • Reg Reform Task Force	6,012	4,571	-	-	-	-	-	#DIV/0!
5850 • Leadership Academy	12,471	11,645	-	8,056	11,500	10,000	(1,500)	-13%
5855 • Bar Review	1,729	431	-	8,934	53	-	(53)	-100%
5865 • Retreat	31,293	20,089	-	22,281	32,051	42,000	9,949	31%
5866 • Wellbeing Committee	120	-	120	-	188	-	(188)	-100%
5867 • Bar Membership Survey	-	19,000	-	7,750	7,750	-	(7,750)	-100%
5868 • UCLI Support	-	50,000	-	-	2,000	3,000	1,000	50%
Total Program Services Expenses	225,432	222,972	26,111	513,519	260,213	196,328	(63,885)	-29%
Salaries & Benefits								
5510 • Salaries/Wages	755	680	183	274	263	280	17	6%
5605 • Payroll Taxes	61	54	15	24	22	24	1	6%
5620 • Health Ins/Medical Reimb	11	3	4	5	5	5	0	6%
5650 • Retirement Plan Contributions	45	46	17	27	26	28	2	6%
5660 • Training/Development	-	-	-	850	-	-	-	#DIV/0!
Total Salaries/Benefit Expenses	872	782	218	1,181	316	337	21	6%
General & Administrative								
7025 • Office Supplies	161	-	-	223	200	200	-	0%
7035 • Postage/Mailing, net	381	153	539	534	124	124	-	0%
7040 • Copy/Printing Expense	2,007	4,531	544	3,378	2,894	2,894	-	0%
7045 • Internet Service	1,073	1,642	-	-	-	-	-	#DIV/0!
7055 • Computer Supplies & Small Equip	-	-	182	166	166	166	-	0%
7100 • Telephone	203	713	22	8	-	-	-	#DIV/0!
7120 • Membership/Dues	-	-	135	248	635	635	-	0%
7135 • Bank Service Charges	-	24	-	-	-	-	-	#DIV/0!
7145 • Commission Election Expense	1,912	2,693	2,717	3,013	3,050	3,050	-	0%
7150 • E&O/Off & Dir Insurance	5,292	5,292	5,800	6,876	8,700	8,700	-	0%
7195 • Other Gen & Adm Expense	638	1,344	808	4,121	5,000	5,000	-	0%
Total General & Administrative Expenses	11,666	16,392	10,747	18,567	20,768	20,768	-	0%
Total Expenses	237,970	240,146	37,076	533,268	281,298	217,433	(63,864)	-27%
Net Profit (Loss)	\$ (238,520)	\$ (240,146)	\$ (37,076)	\$ (533,268)	\$ (281,298)	\$ (217,433)	\$ 63,864	-23%

Commission/Special Projects is included in the Bar Operations department shown on pages 6-8 and 12.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
22 - Public Education

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
Expenses								
Program Services								
5062 · Law Day	3,600	3,475	-	-	-	-	-	#DIV/0!
5075 · Food & Bev-external costs only	24	-	-	72	72	79	7	10%
5076 · Food & beverage - internal only	-	737	-	-	-	-	-	#DIV/0!
5702 · Travel - Lodging	581	612	-	-	647	711	65	10%
5703 · Travel - Transportation/Parking	416	378	-	-	1,127	1,240	113	10%
5704 · Travel - Mileage Reimbursement	1,163	634	-	-	-	-	-	#DIV/0!
5705 · Travel - Per Diems	165	184	-	-	141	155	14	10%
Total Program Services Expenses	5,950	6,019	-	72	1,986	2,185	199	3%
Salaries & Benefits								
5510 · Salaries/Wages	63,300	65,837	63,895	68,549	72,230	76,925	4,695	6%
5605 · Payroll Taxes	4,836	5,084	4,976	5,270	5,500	5,858	358	7%
5610 · Health Insurance	6,690	7,792	9,340	10,107	10,408	11,085	677	6%
5620 · Health Ins/Medical Reimb	1,189	600	-	-	-	-	-	#DIV/0!
5630 · Dental Insurance	433	443	439	457	461	491	30	6%
5640 · Life & LTD Insurance	450	455	463	454	460	483	23	5%
5650 · Retirement Plan Contributions	4,528	6,336	6,273	6,519	6,809	7,252	443	7%
5655 · Retirement Plan Fees & Costs	489	614	544	405	408	408	-	0%
5660 · Training/Development	440	340	-	25	-	-	-	#DIV/0!
Total Salaries/Benefit Expenses	82,355	87,500	85,930	91,786	96,276	102,501	6,225	6%
General & Administrative								
7025 · Office Supplies	-	-	130	-	-	-	-	#DIV/0!
7040 · Copy/Printing Expense	2,059	1,959	188	72	1,174	1,174	-	0%
7045 · Internet Service	1,188	792	1,372	3,106	1,779	1,779	-	0%
7050 · Computer Maintenance	3,309	840	-	2,240	4,354	6,437	2,083	48%
7055 · Computer Supplies & Small Equip	-	364	-	818	416	437	21	5%
7100 · Telephone	1,263	1,264	1,445	1,323	1,496	1,496	-	0%
7105 · Advertising	53,110	31,166	2,500	34,412	45,390	45,390	-	0%
7107 · Production Costs	-	3,000	-	18,500	3,200	3,200	-	0%
7110 · Publications/Subscriptions	1,116	1,535	1,619	1,701	1,030	1,030	-	0%
7115 · Public Relations	-	49,997	-	-	-	-	-	#DIV/0!
7120 · Membership/Dues	135	135	135	(45)	530	530	-	0%
7175 · O/S Consultants	280	1,252	2,110	1,312	8,553	8,553	-	0%
7195 · Other Gen & Adm Expense	592	-	-	-	483	483	-	0%
Total General & Administrative Expenses	63,053	92,303	9,500	63,438	68,405	70,508	2,103	3%
Building Overhead								
6015 · Janitorial Expense	354	293	184	235	208	214	6	3%
6020 · Heat	244	205	230	171	182	187	5	3%
6025 · Electricity	541	475	449	375	291	300	9	3%
6030 · Water/Sewer	89	90	67	53	48	50	1	3%
6035 · Outside Maintenance	157	186	152	160	191	197	6	3%
6040 · Building Repairs	275	194	193	184	78	80	2	3%
6045 · Bldg Mtncce Contracts	423	444	319	222	180	185	5	3%
6050 · Bldg Mtncce Supplies	62	-	-	-	-	-	-	#DIV/0!
6065 · Bldg Insurance/Fees	205	209	216	227	172	177	5	3%
6070 · Building & Improvements Depr	643	616	738	704	572	572	-	0%
6075 · Furniture & Fxtures Depr	161	101	48	25	50	50	-	0%
7065 · Computers, Equip & Sftwre Depr	2,067	1,580	993	469	419	419	-	0%
Total Building Overhead Expenses	5,220	4,392	3,590	2,825	2,391	2,432	40	2%
Total Expenses	156,577	190,215	99,019	158,122	169,058	177,625	8,567	5%
Net Profit (Loss)	\$ (156,577)	\$ (190,215)	\$ (99,019)	\$ (158,122)	\$ (169,058)	\$ (177,625)	\$ (8,567)	5%

Public Education Is Included In the Member Services department shown on pages 6-8 and 11.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
23 - Young Lawyers Division

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4052 - Meeting - Sponsor Revenue	590	-	-	450	450	450	-	#DIV/0!
4081 - CLE - Registrations	-	-	-	-	-	-	-	0%
4095 - Miscellaneous Income	-	168	-	-	-	-	-	#DIV/0!
4200 - Seminar Profit/Loss	8,318	5,859	5,483	(107)	(28)	(28)	-	0%
Total Revenue	8,908	6,027	5,483	343	422	422	-	0%
Expenses								
Program Services								
5001 - Meeting Facility-external only	2,700	287	1,914	2,958	5,208	2,500	(2,708)	-52%
5030 - Speaker Fees & Expenses	-	-	-	600	600	-	(600)	-100%
5031 - Speaker Reimb. - Receipt Req'd	-	-	-	-	-	-	-	#DIV/0!
5035 - Awards	-	973	2,382	5,101	6,569	1,000	(5,569)	-85%
5037 - Grants/ contributions - general	5,670	1,000	6,796	7,420	8,420	5,500	(2,920)	-35%
5060 - Program Special Activities	-	2,595	30	5,481	1,900	-	(1,900)	-100%
5062 - Law Day	900	-	-	-	-	900	900	#DIV/0!
5063 - Special Event Expense	2,285	3,992	60	2,864	2,711	3,500	789	29%
5064 - MCLE Fees Paid	-	-	-	2,113	2,877	2,877	-	0%
5070 - Equipment Rental	-	45	-	-	-	-	-	#DIV/0!
5075 - Food & Bev-external costs only	21,541	9,725	9,638	8,344	12,578	19,624	7,046	56%
5076 - Food & beverage - internal only	330	-	47	-	898	276	(622)	-69%
5085 - Misc. Program Expense	124	497	-	472	472	125	(347)	-74%
5095 - Wills for Heroes	450	482	360	831	1,140	1,250	110	10%
5702 - Travel - Lodging	6,190	1,628	-	502	2,000	6,200	4,200	210%
5703 - Travel - Transportation/Parking	2,826	874	-	952	766	2,900	2,134	278%
5704 - Travel - Mileage Reimbursement	341	450	-	-	-	350	350	#DIV/0!
5705 - Travel - Per Diems	-	-	-	141	-	-	-	#DIV/0!
5706 - Travel - Meals	936	109	-	-	1,000	900	(100)	-10%
5805 - ABA Annual Meeting	5,119	4,161	-	225	200	200	-	0%
5810 - ABA Mid Year Meeting	3,033	2,105	100	-	3,071	3,500	429	14%
5815 - Commission/Education	2,329	145	1,287	-	2,500	2,500	-	0%
5820 - ABA Annual Delegate	-	1,766	-	-	1,579	500	(1,079)	-68%
5855 - Bar Review	-	-	-	-	-	-	-	#DIV/0!
5865 - Retreat	-	-	-	-	3,300	3,300	-	0%
Total Program Services Expenses	54,854	30,995	22,615	38,004	58,363	58,477	114	0%
General & Administrative								
7025 - Office Supplies	378	-	-	-	-	200	200	#DIV/0!
7040 - Copy/Printing Expense	7	1,908	-	-	-	300	300	#DIV/0!
7045 - Internet Service	-	-	323	323	323	323	-	0%
7105 - Advertising	565	-	-	-	-	-	-	#DIV/0!
7110 - Publications/Subscriptions	881	1,165	193	-	334	1,000	666	199%
7120 - Membership/Dues	-	150	275	258	490	275	(215)	-44%
7140 - Credit Card Merchant Fees	-	-	-	14	14	14	-	0%
7195 - Other Gen & Adm Expense	2,826	470	755	298	176	833	657	373%
Total General & Administrative Expenses	4,657	3,692	1,547	893	1,337	2,945	1,608	120%
Total Expenses	59,567	34,687	24,162	38,897	59,700	61,422	1,722	5%
Net Profit (Loss)	\$ (50,659)	\$ (28,660)	\$ (18,679)	\$ (38,554)	\$ (59,279)	\$ (61,000)	\$ (1,722)	3%

Young Lawyers is included in the Member Services department shown on pages 6-8 and 11.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
24 - Licensed Paralegal Practit

	Actual 6/30/2019	Actual 5/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4004 - Admissions - Laptop Fees	-	-	575	455	230	235	235	#DIV/0!
4011 - Admissions LPP	950	3,825	2,738	2,250	2,500	2,500	-	0%
4096 - Late Fees	-	-	100	-	-	-	-	#DIV/0!
Total Revenue	950	3,825	3,413	2,955	2,980	2,990	240	8%
Expenses								
Program Services								
5002 - Meeting facility-internal only	-	95	960	575	820	836	16	2%
5013 - ExamSoft	-	-	929	-	-	-	-	#DIV/0!
5014 - Questions	-	-	35,210	25,910	28,541	28,541	-	0%
5076 - Food & beverage - internal only	-	-	-	45	28	28	1	2%
5703 - Travel - Transportation/Parking	-	-	-	57	-	-	-	#DIV/0!
Total Program Services Expenses	-	95	37,099	26,588	29,389	29,406	17	18%
Salaries & Benefits								
5510 - Salaries/Wages	20,186	39,108	47,656	49,665	29,367	31,276	1,909	6%
5605 - Payroll Taxes	1,671	2,996	3,759	4,174	1,892	2,015	123	6%
5610 - Health Insurance	-	-	3,999	4,915	275	293	18	7%
5620 - Health Ins/Medical Reimb	-	-	1	1	1	1	0	7%
5630 - Dental Insurance	-	-	371	457	269	287	17	6%
5640 - Life & LTD Insurance	-	-	351	555	417	444	27	7%
5650 - Retirement Plan Contributions	1,556	1,388	3,352	4,294	44	47	3	6%
5655 - Retirement Plan Fees & Costs	-	-	411	337	272	272	-	0%
5660 - Training/Development	-	-	-	574	-	-	-	#DIV/0!
Total Salaries/Benefit Expenses	23,413	43,493	59,900	64,972	32,538	34,635	2,097	6%
General & Administrative								
7025 - Office Supplies	-	257	16	101	3	3	-	0%
7035 - Postage/Mailing, net	-	-	-	13	1	1	-	0%
7040 - Copy/Printing Expense	-	257	69	475	108	108	-	0%
7050 - Computer Maintenance	-	6,878	-	1,582	2,569	2,698	128	5%
7055 - Computer Supplies & Small Equip	-	-	-	203	-	-	-	#DIV/0!
7100 - Telephone	-	404	1,156	1,058	1,054	1,054	-	0%
7110 - Publications/Subscriptions	-	-	129	207	153	153	-	0%
7120 - Membership/Dues	-	-	250	580	325	325	-	0%
7140 - Credit Card Merchant Fees	-	-	18	15	8	8	-	0%
7175 - O/S Consultants	-	1,468	2,110	1,312	-	-	-	#DIV/0!
7195 - Other Gen & Adm Expense	-	-	-	43	-	-	-	#DIV/0!
Total General & Administrative Expenses	-	-	3,749	5,589	4,314	4,444	130	3%
Building Overhead								
6015 - Janitorial Expense	-	66	147	277	327	337	10	3%
6020 - Heat	-	65	184	225	286	295	9	3%
6025 - Electricity	-	116	360	412	459	473	14	3%
6030 - Water/Sewer	-	18	54	54	76	79	2	3%
6035 - Outside Maintenance	-	83	122	208	301	310	9	3%
6040 - Building Repairs	-	63	155	169	123	126	4	3%
6045 - Bldg Mtnc Contracts	-	157	255	270	284	292	9	3%
6065 - Bldg Insurance/Fees	-	66	173	182	227	234	7	3%
6070 - Building & Improvements Depr	-	193	591	820	902	902	-	0%
6075 - Furniture & Fixtures Depr	-	31	39	30	79	79	-	0%
7065 - Computers, Equip & Sftwre Depr	-	506	794	558	661	661	-	0%
Total Building Overhead Expenses	-	1,364	2,872	3,205	3,726	3,789	63	2%
Total Expenses	23,413	54,215	103,621	100,354	69,967	72,274	2,307	4%
Net Profit (Loss)	\$ (22,463)	\$ (50,390)	\$ (100,208)	\$ (97,399)	\$ (66,987)	\$ (69,285)	\$ (2,067)	3%

LPP is included in the Licensing department shown on pages 6-8.

Utah State Bar
FY23 FINAL Budget
Based on Unaudited Actual Results through 3/31/23
25 - Innovation in Law

	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022	Projected 6/30/2023	FINAL Budget 6/30/2024	\$ Change 2023 Projected	% Change 2023 Projected
Revenue								
4005 · Admissions - Application Forms	-	-	-	-	-	12,500	12,500	#DIV/0!
4022 · Lic Fees < 3 Years	-	-	-	-	-	3,000	3,000	#DIV/0!
4095 · Miscellaneous Income	-	-	-	-	-	9,500	9,500	#DIV/0!
4120 · Grant Income	-	-	-	-	-	104,000	104,000	#DIV/0!
Total Revenue	-	-	-	-	-	129,000	129,000	#DIV/0!
Expenses								
Program Services								
5002 · Meeting facility-internal only	-	-	-	-	-	1,500	1,500	#DIV/0!
5076 · Food & beverage - internal only	-	-	-	-	-	3,500	3,500	#DIV/0!
5079 · Soft Drinks	-	-	-	-	-	50	50	#DIV/0!
5085 · Misc. Program Expense	-	-	-	-	-	1,000	1,000	#DIV/0!
Total Program Services Expenses	-	-	-	-	-	6,050	6,050	#DIV/0!
Salaries & Benefits								
5510 · Salaries/Wages	-	-	-	-	-	75,000	75,000	#DIV/0!
5605 · Payroll Taxes	-	-	-	-	-	6,000	6,000	#DIV/0!
5610 · Health Insurance	-	-	-	-	-	6,000	6,000	#DIV/0!
5630 · Dental Insurance	-	-	-	-	-	480	480	#DIV/0!
5640 · Life & LTD Insurance	-	-	-	-	-	500	500	#DIV/0!
5660 · Training/Development	-	-	-	-	-	500	500	#DIV/0!
Total Salaries/Benefit Expenses	-	-	-	-	-	88,480	88,480	#DIV/0!
General & Administrative								
7025 · Office Supplies	-	-	-	-	-	500	500	#DIV/0!
7035 · Postage/Mailing, net	-	-	-	-	-	1,000	1,000	#DIV/0!
7040 · Copy/Printing Expense	-	-	-	-	-	1,000	1,000	#DIV/0!
7050 · Computer Maintenance	-	-	-	-	-	6,437	6,437	#DIV/0!
7055 · Computer Supplies & Small Equip	-	-	-	-	-	437	437	#DIV/0!
7089 · Membership Database Fees	-	-	-	-	-	25,000	25,000	#DIV/0!
7100 · Telephone	-	-	-	-	-	1,500	1,500	#DIV/0!
Total General & Administrative Expenses	-	-	-	-	-	35,873	35,873	#DIV/0!
Building Overhead								
6015 · Janitorial Expense	-	-	-	-	-	214	214	#DIV/0!
6020 · Heat	-	-	-	-	-	187	187	#DIV/0!
6025 · Electricity	-	-	-	-	-	300	300	#DIV/0!
6030 · Water/Sewer	-	-	-	-	-	50	50	#DIV/0!
6035 · Outside Maintenance	-	-	-	-	-	197	197	#DIV/0!
6040 · Building Repairs	-	-	-	-	-	80	80	#DIV/0!
6045 · Bldg Mtncn Contracts	-	-	-	-	-	185	185	#DIV/0!
6065 · Bldg Insurance/Fees	-	-	-	-	-	177	177	#DIV/0!
6070 · Building & Improvements Depr	-	-	-	-	-	572	572	#DIV/0!
6075 · Furniture & Fixtures Depr	-	-	-	-	-	50	50	#DIV/0!
7065 · Computers, Equip & Sftwre Depr	-	-	-	-	-	419	419	#DIV/0!
Total Building Overhead Expenses	-	-	-	-	-	2,432	2,432	#DIV/0!
Total Expenses	-	-	-	-	-	132,835	132,835	#DIV/0!
Net Profit (Loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,835)	\$ (3,835)	#DIV/0!

LPP is included in the Licensing department shown on pages 6-8.

TAB 2

UTAH STATE BAR AWARDS COMMITTEE AWARD RECOMMENDATION

TO: Utah State Bar Commission

DATE: June 9, 2023

RE: AWARD RECOMMENDATION – JUDGE OF THE YEAR

CRITERIA:

Awarded to a Utah Judge or Justice whose career exemplifies the highest standards of judicial conduct for integrity and independence; who is knowledgeable of the law and faithful to it; who is unswayed by partisan interests, public clamor or fear of criticism; patient, dignified and courteous to all who appear before the court; endeavors to improve the administration of justice and public understanding of, and respect for, the role of law in our society.

NOMINEES:

<u>NOMINEE</u>	<u>NOMINATOR</u>	<u>PUBLIC?</u>
Hon. James D. Gardner <i>No prior award.</i>	Anonymous	No
Hon. George Harmond <i>No prior award.</i>	Michael Harmond	Yes
Hon. David Nuffer <i>2012 Distinguished Service</i>	Rebekah-Anne Duncan, et al.	Yes

PAST RECIPIENTS AND NOMINEES:

Past Recipients	Other Nominations That Year
2022 Hon. Laura S. Scott	Hon. Patrick W. Corum, Hon. Angela Fannesbeck, Hon. Ryan Harris, Hon. Constandinos Himonas, Hon. Noel S. Hyde, Hon. Derek Pullan
2021 Hon. Brendan P. McCullagh	Hon. David Hamilton, Hon. Dee Benson, Hon. Douglas Nielsen, Hon. James Blanche, Hon. Kate Appleby, Hon. Laura Scott, Hon. Noel Hyde, Hon. Royal Hansen, Hon. Constandinos Himonas, Hon. Thomas Kay
2020 Hon. Kate Appleby	Hon. David Hamilton, Hon. Douglas Nielsen, Hon. James Blanche, Hon. Laura Scott, Hon. Noel Hyde, Hon. Royal Hansen, Hon. Constandinos Himonas, Hon. Thomas Kay
2019 Hon. John Baxter	Hon. James Gardner, Hon. Diana Hagen Hon. Kimberly Hornak, Hon. Thomas Kay, Hon. Eric Ludlow, Hon. David Nuffer, Hon. Paul M. Warner, Hon. Brooke Wells, Hon. Jeffrey C. Wilcox
2018 Hon. Thomas Higbee	Hon. Mary Noonan, Hon. Doug Thomas
2017 Hon. Fredric Voros, Jr., Hon. Stephen Roth	Hon. Robert K. Hilder (Deceased.)
2016 Hon. C. Dane Nolan	
2015 Hon. Claudia Laycock	Hon. Brooke C. Wells, Hon. Carolyn B. McHugh, Hon. John R. Morris, Hon. Augustus Chin, Hon. Thomas L. Kay, Hon. David Nuffer, Hon. Paul M. Warner, Hon. Royal I. Hansen, Hon. Glen R. Dawson, Hon. Thomas L. Kay

RECOMMENDATION:

Hon. David O. Nuffer

Nominator Name

Rebekah-Anne Duncan

Bar Number

16822

Email address

rebekahanne_duncan@utd.uscourts.gov

Date

05/24/2023

I The Above, Desire to Nominate the Following

Utah State Bar Member

Nominee's Name

David Nuffer

Award

Judge of the Year (Summer Convention)

REFERRING TO THE AWARD CRITERIA, IN 400 WORDS OR LESS, PLEASE STATE THE REASON FOR THE NOMINATION, I.E. THE NOMINEE SHOULD RECEIVE THIS NOMINATION FOR THE FOLLOWING REASONS OR BASED UPON THE FOLLOWING FACTS OR EVENTS:

Judge Nuffer has gone above and beyond this past year with his service to the United States District Court District of Utah. Judge Nuffer accepted the temporary position as Acting Chief Deputy Clerk (ACDC was the nickname of his title) in the midst of an employment debacle in spring 2022, immediately after taking "senior" status as a judge. His workload increased significantly. He obtained temporary housing in SLC in order to accommodate this change. Judge Nuffer accepted this position because no one else would. He accepted more work when his work load was supposed to be decreasing. During this time, his cases were fielded out to other judges in the district. However, he retained a few of his major ones, continuously working on them while keeping his ACDC position.

In January 2023, his cases were returned to him, however, he still carried on his ACDC duties since no one had been employed to fill the spot as Chief Deputy Clerk.

Judge Nuffer's tenacity during the past year has been remarkable to view. I am a term law clerk which means my clerkship ends in August 2023; I am so grateful for the example of hard work and willingness to help that I have witnessed these past nine months. In the words of Elphaba from Wicked, "because I knew [Judge Nuffer], I have been changed for good."

Please select one:

My nomination is public and I give permission for my nomination to be shared with the nominee and published, whole or in part, by the Utah State Bar.

Nominator Name

XXXXXXXXXX

Bar Number

XXXX

Email address

XXXXXXXXXXXXXXXXXXXX

Date

05/25/2023

I The Above, Desire to Nominate the Following

Utah Legal Community Member or Organization

Nominee's Name

David Nuffer

Award

Judge of the Year (Summer Convention)

REFERRING TO THE AWARD CRITERIA, IN 400 WORDS OR LESS, PLEASE STATE THE REASON FOR THE NOMINATION, I.E. THE NOMINEE SHOULD RECEIVE THIS NOMINATION FOR THE FOLLOWING REASONS OR BASED UPON THE FOLLOWING FACTS OR EVENTS:

I nominate United States District Court Judge David Nuffer for Judge of the Year. During his 28 years on the federal bench—first as a magistrate judge and then as a district court judge—Judge Nuffer has always gone far above and beyond his official duties. While many federal judges isolate themselves in their chambers, focusing solely on their caseloads, Judge Nuffer has always done so much to improve the community he has dedicated himself to serving. He has worked tirelessly throughout his career as a judge to improve Utah's federal court—for litigants, attorneys, the media, the public, and court employees. He genuinely cares about strengthening the integrity of the judiciary and will make endless personal sacrifices to make sure he accomplishes his goals.

He was the primary developer of the "Southern Region" of the Utah federal court and has worked hard to strengthen the federal court presence in the fastest growing metropolitan area in the country. After moving there and committing to have a permanent federal judge in that area of our state, he has also worked to secure office and courtroom space. He has brought so many additional legal resources to that area of our state. And because so many federal criminal cases arise in that area, he has handled about twice the caseload of criminal cases as the active SLC district court judges. But he never complains about his workload.

Most recently, as the federal court was dealing with significant personnel issues during the past year, including the resignation of the Chief Deputy Clerk, Judge Nuffer volunteered to serve as the Acting Chief Deputy Clerk, which meant temporarily leaving his spouse and moving from St. George to SLC for approximately 8 months. He was the only judge who had the knowledge of court operations, the strong relationships within the legal community, and the devotion to the institution of the court to take on this role, which required significant personal sacrifice. Moreover, Judge Nuffer is always eager to volunteer to serve on committees (both within the federal court and in the broader Utah legal community), present at seminars, and listen to anyone who has an idea to improve court processes or procedures or to better serve a particular community. There is no judge who has given as much to the Utah legal community as Judge Nuffer, and I believe he is deserving of this award. Thank you for your consideration.

Please select one:

My nomination is private and should not be shared with the nominee or published, whole or in part, by the Utah State Bar.

Nominator Name

XXXXXX

Email address

XXXXXXXXXXXXXXXXXXXX

Date

05/25/2023

I The Above, Desire to Nominate the Following

Utah Legal Community Member or Organization

Nominee's Name

David Nuffer

Award

Lawyer of the Year Award (Summer Convention)

REFERRING TO THE AWARD CRITERIA, IN 400 WORDS OR LESS, PLEASE STATE THE REASON FOR THE NOMINATION, I.E. THE NOMINEE SHOULD RECEIVE THIS NOMINATION FOR THE FOLLOWING REASONS OR BASED UPON THE FOLLOWING FACTS OR EVENTS:

I would like to nominate United States Senior District Judge, David Nuffer for the award of Judge of the Year. Judge Nuffer has provided excellent service to the Federal Court and community this past year. Judge Nuffer been a driving force to provide better service to the citizens in the southern region of Utah. He has helped expand the presence of the Federal Court and its services in St. George.

During the past year, the clerk's office has gone through a period of transition of new leadership, and Judge Nuffer has devoted a tremendous amount of time to make the transition a success. He has been a mentor to me and provided leadership, experience and knowledge during this transition. I have learned from his leadership as he truly leads with actions and not just words. Judge Nuffer is a tireless worker who treats others with respect, patience, dignity, and kindness. It is an honor and with great pleasure that I nominate Judge David Nuffer for Judge of the Year. I can't think of anyone more deserving than him.

File

- [Nuffer-Nomination.docx](#)

Please select one:

My nomination is private and should not be shared with the nominee or published, whole or in part, by the Utah State Bar.

UTAH STATE BAR AWARDS COMMITTEE AWARD RECOMMENDATION

TO: Utah State Bar Commission

DATE: June 9, 2023

RE: AWARD RECOMMENDATION – LAWYER OF THE YEAR

CRITERIA:

Awarded to a Utah State Bar member who, over a long and distinguished legal career, has by their ethical and personal conduct, commitment and activities, exemplified for their fellow attorneys the epitome of professionalism; who has also rendered extraordinary contributions to the programs and activities of the Utah State Bar in the prior year.

NOMINEES:

<u>NOMINEE</u>	<u>NOMINATOR</u>	<u>PUBLIC?</u>
Darcy Goddard <i>No prior award.</i>	Melanie Mitchell, et al	Yes
Colin King <i>No prior award.</i>	Chelsey Phippen	Yes
Cassie Medura <i>No prior award</i>	Anonymous	No
William P. Morrison <i>No prior award</i>	Rex Bush	Yes
Jonathan Winn <i>No prior award</i>	Tre Harris	Yes

PAST RECIPIENTS AND NOMINEES:

Past Recipients	Other Nominations That Year
2022 Laura Milliken Gray	Robert S. Clark, Kevin Daniels, Kristen Fadel, Debra Nelson, Noella Sudbury
2021 Joni J. Jones	Wally Bugden, Richard Burbidge, Abby Dizon-Maughan, Rick Haderlie, George Hofmann, Andrew Morse, V. Lowry Snow, Ann Marie Taliaferro, Christopher Von Maack
2020 James W. McConkie II	Doug Farr, Elizabeth (Terry) Dunning, Brad Parker, Jonathan Peck, Lauren Scholnick, Margaret Plane, Michael Liechty, Richard Mauro
2019 Paul C. Burke	Ross C. Anderson, Peter W. Billings, Patricia Christensen, Susan Griffith, John Huber, Gary Johnson, Anthony Plachy
2018 Karra Porter	Peter Billings, Gary Johnson, Rick Nydegger, Pamela Vickery
2017 Paul M. Simmons	Mark Moffat and Annie Taliaferro, Jeff Hunt
2016 Annette Jarvis Bruce Maak	Laura Dupaix, Kent Scott, Joan Watt, Fran Wikstrom
2015 Ron Yengich	Steven D. Peterson

RECOMMENDATION:

Darcy M. Goddard

Christy Abad

From: David Clark
Sent: Monday, October 3, 2022 10:14 AM
To: Christy Abad
Subject: Fwd: 2022 Fall Forum Nomination for Distinguished Community Member Award

----- Forwarded message -----

From: Melanie Mitchell <MMitchell@slco.org>
 Date: Oct 3, 2022 09:46
 Subject: 2022 Fall Forum Nomination for Distinguished Community Member Award
 To: Info <info@utahbar.org>
 Cc:

It is with great pleasure I nominate Darcy Goddard for the 2022 Distinguished Community Member Award. It has been a pleasure and honor to work with Darcy over the last 11 years. Darcy has been the Civil Policy Analyst for the Salt Lake County District Attorney's Office for the past 7 years. As a dedicated public servant, she works tirelessly before, during and after the legislative session to recognize legislative needs, craft consensus, and draft legislation, all while handling the demands and obligations of being a single mother. As an exceptional communicator, Darcy is well known on the hill for her ability to keep a level head and broker compromise, as well as for her keen sense of humor. Last session she worked closely with Representatives and Senators alike to help pass necessary reforms in the areas of criminal justice, victim rights, benefits for law enforcement and correctional officers, and individuals suffering from mental illness and substance use disorders. I am always impressed with her ability to process and retain copious amounts of information and to distill complex ideas into understandable and digestible concepts. I know of no one more worthy of this award than Darcy Goddard.

- Melanie

Melanie F. Mitchell
 Senior Attorney
 District Attorney's Office
 35 E 500 S
 Salt Lake City, UT 84111
 385.468.7775 (direct line)
 801.865.5889 (cell)
 385.468.7800 (fax)
 385.468.7700 (main line)

NOTICE OF ATTORNEY-CLIENT COMMUNICATION: PLEASE DO NOT FORWARD WITHOUT ATTORNEY CONSENT.

NOTICE OF CONFIDENTIALITY: *This communication and any attachments thereto may contain private, privileged and/or confidential information and are for the sole use of the intended recipient. Such confidential information may be legally privileged and exempt from disclosure under applicable law. This message is intended only for the use of the addressee. If you are not the intended recipient or the person responsible to deliver it to the intended recipient, you may not use, disseminate, distribute, copy or take any action in reliance on the contents of this communication. If you have received this message in error, please immediately reply to the sender and so advise, and immediately destroy and delete the communication. Thank you.*

Christy Abad

From: Matthew Page
Sent: Friday, September 30, 2022 2:28 PM
To: Christy Abad
Subject: Fwd: New submission from Nomination Bar Awards

From: info@utahbar.org <webhost@utahbar.org>
Sent: Friday, September 30, 2022 14:26
To: Matthew Page <Matthew.Page@utahbar.org>
Subject: New submission from Nomination Bar Awards

Nominator Name

Jon Woodard

Bar Number

14532

Email address

jwoodard@wasatch.utah.gov

Date

09/30/2022

I The Above, Desire to Nominate the Following

Utah State Bar Member

Nominee's Name

Darcy Goddard

Award

Special Service Award (When Warranted)

REFERRING TO THE AWARD CRITERIA, IN 400 WORDS OR LESS, PLEASE STATE THE REASON FOR THE NOMINATION, I.E. THE NOMINEE SHOULD RECEIVE THIS NOMINATION FOR THE FOLLOWING REASONS OR BASED UPON THE FOLLOWING FACTS OR EVENTS:

She has represented the local governments on matters of public importance to the legislature during her tenure with the SLCo attorney office over the last 11 years, and the state is better for her efforts.

Please select one:

My nomination is public and I give permission for my nomination to be shared with the nominee an published, whole or in part, by the Utah State Bar.

Christy Abad

From: Matthew Page
Sent: Friday, September 30, 2022 3:17 PM
To: Christy Abad
Subject: Fwd: New submission from Nomination Bar Awards

Begin forwarded message:

From: webhost@utahbar.org
Date: September 30, 2022 at 15:11:25 MDT
To: Matthew Page <Matthew.Page@utahbar.org>
Subject: New submission from Nomination Bar Awards
Reply-To: info@utahbar.org

Nominator Name

Ryan Peters

Bar Number

10683

Email address

ryanpeters@juab.utah.gov

Date

09/30/2022

I The Above, Desire to Nominate the Following

Utah State Bar Member

Nominee's Name

Darcy Goddard

Award

Community Member of the Year Award (Fall Forum)

REFERRING TO THE AWARD CRITERIA, IN 400 WORDS OR LESS, PLEASE STATE THE REASON FOR THE NOMINATION, I.E. THE NOMINEE SHOULD RECEIVE THIS NOMINATION FOR THE FOLLOWING REASONS OR BASED UPON THE FOLLOWING FACTS OR EVENTS:

I am pleased to nominate Darcy Goddard for the Community Member of the Year award. I first met Darcy five years ago when I became the Juab County Attorney. As a career prosecutor, I had very little experience with the civil side of government work. Darcy took me under her wing and helped me get my feet under me. She was kind and patient and encouraging. She has been so generous in her time to assist me, an attorney from a small county, despite her heavy and large responsibilities lobbying the legislature and assisting the civil department at the largest county attorney's office in the state. She was never impatient or short with me and took time to explain things to me on a level I could readily understand. She requested that I serve with her on a legislative committee, knowing I knew very little about the subject matter. Yet she was encouraging and gracious. I have come to learn that my experience is not unique. I have seen that Darcy's influence goes far beyond the Salt Lake D.A.'s office. She politely and professionally advises and opines on matters stemming from San Juan to Box Elder. She has been a stabilizing force for county civil government throughout the State. She readily responds to requests for advice, with no thoughts of getting anything in return. I have seen her in situations where she has disagreed with others and has done so in a respectful and even

cooperating manner. She is a gem to this State. Darcy is a distinguished member of the communities of the bar, government practice attorneys, and the State at large. I recommend she be given this honor. I know of no one who deserves it more.

Please select one:

My nomination is public and I give permission for my nomination to be shared with the nominee and published, whole or in part, by the Utah State Bar.

Christy Abad

From: Matthew Page
Sent: Sunday, October 2, 2022 9:09 PM
To: Christy Abad
Subject: Fwd: New submission from Nomination Bar Awards

Get [Outlook for iOS](#)

From: info@utahbar.org <webhost@utahbar.org>
Sent: Sunday, October 2, 2022 21:06
To: Matthew Page <Matthew.Page@utahbar.org>
Subject: New submission from Nomination Bar Awards

Nominator Name

Robert Van Dyke

Bar Number

12704

Email address

rvandyke@kane.utah.gov

Date

09/30/2022

I The Above, Desire to Nominate the Following

Utah State Bar Member

Nominee's Name

Darcy Goddard

Award

Community Member of the Year Award (Fall Forum)

REFERRING TO THE AWARD CRITERIA, IN 400 WORDS OR LESS, PLEASE STATE THE REASON FOR THE NOMINATION, I.E. THE NOMINEE SHOULD RECEIVE THIS NOMINATION FOR THE FOLLOWING REASONS OR BASED UPON THE FOLLOWING FACTS OR EVENTS:

My name is Robert Van Dyke. I am the Kane County Attorney. I am the Vice President of the Statewide Association for Prosecutors and Public Attorneys, I am a board member on the Utah Prosecution Council, and I am a past president of the Utah County and District Attorneys Association. I am pleased to nominate Darcy Goddard for the Community Member of the Year Award. Darcy has provided over a decade of outstanding service toward the creation of a better public understanding of the legal profession and the administration of justice. For the last ten years she has worked as a main policy advisor for the Salt Lake District Attorney's Office. She has served as the civil representative to the Utah Prosecution Council and planned the annual civil trainings for all county attorneys for several years. She has been a board member of the Statewide Association of Prosecutors and Public Attorneys. I have personally benefitted from her mentorship and I know many other public attorneys who have relied on her guidance and leadership over the years. Her work with us and with the state legislature has led to increased access to medical care and mental health services for prison and jail inmates, additional services for victims of crime, and better coordination between the Utah State Mental Hospital and the criminal justice system. Her work in advocating with the state legislature is particularly impressive. Dozens of state legislators rely on her knowledge and experience in the law and her guidance in crafting better statewide policy regarding county government, the criminal justice system, and access to mental

health services. Many County Attorneys and County Sheriffs across the state have similarly relied on her to better understand the law, implement good policy, and to advocate for better policy. I strongly recommend her for this award.

Please select one:

My nomination is public and I give permission for my nomination to be shared with the nominee and published, whole or in part, by the Utah State Bar.

Christy Abad

From: Matthew Page
Sent: Monday, October 3, 2022 3:43 PM
To: Christy Abad
Subject: Fwd: New submission from Nomination Bar Awards

Get [Outlook for iOS](#)

From: info@utahbar.org <webhost@utahbar.org>
Sent: Monday, October 3, 2022 15:40
To: Matthew Page <Matthew.Page@utahbar.org>
Subject: New submission from Nomination Bar Awards

Nominator Name

Margaret Olson

Bar Number

6296

Email address

molson@summitcounty.org

Date

10/04/2022

I The Above, Desire to Nominate the Following

Utah State Bar Member

Nominee's Name

Darcy Goddard

Award

Community Member of the Year Award (Fall Forum)

REFERRING TO THE AWARD CRITERIA, IN 400 WORDS OR LESS, PLEASE STATE THE REASON FOR THE NOMINATION, I.E. THE NOMINEE SHOULD RECEIVE THIS NOMINATION FOR THE FOLLOWING REASONS OR BASED UPON THE FOLLOWING FACTS OR EVENTS:

We, nineteen elected County Attorneys in Utah, hereby nominate Darcy M. Goddard for the Distinguished Community Member Award. For the past seven (7) years, Ms. Goddard has served as a the Chief Civil Policy Advisor for the Salt Lake County District Attorney's Office, advising Sim Gill, who leads the largest of the State's jurisdictions on matters of legislative import and concern. Additionally, due to the generosity of both Mr. Gill and Ms. Goddard, she has shared her expertise and policy guidance with the rest of Utah's 29 counties. Ms. Goddard is an articulate, well-respected, non-partisan voice on how legislation impacts local government. Her contributions touch on land use law, annexation, TIFs, taxation, civil commitments, and mental health and medical services for inmates in our jails and prisons. The Utah County and District Attorney Association has a legislative task force, CivLAC (Civil Legislative Action Committee), where Ms. Goddard distinguished herself as a leader and mentored many, many deputy county attorneys in their civil work. She served as a board member of SWAP (Statewide Association of Prosecutors) as the civil representative. For many years she planned and taught at the fall Civil Conferences for the Utah Prosecution Council., where she made significant contributions. Ms. Goddard formed a group she named Civil Brain

TM

Trust , a listserv where she invited discussion on issues of common concern among subject matter experts around the state. By inviting discussion from all jurisdictions, Ms. Goddard insured that the best ideas, perspectives, and input were vetted. Ms. Goddard worked tirelessly at the Legislature during the Session, during Special Sessions, and during interim. Her issue spotting skills are unmatched. Because of her understanding of not only of the issues, but the process, she was able to help everyone be effective. She provided legislative updates to hundreds of government lawyers multiple times a year with accuracy, pinpoint clarity, and good humor for years. We will miss her greatly and would love to see her recognized for her contributions to local government law.

Stephen Hadfield (Box Elder County Attorney)

John Luthy (Cache County Attorney)

Christian Bryner (Carbon County Attorney)

Troy Rawlins (Davis County Attorney)

Mike Olsen (Emery County Attorney)

Christina Sloan (Grand County Attorney)

Ryan Peterson (Juab County Attorney)

Rob Van Dyle (Kane County Attorney)

Pat Finlayson (Millard County Attorney)

Garrett Smith (Morgan County Attorney)

Scott Burns (Piute County Attorney)

Sim Gill (Salt Lake County District Attorney)

Kevin Daniels (San Pete County Attorney)

Casey Jewkes (Sevier County Attorney)

Margaret Olson (Summit County Attorney)

Scott Broadhead (Tooele County Attorney)

Scott Sweat (Wasatch County Attorney)

Eric Clarke (Washington County Attorney)

Chris Allred (Weber County Attorney)

Please select one:

My nomination is public and I give permission for my nomination to be shared with the nominee and published, whole or in part, by the Utah State Bar.

Christy Abad

From: Matthew Page
Sent: Monday, October 3, 2022 9:02 PM
To: Christy Abad
Subject: Fwd: New submission from Nomination Bar Awards

Sent from my iPhone

Begin forwarded message:

From: webhost@utahbar.org
Date: October 3, 2022 at 20:20:41 MDT
To: Matthew Page <Matthew.Page@utahbar.org>
Subject: New submission from Nomination Bar Awards
Reply-To: info@utahbar.org

Nominator Name

Stacia Sidlow

Bar Number

9835

Email address

sidlows@msn.com

Date

10/03/2022

I The Above, Desire to Nominate the Following

Utah State Bar Member

Nominee's Name

Darcy Goddard

Award

Community Member of the Year Award (Fall Forum)

REFERRING TO THE AWARD CRITERIA, IN 400 WORDS OR LESS, PLEASE STATE THE REASON FOR THE NOMINATION, I.E. THE NOMINEE SHOULD RECEIVE THIS NOMINATION FOR THE FOLLOWING REASONS OR BASED UPON THE FOLLOWING FACTS OR EVENTS:

Darcy Goddard is an exceptional attorney, advocate, educator, mentor, mother, and friend. For nearly 11 years, until today (see below), Darcy was the Chief Policy Advisor for the Civil Division of the Salt Lake County District Attorney's Office. Although her primary area of legal expertise is litigation, she took on a more policy-focused role in January 2016, when she began working with the Utah Legislature on behalf of the Civil Division of the District Attorney's Office and its various Salt Lake County clients. Unfortunately for the District Attorney's Office, Darcy is joining Strong & Hanni's Government Liability practice group as a shareholder. Strong & Hanni is very lucky to have such an incomparable and remarkable advocate on their team.

I got to know Darcy when I joined the Salt Lake County District Attorney's Office in September 2019. As a newly practicing attorney (I spent most of my career at the federal judiciary), Darcy was someone I frequently relied upon to help me understand,

well, pretty much everything about the job. Darcy was always willing to help me find solutions to difficult issues for my client. While some solutions required brainstorming and compromise, other solutions required a legislative fix, and, truthfully, some solutions required both. Watching her navigate the often-treacherous waters at the Utah Legislature was truly remarkable. She always maintained her professionalism, and she had excellent relationships with individuals and various stakeholders from across the political spectrum.

Darcy also has one of the best legal minds I've encountered. But she is always humble, never one to brag, and the first to give credit to her colleagues for successes (even if the credit really belongs to her). She can distill complex matters to their essence and effectively communicate them to various stakeholders. She has provided countless trainings across the state for lawyers and non-lawyers alike. Darcy has gone above and beyond in providing outstanding service toward the creation of a better public understanding of the legal profession, as well as the administration of justice and the legislative process. And, she is a delightful human being with a great sense of humor. It is my honor and privilege to nominate her for this award, and I do so without reservation.

Please select one:

My nomination is public and I give permission for my nomination to be shared with the nominee and published, whole or in part, by the Utah State Bar.

UTAH STATE BAR AWARDS COMMITTEE AWARD RECOMMENDATION

TO: Utah State Bar Commission

DATE: June 9, 2023

RE: AWARD RECOMMENDATION – COMMITTEE OF THE YEAR

CRITERIA:

Awarded to a Committee of the Utah State Bar that has made outstanding contributions of time and talents to Bar activities as well as provided outstanding services, programs and/or activities for Bar members. The Committee serves the Utah State Bar mission of being a united, inclusive organization - serving the legal profession and the public.

NOMINEES:

NOMINEE

NOMINATOR

PUBLIC?

None

PAST RECIPIENTS AND NOMINEES:

Past Recipients	Other Nominations That Year
2022 Licensed Paralegal Practitioner Committee	
2021 Governmental Relations Committee	
2020 CLE Advisory Committee	
2019 Bar Journal Committee	
2018 Innovation in Law Practice Committee	
2017 Governmental Relations Committee	
2016 Utah State Bar Leadership Academy	
2015 Disaster Legal Response Committee	
2014 Civics Education Committee	Disaster Legal Response Committee
2013 Budget and Finance Committee	
2012 Pro Bono Commission	
2011 Unauthorized Practice of Law	
2010 Bar Examiner Committee	
2009 New Lawyer Training Program	
2008 Admissions Committee	
2007 Bar Journal Committee	Unauthorized Practice of Law Committee, New Lawyer CLE Committee
2006 Ethics Advisory Opinion Committee	New Lawyer CLE Committee, Governmental Relations Committee, UPL Committee
2005 Governmental Relations Committee	

RECOMMENDATION:

Ethics and Discipline Committee

UTAH STATE BAR AWARDS COMMITTEE AWARD RECOMMENDATION

TO: Utah State Bar Commission

DATE: June 9, 2023

RE: AWARD RECOMMENDATION – SECTION OF THE YEAR

CRITERIA:

Awarded to a Section of the Utah State Bar that has made outstanding contributions of time and talents to Bar activities as well as provided outstanding services, programs and/or activities for Bar members and the public at large during the past year. The Section serves the Utah State Bar mission of being a united, inclusive organization - serving the legal profession and the public.

NOMINEES:

NOMINEE

NOMINATOR

PUBLIC?

Business Law Section

Anonymous

No

PAST RECIPIENTS AND NOMINEES:

Past Recipients	Other Nominations That Year
2022 Business Law Section	Appellate Practice Section
2021 Intellectual Property Section	
2020 Indian Law Section	Litigation Section
2019 Litigation Section	
2018 Cyberlaw Section	IP Section
2017 Limited Scope Section	LGBT & Allied Lawyers, IP Section, Family Law Section
2016 Bankruptcy Section	Estate Planning Section
2015 Young Lawyers Division	
2014 Intellectual Property Section	Young Lawyers' Division
2013 Solo, Small Firm, and Rural Practice Section	Appellate Practice Section, Juvenile Law Section, Young Lawyers' Division
2012 Estate Planning Section	Elder Law Section, Young Lawyers Division
2011 Elder Law Section, Young Lawyers Division	
2010 Military Law Section	
2009 Appellate Practice	Constitutional Law Section, Solo, Small Firm and Rural Practice Section
2008 Young Lawyers Division	Young Lawyers Division, Estate Planning Section, IP Section
2007 Paralegal Division	Banking and Finance Section
2006 Litigation Section	Banking & Finance Section, Paralegal Division
2005 ADR Section	

RECOMMENDATION:

Business Law Section

Nominator Name

XXXXXXXXXX

Bar Number

XXXXXX

Email address

XXXXXXXXXXXXXXXXXXXX

Date

05/22/2023

I The Above, Desire to Nominate the Following

Utah State Bar Section

Nominee's Name

N/A N/A

Award

Section of the Year Award (Summer Convention)

REFERRING TO THE AWARD CRITERIA, IN 400 WORDS OR LESS, PLEASE STATE THE REASON FOR THE NOMINATION, I.E. THE NOMINEE SHOULD RECEIVE THIS NOMINATION FOR THE FOLLOWING REASONS OR BASED UPON THE FOLLOWING FACTS OR EVENTS:

The business law section has provided exceptional CLEs to its members over the past year(s). Additionally, the website has been improved and provides valuable resources. Recently, one of the attendees of the business law section's annual meeting submitted the following high praise of the section's meeting to the Utah Bar:

From: Russ G. Workman <rgworkman@energysolutions.com>

Sent: Thursday, April 20, 2023 2:08 PM

To: Lydia Kane <lydia.kane@utahbar.org>

Subject: RE: [EXTERNAL] CLE Information – Business Law Section Annual Meeting & CLE

"Please forward this to the Business Law Section leadership: I've been attending CLE presentations for 32 years. Today's CLE was the most worthwhile CLE event I've every attended. Thank you. I really appreciate it."

Please select one:

My nomination is private and should not be shared with the nominee or published, whole or in part, by the Utah State Bar.

UTAH BAR COMMISSION MEETING AGENDA ITEM

Title: Special/Distinguished Service Award

Submitted by: Bar Awards Committee
2019

Meeting Date: May 17,

ITEM/ISSUE:

To consider a candidate for a Special/Distinguished Service Award.

CRITERIA:

The Special Service Award has no specific criteria. The Award is given by the Utah State Bar Board of Bar Commissioners to recognize distinguished service to Utah State Bar or the Utah legal community and is presented to individuals who have notable Bar activity and significant professional accomplishments, including private interests, family interests, acts of heroism, charitable acts, or social accomplishments. Past recipients have given long and/or useful service to the Utah State Bar, either paid or as a volunteer.

NOMINEE:

Nathaniel J. Sanders

PAST RECIPIENTS:

2001	WAINE C. RICHES
2002	KENT B. SCOTT
2002	REP. AFTON B. BRADSHAW
2002	REP. A. LAMONT TYLER
2003	HON. LEONARD H. RUSSON
2003	DEAN W. SHEFFIELD
2003	ELAINA MARAGAKIS
2003	GARY G. SACKETT
2005	UTAH MINORITY BAR ASSOCIATION
2006	S. J. QUINNEY COLLEGE OF LAW
2007	G. STEVEN SULLIVAN
2008	DAVID R. HALL
2012	HON. DAVID R. HAMILTON
	HON. DAVID O. NUFFER
	SAMUEL ALBA
	STEVEN T. WATERMAN
2014	YOUNG LAWYERS DIVISION
2017	HON. CHRISTINE M. DURHAM
2019	ROBERT W. ADLER
	STEVEN G. JOHNSON
2020	RICHARD MAURO & SALT LAKE LEGAL DEFENDER ASSOC.
2022	NOELLA SUDBURY
	DEBRA M. NELSON

INFO ONLY:

DISCUSSION:

ACTION NEEDED: X

Christy,

See the email at the very bottom of this email chain regarding Nathaniel Sander's service in the Ukraine. I would like to know your thoughts on whether the special service award or the Heart and Hands award would be appropriate. (Heart and Hands award is for a lawyer who has made significant contributions to his/her cause through his or her philanthropic service.)

I would like to get this before the awards committee with the other "Summer Convention" awards. It appears Wally Budgen is the nominator.

Elizabeth A. Wright

Executive Director

Utah State Bar

Phone: 801-297-7028

645 South 200 East, Salt Lake City, UT 84111

Email: elizabeth.wright@utahbar.org

From: **Nathaniel Sanders** <NSanders@slco.org>

Date: Wed, May 17, 2023 at 8:01 PM

Subject: RE: Nathaniel Sanders

To: Walter Bugden <wally@wbugslaw.com>, Cara Tangaro <tangarolaw@gmail.com>, kim@edbrasslaw.com <kim@edbrasslaw.com>

Cc: nanettepawelek@gmail.com <nanettepawelek@gmail.com>, Kate Conyers <kate@conyersnix.com>

Wally,

Thanks again for your kind words and focus on this issue. I just returned from a week-long trip to the Republic of Georgia where I had the good fortune to contribute to Kate Conyers' Rule of Law efforts in that former Soviet State by leading a discussion between local defense attorneys and prosecutors in the city of Kutaisi, as well as leading a discussion with about 20 local law school students. Kate is over there for three months as a Fellow for the International Legal Foundation (ILF). Thank you, Kate Conyers for being there and making that possible! I'm also waiting on a shipment of emergency first aid gear that I will take over to Lviv this summer when I can find some time between jury trials.

I would like to continue these efforts and help others who are willing to do this work as well. Your cheerleading efforts are not just personally appreciated – they should also help us generate cultural and material support for our efforts.

Cara and Kim, any suggestions you have for generating support within our legal community and beyond would also be greatly appreciated.

Thank you all!

Sincerely,

Nathaniel Sanders

From: Walter Bugden <wally@wbugslaw.com>
Sent: Saturday, May 13, 2023 6:26 PM
To: Cara Tangaro <tangarolaw@gmail.com>; kim@edbrasslaw.com
Subject: Fwd: Nathaniel Sanders

Hello Cara and Kim:

Congratulations on your elections to Bar President and Commissioner.

I sent this email to Ms Woods on March 21. I think Nathaniel's trips to help out in Ukraine after Putin's invasion are remarkable and deserving of recognition and a service award. I had the impression that something would come of it after I sent my email. Nathaniel just had an article published in the Bar Journal, and maybe the folks at the Bar thought that was enough recognition. But I still think he and the law students should receive something more for this humanitarian service. I think what he and the law students did was extraordinary.

If you agree, perhaps you could talk to the appropriate people. I saw my role as bringing this to the attention of the Bar and hoped it would take off. Maybe the apparent stall means it's dead, but I hope not

Effervescently yours,
 Wally

----- Forwarded message -----

From: **Walter Bugden** <wally@wbugslaw.com>
Date: Tue, Mar 21, 2023 at 8:33 AM
Subject: Nathaniel Sanders
To: katie@woodslawyer.com <katie@woodslawyer.com>

Dear Ms. Woods and Bar Commissioners:

Dear President Woods and Bar Commissioners:

We are writing to nominate Nathaniel Sanders for an award or special recognition from the Utah State Bar.

Nathaniel is a deputy Salt Lake district attorney. On two different occasions after Putin invaded Ukraine, Nathaniel took time off from his job as a prosecutor and traveled at his own expense to Poland and the Ukraine to offer aid to the people of Ukraine. Putin invaded Ukraine on February 24, 2022. Nathaniel, wasting little time, flew to Poland on July 4, 2022 and stayed for three weeks. He entered Ukraine multiple times on foot and by car. He took water filters, purification tablets, work gloves and earplugs. While in Poland and Ukraine, he set up a Venmo account to raise funds for aid.

Nathaniel speaks Russian. He lived in Russia for two years when he taught English through the Freedom Support Act (no, he was not a spy).

His second trip to Poland happened on February 26, 2023. Again he had multiple trips across the border into Ukraine. He connected with the nonprofit , the **Canada Way** and was able to contribute to relief efforts through their organized structure. He also worked with the **World Central Kitchen**. On this 2d trip, he took clothing which had been gathered at a drive at the law school organized by 3d year law student Nanette Paulette.

We believe that his selfless act of helping the people of Ukraine was extraordinary and deserves either an award or special recognition by the Utah State Bar.

We are in awe of this sacrifice, and can marshal more facts if needed to push this over the line.

Thank you for your consideration.

Best regards,

Wally and Tawni Bugden
801 450-6400
801 541-2636

TAB 3

UTAH BAR COMMISSION MEETING AGENDA ITEM

TITLE: Appointment to Elected Official and Judicial Compensation Commission

ITEM: 3.3

SUBMITTED BY: Elizabeth Wright, Executive Director

MEETING DATE: June 9, 2023

ISSUE:

The Utah State Bar is soliciting applications for membership on the state Elected Official and Judicial Compensation Commission, in accordance with 67-8-4(e) UCA. The Commission is tasked with recommending to the legislature salaries for the governor, the lieutenant governor, the attorney general, the state auditor, the state treasurer, justices of the Supreme Court and judges of the constitutional and statutory courts of record. 67-8-5 UCA.

The appointee will serve for the remaining 2 years of the prior appointee's term. The term will end July 1, 2025. Candidates may not be employees of the legislative branch, judicial branch, or executive branch. 67-8-4 UCA requires the Compensation Commission be comprised of six members, not more than three of whom may be from the same political party. Because of the current make up of the Commission, the Bar is required to appoint a Democrat or Independent.

- | | |
|-------------------------|-----------------------|
| 1. David Conners | |
| 2. Michael J. Davidson | No party affiliation. |
| 3. David E. Leta | Democrat |
| 4. Douglas G. Mortensen | Democrat |

INFO ONLY:

DISCUSSION:

ACTION NEEDED: X

RECOMMENDATIONS:

Christy Abad

From: David Connors <dconnors@btjd.com>
Sent: Monday, May 8, 2023 10:33 AM
To: Christy Abad
Cc: Nancy Sylvester
Subject: Application for Appointment to Elected Official and Judicial Compensation Commission
Attachments: DMC Bio--2023.pdf



IRONSCALES couldn't recognize this email as this is the first time you received an email from this sender
dconnors@btjd.com

Christy:

Please consider this my letter of interest and application for appointment as a member of the Elected Official and Judicial Compensation Commission (to fill the remainder of the prior appointee's term). My resume is attached. As you will note from my resume, I have recently retired after serving for 15 years as a District Court Judge in Utah, during the last several years of which I served as a member of the Judicial Council (the court system's governing body). Prior to that service, I also served as a city council member and mayor of Farmington, as a member of the Wasatch Front Regional Council, and in several other appointed or volunteer capacities. I note these positions simply to demonstrate that I have a long history of public service, and a good understanding of the budgeting process and the need to live within an approved budget. I am presently working with the local law firm Bennett Tueller Johnson & Deere, and am not an employee of the legislative, judicial or executive branches of Utah government.

If you need any additional information from me, please let me know. Also, please feel free to contact me at any time if you have any questions about my application or my resume.

I have recently spoken about this position with Ms. Nancy Sylvester at the Utah State Bar, and am copying her on this letter of interest. She and I worked together for many years, and she could add her perspective to my application.

I can be reached at this email address, or by text or phone at 801-201-6226.

If you have a minute, could you please confirm to me by return email that you have received this letter of interest and the attached resume.

Thank you.

David M. Connors



David Connors
BENNETT TUELLER JOHNSON & DEERE
3165 E. Millrock Drive, Suite 500
Salt Lake City, Utah 84121
Direct dial: (801) 438-2000
E-Mail Address: dconnors@btjd.com

Emails to clients of this firm presumptively and normally contain confidential and privileged material for the sole use of the intended recipient. Emails to non-clients are normally confidential and may be privileged. The use, distribution, transmittal or re-transmittal by an unintended recipient of any communication is prohibited without our express approval in writing or by email. Any use, distribution, transmittal or re-transmittal by persons who are not intended recipients of this email may be a violation of law and is strictly prohibited. If you are not the intended recipient, please contact the sender and delete all copies.

Hon. DAVID M. CONNORS (ret.)

Utah District Court Judge, retired

Bennett Tueller Johnson & Deere

dconnors@btjd.com

801-438-2000

David Connors was appointed as a District Court Judge by Governor Jon M. Huntsman, Jr. in October 2007 and began his service as a judge in January 2008, after over 25 years of nationwide private practice experience as a commercial litigator handling complex civil litigation. He retired as a judge in March 2023. While a judge, he handled hundreds of mediations, arbitrations and trials, including Judicial Settlement Conferences (mediations conducted by a judge who is not the assigned judge on a case). In private practice, he was an early advocate of mediation and arbitration as efficient methods for settling high conflict disputes. In addition to his experience as a mediator, his ADR experience includes acting for over 30 years as an arbitrator for the Utah State Bar, both before and during his time on the bench. He is now affiliated with the Utah-based law firm Bennett Tueller Johnson & Deere.

While on the Utah trial court bench, Judge Connors served as a member of Utah's Judicial Council, the governing body of the Utah judiciary. He also served as Presiding Judge of Utah's Second District Court, as Chair of a statewide guardianship task force known as the Working Interdisciplinary Network of Guardianship Stakeholders ("Utah WINGS"), as a member of the Long-Range Curriculum Planning Committee for Utah judges, and as a member of the Utah State Bar's CLE Oversight Committee and its Fee Arbitration Committee. In 2015, he completed a two-year term as President of the Northern Utah Chapter of the American Inns of Court. Judge Connors has also served as a member of Utah's Board of District Court Judges and served for over ten years as the Board's designated representative to the ABA Judicial Division. He now serves as a member of the Executive Committee of the ABA Judicial Division's National Conference of State Trial Judges, having recently completed a term as nationwide Chair of that group.

Immediately prior to his appointment to the bench, Judge Connors was a partner heading the Utah litigation practice of Chapman and Cutler LLP, a national firm with headquarters in Chicago. Prior to joining Chapman and Cutler, Judge Connors was a partner with the international law firm LeBoeuf, Lamb, Greene & MacRae, L.L.P. (headquartered in New York City), where he served in the firm's Salt Lake City office as head of its Utah litigation group. He has served as the chair of the Business Law Section of the Utah State Bar and has been an active presenter in many CLE programs, both for the Utah State Bar and for private CLE providers. Earlier in his career, Judge Connors worked with the Kirkpatrick & Lockhart firm (now known as K&L Gates) in their Pittsburgh, PA office.

As a district court judge, Judge Connors handled the full range of cases that are filed in a trial court of general jurisdiction, including major civil matters, domestic matters, probate matters (including guardianships), criminal matters, and anything else. In his decades of private practice,

David M. Connors
continued

Judge Connors' experience was largely in the areas of commercial litigation, complex insurance regulatory proceedings, class action defense and bankruptcy-related litigation matters. He has statewide and nationwide experience before state and federal trial and appellate courts.

Judge Connors has previously served as a board member of the Wasatch Front Regional Council, Davis County Council of Governments, and Davis Education Foundation, and as a trustee for the Economic Development Corporation of Utah. He also served as Mayor of Farmington City, Utah, completing his term in 2006, after having previously served eight years on Farmington's city council (all of his service in city government was while he was actively engaged in the fulltime practice of law).

Education

- Yale University, B.A., Kennedy T. Friend Scholarship Award, Westinghouse Scholarship Award, American Waterworks Foundation Scholarship Award
- Brigham Young University - J. Reuben Clark Law School
J.D., *magna cum laude*; J. Reuben Clark Scholar;
BYU Law Review

Judicial Clerkship

- Law Clerk to the Honorable Ellsworth A. VanGraafeiland, U.S. Court of Appeals, Second Circuit, headquartered in New York City

Publications

- "A New Look at an Old Concern - Protecting Expert Information from Discovery under the Federal Rules," 18 *Duquesne L. Rev.* 271
- "Cellular Mobile Radio Telecommunications: Regulating an Emerging Industry," *Brigham Young University Law Review* 305, 1983
- "Improving Adult Guardianship Procedures—Working with WINGS", The Judges Journal, American Bar Association Judicial Division, Vol 62, No. 1, February 2023

Admitted

- U.S. Supreme Court
- U.S. Courts of Appeals for the Second, Ninth, Tenth and Eleventh Circuits
- Utah
- Pennsylvania (presently on voluntary inactive status)

David M. Connors
continued

Professional Associations

- American Bar Association, Judicial Division, National Conference of State Trial Judges, (immediate past Chair and current Executive Committee member)
- American Inns of Court, Rex E. Lee Chapter, President 2013-2015
- Utah Working Interdisciplinary Network of Guardianship Stakeholders (Utah WINGS), Chair, 2015-2018
- Utah State Bar (CLE Oversight Committee, CLE presenter)
- Fee Arbitration Committee, Utah State Bar (arbitrator, 1993-present)
- Litigation Section, Utah State Bar
- Business Law Section, Utah State Bar (former Chair)

Public Service

- District Court Judge, Second District Court, 2008-2023
- Mayor, Farmington City, 2002-2006
- Farmington City Council, 1994-2002
- Wasatch Front Regional Council, 2002-2005, Vice Chair, 2005
Chairman, Regional Planning Committee, 2004-2005
- Davis County Council of Governments, 2002-2005
- Davis County Jail Expansion Review Committee
- Community Development Block Grant Policy Committee,
Gubernatorial Appointee, 2002-2003 (appointed by Gov. Leavitt)
- Economic Development Corporation of Utah, Trustee, 2002-2005

Some Recognitions and Awards

- Chapman and Cutler Firm-wide Pro Bono Achievement Award
- Utah Legal Services Pro Bono Recognition Award
- Martindale Hubbell "AV" Peer Rating (highest possible rating)
- Utah Business Magazine, Utah's Legal Elite

Christy Abad

From: Michael Davidson <davidsonlaw@gmail.com>
Sent: Wednesday, May 17, 2023 4:39 PM
To: Christy Abad
Subject: Elected Official and Judicial Compensation Commission
Attachments: 20230507 Resume ENW.docx



IRONSCALES couldn't recognize this email as this is the first time you received an email from this sender
davidsonlaw@gmail.com

Ms. Abad,

I would like to be considered for the opening on the Commission. Please find attached my resume. I am not registered as a voter for any party. I am, however, a concerned and interested citizen. I volunteer on the Board for a charter school two of my children attend. Thanks.

Mike

Michael Davidson
davidsonlaw@gmail.com
801-420-4399

MICHAEL J. DAVIDSON, ESQ.

(801) 420-4399 Mobile – davidsonlaw@gmail.com – 2269 Moor Lane, West Jordan, UT 84084

An experienced senior executive and general counsel with over two decades of professional work, with a broad set of experience from multiple industries. Intellectually curious, with a conviction that a strong understanding of the business, the technology, and the people is the only way to be effective. High integrity with strong entrepreneurial drive. Licensed to practice law in the State of Utah (9445) and the State of Nevada (inactive - 10332).

RELEVANT WORK EXPERIENCE:

Chief Operating Officer and General Counsel, American Battery Factory, Inc.

March 2021 – Present

American Fork, Utah

- Responsible for all operations and legal matters for the company:
 - supply chain,
 - manufacturing equipment,
 - cell design,
 - facility siting and real estate,
 - negotiating customer, vendor, and other relevant agreements,
 - HR and Risk Management functions, among other things;
 - All in a heavily regulated environment.
- Provide strategic and tactical leadership
- Led the entirety of the company outside of the CEO and CFO; every other employee has reported through my office;
- Conducted business in Japan, China, Taiwan, Great Britain, EU, Canada and the USA

Attorney at Law, Office of Michael Davidson

September 2015 – February 2021

Highland, Utah

- Assist various clients in litigation, corporate, transactional and administrative matters arising from construction, advanced materials, manufacturing, and energy industries.

General Counsel, Confidential

September 2017 – December 2019

Lindon, Utah

- Initial member of the legal department working for a startup entity dealing with emerging technologies, including advanced battery materials,
- Engaged in litigation on a variety of matters as well as the full suite of transactional work.

VP, General Counsel and Secretary at Foothills Capital Corp

July 2010 – August 2015

Toronto, Ontario - Las Vegas, Nevada – Corner Brook, Newfoundland

- Involved in all matters of corporate governance at the holding level and all subsidiary companies in the United States and Canada
- Securities Compliance (US and Canada), Project Finance, Real Estate Transactions, General commercial matters
- Heavily involved in environmental, water and natural resources compliance involving multiple jurisdictions spanning the United States and Canada
- Oversee and manage outside legal counsel in multiple jurisdictions in the prosecution of litigation, appear pro hac vice in some matters

Senior Counsel at Gordon & Rees, LLP

December 2011 – June 2013

Las Vegas, Nevada

- Responsible for all phases of litigation in a variety of civil matters, mainly dealing in commercial and construction matters, with a cumulative value of over \$1 billion.
- Broad transactional practice in support of primarily construction industry clients, with a large emphasis on power, industrial and large scale projects.
- Acted as outside general counsel for several construction companies.
- Supervised assigned associates and paralegals in their work.

Attorney at Davidson Law, LLC

January 2010 – December 2011

Henderson, Nevada

- Responsible for all phases of litigation in a variety of civil matters, including construction, energy and environmental matters.
- Acted as outside general counsel for, and advised on transactional matters for several companies in the construction and energy industries

Associate at Peel Brimley, LLP

September 2006 – December 2009

Henderson, Nevada

- Responsible for all phases of litigation in a variety of civil matters, including representing owners, contractors and design professionals in construction related litigation.
- Advised construction clients on transactional and corporate matters on a wide range of topics and industries
- As the senior associate, supervised other associates and drove hiring and management decisions related to associates

Senior Counsel at Sierra Pacific Resources (now known as NV Energy)

June 2005 – August 2006

Las Vegas, Nevada

- Oversaw the legal aspects of the units of the company involved in electrical generation, environmental compliance and the procurement of natural gas and coal.
- Assisted in securities reporting and compliance
- Negotiated and administered contracts related to the engineering, procurement and construction of power generation facilities worth well over \$2.5 billion.
- Represented the company before the EPA and various state regulatory boards on environmental issues

EDUCATION:

Master of Laws, Natural Resources & Environmental Law
 S.J. Quinney Law School, University of Utah, Salt Lake City, Utah

May 2003

- Magna cum laude, GPA 3.9

Juris Doctor

University of Tulsa, Tulsa, Oklahoma

May 2002

- Cum Laude, GPA 3.6
- Articles Editor, Energy Law Journal
- Editor, Year in Review, Environmental Section of the ABA
- Graduate Certificate in Resources and Energy Law
- AmJur Award in Five Classes

Bachelor of Science, Economics

Brigham Young University, Provo, Utah

December 1998

VOLUNTEER/COMMUNITY SERVICE:

Academy of Math, Engineering, and Science; (<http://ames.slc.org>) Current member of the Board of Trustees.

American Heritage School; (<http://american-heritage.org>) Former member of the Development Committee, parent volunteer for LEGO robotics team, various other volunteer assignments

Now I Can; (<http://nowican.org>) former member of the Board of Directors

Christy Abad

From: David Leta <david.leta@gmail.com>
Sent: Friday, May 26, 2023 8:30 AM
To: Christy Abad
Subject: Position on the Elected Official and Judicial Compensation Commission
Attachments: DEL Resume - Mediation Services.docx

Christy:

Please consider this email as my expression of interest in, and application to serve on, the Utah Elected Official and Judicial Compensation Commission. As a resident of Utah for over 50 years, a 1976 graduate of the University of Utah College of Law, nka S.J. Quinney College of Law, and an attorney continuously engaged in the private practice of law in Utah between 1976 and 2022, I feel that I can bring insight and perspective to the important work of the Commission. I also have time to devote to this endeavor. A copy of my resume is attached. For your information, I am a registered Democrat. Thank you in advance for your consideration. Best,

David E. Leta
1380 S. Chancellor Way
Salt Lake City, UT 84108-2837
801-560-5382
david.leta@gmail.com

Bankruptcy Mediation Services



David E. Leta

Independent Mediator

Tel. 801.560.5382

david.leta@gmail.com

Main Bio

I am a financial problem solver. For over 46 years, I have represented debtors, creditors, trustees, creditor committees, asset purchasers, vendors, equity holders and other parties in all aspects of financial disputes, including collections, foreclosures, workouts, receiverships, and bankruptcy. This broad experience enables me to analyze a financial situation from multiple perspectives and design creative, durable solutions. As an advocate, I handled litigation for clients involving the United States Bankruptcy Code, the Federal and Bankruptcy Rules of Procedure, the Uniform Commercial Code and applicable state laws. Between 1992 and 2018, I was a partner at Snell & Wilmer and one of the leaders in the firm's Bankruptcy and Restructuring Practice Group. In 2018, I became Of Counsel to the firm and on December 31, 2022, I retired. I have formal training as a neutral mediator and previously mediated financial disputes for non-clients while I was affiliated with Snell & Wilmer. I believe that, through facilitative mediation, I can help parties find creative, cost-effective and durable solutions to their financial disputes and avoid the expense, risks and uncertainties of litigation.

Representative Experience

Recent Major Engagements

- Lead counsel for largest senior secured creditor (claims exceeding \$100M) in Chapter 11 bankruptcy of debtor company involved in media advertising.
- Lead local bankruptcy counsel in the successful asset sale and reorganization of a large open pit copper mine in southern Utah that resulted in a significant dividend to general unsecured creditors.
- Lead counsel for Utah sports equipment vendors with reclamation and unsecured claims in large, national Chapter 11 bankruptcy of sporting goods retail company.
- Lead counsel to the Committee of Unsecured Creditors in the reorganization of the largest dairy operation in Utah
- Lead bankruptcy counsel to a consortium of senior secured creditors with liens against one of the largest tar sands processing facilities in Eastern Utah
- Lead counsel in prosecuting and defending \$100M+ preference, fraudulent transfer and equitable subordination claims
- Lead counsel in complex claims litigation involving multi-million dollar intellectual property rights as assets of the bankruptcy estate
- Lead counsel to Unsecured Creditors' Committee in connection with multi-state real estate sales agent franchise business
- Lead counsel to creditors in connection with prosecution and defense of their claims, as well as

purchase by them of business from the estate

- Lead counsel to senior secured creditors in prosecuting and defending \$60M+ claims secured with debtor's assets, as well as negotiation, drafting and consummating settlement and sale of the claims to third-party buyer
- Lead counsel to largest unsecured creditor in prosecuting non-dischargeability complaint against individual debtor, and assisting the Chapter 7 Trustee to investigate, prosecute and recover possible fraudulent transfers from third parties
- Lead counsel to senior secured lender in pursuing remedies against debtor and its assets, and in negotiating plan terms
- Lead counsel to lender in judicial foreclosure action involving complicated SWAP litigation
- Lead counsel to largest supplier of inventory in large, multi-state residential security system bankruptcy case and related proceedings
- Lead counsel to debtor's largest secured creditor in obtaining appointment of receiver and collection of amounts due under defaulted loan secured with over \$250M in distressed credit card receivables
- Lead counsel to largest secured creditor of fabrication business in obtaining appointment of a receiver, in selling assets and in collecting collateral
- Lead counsel to largest secured creditor in pending judicial foreclosure action involving complicated title issues on unfinished commercial real estate development
- Counsel to largest, senior secured creditors to advance and prosecute senior secured claims, and to recover collateral in the pending Chapter 11 bankruptcy cases, including resolution of complicated plan terms involving development of large tar sands resources project
- Lead counsel to largest secured creditor in connection with post-nonjudicial foreclosure deficiency action, with complicated issues involving water shares separate from real property assets
- Lead counsel to largest senior secured creditor in complicated tiered lending arrangement involving multiple loans and real estate assets
- Lead counsel to lender in judicial foreclosure and collection of multi-million dollar claim secured with real property assets in Southern Utah
- Counsel to senior secured lender in large, multi-affiliate bankruptcy proceeding involving secured and unsecured claims against one of the debtor's affiliates
- Lead counsel to senior secured creditor in bankruptcy and post-bankruptcy foreclosure in connection with incomplete casino project in Las Vegas
- Lead counsel to senior creditors and shareholders in bankruptcy and post-bankruptcy proceedings to enforce claims and acquire data center business
- Lead counsel to senior secured creditors in multi-state rental car business bankruptcy proceeding, including defense of lender liability claims
- Special counsel to Chapter 7 Trustee to prosecute multi-million dollar fraudulent transfer claims arising out of the pre-petition purchase of debtor's life settlement contracts
- General bankruptcy counsel to large developer of golf and residential properties
- Lead counsel to governmental agency in bankruptcy action involving over 1400 acres of environmentally sensitive development property
- Lead counsel to owners in connection with resolution of actual and contingent liabilities arising out of failed casino businesses, including negotiation of complicated plan terms that were largely based on tax considerations
- Lead counsel to senior secured creditor in connection with bankruptcy case of large regional tractor

- Lead counsel to largest senior secured creditor in connection with Chapter 11 bankruptcy case of large regional construction equipment rental business
- Lead counsel to largest senior secured creditor in connection with bankruptcy case of large Southern California construction equipment rental business
- Counsel to Unsecured Creditors' Committee in Chapter 11 bankruptcy case involving large failed real estate development
- Counsel to individual business debtor in a Chapter 7 bankruptcy case involving complicated dischargeability issues under DOMA and the definition of "spouse" in the bankruptcy code
- Counsel to individual debtor in complicated bankruptcy case involving tax, trust and fraudulent transfer issues
- Counsel to buyer in connection with matters related to the acquisition of large copper processing and mineral assets
- Counsel to licensor in connection with complicated, multi-state license dispute, including dispute with bankruptcy estate of prior licensor
- Lead counsel to credit card processing company in connection with security interest, reserve account and chargeback claims under merchant agreement of a bankrupt credit card merchant
- Counsel to senior secured lender in connection with failure to three separate hotel properties on public land leases
- Lead counsel to lender in pursuit of a multi-million dollar deficiency judgment related to mega-home in Alpine, Utah, and defense of various claims asserted against lender arising out of the transaction
- Lead counsel to large secured and unsecured creditor in pursuing and collecting claims against individual debtor entrepreneur with over \$70M in liabilities, and involving complicated jurisdictional issues of exemptions, absolute priority rule, nondischargeability and plan terms

Education

- University of Utah College of Law (aka S.J. Quinney College of Law) (J.D., 1976)
 - Editorial Board, Law Review
 - Order of the Coif
 - Phi Beta Kappa
- Binghamton University, fka State University of New York at Binghamton, fka Harpur College (B.A., highest honors, 1973)

Professional Memberships & Activities

- American College of Bankruptcy, Fellow (2003-present)
 - Director (former), the American College of Bankruptcy Foundation
 - Member (former), Pro Bono Committee of the Foundation
 - Senior Fellows Committee
- American Bankruptcy Institute
 - Rocky Mountain Bankruptcy Conference
 - Advisory Board (2008-2015)
 - Chair (2004-2008)
- American Bar Association

- Litigation Counsel of America, Fellow (2014-present)
- Salt Lake Chamber of Commerce, Leader Utah Program Member (2018)
- State Bar of Utah
 - Member - Fund for Client Protection Committee
 - Bankruptcy Section, Organizer and First Chairman
 - Bar Exam Grader – UCC questions
 - Member - Utah Licensed Paralegal Practitioners - Examination and Testing Standards Committee for Debtor-Creditor specialization
 - Mentor - New Lawyer Training Program
- Utah Bankruptcy Lawyers Forum, Organizer and Initial Trustee
- University of Utah College of Law, Adjunct Professor of Commercial Law (1978-1982, 2012-2017)
- University of Miskolc Law Department, Visiting Professor, Miskolc, Hungary (Fall 2006)

Representative Presentations & Publications

Publications

- "Strategic Alternatives For and Against Distressed Businesses," Chapter Author, Thomson West (2016, 2018 ed.)
- Reporter and author, two chapters of Strategic Alternatives for and Against Distressed Businesses, Friedland, Hammeke, Vandesteeg, Thomson Reuters, 2019 Edition -- Chapter 36, Vol. I, on Utah Assignments for the Benefit of Creditors, and Chapter 71, Vol. II, on Utah Receiverships.
- Trigild, 2009 Deskbook, Guide to Receivership & Foreclosure, Author of Chapter on Utah.
- "Inside the Minds™, Chapter 7 Commercial Bankruptcy Strategies," Chapter Author, Practical Guidelines for Efficient Chapter 7 Filings, Thomson Reuters/Aspatore (2010 ed.)

Articles Published

- "UCRERA: Coming to Your State?" Author, Receivership News - A Publication of the California Receivers Forum (Summer/Fall 2017)
- "Utah Becomes First State to Enact the Uniform Commercial Real Estate Receivership Act," Author, Utah Bar Journal (Volume 30 Number 4 July/August 2017)
- "UCRERA: Coming to Your State?" Author, American Bankruptcy Institute Journal, Vol. XXXVI, No. 7, at page 28. (July 2017)
- "Stern v. Marshall Changes the Landscape of Bankruptcy Court Jurisdiction," Utah Bar Journal, Vol. 26, No. 2, p. 34 (March/April 2013)
- "Do the Ends Justify the Means Test," ABI Law Journal (2008)
- "Circuit Notes," American Bar Association, 10th Circuit Editor (2008)
- "Checklist for Small Business Cases Under Chapter 11," Utah Bar Journal (2007)
- "Valuing Intangibles," Utah Bar Journal (February 2005)
- "Highlights of the Bankruptcy Reform Act of 2004," Utah Bar Journal (2004)
- "My Evolution from Paper-pusher to Key-clicker," Author, Utah Bar Journal (June/July 2004)
- "Rebirth of Article 9," Author, Utah Bar Journal (November 2000) Speeches & Panel Participations

- "Not Just a New Tool, But a New Toolbox: Utah's New Statute on Commercial Real Estate Receiverships," Panelist, Utah State Bar Summer Convention, Sun Valley, Idaho (July 27, 2018)
- "Effective Motion Practice: Pointers, Checklists, Templates, Best Practices and More" Panelist, Rocky Mountain Bankruptcy Conference (January 25, 2018)
- "Proposed Rule Changes to the Federal Rules of Bankruptcy Procedure to Address Stern v. Marshall Jurisdictional Issues," Presenter, Utah State Bar Annual Convention, Snowmass, Colorado (July 2013)
- "Stern v. Marshall Panel Discussion re Jurisdictional Issues," Presenter/Moderator, ABA 2012 Rocky Mountain Bankruptcy Conference (January 2013)
- "Stern v. Marshall One Year After: What About Bankruptcy Court Jurisdiction," Utah State Bar Annual Meeting, Sun Valley, Idaho (July 18-21, 2012)
- "New Bankruptcy Rules Effective December 1, 2011," Snell & Wilmer, Webcast Presentation to GE Capital (November 15, 2011)
- "So You Have a Judgment, Now What? Bankruptcy and Judgment Enforcement in Utah," Lorman Education Services, Advanced Judgment Enforcement in Utah, Salt Lake City, Utah (November 11, 2011)
- "Uniform Commercial Code Articles 2A Leases," Snell & Wilmer, Presentation to GE Capital, Equipment Finance, Cedar Rapids, Iowa (September 20, 2011)
- "The Good, The Bad and the Ugly, 10th Circuit Bankruptcy Judges Poll," American Bankruptcy Institute, Rocky Mountain Bankruptcy Conference, Denver, Colorado (January 27-28, 2011)
- "Mergers and Acquisitions After the Financial Crisis," Snell & Wilmer, Corporate Counsel Forum, Newport Beach, California (October 8, 2010)
- "SARE's and SPE's in Bankruptcy," Utah State Bar, Banking & Finance Annual Meeting, Salt Lake City, Utah (April 13, 2010)
- "D&O Liability: Navigating the Regulatory Landscape," Snell & Wilmer, Presentation to Banks and Credit Unions (April 2010)
- "Staying Out of the Water-Works and Structured Deals," Lorman Education Services, Navigating Bankruptcy in Troubled Times: Options for Creditors and Debtors, Salt Lake City, Utah (December 11, 2009)
- "Remedies Under Article 9 of the UCC, Deeds in Lieu of Foreclosure, Forbearance Agreements, Secured Liens and Lender Risks, Receiverships, Deficiency Judgments and Pursuit of Guarantors," National Business Institute, Negotiating Real Estate Loan Terms and Workout Options, Salt Lake City, Utah (February 5, 2009)
- "So You Have a Judgment, Now What? Bankruptcy and Judgment Enforcement in Utah," Lorman Education Services, Judgment Enforcement, Salt Lake City, Utah (November 2, 2008)
- "Executory Contracts and the Application of 11 U.S.C. § 365," Snell & Wilmer, Bankruptcy Practice Group Meeting (March 6, 2008)
- "An Overview of Defaults and Remedies in Lending Transactions," Utah State Bar, Mid-Year Meeting, St. George, Utah (February 7, 2008)
- "Mechanics Liens, Fraudulent Transfers, Preferences and Pre-Bankruptcy Documentation; Executory Contracts and the Application of 11 U.S.C. §365 with Drafting Suggestions," Lorman Education Services, Bankruptcy, A Creditor's Perspective in Utah, Salt Lake City, Utah (December 16, 2006)

- "Business and Individual Bankruptcy Proceedings in the United States of America," Center for International Legal Studies, Lecture Series, University of Miskolc, Hungary (October 1-30, 2006)
- "Implications of New Bankruptcy Act on Business Bankruptcies," Snell & Wilmer Presentation to GE Capital Franchise Finance Corporation (May 19, 2006)
- "Nondischargeable Restitution Obligations-Collection Hammer for Creditor Victims," Idaho State Bar, 24th Annual Commercial Law & Bankruptcy Seminar, Coeur d'Alene, Idaho (February 16-18, 2006)
- "Battle of the Codes; The Bankruptcy Bully vs. the Tax Tyrant (Tax Liens, 505b Determinations, Sovereign Immunity & New Disclosures)," American Bankruptcy Institute, Rocky Mountain Bankruptcy Conference, Denver, Colorado (January 26-29, 2006)
- Utah State Bar, Ethics Advisory Committee, Presentation to the Utah Supreme Court Rules Committee re Opinion No. 05-03; Salt Lake City, Utah (January 23, 2006)
- "Pre-Petition Sanctions, Contempt (Civil/Criminal), Penalties and Punitive Damages: Allowability and Enforceability," American Bankruptcy Institute, Winter Leadership Conference, Palm Springs, California (December 1-3, 2005)
- "Overview of Major Changes in Chapter 7; Other Changes Affecting Particular Creditors or Industries," National Business Institute, Aligning Your Practice With the Bankruptcy Abuser Prevention Act of 2005, Salt Lake City, Utah (October 14, 2005)
- "So You Have a Judgment, Now What? Bankruptcy Enforcement in Utah-Recent Rule and Code Changes," Lorman Education Services, Judgment Enforcement in Utah, Salt Lake City, Utah (July 8, 2005)
- "Implications of New Bankruptcy Act on Business Bankruptcies," Snell & Wilmer presentation to GE Commercial Finance, Scottsdale, Arizona (May 19, 2005)
- "A Bankruptcy Lawyer's Take on Asset Protection," Utah State Bar, Estate Planning Section Lunch Meeting, Salt Lake City, Utah (May 10, 2005)
- "Valuing Intangibles," Valcon, Legal and Financial Perspectives on Business Valuations and Restructuring, Las Vegas, Nevada (March 3-4, 2005)
- "Are There Universal Standards, or Do the Ends Define the Rules?," American Bankruptcy Institute, Rocky Mountain Bankruptcy Conference, Denver, Colorado (February 10-12, 2005)
- "Bankruptcy: a Creditor's Perspective in Utah, Mechanics Liens, Fraudulent Transfers, Preferences and Pre-Bankruptcy Documentation; Executory Contracts and the Application of 11 U.S.C. § 365 with Drafting Suggestions," Lorman Education Services (December 16, 2004)
- "Homeland Security-Keeping the Bankruptcy Barbarians Off Your Assets," Snell & Wilmer Presentation to GE Commercial Finance, Bellevue, Washington (November 17, 2004)
- "So You Have a Judgment, Now What? Bankruptcy and Judgment Enforcement in Utah," Lorman Education Services, Advanced Judgment Enforcement in Utah, Salt Lake City, Utah (November 11, 2004)
- "Daubert v. Merrill Dow Pharmaceuticals, Inc. and Till v. SCS Credit Corporation and its Possible Application to Chapter 11 Cram Down Interest Rates," Utah Bankruptcy Lawyers' Forum, Autumn 2004 Forum, Salt Lake City, Utah (September 21, 2004)
- "Liens and Credit Issues in Bankruptcy," National Business Institute, An Advanced Look at Utah Real Estate Law, Salt Lake City, Utah (September 1, 2004)

- "Dischargeability, Reaffirmation, Abandonment, Setoff and Use of Assets," Lorman Education Services, Protecting and Collecting Assets in Bankruptcy in Utah, Salt Lake City, Utah (August 18, 2004)
- "Executory Contracts," Snell & Wilmer, Practice Group Training Program, Salt Lake City, Utah (April 28, 2004)
- "Treatment of Secured Claims in U.S. Bankruptcy Cases," Center for International Legal Studies, Secured Transactions and Insolvency (January 11-17, 2004)
- "So You Have a Judgment, Now What? Bankruptcy and Judgment Enforcement in Utah," Lorman Education Services, Advanced Judgment Enforcement in Utah, Salt Lake City, Utah (November 11, 2003)
- "Recent Developments: Sections 523(a)(2), (4) and (6)," Utah Bankruptcy Lawyers' Forum, Autumn 2003 Forum, Salt Lake City, Utah (September 16, 2003)
- "Dischargeability, Reaffirmation, Abandonment, Setoff and Use of Assets," Lorman Education Services, Protecting and Collecting Assets in Bankruptcy in Utah, Salt Lake City, Utah (August 19, 2003)
- "Electronic Banking and Commerce; Ethical Issues," National Business Institute, Challenges in Utah Commercial Lending Practices, Salt Lake City, Utah (July 27, 2003)
- "Treatment of Successor Liability in Connection with Sales Under Section 1123(a)(5)(d) and 1141(c) of the Bankruptcy Code, and Under Section 363," American Bankruptcy Institute, Rocky Mountain Bankruptcy Conference
- "So You Have a Judgment, Now What? Bankruptcy and Judgment Enforcement in Utah," Park City Bar Association, Brownbag CLE, Park City (Utah, May 1, 2003)
- "Protecting the Creditor's Position," National Business Institute, Fundamentals of Bankruptcy Law & Procedure in Utah, Salt Lake City, Utah (December 11, 2002)
- "Bankruptcy: A Creditor's Perspective in Utah, Executory Contracts and the Application of § 365 With Drafting Suggestions and Mechanics Liens, Fraudulent Transfers, Preferences and Pre-Bankruptcy Documentation," Lorman Education Services, Salt Lake City, Utah (October 10, 2002)
- "So You Have a Judgment, Now What? Bankruptcy and Judgment Enforcement in Utah," Utah State Bar, Annual Convention, Sun Valley, Idaho (June 29, 2002)
- Snell & Wilmer Presentation to GE Capital Business Asset Funding, Bellevue, Washington (October 29, 2001)
- "OK Corral," NITA Trial Preparation Program, Phoenix, Arizona (October 24-25, 2001)
- "Bankruptcy: A Creditor's Perspective in Utah, Mechanics Liens, Fraudulent Transfers, Preferences and Pre-Bankruptcy Documentation," Lorman Education Services, Salt Lake City, Utah (October 11, 2001)
- "Training on the New Revised Article 9," Snell & Wilmer presentation to Bank of Utah (June 7, 2001)
- "The Bankruptcy Court and Ethics," National Business Institute, Basic Bankruptcy Litigation, Salt Lake City, Utah (December 14, 2000)
- Robert Morris Association Luncheon of Northern Utah Chapter, Banker's Association, Ogden, Utah (November 15, 2000)
- "Enforcement of Judgments in Utah and Ethical Considerations, Enforcement and Collection of Judgments in Utah," National Business Institute, Salt Lake City, Utah (July 29, 1999)

- "The New (and Improved?) Bankruptcy Code and Rules-Highlights of Proposed Changes," Utah State Bar, Annual Meeting, Sun Valley, Idaho (June 30-July 3, 1999)
- "Intersection Between Domestic and Bankruptcy Law, Discharge and Dischargeability of Domestic Relations Debts," Utah Bankruptcy Lawyers' Forum and Family Law Section of the Utah State Bar, Salt Lake City, Utah (June 8, 1999)
- "Executory Contracts and the Application of the Bankruptcy Code to Nonresidential Real Property Leases," Snell & Wilmer presentation to American Stores Properties and Jewell Food Stores Property Management Staff, Chicago, Illinois (August 7, 1998)
- "Executory Contracts and the Application of the Bankruptcy Code to Nonresidential Real Property Leases," Snell & Wilmer presentation to In-House Legal Staff of American Stores Properties, Inc. and American Stores Company, Salt Lake City, Utah (May 28, 1998)
- "Loan Documentation," Snell & Wilmer presentation to Bank of Utah Loan Officers (April 15, 1998)
- "Fundamentals of Bankruptcy Law and Procedure in Utah," National Business Institute, Salt Lake City, Utah (October 21, 1997)
- "Bankruptcy Issues," Snell & Wilmer presentation to Bank of Utah Branch Managers and Officers (August 13, 1997)
- "The Impact of Bankruptcy on Dissolution of Marriage in Utah," National Business Institute (June 24, 1997)
- "Intellectual Property Rights and Bankruptcy," Lorman Education Services, Judgment Enforcement Seminar, Salt Lake City, Utah (April 29, 1997)
- "Issues and Considerations in the Creation and Use of 'Bankruptcy Remote' or 'Special Purpose Entities' for Asset Based Lending," Utah State Bar, Real Estate Section Meeting, Salt Lake City, Utah (October 24, 1996)
- "Fundamentals of Bankruptcy Law and Procedures in Utah," National Business Institute, Salt Lake City, Utah (September 26, 1996)

Professional Recognition & Awards

- Lawdragon 500 Leading U.S. Bankruptcy and Restructuring Lawyers (2020, 2022)
- The Best Lawyers in America®, Bankruptcy and Creditor-Debtor Rights/Insolvency and Reorganization Law, Litigation - Bankruptcy (1995-2022)
- Utah's Legal Elite: Bankruptcy/Workout, Utah Business Magazine (2005-2006, 2009-2022)
- Mountain States Super Lawyers®, Bankruptcy (2007-2022)
 - Top 10 (2014)
 - Top 25 (2012)
 - Top 100 (2012, 2015, 2016, 2018)
- National Academy for Bankruptcy Attorneys (NAFBA) - America's Top 10 Attorney Award - Utah (2014)
- Top 100 Litigation Lawyers in the State of Utah, American Society of Legal Advocates (2013, 2016)
- Top 100 Attorneys in the Mountain States, Salt Lake City Magazine (2013)
 - Top 25 Attorneys in Salt Lake City (2013)
- Lawdragon Top 3000 Leading Lawyers in America (2010-2011)

- Super Lawyers®, Bankruptcy - Business Edition (2011)
- Super Lawyers®, Bankruptcy - Corporate Counsel Edition (2009-2010)
- Utah 100 Elite, Utah Business magazine (2004-2006)
- Who's Who Legal USA (2006); Insolvency and Restructuring (2014)

Community Involvement

- Fourth Street Clinic, Board Member
 - Member, Finance Committee
 - Member, Corporate Council Committee
- American Bankruptcy Institute's Rocky Mountain Bankruptcy Conference, Advisory Board, Ex-Officio Member
- S.J. Quinney College of Law
 - Former Member of the Board of Trustees
 - Former President
 - Member (former), Fundraising
 - Executive Committee (former)
- Utah Dispute Resolution, Board Member (2014-2019)
- Utah Council of Trout Unlimited, Stonefly Society (Salt Lake County affiliate) Board member
 - Statewide youth education and programs coordinator

Bar Admissions

- Utah

Court Admissions

- Supreme Court of Utah
- United States Supreme Court
- United States District Court, District of Utah
- United States District Court, District of Colorado
- United States Court of Appeals, Ninth Circuit
- United States Court of Appeals, Tenth Circuit
- United States Tax Court

Christy Abad

From: Doug Mortensen <dmort@dgmattorneys.com>
Sent: Tuesday, May 9, 2023 8:41 PM
To: Christy Abad
Subject: Application: Elected Official and Judicial Compensation Commission
Attachments: 2023 DGM RESUME.docx

Dear Ms. Abad:

Please accept this e-mail and attached resume as an expression of my interest in serving on the state Elected Official and Judicial Compensation Commission.

I am a registered Utah Democrat.

Sincerely,

Douglas G. Mortensen
801 349-8597

DOUGLAS G. MORTENSEN
 2174 Melinda Lane, SLC, UT. 84109
 Telephone: (801) 349-8597
 dmort@dgmattorneys.com

PERSONAL BACKGROUND:

Born: January 25, 1950
 Married: (to the former Victoria Allen) since 1972.
 4 children, 11 grandchildren.
 Admitted: Utah State Bar, 1977.
 Arizona State Bar, 1978
 (*Pro hac vice* admissions in Nevada, Idaho, Washington, Wyo.)
 10th Circuit Court of Appeals
 United States Supreme Court

PROFESSIONAL SERVICE, AFFILIATIONS AND HONORS:

Member, Utah Supreme Court Board of Mandatory Continuing Legal Education
 ('08 -'15), Chairman ('12 -'15).

Commissioner, Third District Court Judicial Nominating Commission ('03 - '07).

Member, Utah State Judicial Council's Model Utah Jury Instruction Committee
 (2018 -).

President, Utah Trial Lawyers Association (nka Utah Association for Justice) ('03
 - '04), Governing Board Member ('97 - '08); Legislative Affairs Committee
 Chair ('03).

Honorary Lifetime Member, Utah Association for Justice.

Participant, Informal task force of government and private lawyers who rewrote
 Utah's Governmental Immunity Act ('03).

Holder, Martindale-Hubbell "A V" rating (1991-).

Recipient, "Legal Elite" recognition by *Utah Business* magazine, (2005-
 09).

Law Clerk to Hon. James Duke Cameron, Chief Justice, Arizona Supreme
 Court
 ('77 - '78).

EDUCATION:

B.S. Degree, Magna Cum Laude, University of Utah, 1974
 (Political Science), Phi Beta Kappa, Phi Kappa Phi.
 J.D. Degree, University of Utah College of Law, 1977,
 Society of Bar & Gavel

LAW PRACTICE:

Shareholder, MATHESON, MORTENSEN, OLSEN & JEPPSON, P.C.
 (1984 to 2011; firm ended when partners retired; I continued as solo practitioner).
 45 years as trial lawyer: 78 civil trials; 11 criminal trials.
 Winner of Utah's only jury verdict and award (\$820,000) against a hospital for negligently credentialing an impaired surgeon.
 Expert Witness in 2 legal malpractice cases.

OTHER ACTIVITIES:

Adjunct Prof. of Business & Employment Law, Westminster College ('14 – '20).
 Chapter author, *Utah Business Law for Entrepreneurs and Managers* ('16)
 Visiting Professor of Law, Masaryk University, Brno, Czech Republic (Spr. 2012).
 Author/Presenter of 27 publications/presentations in lawyer journals/ seminars.
 Inner City Project Missionary (helping Hispanic people become self-reliant).
 Leadership Support Missionary, Plainfield, New Jersey (March-September 2013).
 Fellow, ASCEND ALLIANCE, 4 - month service in Bolivia (March - July 2010).
 Member, Rotary International, Club 24 ('91 – 2022; Millcreek Club 2022-present): Chairman, International Service Committee ('2014 -'16); past Chairman, Environment & Ecology Committee ('93 - '94;)
 Tutor, Guadalupe Center (ESL, adults) (2010- 2014).
 Assistant Volunteer Swim Coach, Olympus High ('11, '12, '14 -15).
 Scoutmaster, Troop 377 ('93 - '00) and Boy Scout Roundtable Commissioner, Evergreen District, Great Salt Lake Council, BSA ('97 to '00).
 Co-Founder, Trustee and Legal Counsel, Utah Head Injury Association ('86 - '91).

Christy Abad

From: David Connors <dconnors@btjd.com>
Sent: Monday, May 8, 2023 10:33 AM
To: Christy Abad
Cc: Nancy Sylvester
Subject: Application for Appointment to Elected Official and Judicial Compensation Commission
Attachments: DMC Bio--2023.pdf



IRONSCALES couldn't recognize this email as this is the first time you received an email from this sender
dconnors@btjd.com

Christy:

Please consider this my letter of interest and application for appointment as a member of the Elected Official and Judicial Compensation Commission (to fill the remainder of the prior appointee's term). My resume is attached. As you will note from my resume, I have recently retired after serving for 15 years as a District Court Judge in Utah, during the last several years of which I served as a member of the Judicial Council (the court system's governing body). Prior to that service, I also served as a city council member and mayor of Farmington, as a member of the Wasatch Front Regional Council, and in several other appointed or volunteer capacities. I note these positions simply to demonstrate that I have a long history of public service, and a good understanding of the budgeting process and the need to live within an approved budget. I am presently working with the local law firm Bennett Tueller Johnson & Deere, and am not an employee of the legislative, judicial or executive branches of Utah government.

If you need any additional information from me, please let me know. Also, please feel free to contact me at any time if you have any questions about my application or my resume.

I have recently spoken about this position with Ms. Nancy Sylvester at the Utah State Bar, and am copying her on this letter of interest. She and I worked together for many years, and she could add her perspective to my application.

I can be reached at this email address, or by text or phone at 801-201-6226.

If you have a minute, could you please confirm to me by return email that you have received this letter of interest and the attached resume.

Thank you.

David M. Connors



David Connors

BENNETT TUELLER JOHNSON & DEERE

3165 E. Millrock Drive, Suite 500

Salt Lake City, Utah 84121

Direct dial: (801) 438-2000

E-Mail Address: dconnors@btjd.com

Emails to clients of this firm presumptively and normally contain confidential and privileged material for the sole use of the intended recipient. Emails to non-clients are normally confidential and may be privileged. The use, distribution, transmittal or re-transmittal by an unintended recipient of any communication is prohibited without our express approval in writing or by email. Any use, distribution, transmittal or re-transmittal by persons who are not intended recipients of this email may be a violation of law and is strictly prohibited. If you are not the intended recipient, please contact the sender and delete all copies.

Hon. DAVID M. CONNORS (ret.)

Utah District Court Judge, retired

Bennett Tueller Johnson & Deere

dconnors@btjd.com

801-438-2000

David Connors was appointed as a District Court Judge by Governor Jon M. Huntsman, Jr. in October 2007 and began his service as a judge in January 2008, after over 25 years of nationwide private practice experience as a commercial litigator handling complex civil litigation. He retired as a judge in March 2023. While a judge, he handled hundreds of mediations, arbitrations and trials, including Judicial Settlement Conferences (mediations conducted by a judge who is not the assigned judge on a case). In private practice, he was an early advocate of mediation and arbitration as efficient methods for settling high conflict disputes. In addition to his experience as a mediator, his ADR experience includes acting for over 30 years as an arbitrator for the Utah State Bar, both before and during his time on the bench. He is now affiliated with the Utah-based law firm Bennett Tueller Johnson & Deere.

While on the Utah trial court bench, Judge Connors served as a member of Utah's Judicial Council, the governing body of the Utah judiciary. He also served as Presiding Judge of Utah's Second District Court, as Chair of a statewide guardianship task force known as the Working Interdisciplinary Network of Guardianship Stakeholders ("Utah WINGS"), as a member of the Long-Range Curriculum Planning Committee for Utah judges, and as a member of the Utah State Bar's CLE Oversight Committee and its Fee Arbitration Committee. In 2015, he completed a two-year term as President of the Northern Utah Chapter of the American Inns of Court. Judge Connors has also served as a member of Utah's Board of District Court Judges and served for over ten years as the Board's designated representative to the ABA Judicial Division. He now serves as a member of the Executive Committee of the ABA Judicial Division's National Conference of State Trial Judges, having recently completed a term as nationwide Chair of that group.

Immediately prior to his appointment to the bench, Judge Connors was a partner heading the Utah litigation practice of Chapman and Cutler LLP, a national firm with headquarters in Chicago. Prior to joining Chapman and Cutler, Judge Connors was a partner with the international law firm LeBoeuf, Lamb, Greene & MacRae, L.L.P. (headquartered in New York City), where he served in the firm's Salt Lake City office as head of its Utah litigation group. He has served as the chair of the Business Law Section of the Utah State Bar and has been an active presenter in many CLE programs, both for the Utah State Bar and for private CLE providers. Earlier in his career, Judge Connors worked with the Kirkpatrick & Lockhart firm (now known as K&L Gates) in their Pittsburgh, PA office.

As a district court judge, Judge Connors handled the full range of cases that are filed in a trial court of general jurisdiction, including major civil matters, domestic matters, probate matters (including guardianships), criminal matters, and anything else. In his decades of private practice,

David M. Connors
continued

Judge Connors' experience was largely in the areas of commercial litigation, complex insurance regulatory proceedings, class action defense and bankruptcy-related litigation matters. He has statewide and nationwide experience before state and federal trial and appellate courts.

Judge Connors has previously served as a board member of the Wasatch Front Regional Council, Davis County Council of Governments, and Davis Education Foundation, and as a trustee for the Economic Development Corporation of Utah. He also served as Mayor of Farmington City, Utah, completing his term in 2006, after having previously served eight years on Farmington's city council (all of his service in city government was while he was actively engaged in the fulltime practice of law).

Education

- Yale University, B.A., Kennedy T. Friend Scholarship Award, Westinghouse Scholarship Award, American Waterworks Foundation Scholarship Award
- Brigham Young University - J. Reuben Clark Law School
J.D., *magna cum laude*; J. Reuben Clark Scholar;
BYU Law Review

Judicial Clerkship

- Law Clerk to the Honorable Ellsworth A. VanGraafeiland, U.S. Court of Appeals, Second Circuit, headquartered in New York City

Publications

- "A New Look at an Old Concern - Protecting Expert Information from Discovery under the Federal Rules," 18 *Duquesne L. Rev.* 271
- "Cellular Mobile Radio Telecommunications: Regulating an Emerging Industry," *Brigham Young University Law Review* 305, 1983
- "Improving Adult Guardianship Procedures – Working with WINGS", The Judges Journal, American Bar Association Judicial Division, Vol 62, No. 1, February 2023

Admitted

- U.S. Supreme Court
- U.S. Courts of Appeals for the Second, Ninth, Tenth and Eleventh Circuits
- Utah
- Pennsylvania (presently on voluntary inactive status)

David M. Connors
continued

Professional Associations

- American Bar Association, Judicial Division, National Conference of State Trial Judges, (immediate past Chair and current Executive Committee member)
- American Inns of Court, Rex E. Lee Chapter, President 2013-2015
- Utah Working Interdisciplinary Network of Guardianship Stakeholders (Utah WINGS), Chair, 2015-2018
- Utah State Bar (CLE Oversight Committee, CLE presenter)
- Fee Arbitration Committee, Utah State Bar (arbitrator, 1993-present)
- Litigation Section, Utah State Bar
- Business Law Section, Utah State Bar (former Chair)

Public Service

- District Court Judge, Second District Court, 2008-2023
- Mayor, Farmington City, 2002-2006
- Farmington City Council, 1994-2002
- Wasatch Front Regional Council, 2002-2005, Vice Chair, 2005
Chairman, Regional Planning Committee, 2004-2005
- Davis County Council of Governments, 2002-2005
- Davis County Jail Expansion Review Committee
- Community Development Block Grant Policy Committee,
Gubernatorial Appointee, 2002-2003 (appointed by Gov. Leavitt)
- Economic Development Corporation of Utah, Trustee, 2002-2005

Some Recognitions and Awards

- Chapman and Cutler Firm-wide Pro Bono Achievement Award
- Utah Legal Services Pro Bono Recognition Award
- Martindale Hubbell "AV" Peer Rating (highest possible rating)
- Utah Business Magazine, Utah's Legal Elite

TAB 4

Monthly Report

Utah State Bar | Month 3 – Apr 2023
9 of 12 months remaining in contract

New during
this period

New Sign-Ups



80

New Clients

70

New Sessions

228



Engagement
breakdown

		Total Population	Signed Up (All Time)	Started Care (All Time)	Total Sessions (Contract Year)
Currently Eligible		10,315 + family	570	277	618
Former / Ineligible		--	0	0	0
Breakdown by Title (Only Currently Eligible)	Attorneys	10,141	438 (4%)	203 (2%)	450
	Paralegals	143	9 (6%)	4 (3%)	12
	USB Staff	31	3 (10%)	2 (6%)	5
	Dependents	unknown	120	68	151
Currently Eligible by Age (Does not include Dependents)	< 30	345	44 (13%)	26 (8%)	45
	30-39	2,161	144 (7%)	69 (3%)	163
	40-49	3,309	149 (5%)	61 (2%)	137
	50-59	2,076	70 (3%)	33 (2%)	71
	60+	2,424	43 (2%)	20 (1%)	51

* Based on roster provided on 3/27/2023

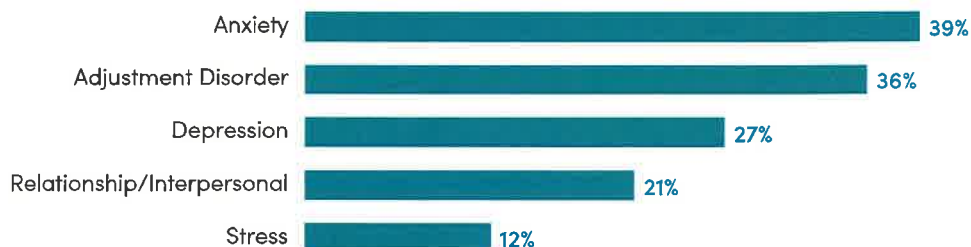
Monthly Report

Utah State Bar | Month 3 - Apr 2023
9 of 12 months remaining in contract

Percent of clients with challenge

(Only Currently Eligible – Does **not** include Dependents)

Top 5 Challenges



* Does not sum to 100% because a single client can have multiple challenges and because only top 5 challenges are displayed

Engagement by state

(Only Currently Eligible – Does **not** include Dependents)

	Total Population	Signed Up (All Time)	Started Care (All Time)	Total Sessions (Contract Year)
AZ	165	2 (1%)	0	0
CA	137	5 (4%)	1 (1%)	2
CO	142	5 (4%)	3 (2%)	4
FL	31	0	0	0
ID	131	2 (2%)	1 (1%)	1
MD	29	0	0	0
NV	142	6 (4%)	4 (3%)	10
OR	49	0	0	0
TX	111	2 (2%)	1 (1%)	2
UT	8,863	415 (5%)	194 (2%)	436
VA	74	0	0	0
WA	70	1 (1%)	0	0
WY	30	1 (3%)	0	0
Other	341	11 (3%)	5 (1%)	12

TAVA and Unmind Usage

- Blomquist Hale - last reported 12 months:
 - Total people using = 260 (154 Bar members and 106 dependents)
 - Utilization rate = 2%
- Tava Health - Feb. 1, 2023 through April 30, 2023
 - Total people using = 570 (120 of these are dependents)
 - Utilization rate (in just 3 months) = 5.52%
- Unmind - Feb. 1, 2023 through June 4, 2023
 - Total people using = 707
 - Utilization rate = 6.85%



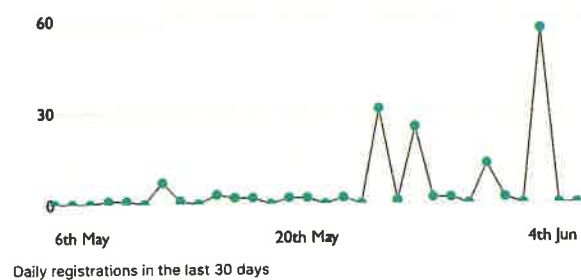
Registration ⓘ

Current time period

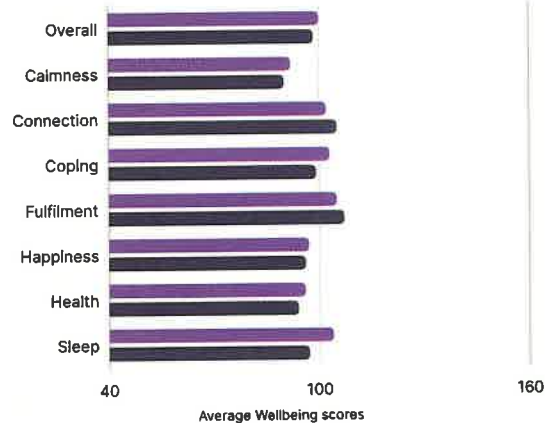
156

All time

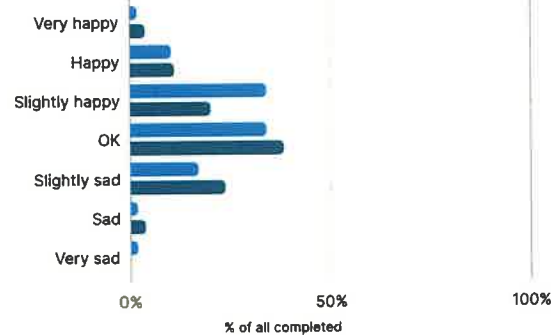
707



■ 6th May 23 - 4th Jun 23 ■ 6th Apr 23 - 5th May 23



■ 6th May 23 - 4th Jun 23 ■ 6th Apr 23 - 5th May 23

Top feelings
6th May 23 - 4th Jun 23

TAB 5

(<https://www.ncbex.org/>)

FUTURE BAR EXAM ([HTTPS://NEXTGENBAREXAM.NCBEX.ORG/](https://nextgenbarexam.ncbex.org/)) | MAGAZINE ([HTTPS://THEBAREXAMINER.ORG/](https://thebarexaminer.org/))
 FAIRNESS COMMITMENT ([HTTPS://WWW.NCBEX.ORG/ABOUT/DIVERSITY-FAIRNESS-AND-INCLUSION/](https://www.ncbex.org/about/diversity-fairness-and-inclusion/))

MINIMUM SCORES

Minimum Passing UBE Score by Jurisdiction

This map shows UBE jurisdictions in orange and lists the minimum passing score for each jurisdiction. The same information is displayed in tabular format below the map. (Note that North Carolina, Oregon, and Washington temporarily lowered their minimum passing scores for the July 2020 exam to 268, 266, and 266, respectively, due to the COVID-19 pandemic. North Carolina's lowered minimum passing score also applied to the February and July 2021 exams. Washington's lowered minimum passing score also applied to the February and July 2021 and 2022 exams.)



Minimum Passing
UBE Score*

Jurisdiction

260

Alabama, Minnesota, Missouri, New Mexico, North Dakota

264

Indiana, Oklahoma

266

Connecticut, District of Columbia, Illinois, Iowa, Kansas, Kentucky, Maryland, Montana, New Jersey, New York, South Carolina, Virgin Islands

268

Michigan

270

Alaska, Arkansas, Colorado, Maine, Massachusetts, Nebraska, New Hampshire, North Carolina, Ohio, Oregon, Rhode Island, Tennessee, Texas, Utah, Vermont, Washington, West Virginia, Wyoming

272

Idaho, Pennsylvania

273

Arizona

Since jurisdiction rules and policies change, you are strongly advised to consult the jurisdiction's bar admission agency (<http://www.ncbex.org/exams/ube/>) directly for the most current information.

UTAH BAR ADMISSIONS WORKING GROUP
REPORT TO UTAH SUPREME COURT
JANUARY 23, 2023

INTRODUCTION

In April 2020, the Utah Supreme Court granted an emergency path to bar licensure for those who had applied to sit for the July 2022 Utah bar examination. The Utah Supreme Court noted that the COVID-19 pandemic made administering the exam both unsafe and unpredictable. The Court issued an order allowing applicants a path to admission if they had graduated from an ABA-accredited law school with a bar passage rate of eighty-six percent or greater and completed 360 hours of supervised legal practice under a supervising attorney by December 31, 2020.¹ While the emergency diploma privilege granted in the spring of 2020 was not intended to become a permanent pathway for licensure in Utah, the pandemic presented the opportunity to investigate alternative methods of attorney licensure. As a result, the Utah Supreme Court created the Bar Admissions Working Group (the Working Group) to examine alternative pathways to licensure in the State of Utah. Specifically, the Working Group was tasked with answering the following question: “Is the current, single path to licensure the only, or the best, way to assure that those admitted to practice have the requisite skill to practice law?”²

¹ Order for Temp. Amendments to Bar Admission Procedures During COVID-19 Outbreak (Apr. 21, 2020), <https://www.utcourts.gov/alerts/docs/20200421%20-%20Bar%20Waiver%20Order.pdf>.

² Memorandum from the Working Group Core Questions (on file with author).

The Working Group, which consists of 15 individuals from a diverse cross-section of Utah's legal community, including academicians, practitioners, and judges, began meeting in the fall of 2020.³ Over the following twelve months, the Working Group sought to gain a thorough understanding of Utah's current licensure process, which primarily relies on applicant's scores on the Uniform Bar Exam (the UBE), an exam produced by the National Conference of Bar Examiners (NCBE). The Working Group studied multiple reports analyzing the history of the bar examination and the current bar examination, including its administration, benefits, and criticisms. The Working Group also met with a number of the nation's bar exam administration and bar reform experts—including the NCBE, Professor Deborah Jones Merritt⁴, and representatives from other states who had either implemented or were exploring alternative methods of attorney licensing. Further, the Working Group heard presentations from these experts and others who addressed bar passage rates, licensing requirements in other jurisdictions, and concerns with the current administration of the bar examination. Finally, the Working

³ The members of the Working Group include: Carrie Boren (Utah State Bar, New Lawyer Training Program Administrator), Catherine Bramble (Professor, J. Reuben Clark Law School), Raj Dhaliwai (Attorney, Ray Quinney & Nebeker), Louisa Heiny (Associate Dean for Academic Affairs, S.J. Quinney College of Law), Esabelle Khaosanga (Attorney, Strindberg & Scholnick), Michael K. McKell (Attorney, Utah Legal Team, and Utah State Senator), Marty Moore (Attorney, Peck Hadfield Baxter & Moore), Judge Camille Neider (Second District Court Judge), Judge Amy Oliver (Third District Court Judge), Justice John Pearce (Utah Supreme Court), Sarah Starkey (Legal Counsel, LHM Group), Evan S. Strassberg (Attorney, Michael Best & Friedrich LLP), Dane Thorley (Associate Professor, J. Reuben Clark Law School), Elizabeth Kronk Warner (Dean and Professor, S.J. Quinney College of Law). The members of the working group attended in their personal capacities and the views expressed in this report are theirs and not necessarily those of their respective employers and/or institutions. The Working Group would like to recognize and give special thanks to Madison Scott Roemer, Vincent Mancini, Niki Crabtree, and Josephine Holubkov for their invaluable contributions to the Working Group and this report. The Working Group also thanks Savannah Grabo, Jacob Mortenson, and Joan Keller for their significant assistance to the Working Group.

⁴ Professor Deborah Jones Merritt is a co-author of the IAALS Report (a study analyzing how minimum competence should be defined and tested). *See infra* Section II.

Group discussed diversity concerns within Utah's legal profession, issues relating to access to justice, and the impact alternative licensing could have on the general public. After approximately one year of research and meetings, and the internal discussions that followed, the Working Group unanimously voted to form a subcommittee tasked with creating a specific proposal for an alternative pathway for attorney licensure in Utah. The Working Group asked this group to prepare a proposal that could be presented to the Utah Supreme Court for its consideration.

The subcommittee consisted of five Working Group members: Utah Supreme Court Justice John Pearce, Dean Louisa Heiny from the S.J. Quinney College of Law, Professors Catherine Bramble and Dane Thorley from the J. Reuben Clark Law School, and Utah State Bar Admissions Deputy Counsel, Carrie Boren. The subcommittee met for approximately eight months. It explored all facets of what a new proposal for licensure might entail, including the optimal methods to test minimum competency to practice law, practicability for the Utah State Bar Admissions Office, feasibility for law schools, transferability for non-Utah law school students, replicability in other jurisdictions, attractiveness to bar applicants, and public and consumer protection. After robust discussions of the data, benefits, and concerns, the subcommittee presented the Working Group with a proposal to create a new pathway to licensure grounded in experiential learning, rigorous academic requirements, and supervised practice hours. After a comment and editing period, the Working Group approved the proposal, which is now before the Utah Supreme Court for consideration.

This report explains the reasoning behind and details of the Working Group's proposal. Section I begins with a brief history of the bar examination, followed by a summation of the argued benefits and critiques of the current bar examination. Section II outlines the Working Group's findings, which provided the underlying reasoning used to guide the Working Group's proposal for an alternative path to licensure. Finally, Section III details the specifics of the Working Group's alternative attorney licensing path for Utah.

I. BACKGROUND

The Working Group studied the history of attorney licensure in the United States of America. This Section begins with a brief history of attorney licensure in the United States. This Section then delves into justifications for and arguments against the current bar examination and explains the Working Group's understanding of what the NCBE's "next generation" bar examination will look like. The Section concludes with an analysis of the IAALS Report (a study analyzing how minimum competence should be defined and the best methods by which to test it) and an examination of alternative pathways that currently exist or are being developed in other jurisdictions in the United States.

A. A Brief History of the Bar Examination⁵

1. Pre-Revolutionary War

During colonial times, each American colony admitted applicants to practice law in its own way. Some colonies only admitted attorneys to specific courts' individual bars

⁵ This discussion is necessarily truncated and discusses broad trends. A thorough examination is beyond the scope of this report.

while others practiced a comity principle in which one court's admittance would be accepted by any court in that colony.⁶ For example, if admitted to the colony's *highest* court, an applicant would also have permission to practice in front of any other court in the colony.⁷ Additionally, most colonies implemented a "graded bar," in which one applying to practice before a higher court could not do so without increased training, such as an additional apprenticeship.⁸ Apprenticeships comprised a large portion of legal training and could last as long as eleven years,⁹ but their lengths and requirements varied depending on the court and colony.¹⁰

2. 1776 through the Jacksonian Era

After the American Revolution, the newly-formed states continued to have distinct requirements for applicants. For example, "[s]ome states required passage of written or oral tests" and others waived these requirements for alternative legal studies, such as a clerkship.¹¹ During the Jacksonian Era, these admission standards were relaxed or even completely removed in an apparent push to open law practice to all "decent citizens."¹² In fact, New Hampshire's only requirement for admission to the bar was that

⁶ Randall T. Shepard, *On Licensing Lawyers: Why Uniformity is Good and Nationalization is Bad*, 60 NYU ANN. SURV. AM. L. 453, 453–54 (2004) (describing colonial bar admissions procedures).

⁷ *Id.* at 454.

⁸ Daniel R. Hansen, *Do We Need the Bar Examination – A Critical Evaluation of the Justifications for the Bar Examination and Proposed Alternatives*, 45 CASE W. RES. L. REV. 1191, 1193–1194 (1995) (describing colonial bar admissions requirements).

⁹ Shepard, *supra* note 6, at 454.

¹⁰ See Hansen, *supra* note 8, at 1194 (noting that "[w]hen colonial legal apprenticeships were required, their lengths varied, but were generally long").

¹¹ Shepard, *supra* note 6, at 454 & n.6 ("Courts commonly adopted loose interpretations of compliance with 'apprenticeships,' 'clerkships,' and 'legal study' in efforts to admit additional applicants.").

¹² Margo Melli, *Passing the Bar: A Brief History of Bar Exam Standards*, U. WIS. L. SCH. GARGOYLE ALUMNI MAG., Summer 1990, at 3 (describing Jacksonian era bar admissions procedures).

the applicant be twenty-one or older.¹³ Any required examinations were orally administered by local courts with no standard requirements.¹⁴ For example, Abraham Lincoln famously admitted Jonathan Birch to practice law after asking Birch what books he had recently read.¹⁵

3. *The Rise of Diploma Privilege*

During the Industrial Revolution, Americans' demand for lawyers increased. Alongside that demand grew a push to standardize bar admission.

Law schools became the vehicle to “raise standards of admission and cure large disparities in admission requirements that existed among the states.”¹⁶ Christopher Columbus Langdell revolutionized the study of law by developing a standardized curriculum for law schools, including the case and Socratic methods.¹⁷ As Langdell's educational techniques gained traction, “law schools began to proliferate.”¹⁸ Diploma privilege, “whereby graduation from certain law schools results in automatic admission to the bar,” became more popular in an effort to entice students towards law schools and

¹³ Shepard, *supra* note 6, at 455.

¹⁴ See Melli, *supra* note 12, at 3–4 (explaining that oral examinations were “administered under the jurisdiction of the local court without any guidelines”).

¹⁵ *Id.*

¹⁶ Hansen, *supra* note 8, at 1198.

¹⁷ *Id.*

¹⁸ Linda Jellum & Emmeline Paulette Reeves, *Cool Data on a Hot Issue: Empirical Evidence that a Law School Bar Support Program Enhances Bar Performance*, 5 NEV. L.J. 646, 650 (2005) (discussing rise of law schools in the late 1800s).

away from apprenticeships and clerkships.¹⁹ Diploma privilege enjoyed its peak popularity from 1879 to 1929.²⁰

4. *The Fall of Diploma Privilege*

As diploma privilege developed, so too did the written bar examination, which primarily served as a replacement for the previous oral examinations. In 1880, New Hampshire was the first state to form a bar examiner board.²¹ In 1855, Massachusetts gave the first written bar examination.²² Other states soon followed suit, mostly by developing written bar examinations.²³ Between 1890 and 1914, most states in the United States adopted some form of a written examination,²⁴ although a few gave oral examinations well into the twentieth century.²⁵

The American Bar Association (ABA) rejected diploma privilege in 1921, stating that “every candidate should be subject to an examination by public authority,” and that “graduation from a law school should not confer the right of admission to the bar.”²⁶ The ABA reaffirmed this position fifty years later in 1971, emphasizing its belief that most law schools’ curricula do not effectively teach students to view law as a whole, but that the bar examination requires them to do so.²⁷ To help strengthen the bar admissions process,

¹⁹ *Id.*; see also Hansen, *supra* note 8, at 1200–01 (noting that diploma privilege was “necessary to entice students to attend law schools”).

²⁰ Hansen, *supra* note 8, at 1201.

²¹ Shepard, *supra* note 6, at 455–56.

²² *Id.* at 455.

²³ See *id.* at 456.

²⁴ *Id.*

²⁵ Melli, *supra* note 12, at 4.

²⁶ Hansen, *supra* note 8, at 1201 (citing NAT’L CONF. BAR EXAM’RS, THE BAR EXAMINERS’ HANDBOOK 189 (Start Duhl ed., 2d ed. 1980)).

²⁷ Hansen, *supra* note 8, at 1201.

the ABA created the NCBE in 1931.²⁸ The NCBE was tasked with helping states better develop their bar examinations.²⁹ Over time, the NCBE developed the current bar examination, which is currently known as the UBE.

B. *The Current Bar Examination*

Most states require bar applicants to take and pass two exams prior to admission: the Multistate Professional Responsibility Examination (MPRE) and the bar examination. The bar examination may consist of some combination of the Multistate Essay Examination (MEE), the Multistate Bar Examination (MBE), and the Multistate Performance Test (MPT). Some states may elect to use the UBE, which includes all three components—the MEE, the MBE, and the MPT—administered on two consecutive days. These and other requirements, as well as Utah’s current bar examination structure, are discussed below.

1. *The Multistate Professional Responsibility Examination*

The MPRE is a 60-question two-hour multiple-choice examination administered three times per year.³⁰ It focuses on rules and codes of professional conduct provided by the ABA and works to test “candidates’ knowledge and understanding of established

²⁸ Melli, *supra* note 1212, at 4.

²⁹ *Id.*

³⁰ *Jurisdictions Requiring the MPRE*, NAT’L CONF. BAR EXAM’RS, <https://www.ncbex.org/exams/mpre/> (last visited Oct. 22, 2022); see also *National Conference of Bar Examiners: MBE, MEE, MPRE, MPT Multistate Tests*, AM. BAR ASS’N, (June 26, 2018), https://www.americanbar.org/groups/legal_education/resources/bar_admissions/bartests/#:~:text=It%20is%20comprised%20of%20the,Bar%20Admissions%20Overview [hereinafter AM. BAR ASS’N, NCBE: MBE, MEE, MPRE, MPT].

standards related to the professional conduct of lawyers.”³¹ Most American jurisdictions (except for Wisconsin and Puerto Rico) require bar applicants to pass the MPRE prior to admission, although each jurisdiction sets its own passing score.³² Connecticut and New Jersey will accept successful completion of a law school course on professional responsibility in lieu of a passing score.³³ The MPRE is unique in that it may be taken while the bar applicant is still in law school.³⁴ The MPRE is a separate component for licensure that is scored differently from the bar exam.³⁵

2. *The Multistate Essay Examination*

The MEE is a three-hour exam composed of six 30-minute essay questions.³⁶ The essay questions draw from twelve subject areas: Business Associations; Conflicts of Law; Constitutional Law; Contracts and Sales; Criminal Law and Procedure; Evidence; Family Law; Federal Civil Procedure; Real Property; Torts; Wills, Trusts and Estates; and Secured

³¹ *Jurisdictions Requiring the MPRE*, *supra* note 30; see also Carol Goforth, *Why the Bar Examination Fails to Raise the Bar*, 42 OHIO N.U. L. REV. 47, 52–53 (2015) (describing the MPRE and its administration).

³² See Sabrina DeFabritiis & Kathleen Elliott Vinson, *Under Pressure: How Incorporating Time-Pressured Performance Tests Prepares Students for the Bar Exam and Practice*, 112 W. Va. L. Rev. 107, 115 (2019).

³³ NAT’L CONF. BAR EXAM’RS, *Jurisdictions Requiring the MPRE*, *supra* note 31.

³⁴ Goforth, *supra* note 31, at 53.

³⁵ As with the bar exam, each jurisdiction sets its own passing score for the MPRE, ranging from 75 (Alabama, District of Columbia, Georgia, Mississippi, New Jersey, Oklahoma, Pennsylvania, Palau, Virgin Islands) to 86 (California and Utah). Based on the NCBE’s national scaled score data for MPRE administrations in 2021, 83.4% of March examinees, 79.2% of August examinees, and 81.7% of November examinees scored at least 80 on the MPRE and would have passed in a majority of jurisdictions. Percentages of examinees scoring above 90 are 67.8% for March, 59.7% for August, and 65.9% for November. *The Multistate Professional Responsibility Examination (MPRE)*, BAR EXAM’R, <https://thebarexaminer.ncbex.org/2021-statistics/the-multistate-professional-responsibility-examination-mpre/> (last visited Oct. 22, 2022).

³⁶ *About the Bar Exam*, UTAH STATE BAR, <https://admissions.utahbar.org/about-the-bar-exam> (last visited Oct. 22, 2022) [hereinafter *About the Bar Exam*].

Transactions.³⁷ At times, a single essay question will test multiple topics.³⁸ The MEE is designed to test an applicant's ability to identify legal issues, separate relevant from irrelevant material, present a reasoned analysis of legal issues, and demonstrate an understanding of how legal principles can help reach a solution.³⁹

3. *The Multistate Bar Examination*

The MBE is a 200-question multiple-choice examination that is administered in two three-hour sessions.⁴⁰ The questions test seven subject areas: Civil Procedure, Constitutional Law, Contracts, Criminal Law, Evidence, Real Property, and Torts.⁴¹ All American jurisdictions except Louisiana and Puerto Rico require the MBE as part of their bar exams, and it makes up fifty percent of the applicant's total score in most states.⁴²

4. *The Multistate Performance Test*

The MPT requires an applicant to complete two ninety-minute written tasks.⁴³ Each task contains a file with a memo, facts about the case, source documents, and a library with a variety of legal authorities.⁴⁴ The NCBE designed the MPT to test applicants' "legal analysis, fact analysis, problem solving, resolution of ethical dilemmas,

³⁷ *Id.*

³⁸ *Preparing for the MEE*, NAT'L CONF. BAR EXAM'RS, <https://www.ncbex.org/exams/mee/preparing/> (last visited Oct. 22, 2022).

³⁹ Goforth, *supra* note 31, at 54.

⁴⁰ AM. BAR ASS'N, NCBE: MBE, MEE, MPRE, MPT, *supra* note 30; see also *About the Bar*, *supra* note 36.

⁴¹ *About the Bar*, *supra* note 36.

⁴² Goforth, *supra* note 31, at 54; *Jurisdictions Administering the MBE*, NAT'L CONF. BAR EXAM'RS, <https://www.ncbex.org/exams/mbe/> (last visited Oct. 22, 2022).

⁴³ DeFabritiis & Vinson, *supra* note 32, at 118; *Jurisdictions Administering the MPT*, NAT'L CONF. BAR EXAM'RS, <https://www.ncbex.org/exams/mpt/> (last visited Oct. 22, 2022) ("User jurisdictions may select one or both MPT items to include as part of their bar examinations. Jurisdictions that administer the Uniform Bar Examination use both MPT items.").

⁴⁴ Goforth, *supra* note 3131, at 55–56.

organization and management of a lawyering task, and communication.”⁴⁵ Forty-nine jurisdictions currently administer the MPT.⁴⁶

5. *The Uniform Bar Examination*

The UBE was designed and first administered in 2011.⁴⁷ It consists of the MBE, MEE, and MPT, and is administered over two consecutive days.⁴⁸ While the NCBE scores and scales the MBE (the multiple-choice portion of the exam), the administering jurisdictions grade the MEE and MPT (the essay portions of the exam).⁴⁹ These scores are then sent to the NCBE to be scaled against the MBE and national scores.⁵⁰ Each jurisdiction sets its own passing score (also referred to as a “cut score”), which results in a patchwork of what score is needed to demonstrate competency – that is, a passing score in a jurisdiction may be higher or lower than in the surrounding states.⁵¹ Indeed, there is a 20-point range of “cut scores” nationwide; the cut scores on the UBE range from 260 (Alabama, Minnesota, Missouri, New Mexico, North Dakota) to 280 (Alaska), with Utah

⁴⁵ AM. BAR ASS’N, NCBE: MBE, MEE, MPRE, MPT, *supra* note 30.

⁴⁶ NAT’L CONF. BAR EXAM’RS, *supra* note 43 (revealing that forty-four state jurisdictions and five territory jurisdictions currently administer the MPT).

⁴⁷ Amy Gaiennie, *Evolution of the Bar Exam*, ABA FOR L. STUDENTS (Nov. 4, 2021), <https://abaforlawstudents.com/2021/11/04/evolution-of-the-bar-exam/#:~:text=In%202011%2C%20the%20Uniform%20Bar,scores%20with%20other%20UBE%20jurisdictions.>

⁴⁸ *Uniform Bar Examination*, NAT’L CONF. BAR EXAM’RS, <https://www.ncbex.org/exams/ube/> (last visited Oct. 22, 2022).

⁴⁹ *Understanding the Uniform Bar Examination*, NAT’L CONF. BAR EXAM’RS, <https://www.ncbex.org/pdfviewer/?file=%2Fdmsdocument%2F209> (last visited Oct. 22, 2022); *see also* MBE Scores, NAT’L CONF. BAR EXAM’RS, <https://www.ncbex.org/exams/mbe/scores/#:~:text=MBE%20scaled%20scores%20are%20calculated,as%20compared%20with%20past%20examinations> (last visited Oct. 22, 2022) [hereinafter *Understanding the UBE*].

⁵⁰ *Id.*

⁵¹ *See, e.g.*, Minimum Scores, NAT’L CONF. BAR EXAM’RS, <https://www.ncbex.org/exams/ube/score-portability/minimum-scores/> (last visited Oct. 22, 2022) [hereinafter Minimum Scores].

joining the majority of jurisdictions at a cut score in the middle: a 270.⁵² This results in applicants who take the exact same exam being deemed “minimally competent” in one jurisdiction and allowed to practice law there, while being denied admission in other jurisdictions. For example, if an applicant scores a 269, they are not considered competent to practice law in Utah but are deemed competent to practice law in any of the 20 states and U.S. territories whose cut score requirement is below 270.⁵³ Similarly, an applicant who scores a 272, one point below Arizona’s cut score, is deemed not sufficiently competent to practice law in Arizona but is considered competent in the majority of UBE jurisdictions, including Utah.⁵⁴

According to the NCBE, the UBE increases consistency in subjects tested across jurisdictions; maximizes job opportunities for test-takers; and assures a high-quality, uniform test of minimum competence to practice law.⁵⁵ Currently, forty-one jurisdictions have adopted the UBE.⁵⁶ After taking the UBE, applicants may transfer their score and seek admission to other UBE jurisdictions.⁵⁷ Each jurisdiction allowing transfers sets its

⁵² Id.

⁵³ Id.

⁵⁴ Id.

⁵⁵ Understanding the UBE, *supra* note 49, at 12.

⁵⁶ List of UBE Jurisdictions, NAT’L CONF. BAR EXAM’RS, <https://www.ncbex.org/exams/ube/list-ube-jurisdictions> (last visited Oct. 22, 2022).

⁵⁷ *Understanding the UBE*, *supra* note 49, at 3 (“Applicants who take the UBE may transfer their scores to seek admission in other UBE jurisdictions within a certain amount of time after the scores were earned.”).

own minimum UBE score and maximum time period during which the transfer may occur.⁵⁸

6. Other Requirements

In addition to the UBE, some jurisdictions choose to test bar applicants on state- and locality-specific laws.⁵⁹ If a jurisdiction requires these location-specific components, a bar applicant who seeks to transfer their UBE score from another location may need to take these sections in addition to completing an application, transferring their UBE score, passing the jurisdiction's character and fitness requirements, and paying applicable fees.⁶⁰

All jurisdictions also require applicants to demonstrate character and good fitness to practice law.⁶¹ To determine whether an applicant possesses good character and fitness, bar examiners may consider any number of records, including an applicant's

⁵⁸ *Jurisdictions That Have Adopted the UBE*, NAT'L CONF. BAR EXAM'RS, <https://www.ncbex.org/exams/ube/score-portability/> (last visited Oct. 22, 2022) (detailing transfer requirements for UBE jurisdictions); *Maximum Score Age*, NAT'L CONF. BAR EXAM'RS, <https://www.ncbex.org/exams/ube/score-portability/maximum-score-age/> (last visited Oct. 22, 2022); see also *Minimum Scores*, *supra* note 51.

⁵⁹ As of 2022, the jurisdictions that add state or local questions to their bar examinations include: Alabama, Arizona, California, Delaware, Florida, Georgia, Guam, Hawaii, Louisiana, Maryland, Massachusetts, Michigan, Mississippi, Missouri, Montana, Nevada, New Mexico, New York, North Carolina, Northern Mariana Islands, Ohio, Palau, Puerto Rico, South Carolina, South Dakota, Tennessee, Texas, Virgin Islands, Virginia, Washington, and Wisconsin. See *Local Components: UBE Pre-Admission Jurisdiction-Specific Law Component Requirements*, NAT'L CONF. BAR EXAM'RS, <https://www.ncbex.org/exams/ube/score-portability/local-components/> (last visited Oct. 22, 2022); see also *Comprehensive Guide to Bar Admission Requirements, Chart 5: Uniform Bar Examination Jurisdictions—Admission by Examination or by Transferred UBE Score*, NAT'L CONF. BAR EXAM'RS, <https://reports.ncbex.org/comp-guide/charts/chart-5/#1610472174303-4ae78b-6a74> (last visited Oct. 22, 2022); *Jurisdiction Information*, NAT'L CONF. BAR EXAM'RS, <https://www.ncbex.org/jurisdiction-information/> (last visited Oct. 22, 2022); *Comprehensive Guide to Bar Admission Requirements, Chart 9: Non-Uniform Bar Examination Jurisdictions—Admission by Examination*, NAT'L CONF. BAR EXAM'RS, <https://reports.ncbex.org/comp-guide/charts/chart-9/> (last visited Oct. 22, 2022).

⁶⁰ *Understanding the UBE*, *supra* note 49, at 16–17.

⁶¹ LISA G. LERMAN ET AL., *ETHICAL PROBLEMS IN THE PRACTICE OF LAW*, 19 (5th ed. 2020).

credit history, mortgage and rental payment history, military record, criminal history, driving record, traffic citations, tax filings and payments, lawsuits, background checks, child support payments, and material disclosed on the applicant's law school application.⁶² Most jurisdictions also require that applicants register during law school to facilitate this investigation.⁶³ Once admitted to the bar, legal practitioners may face additional requirements to maintain their admission, including yearly continuing education hours, annual dues, and/or membership in the state bar association.⁶⁴

7. Utah's Bar Examination

The State of Utah first administered the UBE in February 2013.⁶⁵ Utah administers the examination over two days, with the MEE and MPT on the first day and the MBE on the second.⁶⁶ Each MPT is given the weight of two MEE essays.⁶⁷ Utah does not include any jurisdiction-specific material on its exam.⁶⁸ To be admitted in Utah, applicants must earn a combined score of 270 out of a possible 400 points.⁶⁹ Utah also accepts UBE transfer scores at or above 270 provided the score is less than three years old, or alternatively, is

⁶² See generally *Overview of the Character and Fitness Investigation Process*, UTAH STATE BAR: BAR OPERATIONS & ADMISSIONS, <https://admissions.utahbar.org/overview-of-character-and-fitness-process> (last visited Oct. 22, 2022); see also Penelope J. Gessler & Kellie R. Early, *NCBE's Character and Fitness Investigation Services: A Look at the Present—A Vision of the Future*, 86 BAR EXAM'R 26, 26 (2017), <https://thebarexaminer.ncbex.org/article/september-2017/ncbes-character-and-fitness-investigation-services-a-look-at-the-present-a-vision-of-the-future-2/>.

⁶³ *Basic Overview*, AM. BAR ASS'N (June 26, 2018), https://www.americanbar.org/groups/legal_education/resources/bar_admissions/basic_overview/.

⁶⁴ LERMAN ET AL., *supra* note 61, at 19–20.

⁶⁵ *Jurisdiction Information: Utah*, NAT'L CONF. BAR EXAM'RS, <https://www.ncbex.org/jurisdiction-information/jurisdiction/ut> (last visited Oct. 22, 2022) [hereinafter *Jurisdiction Information: Utah*].

⁶⁶ *About the Bar*, *supra* note 36.

⁶⁷ *Id.*

⁶⁸ *Jurisdiction Information: Utah*, *supra* note 65.

⁶⁹ *Id.*

less than five years old if the applicant can demonstrate that they have practiced law for at least half the period of time since they received their score.⁷⁰ An applicant may also apply for admission by motion if they have practiced law full-time for three of the preceding five years.⁷¹

C. Justifications for the Current Bar Examination

The Working Group heard from presenters and reviewed materials that supported the bar examination, some of whom were also critical of alternative paths to licensure. This section focuses on the arguments proffered in favor of the bar examination.⁷²

1. A “Check” on Minimum Competence

The NCBE asserts that the current bar examination “is a valid measure of minimum competence for entry-level practice.”⁷³ The NCBE argues that the bar examination tests minimum competence because it uses practice analyses to ensure that those who pass have mastered the knowledge and skills required of newly licensed lawyers.⁷⁴ It asserts that other checks on minimum competence, such as supervised practice after diploma privilege, may produce “inconsistency in the qualifications of new

⁷⁰ Utah Code Jud. Admin. R. 14-712.

⁷¹ Utah Code Jud. Admin. R. 14-705.

⁷² The opinions shared in this section do not necessarily reflect the opinions of the authors of this report or every member of the Working Group.

⁷³ NAT’L CONF. BAR EXAM’RS, BAR ADMISSIONS DURING THE COVID-19 PANDEMIC: EVALUATING OPTIONS FOR THE CLASS OF 2020 6 (2020), <https://www.ncbex.org/pdfviewer/?file=%2Fdmsdocument%2F239> [hereinafter OPTIONS FOR THE CLASS OF 2020].

⁷⁴ *Id.* at 5 (“The content tested on the bar examination has been validated through practice analyses conducted by independent measurement firms, most recently in 2012 and again in 2019 as part of NCBE’s Testing Task Force study.”).

lawyers” and “introduce subjectivity into the standards for minimal competence to serve the public”⁷⁵

2. *Objective and Universal*

The NCBE contends that the bar examination avoids issues of subjectivity and ensures universal standards for qualification. For example, the NCBE argues that under a system of diploma privilege, law schools may feel pressure to pass specific students instead of only passing students who are truly prepared to practice law.⁷⁶ Additionally, students from different law schools could have inconsistent qualifications if the schools had inconsistent standards.⁷⁷ In contrast, the NCBE claims that the bar examination is “the most important reliable, independent, objective assessment of graduating student competence.”⁷⁸

3. *Encourages Better Performance*

Others assert that the examination also encourages students to excel academically while in law school, and some studies show that a student’s GPA during law school is an excellent indicator of their likelihood of passing the bar.⁷⁹

⁷⁵ *Id.* at 3. Some educators believe that the bar examination accurately and fairly tests for specific components of minimum competence, including writing, issue identification, and reading comprehension. They think that other components cannot be measured by an examination and should be left to law schools to develop and measure. For example, an educator who works with students who failed the bar examination found that the problem was not with bar questions, but that the students did not truly understand methods such as issue-based analysis. Suzanne Darrow-Kleinhaus, *A Response to Criticism of the Bar Exam*, BAR EXAM’R 35, 38–40 (2005) (discussing an example MBE question and students’ possible reasons for answering incorrectly, as well as law schools’ responsibility in ensuring this type of competence).

⁷⁶ See OPTIONS FOR THE CLASS OF 2020, *supra* note 73, at 3.

⁷⁷ *Id.*

⁷⁸ *Id.* at 7.

⁷⁹ See, e.g., Darrow-Kleinhaus, *supra* note 75, at 42.

4. *A “Check” for Comprehensive Understanding*

In addition to testing for minimum competence, supporters of the bar examination argue that it “provides students with a beneficial comprehensive review of the law.”⁸⁰ Without the bar, proponents of this argument argue that students are never required to show that they have a comprehensive understanding of the law, and instead receive a piecemeal education in which various areas of the law may be taught and tested in siloed courses during a student’s three years of law school.⁸¹

5. *Protects the Public*

The NCBE also argues that the bar examination protects the public.⁸² It states public protection is a priority, and that “[t]he public, and certainly legal employers, rely on passage of the bar examination as a reliable indicator of whether graduates are ready to begin practice.”⁸³ It contends that doing away with the bar examination would facilitate a path to law practice to the detriment of the public.⁸⁴ In addition, the NCBE argues that licensure tests are specifically “designed to protect the public,” whereas law schools are designed to educate.⁸⁵

⁸⁰ Hansen, *supra* note 8, at 1212.

⁸¹ *Id.* at 1212–13; see also Erwin N. Griswold, *In Praise of Bar Examinations*, 60 AM. BAR ASS’N J. 81, 81 (1974).

⁸² OPTIONS FOR THE CLASS OF 2020, *supra* note 73, at 3.

⁸³ *Id.*

⁸⁴ *Id.*

⁸⁵ *Id.* at 8.

6. *Mimics the Stress Experienced in the Practice of Law*

Supporters of the bar examination explain that practicing law is full of “constant testing” and outside pressures, so it is important to have similar experiences to these challenges during law school and while preparing for the bar examination.⁸⁶ They argue the bar examination can create “competition” between the applicant and themselves, resulting in an educational and rewarding experience.⁸⁷ Others argue the bar examination mimics practice because lawyers must be able to keep a level head under the pressures of anxiety and time limits.⁸⁸ Additionally, supporters argue that the tasks on the bar examination mimic those required of actual practicing lawyers.⁸⁹ Instead of simply testing memorization, they assert the examination tests analytical skills and true understanding of the law such that students with only superficial knowledge will react to questions without applying rules or their knowledge methodically.⁹⁰

D. Criticisms of the Current Bar Examination

Critics of the bar examination believe that it is neither the sole nor best method of attorney licensure. The following section details many of those criticisms.⁹¹

1. *Does Not Measure Minimum Competence*

⁸⁶ Griswold, *supra* note 81, at 81–82.

⁸⁷ *Id.* at 82.

⁸⁸ Darrow-Kleinhaus, *supra* note 75, at 40.

⁸⁹ *Id.* at 39.

⁹⁰ *Id.*

⁹¹ The opinions shared in this section do not necessarily reflect the opinions of the authors of this report, or each member of the Working Group.

The bar examination does not test skills competent attorneys should possess, like “the ability to perform legal research, conduct factual investigations, communicate orally, counsel clients, and negotiate.”⁹² Even more, it does not “attempt to measure other qualities important to the profession, such as empathy for the client, problem-solving skills, the bar applicant's commitment to public service work, or the likelihood that the applicant will work with underserved communities.”⁹³

At most, the exam tests memorization of broad swaths of legal minutia, legal analysis, a small degree of problem-solving, and limited written communication.⁹⁴ And although a number of studies have attempted to delineate the necessary skills and knowledge for the competent practice of law, there is no universally accepted definition of minimum competence.⁹⁵ Thus, the bar examination only tests the NCBE’s definition of minimum competence, which is problematic, because there is no correlation between lawyers’ ability to pass the bar examination and their actual ability to practice law.⁹⁶

⁹² Andrea A. Curcio, *Society of American Law Teachers Statement on the Bar Exam*, 52 J. LEGAL EDUC. 446, 447 (2002) [hereinafter Curcio, *Society of Law Teachers*].

⁹³ *Id.*; see also Kristin Booth Glen, *When and Where We Enter: Rethinking Admission to the Legal Profession*, 102 COLUM. L. REV. 1696, 1699 n.2 (2002) [hereinafter Glen, *When and Where*]; see also ABA SEC. LEGAL EDUC. & ADMISSIONS TO BAR, REPORT OF THE TASK FORCE ON LAW SCHOOLS AND THE PROFESSION: NARROWING THE GAP 138–40 (1992) (listing necessary lawyering skills as “problem solving, legal analysis and reasoning, legal research, factual investigation, communication, counseling, negotiation, litigation and alternative dispute resolution procedures, organization and management of legal work, and recognizing and resolving ethical dilemmas”); Deborah Jones Merritt & Logan Cornett, *Building a Better Bar: The Twelve Building Blocks of Minimum Competence*, INST. FOR ADVANCEMENT AM. LEGAL SYS. (Dec. 2020), https://iaals.du.edu/sites/default/files/documents/publications/building_a_better_bar.pdf (discussing the knowledge and skills necessary to practice law competently).

⁹⁴ Glen, *When and Where*, *supra* note 93, at 1711.

⁹⁵ Andrea A. Curcio, *A Better Bar: Why and How the Existing Bar Exam Should Change*, 81 NEB. L. REV. 363, 370 (2002) [hereinafter Curcio, *A Better Bar*].

⁹⁶ *Id.* at 371; see also William C. Kidder, *The Bar Examination and the Dream Deferred: A Critical Analysis of the MBE, Labor Market Control and Racial and Ethnic Performance Disparities*, 29 LAW & SOC. INQUIRY 547, 580 (2004) (discussing the Federal Trade Commission study and its findings).

2. Does Not Mimic Real Lawyering Tasks or Experiences

The NCBE claims that the MBE covers topics material to law practice and requires legal reasoning, skills, and knowledge. However, if “knowledge” is to mean “understanding,” the MBE’s closed-book format is ineffective, because memorization does not equal understanding.⁹⁷ Indeed, the necessity of taking a ten-week bar examination “cram course” to pass the bar implies that it does not in fact test competence, aptitude, or understanding but emphasizes memorization.⁹⁸ Additionally, the MBE purports to measure “baseline content knowledge,” but applicants may not retain their knowledge after taking the bar examination, and its content covers obscure rules in a wide variety of legal areas rather than basic knowledge.⁹⁹

Finally, the MBE is fundamentally at odds with how lawyers’ practice. First, while lawyers may face time pressures in practice, courts and clients expect work product with a level of professionalism and polish that is difficult to craft under the artificial time pressures the MEE and MPT impose.¹⁰⁰ Second, unlike in practice, lawyers rely on their memory instead of looking up a rule each time they encounter a new set of facts or legal question presented by a client.¹⁰¹ Third, lawyers are not asked to choose the “most correct”¹⁰² answer from four options in the practice of law.¹⁰³

⁹⁷ Curcio, *A Better Bar*, *supra* note 95, at 374–75.

⁹⁸ *Id.*; see also Curcio, *Society of Law Teachers*, *supra* note 92, at 448.

⁹⁹ See Curcio, *A Better Bar*, *supra* note 95, at 374–75.

¹⁰⁰ *Id.* at 377.

¹⁰¹ *Id.* at 376.

¹⁰² *Id.*

¹⁰³ Kristin Booth Glen, *Thinking Out of the Bar Exam Box: A Proposal to MacCrate Entry to the Profession*, 23 PACE L. REV. 343, 367 (2003) [hereinafter Glen, *Thinking Out*].

Other portions of the bar examination are also problematic. The MEE is designed to test an applicant's ability to identify issues, apply an appropriate rule, and present legal analysis through written communication. However, it relies on memorization-based analysis instead of research, and its time pressures restrict an applicant's ability to think and rewrite.¹⁰⁴ Indeed, an applicant who is able to accurately, competently, and professionally answer an essay question in an untimed environment may be deemed incompetent under the examination's strict time restrictions. And while the MPT presents tasks similar to the practice of law, its ninety-minute time limit prevents applicants from carefully reading the available file and library, reflecting on the appropriate analysis, or editing their work, all of which is at odds with actual legal practice and a lawyer's ethical duties to their client.¹⁰⁵ It is highly unusual in practice for lawyers to read and synthesize novel law, study and digest a client's file including supporting documentation, and then craft a competent arbitration agreement, motion for summary judgment, judicial opinion, or thoughtful demand letter in ninety minutes or less.

3. *Does Not Protect the Public*

The NCBE ensures the public that bar passage both ensures minimum competence and the ability to represent and protect clients, however, by overemphasizing the bar examination's efficacy as a licensing tool, the profession fosters unearned consumer

¹⁰⁴ *Id.* at 376–78.

¹⁰⁵ *Id.*

confidence.¹⁰⁶ Additionally, the bar examination tests the law of a hypothetical jurisdiction (“the law of nowhere”), thereby upholding the myth of unitary practice areas, so consumers are not well-served because the test does not reflect the diverse spectrum of jurisdiction-specific law or practice areas.¹⁰⁷ In fact, it may test law that is absent from, or even antithetical to, the jurisdiction’s law in which the attorney plans to practice law or even the majority rule across the country.

Further, there is no correlation between bar passage and attorney complaints or discipline.¹⁰⁸ The most common complaints filed with attorney disciplinary agencies include incorrect preparation or filing of documents, failure to timely commence action, investigation other than in litigation, failure to communicate with clients, and lack of due diligence.¹⁰⁹ The bar examination fails to screen for any these skills, and touting its

¹⁰⁶ *Id.* at 361 (“The fourth ‘perverse effect’ of the bar exam is that it creates an all-together false sense of security for consumers.”).

¹⁰⁷ The Honorable Alan Scheinkam & Michael Miller, *New York Needs a New Bar Exam*, N.Y. STATE BAR ASS’N (July 27, 2021), <https://nysba.org/new-york-needs-a-new-bar-exam/> (“The UBE requires extensive memorization of federal rules and of the ‘law of nowhere.’ There is no meaningful test of the law that new attorneys will actually use. Instead, law students are trained on matters that bear little relation to the legal issues which they will encounter in New York practice.”); *see also* Glen, *Thinking Out*, *supra* note 103, at 365–66 (arguing the MBE “does not . . . test the law which practitioners will actually encounter and apply when they enter the profession.” Instead, it tests “the ‘majority view’ of the application of legal principles. This majority view is sometimes directly opposite to the rule applied in the state of administration.”).

¹⁰⁸ *See* William Wesley Patton, *A Rebuttal to Kinsler's and to Anderson and Muller's Studies on the Purported Relationship between Bar Passage Rates and Attorney Discipline*, 93 ST. JOHN'S L. REV. 43, 43–45 (2019) (explaining that neither of the two studies that conclude there is “either a causal link and/or a correlation between [b]ar passage scores and the probability of state bar disciplinary rates” contain the necessary data to support their conclusions).

¹⁰⁹ Curcio, *A Better Bar*, *supra* note 95, at 383–84. In Utah, the Office of Professional Conduct (OPC) referred 51 matters involving 33 lawyers to the Ethics and Discipline Committee for a screening hearing between 2019 and 2020. Of those lawyers, four were dismissed with a letter of caution, five were dismissed, five were privately admonished, six received a public reprimand, and 13 received a finding of probable cause that a formal complaint would be filed with the District Court. OFF. PRO. CONDUCT, ANNUAL REPORT: FEBRUARY 2021 16–17, 22–25 (2021), <https://www.opcutah.org/wp-content/uploads/2021/02/OPC-Annual-Report-2019-2020.pdf>.

efficacy as a licensing tool does not address the reality that the bar examination fails to address the public's actual complaints.¹¹⁰

4. *Discriminates on the Basis of Race*

A diverse bar is essential to equal access to justice in the United States. Limiting the number of licensed attorneys of color limits minority communities' access to representation.¹¹¹ People of color remain a minority in most law school student populations, and their representation in the legal academy has not increased at an appreciable rate. For example, in 1971–1972, Black students made up just 3.96% of students at ABA-accredited law schools; by 2001–2002 the percentage of Black students increased to 7.37%.¹¹² And, in 2021, only 7.9% of incoming law students were Black.¹¹³ But women in the same years made up 9% and then approximately 50% of students at ABA-accredited law schools, and in 2021, 57.4% of incoming law students were women.¹¹⁴ On top of this underrepresentation in law school student bodies, White bar applicants are more likely than applicants of color to pass the bar examination on their

¹¹⁰ Curcio, *A Better Bar*, *supra* note 95, at 384.

¹¹¹ Glen, *When and Where*, *supra* note 93, at 1714.

¹¹² See *id.* (citing data on Black student representation in law school student bodies from 1971–1972 and 2001–2002).

¹¹³ *The Incoming Class of 2021 – The Most Diverse Law School Class in History*, L. SCH. ADMISSION COUNSEL (Dec. 15, 2021), <https://www.lsac.org/blog/incoming-class-2021-most-diverse-law-school-class-history>; see generally *Law School Enrollment by Race & Ethnicity*, ENJURIS, <https://www.enjuris.com/students/law-school-race-2019.html#:~:text=Racial%20and%20ethnic%20minority%20representation%20in%20law%20schools&text=Black%20students%20represented%20the%20largest,7.57%25%20of%20incoming%20law%20students> (last visited Oct. 22, 2022) (explaining that Black student representation law school student bodies decreased from 7.91% in 2018 to 7.57% in 2019) [hereinafter *The Incoming Class of 2021*].

¹¹⁴ See Glen, *When and Where*, *supra* note 93, at 1714 (citing data on female student representation in law school student bodies from 1971–1972 and 2001–2002); *The Incoming Class of 2021*, *supra* note 113.

first attempt.¹¹⁵ A six-year longitudinal study by the Law School Admission Council (LSAC) found the following first-time bar examination pass rates by race: White 92%, Black 61%, Native American 66%, Hispanic 75%, Asian American 81%.¹¹⁶

Some studies show that performance on standardized tests correlates with household income, while others show that students of color perform worse on standardized exams than White students even when they graduate with the same grades from the same school.¹¹⁷

The NCBE claims that racial score discrepancies are a result of stereotype threat or race-related disparities in American education.¹¹⁸ Further, the NCBE has asserted that racial score discrepancies merely mimic racial differences in SAT and LSAT scores.¹¹⁹ However, critics argue that these consistent racial score disparities in time-constrained high-stakes national exams regardless of topic show that the bar examination tests test-taking skills rather than actual minimum attorney competence.¹²⁰

¹¹⁵ See Curcio, *A Better Bar*, *supra* note 95, at 390; see also Deborah Jones Merritt, Carol L. Chomsky, Claudia Angelos & Joan W. Howarth, *Racial Disparities in Bar Exam Results – Causes and Remedies*, BLOOMBERG L. (July 20, 2021, 2:00 AM), <https://news.bloomberglaw.com/us-law-week/racial-disparities-in-bar-exam-results-causes-and-remedies>.

¹¹⁶ Curcio, *A Better Bar*, *supra* note 95, at 390. For aggregate data from data submitted in the 2020 and 2021 Bar Passage Questionnaire, which shows similar disparities, see *Summary Bar Pass Data: Race, Ethnicity, and Gender, 2020 and 2021 Bar Passage Questionnaire*, AM. BAR ASS'N, https://www.americanbar.org/content/dam/aba/administrative/legal_education_and_admissions_to_the_bar/statistics/20210621-bpq-national-summary-data-race-ethnicity-gender.pdf (last visited Oct. 22, 2022).

¹¹⁷ See Curcio, *A Better Bar*, *supra* note 95, at 380–83 (describing how standardized test scores correlate with income and race, and how these effects as found in the MBE make the bar examination a poor licensing tool).

¹¹⁸ OPTIONS FOR THE CLASS OF 2020, *supra* note 73, at 6–7.

¹¹⁹ *Id.*; see also Glen, *When and Where*, *supra* note 93, at 1700–01, 1715, 1736 (discussing differences in LSAT results between Black and White students).

¹²⁰ Curcio, *A Better Bar*, *supra* note 95, at 390–91; see also Glen, *Thinking Out*, *supra* note 103, at 368.

An AccessLex Institute study published in October 2020 examined the California minimum passing score, or cut score, which is the second highest in the nation. The study found that “maintaining a high cut score does not result in greater public protection as measured by disciplinary statistics *but does result in excluding minorities from admission to the bar and the practice of law at rates disproportionately higher than Whites.*”¹²¹

Whatever the explanation for these racial disparities in bar exam performance, the reason is certainly not that people of color are, as a group, less capable of minimum competence than White applicants.¹²² It follows, then, that the bar examination either does not actually test for minimum competence, or, at the very least, fails to correct for its race-related disparities.

5. *Discriminates on the Basis of Income*

Low-income applicants are also at a disadvantage when taking the bar examination. These applicants may have to work and support themselves or family members while studying, thus limiting the number of hours they are able to devote to full-time bar examination preparation.¹²³ This is significant because applicants who work while studying for the bar exam are significantly less likely to pass the bar.¹²⁴

¹²¹ Mitchel L. Winick, Victor D. Quintanilla, Sam Erman, Christina Chong-Nakatsuchi & Michael Frisby, *Examining the California Cut Score: An Empirical Analysis of Minimum Competency, Public Protection, Disparate Impact, and National Standards* at 2, ACCESSLEX INST. (Oct. 15, 2020), <https://ssrn.com/abstract=3707812> (emphasis added).

¹²² Glen, *Thinking Out*, *supra* note 103, at 383.

¹²³ Curcio, *A Better Bar*, *supra* note 95, at 391.

¹²⁴ See Joshua L. Jackson & Tiffane Cochran, *Approaching the Bar: An Analysis of Post-Graduation Bar Exam Study Habits*, ACCESSLEX INST. (July 13, 2021), <https://www.accesslex.org/approaching-the-bar> (noting that those applicants who did not work while studying for the bar exam had a roughly 78% chance of passing, while those who worked even just two hours per day had an estimated 63% chance of passing the bar exam).

Additionally, because federal education loans are not available to cover the cost of post-graduate licensing programs or study time, financial concerns may require low-income graduates to forgo a comprehensive bar examination review course and instead study on their own. Recent studies reveal that comprehensive bar courses, also known as “cram” courses, cost up to three thousand dollars and require hundreds of hours to complete.¹²⁵ However, these cram courses significantly increase an examinee’s chance of passing the bar on the first attempt.¹²⁶ As a result, the bar examination is a test of resources. Applicants who can afford to purchase a course and study full-time without any work obligations are more likely to pass the exam.¹²⁷

E. The NCBE’s “Next Gen” Bar Examination

The Working Group also met with the NCBE to understand the changes that the NCBE contemplates recommending for the bar examination. In 2018, the NCBE appointed a Testing Task Force “to ensure that the bar examination continues to test the knowledge, skills, and abilities required for competent entry-level legal practice in the 21st century.”¹²⁸ The Testing Task Force undertook a three-year empirical study “to ensure that the bar examination continues to assess . . . minimum competencies” and “to

¹²⁵ Curcio, *Society of Law Teachers*, *supra* note 92, at 448.

¹²⁶ See Curcio, *A Better Bar*, *supra* note 95, at 391; see also *Analyzing First-Time Bar Exam Passage on the UBE in New York State*, ACCESSLEX INST. (May 19, 2021), <https://www.accesslex.org/NYBOLE>.

¹²⁷ See Curcio, *A Better Bar*, *supra* note 95, at 391 (referencing an informal survey of University of Seattle law students showing the correlation between bar success and work obligations).

¹²⁸ NCBE *Testing Milestones*, NEXTGEN, <https://nextgenbarexam.ncbex.org/about/ncbe-testing-milestones/> (last visited Oct. 22, 2022).

determine how those competencies should be assessed.”¹²⁹ The study consisted of three phases.¹³⁰ The first phase included conversations with bar admission agencies, the legal academy, and the legal profession.¹³¹ During the second phase, nearly 15,000 lawyers participated in a quantitative nationwide practice analysis survey that assessed what knowledge and skills newly licensed lawyers need to properly perform their post-graduation legal work.¹³² The third phase involved two committees composed of legal educators, practitioners, and bar admission representatives who provided input on what content should be tested on the bar examination and how it should be assessed in light of the gathered data from Phase 1 and Phase 2.¹³³

The NCBE Board of Trustees voted to approve the Testing Task Force’s recommendations in January 2021, which began the implementation of a “next generation” bar examination.¹³⁴ The NCBE claims that the new exam will use a more integrated approach, replacing the MBE, MEE, and MPT with a single test.¹³⁵ The new format aims to test fewer subjects less broadly and deeply, while emphasizing the

¹²⁹ *Overview of Recommendations for the Next Generation of the Bar Exam*, NEXTGEN, <https://nextgenbarexam.ncbex.org/overview-of-recommendations/> (last visited Oct. 22, 2022).

¹³⁰ *Id.*

¹³¹ *Id.*

¹³² *Id.*

¹³³ *Id.*

¹³⁴ Paul Caron, *NCBE Approves Complete Overhaul of the Bar Exam*, TAXPROF BLOG (Jan. 29, 2021), https://taxprof.typepad.com/taxprof_blog/2021/01/ncbe-approves-complete-overhaul-of-the-bar-exam.html.

¹³⁵ Karen Sloan, *Bar Exam Overhaul Plans Go Public. So Long, MBE*, LAW.COM (Jan. 4, 2021, 2:15 PM), <https://www.law.com/2021/01/04/bar-exam-overhaul-plans-go-public-so-long-mbe/?slreturn=20210412125128>.

assessment of lawyering skills.¹³⁶ Questions will be provided in “item sets,” where collections of test questions of varying formats will focus on individual scenarios or stimuli.¹³⁷ The NCBE will continue to grade question types that can be machine-scored, while jurisdictions’ bar examiners will continue grading constructed responses.¹³⁸

The Testing Task Force recommended that the new bar examination continue to be offered twice a year but suggested it be a computer-based exam, offered at computer testing centers or on candidates’ laptops at managed testing sites.¹³⁹ Additionally, while the exam will not be open-book, the NCBE anticipates that the exam will provide applicants with a “closed universe” of legal resources,¹⁴⁰ similar to the materials included with the current MPT.¹⁴¹ But, as it relates to the length and timed aspect of the new bar examination, the Testing Task Force thus far has only claimed: “If possible, the length of the exam will be reduced, but this will be done only if the necessary validity and

¹³⁶ See NAT’L CONF. BAR EXAM’RS, FINAL REPORT OF THE TESTING TASK FORCE 20–21 (2021), <https://nextgenbarexam.ncbex.org/wp-content/uploads/TTF-Final-Report-April-2021.pdf> (noting that the Testing Task Force recommended that the “content of the new exam” address predetermined “Foundational Concepts and Principles” and “Foundational Skills.” Foundational Concepts and Principles include Civil Procedure, Contract Law, Evidence, Torts, Business Associations, Constitutional Law, Criminal Law and Constitutional Protections Impacting Criminal Proceedings, and Real Property. Foundational Skills consist of Legal Research, Legal Writing, Issue Spotting and Analysis, Investigation and Evaluation, Client Counseling and Advising, Negotiation and Dispute Resolution, and Client Relationship and Management).

¹³⁷ Kirsten Williams, *Bar Examiners Recommend Changes for Future Exams*, JURIST (Jan. 5, 2021, 7:29 AM) <https://www.jurist.org/news/2021/01/bar-examiners-recommend-changes-for-future-exams/>; <https://www.jurist.org/news/2021/01/bar-examiners-recommend-changes-for-future-exams/>.

¹³⁸ *FAQs about Recommendations*, NEXTGEN, <https://nextgenbarexam.ncbex.org/faqs/> (last visited Oct. 22, 2022) [hereinafter *FAQs about Recommendations*].

¹³⁹ Williams, *supra* note 137.

¹⁴⁰ *FAQs about Recommendations*, *supra* note 138.

¹⁴¹ *Id.*

reliability of scores can be maintained.”¹⁴² Although the design of the new format began in February 2021, the NCBE anticipates the “process to develop and deliver[y] [of] the new exam will take up to four or five years.”¹⁴³ Currently, the NCBE is developing questions for its new bar examination, and over the next three to four years, it will focus on test administration, including where and how the new bar examination will be administered.¹⁴⁴

The NCBE's current bar examination consists of three products: the MBE, MEE, and MPT.¹⁴⁵ Currently, each jurisdiction can choose to use any or all of the products.¹⁴⁶ For instance, California and Nevada use the MBE, but they supply their own state-specific essays.¹⁴⁷ Georgia uses the MBE and MPT but provides state-specific essays.¹⁴⁸ And Utah, for example, utilizes the UBE, which is all three products combined into one two-day standardized exam.¹⁴⁹ However, the new bar examination will be an “integrated assessment,” meaning “[m]ost of the new test items will be presented in the context of shared scenarios and materials that apply to sets of items rather than to individual

¹⁴² NAT'L CONF. BAR EXAM'RS, OVERVIEW OF RECOMMENDATIONS FOR THE NEXT GENERATION OF THE BAR EXAMINATION 5 (2021), <https://nextgenbarexam.ncbex.org/wp-content/uploads/TTF-Next-Gen-Bar-Exam-Recommendations.pdf>.

¹⁴³ *Id.*

¹⁴⁴ *Id.*

¹⁴⁵ See *supra* Section I.B (discussing the current bar examination).

¹⁴⁶ *Id.*

¹⁴⁷ *Jurisdiction Information: California*, NAT'L CONF. BAR EXAM'RS (Sept. 8, 2022), <https://www.ncbex.org/jurisdiction-information/jurisdiction/ca>; *Jurisdiction Information: Nevada*, NAT'L CONF. BAR EXAM'RS (Sept. 8, 2022), <https://www.ncbex.org/jurisdiction-information/jurisdiction/nv>.

¹⁴⁸ *Jurisdiction Information: Georgia*, NAT'L CONF. BAR EXAM'RS (Sept. 8, 2022), <https://www.ncbex.org/jurisdiction-information/jurisdiction/ga>.

¹⁴⁹ *Jurisdiction Information: Utah*, *supra* note 65.

questions.”¹⁵⁰ At this time, the NCBE does not know whether or how their integrated assessment could be “‘disintegrated’ to create discrete components” for jurisdictions that wish to administer jurisdiction-specific components.¹⁵¹ In other words, jurisdictions may not have the ability to parse out the new bar examination in the same way they have done with the current bar examination.

F. The IAALS Report

The Working Group also met with Professor Deborah Jones Merritt, who co-authored “Building a Better Bar: The Twelve Building Blocks of Minimum Competence” (the IAALS Report).¹⁵² The IAALS Report was published in December 2020.¹⁵³ The Working Group found the IAALS Report to be persuasive. It explains:

The bar exam tries to distinguish minimally competent lawyers from incompetent ones: it exists to protect the public from the harms of incompetent legal representation. That protection is critical to maintaining the integrity of the profession, but the bar exam achieves that goal only if it effectively assesses minimum competence. The unfortunate reality is that, although the bar exam has existed for more than a century, there has never been an agreed-upon, evidence-based definition of minimum competence. Absent such a definition, it is impossible to know whether the bar exam is a valid measure of the minimum competence needed to practice law or an artificial barrier to entry.¹⁵⁴

To address this issue, the IAALS study was created to “develop an evidence-based definition of minimum competence.”¹⁵⁵ The study involved fifty focus groups in eighteen

¹⁵⁰ *FAQs about Recommendations*, *supra* note 138.

¹⁵¹ *Id.*

¹⁵² Merritt & Cornett, *supra* note 93.

¹⁵³ *Id.*

¹⁵⁴ *Id.* at 3.

¹⁵⁵ *Id.*

locations throughout the United States.¹⁵⁶ These locations were intentionally selected to “produce an array of diverse local economies and practice environments, including rural regions.”¹⁵⁷ The study also utilized a “layered approach” when assembling focus groups.¹⁵⁸ It included both new and more experienced lawyers. These lawyers worked in fifty distinct fields including litigation, transactional, regulatory, and other practice areas.¹⁵⁹ The study gathered data from a mix of employment settings—including solo practitioners, small law firms, large law firms, public interest, business, and government.¹⁶⁰ It also invited participants from a diverse group of attorneys, including “a higher percentage of women and people of color than comparable national pools.”¹⁶¹ It asked, in detail, about the knowledge and skills that new lawyers use during their first year of practice and how those skills were obtained.¹⁶²

The IAALS Report concludes that “minimum competence is more complex” than what the current bar examination assesses.¹⁶³ It finds that “[n]ew lawyers . . . did not base their first year of practice on a static set of rules and skills that they carried into the workplace.”¹⁶⁴ In fact, “they rarely relied upon legal rules that they had memorized in law school or for the bar exam. Instead, these new lawyers drew upon more basic

¹⁵⁶ *Id.* at 14.

¹⁵⁷ *Id.*

¹⁵⁸ *Id.*

¹⁵⁹ *Id.* at 18–19.

¹⁶⁰ *Id.*

¹⁶¹ *Id.* at 17–18.

¹⁶² *Id.* at 5.

¹⁶³ *Id.* at 30.

¹⁶⁴ *Id.*

concepts and research skills to identify specific rules needed to represent clients effectively.”¹⁶⁵

Based upon these findings, the IAALS Report identifies twelve “building blocks” that demonstrate minimum competence to practice law.¹⁶⁶ These building blocks are:

[1] The ability to act professionally and in accordance with the rules of professional conduct; [2] [a]n understanding of legal processes and sources of law; [3] [a]n understanding of threshold concepts in many subjects; [4] [t]he ability to interpret legal materials; [5] [t]he ability to interact effectively with clients; [6] [t]he ability to identify legal issues; [7] [t]he ability to conduct research; [8] [t]he ability to communicate as a lawyer; [9] [t]he ability to see the “big picture” of client matters; [10] [t]he ability to manage a law-related workload responsibly; [11] [t]he ability to cope with the stresses of legal practice; and [12] [t]he ability to pursue self-directed learning.¹⁶⁷

The IAALS Report also highlights the importance of accurately and appropriately assessing minimum competence.¹⁶⁸ It argues the following:

[1] Closed-book exams offer a poor measure of minimum competence to practice law; [2] [t]ime constraints on exams similarly distort the assessment of minimum competence; [3] [m]ultiple choice questions bear little resemblance to the cognitive skills lawyers use; [4] [w]ritten performance tests, in contrast, resemble many of the tasks that new lawyers perform; and [5] [p]ractice-based assessments, such as ones based on clinical performance, offer promising avenues for evaluating minimum competence.¹⁶⁹

The Report also provides ten recommendations to consider in a “move towards evidence-based lawyer licensing”:

¹⁶⁵ *Id.*

¹⁶⁶ *Id.*

¹⁶⁷ *Id.* at 31.

¹⁶⁸ *Id.* at 4

¹⁶⁹ *Id.*

Recommendation One: Written exams are not well suited to assessing all aspects of minimum competence. Where written exams are used, they should be complemented by other forms of assessment.

Recommendation Two: Multiple choice exams should be used sparingly, if at all.

Recommendation Three: Eliminate essay questions from written exams and substitute more performance tests.

Recommendation Four: If jurisdictions retain essay and/or multiple choice questions, those questions should be open book.

Recommendation Five: Where written exams are used, provide more time for all components.

Recommendation Six: Candidates for licensure should be required to complete coursework that develops their ability to interact effectively with clients.

Recommendation Seven: Candidates for licensure should be required to complete coursework that develops their ability to negotiate.

Recommendation Eight: Candidates for licensure should be required to complete coursework that focuses on the lawyer's responsibility to promote and protect the quality of justice.

Recommendation Nine: Candidates for licensure should be required to complete closely supervised clinical and/or externship work.

Recommendation Ten: A standing working group made up of legal educators, judges, practitioners, law students, and clients should be formed to review the twelve building blocks and design an evidence-based licensing system that is valid, reliable, and fair to all candidates.¹⁷⁰

G. Models from Other Jurisdictions

The Working Group studied the two alternative licensing models in the United States: (1) diploma privilege and (2) the Daniel Webster Scholar Honors Program.

¹⁷⁰ *Id.*

1. Diploma Privilege

In Wisconsin, students may be admitted to the bar through diploma privilege upon satisfactory completion of law school, provided they follow the thirty-credit and sixty-credit rules.¹⁷¹ The thirty-credit rule states that students must take ten specific courses and achieve a weighted average of at least 2.0 in those courses.¹⁷² Under the sixty-credit rule, students must take sixty credits from a list of thirty subject areas, achieving the same average score.¹⁷³ Law schools must set forth a list of their courses that satisfy these rules.¹⁷⁴ Wisconsin's diploma privilege has been regarded as the "most restrictive diploma privilege statute ever written"¹⁷⁵ because diploma privilege is only available to graduates of Wisconsin's two law schools: the University of Wisconsin Law School and

¹⁷¹ Beverly Moran, *The Wisconsin Diploma Privilege: Try It, You'll Like It*, 2000 WIS. L. REV. 645, 648 (2000). There are potential commerce clause issues with Wisconsin's diploma privilege program. A class of plaintiffs "sued members of the Wisconsin Board of Bar Examiners and the Supreme Court of Wisconsin, charging a violation of the commerce clause of Article I of the Constitution." *Wiesmueller v. Kosobucki*, 571 F.3d 699, 701 (7th Cir. 2009). They argued that Wisconsin's diploma privilege program "discriminates against graduates of out-of-state law schools who would like to practice law in Wisconsin." *Id.* The case was dismissed for failure to state a claim and the plaintiffs appealed. *Id.* The Seventh Circuit reversed and remanded the case, explaining that it was "dismissed prematurely." *Id.* at 707. It also highlighted the commerce clause issue, stating: "It is enough that an aspiring lawyer's decision about where to study, and therefore about where to live as a student, can be influenced by the diploma privilege to bring this case within at least the outer bounds of the commerce clause; for the movement of persons across state lines, for whatever purpose, is a form of interstate commerce. The effect on commerce of the discriminatory diploma privilege may be small and, if so, not much would be required to justify it. Our concern is that there may be nothing at all to justify it." *Id.* at 705 (internal citations omitted). After the case was remanded, the parties reached a settlement, which ended the constitutional challenge and allowed the program to continue. *Settlement Retains Diploma Privilege*, STATE BAR WIS. (Mar. 25, 2010), <https://www.wisbar.org/NewsPublications/InsideTrack/Pages/Article.aspx?Volume=0&Issue=0&ArticleID=5824#:~:text=March%2025%2C%202010%20%E2%80%93%20Graduates%20of,Wiesmueller%20over%20three%20years%20ago>.

¹⁷² Moran, *supra* note 171. During its research, the Working Group heard a presentation from a Wisconsin representative concerning the state's diploma privilege pathway to licensure.

¹⁷³ *Id.*

¹⁷⁴ Wis. SCR 40.03(2)(c).

¹⁷⁵ Moran, *supra* note 171, at 649 (internal citations omitted).

the Marquette University Law School.¹⁷⁶ Applicants may choose to take the bar examination instead,¹⁷⁷ and those who do take the UBE often choose to be admitted to another state's bar in addition to being admitted to Wisconsin's through diploma privilege.¹⁷⁸

It does not appear that utilizing diploma privilege has impacted attorney misconduct rates in Wisconsin. Keith L. Sellen, the director of Wisconsin's Office of Lawyer Regulation, reports that lawyer misconduct is not correlated to whether one takes the bar examination or utilizes diploma privilege.¹⁷⁹ He states:

My experience in 20 years of disciplinary regulation informs me that the causes of professional misconduct have little to do with whether the lawyer took a bar exam or was admitted by diploma privilege. These causes are, in general, a poor or nonexistent mentor; anxiety, depression and chemical dependency; inadequate organizational skills; character issues; and a lack of business acumen[.]”¹⁸⁰

Notably, as of 2019, the jurisdictions with the highest rates of public discipline were Alabama, Iowa, Arizona, Louisiana, and Oregon.¹⁸¹ For the same time period, the jurisdictions with the lowest rates of discipline were Nebraska, the District of Columbia,

¹⁷⁶ *Admission to the Practice of Law in Wisconsin*, WIS. CT. SYS., <https://www.wicourts.gov/services/attorney/bar.htm> (last visited Oct. 22, 2022).

¹⁷⁷ Wis. SCR 40.04.

¹⁷⁸ *Diploma Privilege*, UNIV. WIS. L. SCH., https://law.wisc.edu/current/diploma_privilege/ (last visited Oct. 22, 2022).

¹⁷⁹ Stephen Francis Ward, *Bar Exam Does Little to Ensure Attorney Competence, Say Lawyers in Diploma Privilege State*, AM. BAR ASS'N J. (Apr. 21, 2020), <https://www.abajournal.com/web/article/bar-exam-does-little-to-ensure-attorney-competence-say-lawyers-in-diploma-privilege-state>.

¹⁸⁰ *Id.*

¹⁸¹ AM. BAR ASS'N, ABA PROFILE OF THE LEGAL PROFESSION 2022 85 (July 2022), <https://www.americanbar.org/content/dam/aba/administrative/news/2022/07/profile-report-2022.pdf>.

Oklahoma, Rhode Island, and Alaska.¹⁸² With the exception of Louisiana, each of these states administers the UBE.¹⁸³

2. *Daniel Webster Scholar Honors Program*

The University of New Hampshire Franklin Pierce School of Law graduated its first Daniel Webster Scholar Honors Program class in 2008.¹⁸⁴ The school launched the program in partnership with the New Hampshire Supreme Court and New Hampshire Bar in 2005 after over a decade of discussion.¹⁸⁵ Students are accepted to the program before their second year of law school,¹⁸⁶ and its curriculum is heavily experience-based, including work with practicing lawyers, appearances before judges, negotiation, mediation, counseling clients, and the creation of written and oral portfolios.¹⁸⁷ Webster Scholars pass a variant of the bar examination during their last two years of law school, and they are admitted to the New Hampshire bar the day before graduation.¹⁸⁸ They may

¹⁸² *Id.*

¹⁸³ *List of UBE Jurisdictions*, NAT'L CONF. BAR EXAM'RS, <https://www.ncbex.org/exams/ube/list-ube-jurisdictions> (last visited Oct. 22, 2022).

¹⁸⁴ David Brooks, *Some UNH Law Schools Grads Don't Have to Take the Bar Exam*, CONCORD MONITOR (May 5, 2020, 6:44 PM), <https://www.concordmonitor.com/UNH-law-school-graduation-concord-nh-34312122>.

¹⁸⁵ *Id.*

¹⁸⁶ *Daniel Webster Scholar Honors Program*, UNIV. N.H. FRANKLIN PIERCE SCH. L., <https://law.unh.edu/academics/daniel-webster-scholar-honors-program>.

¹⁸⁷ *Id.*

¹⁸⁸ *Id.*

also choose to sit for other states' bar examinations, and program alumni have been admitted to over a dozen other bars.¹⁸⁹ In 2015, a study by IAALS at the University of Denver found that Webster Scholars outperformed colleagues who had been licensed to practice law for up to two years.¹⁹⁰ University of New Hampshire law students who are not admitted to the Daniel Webster Scholars program follow the traditional pathway to licensure and take the bar examination.

H. Other States Exploring Pathways to Licensure

The Working Group understands that New York and Oregon are also pursuing alternative methods of attorney licensing. Both states have created their own task forces and have published reports explaining their findings and recommendations. Each state is discussed below.

Oregon. In January 2022, following a proposal by the Alternative Pathways Taskforce Committee that detailed the need for an alternative pathway to licensure, the Oregon Supreme Court approved the creation of a committee to refine the details of two alternative pathway licensure proposals.¹⁹¹ The first pathway would create an apprenticeship program that would permit applicants to work for 1,000 to 1,500 hours

¹⁸⁹ *Id.*

¹⁹⁰ *Id.*

¹⁹¹ Karen Sloan, *Oregon Moves Closer to a Bar Exam Alternative*, REUTERS (Jan. 12, 2022, 3:19 PM), <https://www.reuters.com/legal/litigation/oregon-moves-closer-bar-exam-alternative-2022-01-12/> (“The alternative pathways in Oregon will still require further approval from the court, which has the final say on attorney licensing. But the Tuesday votes clears the way for the Board of Bar Examiners to establish a committee that will nail down the details and implementation.”).

under the supervision of an experienced attorney.¹⁹² The second would allow Oregon law students to spend their 2L and 3L years completing a practice-based curriculum that would allow them to bypass the bar examination.¹⁹³ As of the date of this report, both pathways are awaiting the Oregon Supreme Court's approval.

New York. The Task Force on the New York Bar Examination was appointed in 2019 to review the impact of the UBE on New York applicants, new attorneys, other bar members, the courts, and diversity in the profession.¹⁹⁴ The Task Force concluded that the “law of nowhere” tested on the UBE does not adequately prepare New York applicants to practice law in the state.¹⁹⁵ The Task Force urged the New York Court of Appeals to create a working group to develop a new bar examination, and specifically advised the Court that the working group should consider Professor Merritt’s IAALS Report.¹⁹⁶ The Task Force also recommended that New York “consider providing two alternative pathways to admission: (a) a pathway for admission through concentrated study of New York law while in law school; and (b) a pathway for admission through supervised practice of law in New York.”¹⁹⁷ The Task Force’s report explained that minimum competency can “be demonstrated by law school achievement as well as by actual practice experience,” and that “[a]n examination is not necessarily the exclusive

¹⁹² *Id.*

¹⁹³ *Id.*

¹⁹⁴ THIRD REPORT AND RECOMMENDATIONS OF THE TASK FORCE ON THE NEW YORK BAR EXAMINATION, N.Y. STATE BAR ASS’N 1 (2021), <https://nysba.org/app/uploads/2021/03/Task-Force-on-the-New-York-Bar-Examination-FINAL-approved-June-12-2021.pdf>.

¹⁹⁵ *Id.* at 7.

¹⁹⁶ *Id.* at 18–19.

¹⁹⁷ *Id.* at 13.

means to judge minimum competence.”¹⁹⁸ The decision as to whether or not to move forward with that proposal now lies with the New York Court of Appeals.

II. UTAH’S WORKING GROUP’S FINDINGS

The Working Group finds that the current bar examination is not the only or the best way to ensure that those admitted to practice have the requisite skill to practice law. The Working Group asks the Utah Supreme Court to adopt an alternative pathway to licensure, and it suggests the details of such an alternative path. As detailed below, the Working Group relied heavily upon the IAALS Report’s definition of minimum competence and its building blocks to craft the following recommendations. The Working Group believes its proposal allows applicants to demonstrate minimum competence, protects the public, and immediately addresses valid criticisms of the current bar examination.

III. RECOMMENDATIONS

The Working Group proposes the following alternative licensure path for applicants to the Utah State Bar.

A. Qualifications for Pursuing the Alternative Licensing Path

An applicant must meet three qualifications to be eligible for the alternative pathway to licensure: (1) the applicant must elect to pursue the alternative pathway at the time of bar application, meaning that an applicant may not simultaneously apply to take the bar exam and follow the alternative pathway; (2) the applicant must have

¹⁹⁸ *Id.*

graduated from an ABA-accredited law school no more than five years prior to the date of their application for the alternative pathway; and (3) the applicant must not have sat for a bar examination in Utah or any other jurisdiction in the United States, including all states and territories, in order to pursue this pathway.¹⁹⁹ Notably, these three qualifications do not tie the alternative pathway option to bar passage rates, as was done for the 2020 Emergency Diploma Privilege Rule.²⁰⁰

B. Requirements for Admission Under the Alternative Licensing Path

If an applicant meets the three qualifications, the applicant must complete five requirements to be admitted under the alternative pathway. Specifically, the applicant must: (1) graduate from an ABA-accredited law school; (2) pass all existing Character and Fitness requirements; (3) complete all requirements to demonstrate the twelve building blocks of minimum competence as set forth in the IAALS Report (this includes completing specified coursework, passing a written exam, and completing supervised practice hours requirements); (4) complete a pro bono supervised practice hours requirement; and (5) complete a final survey administered by the Utah State Bar.

Each requirement is more fully detailed below.

1. Graduate From an ABA-Accredited Law School

¹⁹⁹ The subcommittee designed the second qualification to specifically address the ABA's March 2015 Guidance Memo on Standards 303 and 304, which requires law schools to mandate a student to complete a minimum of six credits of experiential courses prior to graduation for the law school to maintain its ABA accreditation. MANAGING DIRECTOR'S GUIDANCE MEMO: STANDARDS 303(A)(3), 303(B), AND 304, AM BAR ASS'N (2015), https://www.americanbar.org/content/dam/aba/administrative/legal_education_and_admissions_to_the_bar/governancedocuments/2015_standards_303_304_experiential_course_requirement_.pdf.

²⁰⁰ Order for Temp. Amendments to Bar Admission Procedures During COVID-19 Outbreak, *supra* note 1.

An applicant must satisfy all requirements for, and graduate with, a Juris Doctor from an ABA-accredited law school. This is also required for an applicant to pursue licensure via the current bar examination.²⁰¹ This requirement ensures that an applicant has been educated by a licensed ABA-accredited law school.

2. Pass All Character and Fitness Requirements

An applicant must successfully pass all existing character and fitness requirements. The purpose of this requirement is to protect the public.²⁰² This requirement works to ensure that an applicant who elects to pursue the alternative pathway will be vetted for any potential concerns regarding that applicant's fitness to practice law just as they would be if they were to take the bar exam.

²⁰¹ NAT'L CONF. BAR EXAM'RS & AM. BAR ASS'N. SECTION OF LEGAL EDUC. AND ADMISSIONS TO THE BAR COMPREHENSIVE GUIDE TO BAR ADMISSION REQUIREMENTS: 2021 vii (2021), https://www.americanbar.org/content/dam/aba/administrative/legal_education_and_admissions_to_the_bar/2021-comp-guide.pdf ("Each applicant should be required to have completed all requirements for graduation with a JD or LLB degree from a law school approved by the American Bar Association before being eligible to take a bar examination, and to have graduated therefrom before being eligible for admission to practice.").

²⁰² *Id.* at vii-viii ("The primary purpose of character and fitness screening before admission to the bar is the protection of the public and the system of justice. The lawyer licensing process is incomplete if only testing for minimal competence is undertaken. The public is inadequately protected by a system that fails to evaluate character and fitness as those elements relate to the practice of law. The public interest requires that the public be secure in its expectation that those who are admitted to the bar are worthy of the trust and confidence clients may reasonably place in their lawyers.").

3. Completion of Requirement to Satisfy the Twelve Building Blocks of Minimum Competency

An applicant must demonstrate minimum competence through the requirements that the Working Group designed to evaluate the candidate's preparation in each of the IAALS Report's twelve building blocks.²⁰³

The Working Group agrees with the IAALS Report's conclusion that a written exam is not the only measure by which minimum competence in a specific area can be assessed and is actually sometimes a poor measure for assessing minimum competence in a specific area, such as "the ability to interact with clients."²⁰⁴ As a result, the Working Group considered various forms of assessment for each building block including successful completion of coursework at an ABA accredited law school, practice hours supervised by a licensed attorney, external trainings developed by industry experts, and other mechanisms to demonstrate minimum competence. Additionally, given the importance of a credible, thorough licensing system, the Working Group viewed redundancy in assessment as positive, rather than negative, and has relied upon redundant assessment in many areas to ensure that attorneys licensed under this system are sufficiently competent to practice law in Utah.

The Working Group's requirements for satisfying minimum competence pursuant to the twelve building blocks are detailed below.

A. Building Block 1: The Ability to Act Professionally and in Accordance with the Rules of Professional Conduct

²⁰³ See *supra* Section I.F.

²⁰⁴ Merritt & Cornett, *supra* note 93.

The first building block requires an applicant to complete coursework, an exam, and an external assessment.²⁰⁵ The coursework element is satisfied upon the successful completion of a Professional Responsibility course, which is already required in ABA-accredited law schools.²⁰⁶ An applicant must also pass the MPRE. And the applicant must pass the same character and fitness requirements required of those applying to take the bar exam.

B. Building Block 2: An Understanding of Legal Processes and Sources of Law

The second building block requires an applicant to complete coursework and a written exam. The written exam component for this building block will be satisfied by passing an MPT-like essay exam.

MPT-Like Exam. This exam will be a closed-universe exercise that requires an applicant to perform a common lawyering task, such as drafting a letter to a client, a persuasive memorandum, or a contract provision. All necessary law will be included in the case file provided to the applicant, thereby eliminating a memorization requirement. The applicant will be required to read and understand the provided legal material, apply it to a new fact scenario, and present their analysis or argument in writing to demonstrate

²⁰⁵ Completion means that an applicant has earned a passing grade in a course for which credit is awarded.

²⁰⁶ The ABA program of legal education requires a law school to “offer a curriculum that requires each student to satisfactorily complete at least . . . one course of at least two credit hours in professional responsibility that includes

substantial instruction in rules of professional conduct, and the values and responsibilities of the legal profession and its members”

AM. BAR ASS’N, STANDARDS AND RULES OF PROCEDURE FOR APPROVAL OF LAW SCHOOLS: 2022–2023 18 (2022),

https://www.americanbar.org/content/dam/aba/administrative/legal_education_and_admissions_to_the_bar/standards/2022-2023/2022-2023-standards-and-rules-of-procedure.pdf.

effective communication skills. Unlike the current MPT, the new exam will not rely on “speeded-ness” as one of its measures of assessment given the artificiality of such a constraint. Rather, applicants will be given three hours to complete the exam; this will provide applicants sufficient time to produce a thorough, thoughtful written product (this is double the time current applicants receive for an MPT on the UBE).

After consulting with psychometricians in the standardized test industry, the Working Group is persuaded that extending the time from ninety minutes to three hours will better reflect what the applicant would produce in legal practice while also minimizing the negative effects of standardized tests. Exam scorers will utilize best practices and industry-leading standards to ensure reliability and consistency between administrations, including a standard exam-taking setting, effective grader training, and calibration.²⁰⁷

The Working Group discussed the development of this kind of written exam with LSAC (the Law School Admission Council), which currently administers the LSAT. LSAC is intrigued and willing to pilot the new exam without a long-term contract in place. With LSAC’s assistance, or the assistance of a similarly situated testing company, the Working Group estimates that the MPT-like exam could be developed within six months, could be offered more than twice per year, and would cost less than the current bar examination.²⁰⁸

²⁰⁷ If other jurisdictions utilize this test, we should seek agreement on a cut score to help ensure minimum competence is defined consistently.

²⁰⁸ In Utah, an applicant must pay a \$550.00 application fee. Additionally, if the applicant intends to use a laptop, they must pay a \$200.00 laptop application fee. Many applicants also pay for commercial bar examination courses. These courses range in cost: Barbri’s course ranges from \$1,999-\$4,199; Themis’ course costs \$2,695; and Kaplan’s courses are listed at \$2,199 and \$3,999. *Barbri Bar Review*, BARBRI,

Coursework. The Working Group has identified three categories of required courses that ensure minimum competence under this building block through curricular requirements:

- An applicant must complete all courses listed in Category One. Category One includes the first-year writing experience as defined by ABA Standard 303; an upper-division writing experience as defined by ABA Standard 303; Legal Research; Civil Procedure; Constitutional Law; Contracts; Criminal Law; Property; and Torts.
- An applicant must complete one course from three of the four categories from Category Two. Category Two consists of: Administrative Law; Business Law; Evidence; Legislation and Regulation, Statutory Interpretation, or Legislative Process.
- An applicant must complete three of the ten listed courses from Category Three. Category Three consists of the following courses: Alternative Dispute Resolution; Bankruptcy; Conflict of Laws; Criminal Procedure; Estates, Trusts, and/or Wills; Family Law; Federal Courts; Intellectual Property; Commercial Law or Secured Transactions; and Tax.

Students who graduated in previous years who did not complete sufficient coursework in law school and who want to pursue this alternative pathway are required to take the courses post-graduation. Otherwise, those students must take the current bar examination. No exceptions will be made to the coursework requirements listed above, as these requirements are designed to achieve minimum competence.

C. Building Block 3: An Understanding of Threshold Concepts in Many Subjects

<https://www.barbri.com/bar-review-course/bar-review-course-details/> (last visited Oct. 22, 2022); *Themis Course Pricing*, THEMIS BAR REV., <https://www.themisbar.com/pricing> (last visited Oct. 22, 2022); *Utah Bar Review Course*, KAPLAN, <https://www.kaptest.com/bar-exam/courses/utah-bar-review> (last visited Oct. 22, 2022). Additionally, working while preparing for the bar examination is negatively associated with passage rates. See Jackson & Cochran, *supra* note 124. Without considering income lost, the current bar examination costs roughly between \$2,749–\$4,949.

The third building block requires an applicant to complete coursework. This coursework requirement is satisfied by fulfilling the same course requirements detailed in Building Block 2.

D. Building Block 4: The Ability to Interpret Legal Materials

The fourth building block requires an applicant to complete coursework and an exam. The coursework component will be satisfied by completing the same course requirements stated in Building Block 2. The exam component will be satisfied by passing the MPT-like exam.

E. Building Block 5: The Ability to Interact Effectively with Clients

The fifth building block requires an applicant to complete coursework as well as a supervised practice hours component.

Coursework. An applicant will satisfy the coursework requirement by completing six credits of experiential learning as defined by the ABA that all students are currently required to complete in order to graduate.²⁰⁹

Supervised Practice Hours. The supervised practice hours component consists of 240 total hours. It includes specific hour requirements for pro bono services (50 hours), legal research (40 hours), and client-facing work (20 hours). An applicant may not begin their supervised practice hours until after the last day of final exams in their final

²⁰⁹ The ABA program of legal education requires a law school to “offer a curriculum that requires each student to satisfactorily complete at least . . . one or more experiential course(s) totaling at least six credit hours. An experiential course must be a simulation course, a law clinic, or a field placement . . .” AM. BAR ASS’N, *supra* note 206.

semester of coursework. The final semester is defined as the last semester in which an applicant earns credit toward graduation. If an applicant does not graduate because of failing to pass a course and must complete an additional semester of school to graduate, the start date for supervised practice hours will be reset accordingly. All practice hours must be completed within twelve months of the application deadline for Utah bar admission. Supervised practice hours may be completed in or outside the State of Utah so long as the supervisor is qualified to supervise the hours as detailed hereinafter.

An attorney may act as a supervisor if the attorney has: (1) an active Utah Bar license, (2) a minimum of five years as a licensed attorney in any U.S. state or territory, (3) a minimum of two years as a licensed attorney in the State of Utah, and (4) no record of public discipline in any jurisdiction in the United States.²¹⁰ A state or federal court judge also meets the definition of a supervisor, which enables applicants with state or federal clerkships to pursue this pathway to licensure.²¹¹ There is also an opportunity to petition for an exception to this supervisory requirement for federal employees, including military members. Supervisors will oversee and sign off on an applicant's work product as was required under the Emergency Order granting diploma privilege to class of 2020 graduates.²¹² Notably, the Working Group is aware of no complaints regarding the practice hours requirement as previously implemented, either from supervisors

²¹⁰ See Order for Temp. Amendments to Bar Admission Procedures During COVID-19 Outbreak, *supra* note 1.

²¹¹ *Id.*

²¹² *Id.*

concerning the workload imposed by supervising or applicants claiming it was overly burdensome to find supervisors.

The supervised practice hours component for this building block will be satisfied through 20 hours of client-facing supervised work, to be completed post-graduation as part of the required 240 supervised practice hours.

F. Building Block 6: The Ability to Identify Legal Issues

The sixth building block requires an applicant to complete coursework, a supervised practice hours component, and an exam. The coursework requirement will be satisfied by fulfilling the same course requirements detailed in Building Block 2 and successful completion of six credits of experiential learning as defined by the ABA and described in Building Block 5. The supervised practice hours component for this building block will be satisfied through the completion of the required 240 hours. The exam component will be satisfied by passing the MPT-like exam.

G. Building Block 7: The Ability to Conduct Research

The seventh building block requires an applicant to complete coursework and supervised practice hours. To satisfy the coursework component, an applicant must fulfill the same coursework requirements detailed in Building Block 2. The supervised practice hours component requires an applicant to complete 40 hours of legal research as part of their 240 required hours of supervised practice or to complete an additional upper-division course in legal research.

H. Building Block 8: The Ability to Communicate as a Lawyer

The eighth building block requires an applicant to complete specified coursework, supervised practice hours, and the MPT-like exam. The coursework requirement will be satisfied by an applicant's successful completion of a first-year writing course as defined by the ABA Standard 303; an upper-division writing course as defined by the ABA Standard 303, which is required for all students currently graduating from an ABA-accredited law school; and the six credits of experiential learning as described in Building Block 5.²¹³ The supervised practice hours will be satisfied when an applicant completes the 240 hours requirement. The exam component will be satisfied by passing the MPT-like exam.

I. Building Block 9: The Ability to See the "Big Picture" of Client Matters

The ninth building block requires an applicant to complete specified coursework and supervised practice hours. The coursework requirement will be satisfied through an applicant's successful completion of six credits of experiential learning as defined by the ABA and detailed in Building Block 5. The supervised practice hours will be satisfied when an applicant completes the 240 hours requirement.

J. Building Block 10: The Ability to Manage a Law-Related Workload Responsibly

The tenth building block requires an applicant to complete specified coursework and supervised practice hours. The coursework requirement will be satisfied through an

²¹³ The ABA program of legal education requires a law school to "offer a curriculum that requires each student to satisfactorily complete at least . . . one writing experience in the first year and at least one additional writing experience after the first year, both of which are faculty supervised . . ." AM. BAR ASS'N, *supra* note 206. "A law school may not permit a student to use a course to satisfy more than one requirement under this Standard." *Id.*

applicant's successful completion of six credits of experiential learning as defined by the ABA and detailed in Building Block 5. The supervised practice hours will be satisfied when an applicant completes the 240 hours requirement.

K. Building Block 11: The Ability to Cope with the Stresses of Legal Practice

The eleventh building block requires an applicant to complete a six-hour well-being training, which will be created and administered by the Utah State Bar Well-Being Committee based on best practices from industry-leading experts. The Working Group learned that a six-hour course could make a significant impact in improving the well-being of new attorneys. The six-hour course will work to equip new attorneys with evidence-based skills shown to help people in high-stress professions manage challenges in a healthy, adaptive, sustainable, and cognitively supportive way.

L. Building Block 12: The Ability to Pursue Self-Directed Learning

The twelfth building block requires an applicant to complete a one- to two-hour self-directed learning training, which involves the completion of a recorded module that will be developed with experts, including the Utah State Bar's New Lawyer Training Program, the Utah State Bar Well-Being Committee, and industry-leading experts. The module will inform applicants of the Utah resources for self-directed learning and model effective self-directed learning practices.

4. Completion of Pro Bono Requirement

Utah Rule of Professional Conduct 6.1, *Voluntary Pro Bono Services*, states: "Every lawyer has a professional responsibility to provide legal services to those unable to pay. A lawyer should aspire to render at least 50 hours of pro bono public legal services per

year.” Each applicant will be required to complete a minimum of 50 hours of pro bono supervised hours. These hours will be subject to the same timing requirements as the 240 supervised practice hours as described in Building Block 5 and will count toward the 240 supervised practice hours.

5. Completion of Final Survey

The final requirement for applicants under this proposed pathway is the completion of a survey. The survey will be designed to gather information from applicants to determine the efficacy of the new pathway to licensure and to provide information for future considerations of modifications to the new pathway to increase its efficacy in ensuring minimum competence. The Working Group will develop survey content and administration procedures using best practices to collect accurate, reliable, and thorough data that will inform ongoing efforts to create an alternative pathway to licensure that results in a superior method for licensing new attorneys in Utah.

IV. CONCLUSION

The Working Group proposes that the Utah Supreme Court adopt an alternative method to attorney licensure for applicants seeking admission to the Utah Bar. While this pathway will not replace the traditional bar exam, the Working Group believes that the bar examination is neither the best nor the only way to ensure that individuals admitted to practice law in Utah possess the requisite minimum competence to practice law. The Working Group strongly advises the Utah Supreme Court to accept this evidence-backed proposal rather than wait for the NCBE to develop its new bar examination or continue to utilize the bar examination as the sole pathway to licensure.

Dated: January 23, 2023

Respectfully submitted,

Carrie Boren

Catherine Bramble

Raj Dhaliwal

Louisa Heiny

Esabelle Khaosanga

Senator Michael K. McKell

Marty Moore

Judge Camille Neider

Judge Amy Oliver

Justice John Pearce

Sarah Starkey

Evan S. Strassberg

Dane Thorley

Dean Elizabeth Kronk Warner

TAB 6

UTAH STATE BAR COMMISSION MEETING

MINUTES

Friday, April 21, 2023

VIA ZOOM

In Attendance: President Kristin “Katie” Woods, President-Elect Erik Christiansen, and Commissioners Tom Bayles, J. Brett Chambers, Traci Gunderson, Matt Hansen, Rick Hoffman, Beth Kennedy, Chrystal Mancuso-Smith, Mark Morris, Andrew Morse, Cara Tangaro, and.

Ex-Officio Members: Past-President Heather Thuet, Nate Alder, Kim Cordova, Scotti Hill, Dean Elizabeth Kronk-Warner, Shalise McKinlay, Gabriela Mena, Brittany, J. Merrill, Camila Moreno, and Margaret Plane.

Not in Attendance: Commissioners Greg Hoole, Shawn Newell, and Tyler Young and Ex-Officio members Anaya Gayle and Dean Gordon Smith.

Also in Attendance: Executive Director Elizabeth A. Wright, General Counsel Nancy J. Sylvester, Utah Court Representative Nick Stiles, Access to Justice Director Pamela Beatse, Utah Bar Foundation Director Kim Paulding, and Bar lobbyists Frank Pignanelli, Stephen Foxley, and Steve Styler.

1. President's Report: Katie Woods.

Ms. Woods welcomed the Commission to the meeting.

1.1 Bar President-Elect & Commission Election Results

Ms. Wright reported on the election results. She said Ms. Tangaro was retained as President-Elect, Mr. Chambers was elected as 1st Division Commissioner, and Mr. Morris, Ms. Cordova, and John Rees were elected as 3rd Division Commissioners.

1.2 Report on Spring Convention

Mr. Christiansen reported on the Spring Convention. He said attendance was high, at around 400. He also said those who came attended every session, observing that the theme of well-being resonated with those in attendance. The Commission discussed the schedule, including when to hold some of the extracurriculars like golf. It was observed that the movie presentation on Friday afternoon had above-average attendance.

1.3 Report on Western States Bar Conference

Ms. Woods reported on the Western States Bar Conference, which was held in San Diego. She said all of the other bars were interested in Utah’s well-being program.

1.4 Admissions Ceremony May 16th at State Capitol

Ms. Woods reported that the Admissions Ceremony is May 16th at noon and asked Commissioners to attend.

1.5 Annual Meeting June 29, 2023 at the Law and Justice Center

Ms. Woods reported that the annual meeting will be held on June 29, 2023 at the Utah Law and Justice Center, toward the end of the workday. There will be a CLE presentation, then an annual business meeting. The new president and commissioners will be sworn in officially and the Commission will give out annual awards. She said the plan is to bring in food trucks and live music (St. George attorney Bill Frazier and his band, Identity Crisis). In response to a question about parking, she said the plan is to have people park across the street in the covered garage parking. For those who have questions or concerns about not traveling for the Summer Convention, she reported that this plan provides a gathering event while allowing the Commission to be good stewards of the Bar's funds.

2. Action Items

2.1 Bar Foundation Grant for New A2J Employee for Debt Collection Calendar and Data analysis: Pam Beatse, Kim Paulding (TAB 1, Page 3)

Ms. Beatse reported on an access to justice pilot project that is hoped to become permanent after two years. She reported that the project is designed to look at debt trends in Utah, look at the value of brief legal advice or legal representation, and assist the courts in their administration of debt cases. The request is to hire an associate staff attorney or LPP to facilitate the calendar, hire data consultants, and purchase a case management system that is specialized to this project. The expectation is that the Access to Justice Office will become a clearing house of information regarding debt collection. This project is supported by the Pew Charitable Trusts Research Team and legal data researcher David McNeill. She noted that a big portion of the budget would initially come from the Bar Foundation, with stepped down funding in years two and three. Ms. Beatse and Ms. Paulding addressed questions from the Commission, with Ms. Paulding reporting on past projects that the Foundation had funded jointly with the Commission. The Commission then discussed the merits of the project.

Ms. Woods called for a vote. Ms. Tangaro moved to support the project. Mr. Christiansen seconded. The motion carried unanimously, with Ms. Kennedy abstaining.

3. Discussion Items.

3.1 The Future of Utah's Legal Regulatory Sandbox

Ms. Woods reported that the Court has been working with the Bar to bring the Legal Regulatory Sandbox over to the Bar as a Bar program. Ms. Wright reported that the court's ARPA funds will come over on July 1, but the hope is to bring someone over to run the program before then. Ms. Wright also reported there will be application fees and annual licensing fees. Background checks will also be done, and that cost will be passed

on to the applicants. A percentage of for-profit participant revenue will also be collected at licensing. The data collection piece of the sandbox will stay at the courts and the impact to the Bar budget is still a question. The court has also agreed to continue talking about the scope of the sandbox. It has added fiduciary obligations and innovation requirements to all participants and applicants. The Court will also expand the oversight committee to include one elected Bar commissioner, 2 consumer attorneys, 1 LPP, and 1 non-attorney who works with underserved communities. Mr. Christiansen observed that what the court has done is a huge compromise and extremely responsive to lawyers' feedback and concerns and said the Commission should be messaging this to its members and the public. Mr. Morris observed that, in his view, the biggest change is the fact that there is accountability for applicants. The legal profession is not just about making money. There are also obligations and responsibilities.

3.2 Proposed Changes to Rule of Professional Conduct 7.1 and MCLE Rule 14-419: Nancy Sylvester

Ms. Sylvester reported on the status of RPC Rule 7.1 and MCLE Rule 14-419. She reported that Rule 7.1 circulated for comment and is now being studied by a subcommittee that will make recommendations on it. In essence, Ms. Sylvester said, the rule amendment proposes to return a direct-solicitation-of-clients prohibition to the Utah Rules of Professional Conduct. It borrows from but does not fully readopt the old language of former Rule 7.3, which was repealed in 2020. She reported that the request for this change originated with the Utah Association for Justice. The UAJ's petition for the rule change is here. Ms. Sylvester also reported that MCLE Rule 14-419 is new and enacts a two-year pilot project that will permit attorneys to earn up to 2 CLE credit hours for doing pro bono work.

3.3 Legislative Updates: Frank Pignanelli, Stephen Foxley, Steve Styler

Mr. Pignanelli, with Mr. Foxley, and Mr. Styler, reported on the Legislative session, as follows:

- I. Legislative Update ("Record-breaking Session")
 - A. Highest number of bills: 929 filed, 535 passed
 - Lowest amount of floor discussion - nine minutes total
 - Bills did more, adding new language at 146% of previous average
 - 80% unanimous vote.
 - More "No" votes from Democrats over Republicans, unprecedented
 - Fewer Democratic bills voted on and passed
 - Republicans pass 67% of bills, Democrats 34%
 - B. "Most consequential session"
 - \$28 billion budget
 - Massive infusion into public education, K-12 scholarships, teacher salary increases
 - Constitutional earmark on education with removal of sales tax on food
 - Tax cuts

- Infusion of new money for affordable housing and homelessness
 - Streamlining construction for new homes
 - Establishing Great Salt Lake Commission
 - Domestic violence database
 - Social media restrictions
 - ESG
 - New State flag
 - Transgender healthcare for minors
 - New abortion restrictions
- C. External forces on many issues including judicial appointment process
- II. Bar participation in legislative matters (numerically successful)
- A. Legislators continue to interact with Bar for advice and counsel
- B. Government Relations Committee (GRC) reviewed 115 bills (77 passed)
- C. GRC recommended to Bar Commission for 12 bills for consideration
- 9 “Support” positions passed
 - 3 “Oppose” positions but 2 successfully amended to address Bar concerns
- III. Major Legislation
- A. H.J.R. 2 Joint Resolution Amending Rules of Civil Procedure on Injunctions
- Bar members assisted in outreach
 - Rep. Brammer listened to concerns and agreed to modifications
- B. S.B. 129 Judiciary Amendments
- Influenced by Governor
 - External influences
- C. H.B. 216 Business and Chancery Court Amendments
- Significant success for Bar (universally supported)
 - Rep. Brammer was instrumental in passage
- IV. Lessons learned/Prep for next session
- A. National trend in judicial restructuring
- B. Outreach for more advanced notice
- C. Enhance relationships with lawmakers
- Bar Commissioner meetings
 - High profile lawyer meetings
 - CLE opportunities (“future of the courts”)
- E. Divide Bar Commission/GRC review of legislation
- Direct impact on bar structure immediately to Commission
 - Remainder to GRC
- F. “Rapid Response Team”
- V. CLE Proposals
- A. Traditional post legislative CLE postponed

B. Proposed “Future of the Courts” CLE

- panel comprised of representatives from all three branches
- confront issues generated by external forces

C. “Contained” post legislative CLE

VI. Research

A. Courts and Bar likely targets in future sessions

B. Recent Bar survey helpful to demonstrate support among members

C. Additional research recommended to determine bar members opinions on:

- Courts
- Court selection
- Bar involvement in judiciary matters
- Keller sensitive

D. Helpful in Bar/Judiciary relationship and coordinated strategy development.

4. Executive Session

The Commission held an executive session.

5. Adjournment.

The Commission adjourned at 11:15 a.m.

6. Consent Agenda.

The Commission approved by consent the minutes of the March 16, 2023 Commission meeting.

Board of Bar Commissioners
 Attention: Kristin Woods, Bar President
 Utah State Bar
 645 South 200 East, Suite 310
 Salt Lake City, Utah 84111-3834

June 9, 2023

Re: ***Fund for Client Protection Meeting of April 28, 2022***

Dear President Woods:

The following is a report of the meeting of the Fund for Client Protection a/k/a Client Security Fund, which was held April 28, 2023, at the Law and Justice Center. The members of the Committee who were present are Steve Farr, Linda Mount, Joanna Bell, Kaitlyn Gibbs, Robert Harrison and Brad Mumford. Also present were Diane Akiyama, Office of Professional Conduct Assistant Disciplinary Counsel, and Staff Liaison Christine Critchley. The Committee considered various claims and provides the following summary and recommendations:

A.	Claimant: Involved Attorney: Disciplinary Status:	Luis Caranza Lopez J. Shawn Foster Resignation w/ Discipline Pending
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FACTS: Mr. Lopez appeared at the hearing by Zoom, August 22, 2022. He offered testimony before the hearing panel. At the conclusion of the testimony of Mr. Lopez, the attorney, Shawn Foster, also appeared by Zoom conference before the committee. Ms. Foster offered extensive testimony stating his position on the matter as well. In this case, it was uncontroverted that Mr. Lopez hired a law Firm that Mr. Foster was formerly associated with. Mr. Lopez hired this firm to do his immigration case. Lopez originally claimed damages in the amount of \$42,000. Mr. Lopez did offer evidence that he paid to Mr. Foster and firms that he was associated with, the sum of \$15,000. Mr. Foster had failed to respond in writing to the claim filed by Mr. Lopez prior to the meeting. However, Mr. Foster offered extensive testimony as to work that he had accomplished on behalf of Mr. Lopez during the course of the hearing. Notwithstanding, the evidence desired by the committee that only Mr. Foster could furnish was incomplete. Accordingly, the Committee continued this matter to the next scheduled meeting. At that time, Mr. Foster volunteered to submit copies of his files demonstrating work that he had accomplished on behalf of Mr. Lopez, and also copies of billings/receipts showing time/accounting records from both himself and his former law firms showing the distribution of the client's funds. Mr. Foster also testified that he had refunded to Mr. Lopez the sum of \$2,500 due to the fact that he failed to timely file an appeal that was necessary in the immigration case of Mr. Lopez.

Preliminary, the panel was considering making findings to the accept that Mr. Foster accepted the money from Mr. Lopez, and Mr. Foster failed to provide meaningful legal services, and that Mr. Lopez would be entitled to some sort of award from the Fund in an amount to be agreed upon by the committee. However, acting in an overabundance of fairness to Mr. Foster, the committee agreed to receive additional materials from Mr. Foster at the next hearing of the Committee. Mr. Foster did not provide any of the evidence that was requested of him by the next

scheduled meeting. Accordingly, this matter was considered by the committee April 28, 2023 and a final recommendation made.

RECOMMENDATION: The Committee recommends that Mr. Caranza Lopez be awarded \$15,000 in refund of the retainer paid to Mr. Foster.

B.	Claimant: Involved Attorney: Disciplinary Status:	Jason Cower Matthew Nebeker Deceased
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FACTS: A receipt from Mr. Nebeker's office confirms payment of a retainer in the amount of \$1,000 on 12/16/2021.

Mr. Cower had hired Mr. Nebeker to represent him in a criminal action involving driving under the influence. Mr. Nebeker passed away in January 2022, prior to the time that he could perform any substantial legal services on behalf of Mr. Cower.

RECOMMENDATION: The recommendation of the committee is that Mr. Cower be awarded the sum of \$750.

C.	Claimant: Involved Attorney: Disciplinary Status:	Kreg Whitehead John Cole Cooper 3-year suspension
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FACTS: Mr. Whitehead hired Mr. Cooper to represent him in an assault case against his stepson. Mr. Whitehead paid a retainer in the amount of \$1,700 to Mr. Cooper. Mr. Cooper did not show up to the hearing.

RECOMMENDATION: The Committee unanimously recommends that Mr. Whitehead be awarded the sum of \$1,700 in refund of his retainer.

D.	Claimant: Involved Attorney: Disciplinary Status:	Cory Bennett Matthew Nebeker Deceased
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FACTS: Mr. Bennett hired Mr. Nebeker on May 4, 2021 for representation on 2 DUI arrests that occurred on April 30, 2021. Documentation establishes that Mr. Bennett paid \$5,175.21 to Matthew Nebeker to represent him in the DUI matters. Because Mr. Bennett already had a DUI charge prior to the new charges, Mr. Nebeker directed the client to plead guilty in Justice Court,

and appeal to move the case to the same court as the 2 DUI charge which was to be heard in District Court. Mr. Nebeker died before he could represent Mr. Bennett at the District Court.

RECOMMENDATION: The Committee recommends that Mr. Bennett be repaid \$4,175 in refund of the unused portion of the retainer paid to Mr. Nebeker.

E.	Claimant: Involved Attorney: Disciplinary Status:	Antonio Luis Perez Matthew Nebeker Deceased
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FACTS: Mr. Perez did not appear before the committee but later stated to Ms. Critchley he had unsuccessfully tried to use the Zoom link provided to him.

Mr. Perez paid Mr. Nebeker \$500 to represent him on a reckless driving charge in St. George. Mr. Nebeker did some work on the case. The Committee members voted unanimously to dismiss the claim on the grounds that Mr. Nebeker earned the attorney fee.

RECOMMENDATION: The committee members voted to deny the claim on the grounds the attorney earned the fee.

F.	Claimant: Involved Attorney: Disciplinary Status:	Borzin Mottaghian Aaron Banks Delicensure / disbarment
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FACTS: Mr. Mattaghian is incarcerated and appeared by Zoom. His wife, Cristy Moody appeared before the committee by Zoom and also offered testimony in support of his claim. Ms. Moody offered evidence of payments to Mr. Banks over \$20,000 to represent him in a child custody case and a criminal assault matter. Ms. Moody paid the funds to the attorney, but Mr. Banks did not provide the services he was paid to do.

RECOMMENDATION: The committee members voted to award \$20,000 payable to Cristy Moody.

The Committee has made recommendations that \$41,625 be paid out as compensation for the above-referenced claims. After these payments, the Fund's balance would be approximately \$256,420 as of June 9, 2023. Please contact me with any comments or questions.

Sincerely,

UTAH STATE BAR FUND FOR CLIENT PROTECTION
 /s/ Stephen W. Farr

Stephen W. Farr
 Committee Chair

SWF/cc
 cc: Committee Members in Attendance

J. Eric Bunderson

9582 S. Misty Oaks Cir.
South Jordan, UT 84095
(801) 232-0288
jebunderson@gmail.com

EXPERIENCE

West Valley City – Director, Office of Justice and Technology

January 2021- PRESENT

- Perform all duties of City Attorney (see below) plus additional duties related to Information Technology
- Report to West Valley City Manager
- Manage a total budget of \$10,400,000
- In addition to legal professionals listed below, supervise Information Technology division of 13 technology professionals including
 - hardware and software support
 - cybersecurity threat assessment and management
- Act as Deputy Emergency Manager
 - Plan and oversee Emergency Drills
 - Organize the City's Emergency Operations Center and Virtual Emergency Operations Center
 - Act as Logistics Section Chief, providing facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for emergency incidents

West Valley City — City Attorney

January 2012 - January 2021

- Provide legal counsel to Utah's second largest city
- Report to West Valley City Manager
- Manage a budget of \$4,700,000
- Oversee defense of all civil lawsuits (hire and manage relationships with outside counsel, oversee billing, handle certain cases in house)
 - Handle evictions from city property
 - Defend WVC police department in Sec. 1983 cases worth approx. \$20 mil per year.
 - Handle approx. 12 civil lawsuits per year.
 - Reduced year over year legal costs by \$500,000 during tenure
- Manage City- wide risk
 - Supervise regular trainings of police officers
 - Set legally compliant police policy in consultation with chief of police
 - Review press releases and public announcements

- Consult closely with City Administration and Public Relations on media strategy
- Advise city counsel on risks of proposed actions.
- Hire and Supervise 23 people, including
 - 7 Prosecutors handling all misdemeanors
 - 3 Civil attorneys handling all aspects of municipal law
 - 7 Administrative Assistants
 - 6 Victim Advocates

West Valley City — Prosecuting Attorney

January 2004 - December 2011

- Prosecuted misdemeanor and felony cases throughout Salt Lake Valley
 - Extensive courtroom experience, from administrative law hearings to Federal Court Trials

United States Navy — Radioman

November 1994 -November 1998

EDUCATION

University of Utah — J.D.

2003

Utah State University — B.S. English

2000

TAB 7

UTAH STATE BAR
Budget and Finance Committee
Financial Results as of April 30, 2023
and for the first ten months then ended

FINANCIAL STATEMENT HIGHLIGHTS

Year-to-Date (YTD) Net Profit – Accrual Basis:

	Actual	Budget	Fav(unfav) \$ Variance	Fav(unfav) % Variance
YTD revenue	6,702,050	6,595,896	106,153	2%
YTD expenses	6,053,026	5,741,258	(311,768)	-5%
YTD net profit/(loss)	649,024	854,639	(205,615)	-24%

YTD net income is \$649,024 and is \$205,615 less than budgeted.

YTD Net Profit –Cash Basis: Adding back year-to-date depreciation expense of \$131,779 and deducting capital expenditures of \$150,061, the cash basis year-to-date net profit is approximately \$18,282 lower.

Explanations for Departments with Net Profit Variances more than \$10k and 5% Over/Under Budget:

Admissions: For the first ten months of fiscal year 22/23, Admissions net profit is reporting approximately \$15,000 less than budgeted. The reason for the variance is due to the laptop fees underreporting, which is the result of a programming error in the Admissions database that resulted in laptop fees from applicants applying for the February Bar exam not getting captured properly. The programming error was discovered in March and all applicants since March, have paid the laptop fees. However, due to nature of the error, the Admissions director did not find it appropriate to go back to the applicants to request that payment. As such, this variance will continue through the end of the year and in final numbers for the fiscal year.

NLTP: The NLTP program is currently reporting net spending of \$7,854, compared to a budgeted \$6,309 net profit, resulting in an unfavorable variance of \$14,163. The reason for the unfavorable variance is due to NLTP fees underreporting compared to the budget. However we anticipate this variance is a timing issue related to the collection NLTP dues and will even out in the coming months.

OPC: The OPC budget is currently reporting a \$69,011 variance compared to the budget. Of the variance, approximately \$16,000 related to lower than budgeted seminar profits, which appears to be a timing issue as OPC will host one more CLE event in the fourth quarter that is budgeted to bring in approximately \$20,000 in revenues. OPC general & administrative (G&A) expenses and building overhead both are contributing to the higher than budgeted OPC net loss. Higher than budgeted G&A expenses relate to some IT contracts that increased in the current year more than budgeted, and higher than budgeted overhead is due to higher utility costs.

CLE: The CLE department is currently reporting \$1,864 net income compared to the budgeted net loss of \$85,393, which is a \$87,257 favorable variance, and is due to all CLE revenues exceeding budgeted estimates. The reason for the favorable revenues is to do high demand for CLE, which was unknown during budgeting due to the lingering effects of the coronavirus pandemic.

UTAH STATE BAR
Budget and Finance Committee
Financial Results as of April 30, 2023
and for the first ten months then ended

Summer Convention: The Summer Convention held in July 2022 in San Diego, California was projected to break-even, thereby having attendance revenues and sponsorships revenues cover all expenses. The current financials for the first ten months of fiscal year 22/23 show that the San Diego Summer Convention is reporting a \$109,000 loss due mostly to the fact that registration revenue underreported by \$92,000 and expenses for the venue including food and rental accommodations overreported by more than \$23,000. The \$109,000 loss is offset by registrations for the upcoming Summer Convention, whose registrations would normally not be recognized in this fiscal year (since the Summer Convention normally takes place the first month of a new fiscal year). However, this year's new online format for the Summer Convention has five Friday CLE's scheduled in June 2023 and therefore the revenue will be recognized in this fiscal year and will offset the large loss from the San Diego Convention in July 2022. In April 2023, a total of \$2,177 in upcoming Summer Convention registrations were collected and we anticipate this amount to increase during the remaining two months left in the current fiscal year.

Fall Forum: The Fall Forum was hosted in-person in November 2022 and was budgeted to break-even. However, the event is reporting a \$25,000 loss due to registrations underreporting compared to the budget.

Spring Convention: The 2023 Spring Convention was held mid-March in St. George and was the first live Spring Convention in three years due to the pandemic. The convention was budgeted to break-even and is currently reporting a \$4,906 net profit due to registrations covering expenses up through April. We anticipate some additional expenses may come in during May, and ultimately will come close to break-even as budgeted.

Member Services: Member Services are reporting \$128,000 larger net spending compared to the budget. Similar to the OPC analysis above, most of the \$28,000 variance in G&A expenses relate to IT expenses wherein contract prices increased. Also note the increase of \$16,200 related to salaries and wages due to extra time spent during the legislative session. Additionally, both the Unmind wellness app and the new mental health service, Tava have contributed to the large program services variance totaling \$74,500. The Unmind wellness app, that began in February and costs \$9,500 per month, was not included in the budget as it was negotiated mid-year, accounts for \$28,500 of the program services variance. Tava also contributes to the large variance, as the Bar is charged for sessions used by members who have received services through the program. The sessions charges and popularity of the program are more than anticipated and were not budgeted for because the contract was negotiated and started mid-year. Currently the sessions charges for the past three months have totaled more than \$64,000.

Bar Operations: Bar Operations net spending for the first ten months of the year is more than \$146,000 less than budgeted, which is due to the investment income reporting significantly more than budgeted, as investments performed better than the prior year.

Facilities: Bar meeting room facilities for the first ten months of the fiscal year are reporting less net spending than budgeted. After three years of slow rental income due to the pandemic, the Bar is starting to see more demand for rental meeting space, thus the improved actual net spending compared to the budget.

UTAH STATE BAR
Budget and Finance Committee
Financial Results as of April 30, 2023
and for the first ten months then ended

ADDITIONAL COMMENTS

Board Designated Reserves: In consultation with Bar management and the Budget & Finance Committee, the Commission informally targeted the following reserve amounts:

Operations Reserve (3 months' operations)	\$1,747,525
Capital Replacement Reserve (equipment)	200,000
Capital Replacement Reserve (building)	<u>600,000</u>
Total	\$2,547,525
Estimated cash reserve at April 30, 2023	<u>\$4,674,090</u>
Excess of current cash reserve over board-designated reserve	<u>\$2,126,565</u>

**Utah State Bar
Income Statement
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
Licensing	4,725,343	4,741,956	4,875,774	(133,817)	97%	4,922,403	96%
Admissions	492,469	494,325	511,084	(16,759)	97%	547,370	90%
NLTP	50,196	42,150	60,605	(18,455)	70%	64,642	65%
OPC	26,872	17,726	36,403	(18,677)	49%	61,613	29%
CLE	311,905	502,410	276,740	225,670	182%	480,715	105%
Summer Convention	197,225	130,502	220,464	(89,962)	59%	220,464	59%
Fall Forum	87,005	47,275	84,215	(36,940)	56%	84,660	56%
Spring Convention	63,640	114,295	116,534	(2,239)	98%	124,252	92%
Member Services	276,964	267,760	277,902	(10,142)	96%	310,750	86%
Public Services	40,972	40,526	17,379	23,147	233%	17,291	234%
Bar Operations	1,606	194,220	15,916	178,304	1220%	27,960	695%
Facilities	67,942	108,905	102,881	6,024	106%	133,994	81%
Total Revenue	6,342,140	6,702,050	6,595,896	106,153	102%	6,996,114	96%
Expenses							
Licensing	166,140	165,024	148,353	(16,671)	111%	187,839	88%
Admissions	372,412	425,639	427,294	1,655	100%	494,361	86%
NLTP	50,623	50,004	54,296	4,292	92%	69,146	72%
OPC	1,226,442	1,317,879	1,267,545	(50,334)	104%	1,534,494	86%
CLE	355,075	500,546	362,133	(138,413)	138%	519,476	96%
Summer Convention	188,464	238,133	217,007	(21,126)	110%	220,464	108%
Fall Forum	31,068	80,587	84,578	3,991	95%	84,660	95%
Spring Convention	7,689	109,389	124,252	14,863	88%	124,252	88%
Member Services	490,078	646,319	528,431	(117,888)	122%	699,770	92%
Public Services	467,735	541,416	525,314	(16,102)	103%	626,761	86%
Bar Operations	1,765,128	1,674,375	1,642,881	(31,494)	102%	1,998,080	84%
Facilities	288,701	303,715	359,173	55,458	85%	430,800	71%
Total Expenses	5,409,554	\$ 6,053,026	5,741,258	(311,768)	105%	6,990,103	87%
Other							
Net Profit (Loss)	\$ 932,586	\$ 649,024	\$ 854,639	\$ (205,615)	76%	\$ 6,011	10797%
Depreciation	117,733	131,779	117,834	(13,945)	112%	145,522	
Cash increase (decrease) from operations	1,050,319	780,803	972,473	(191,670)	80%	151,533	
Changes in operating assets/liabilities	(2,283,442)	(3,028,580)	(3,028,580)	-	100%	20,000	
Capital expenditures	(80,967)	(150,061)	(83,333)	(66,728)	180%	(157,000)	
Net change in cash	\$ (1,314,089)	\$ (2,397,839)	\$ (2,139,441)	\$ (258,398)	112%	\$ 14,533	-16499%

**Utah State Bar
Licensing
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4010 · Section/Local Bar Support fees	18,048	17,176	18,352	(1,176)	94%	18,352	94%
4004 · Admissions - Laptop Fees	455	230	465	(235)	49%	464	50%
4006 · Transfer App Fees	-	-	-	-	#DIV/0!	-	#DIV/0!
4011 · Admissions LPP	2,250	2,200	1,433	767	154%	1,433	154%
4021 · Lic Fees > 3 Years	3,831,855	3,868,775	3,930,949	(62,174)	98%	3,932,691	98%
4020 · NLTP Fees	-	2,400	-	2,400	#DIV/0!	-	#DIV/0!
4022 · Lic Fees < 3 Years	207,365	205,905	231,937	(26,032)	89%	231,657	89%
4023 · Lic Fees - House Counsel	52,165	55,930	56,902	(972)	98%	56,901	98%
4025 · Pro Hac Vice Fees	177,975	156,550	189,217	(32,667)	83%	227,384	69%
4024 · Lic Fees LPP	4,600	4,250	3,672	578	116%	3,672	116%
4026 · Lic Fees - Inactive/FS	118,265	120,145	121,141	(996)	99%	120,987	99%
4027 · Lic Fees - Inactive/NS	221,715	223,020	225,957	(2,937)	99%	227,348	98%
4029 · Prior Year Lic Fees	-	-	-	-	#DIV/0!	-	#DIV/0!
4030 · Certs of Good Standing	15,640	16,260	19,254	(2,994)	84%	23,440	69%
4061 · Advertising Revenue	-	140	102	38	138%	122	115%
4081 · CLE - Registrations	-	200	-	200	#DIV/0!	-	#DIV/0!
4095 · Miscellaneous Income	60	75	69	6	109%	102	74%
4096 · Late Fees	74,950	68,700	76,324	(7,624)	90%	77,850	88%
Total Revenue	4,725,343	4,741,956	4,875,774	(133,817)	97%	4,922,403	96%
Expenses							
Program Services	26,588	29,389	23,477	(5,912)	125%	28,055	-
Salaries & Benefits	114,176	97,733	90,949	(6,784)	107%	111,445	88%
General & Administrative	16,652	27,357	25,390	(1,967)	108%	38,141	72%
Building Overhead	8,725	10,545	8,537	(2,008)	124%	10,198	103%
Total Expenses	166,140	165,024	148,353	(16,671)	111%	187,839	88%
Net Profit (Loss)	\$ 4,559,203	\$ 4,576,932	\$ 4,727,421	\$ (150,489)	97%	\$ 4,734,564	97%

Note: Includes LPP staff time and exam expense

**Utah State Bar
Admissions
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4001 · Admissions - Student Exam Fees	144,375	142,125	148,687	(6,562)	96%	146,421	97%
4002 · Admissions - Attorney Exam Fees	67,875	56,375	69,568	(13,193)	81%	68,697	82%
4003 · Admissions - Retake Fees	28,900	27,600	34,284	(6,684)	81%	38,199	72%
4004 · Admissions - Laptop Fees	77,000	48,300	80,320	(32,020)	60%	82,824	58%
4005 · Admissions - Application Forms	1,150	5,450	(867)	6,317	-	(867)	-
4006 · Transfer App Fees	50,050	45,000	51,091	(6,091)	88%	65,994	68%
4008 · Attorney - Motion	71,400	120,700	72,744	47,956	166%	87,465	138%
4009 · House Counsel	22,100	27,200	26,520	680	103%	28,560	95%
4011 · Admissions LPP	-	-	306	(306)	0%	306	0%
4095 · Miscellaneous Income	4,360	4,475	3,831	644	117%	5,171	87%
4096 · Late Fees	25,400	17,100	24,600	(7,500)	70%	24,600	70%
4200 · Seminar Profit/Loss	(141)	-	-	-	#DIV/0!	-	#DIV/0!
Total Revenue	492,469	494,325	511,084	(16,759)	97%	547,370	90%
Expenses							
Program Services	93,026	131,078	107,062	(24,016)	122%	107,572	122%
Salaries & Benefits	204,576	209,087	248,312	39,225	84%	298,236	70%
General & Administrative	59,338	66,775	57,012	(9,763)	117%	70,462	95%
Building Overhead	15,471	18,699	14,908	(3,791)	125%	18,091	103%
Total Expenses	372,412	425,639	427,294	1,655	100%	494,361	86%
Net Profit (Loss)	\$ 120,057	\$ 68,686	\$ 83,790	\$ (15,104)	-18%	\$ 53,009	130%

Utah State Bar
NLTP
April 30, 2023

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4020 · NLTP Fees	49,800	42,150	60,605	(18,455)	70%	65,535	64%
4081 · CLE - Registrations	-	-	-	-	#DIV/0!	-	#DIV/0!
4200 · Seminar Profit/Loss	-	-	-	-	#DIV/0!	(893)	-
Total Revenue	50,196	42,150	60,605	(18,455)	70%	64,642	65%
Expenses							
Program Services	-	-	5,625	5,625	0%	6,750	0%
Salaries & Benefits	30,644	31,133	28,716	(2,417)	108%	36,980	84%
General & Administrative	16,681	14,885	16,782	1,897	89%	21,560	69%
Building Overhead	3,298	3,986	3,173	(813)	126%	3,856	103%
Total Expenses	50,623	50,004	54,296	4,292	92%	69,146	72%
Net Profit (Loss)	\$ (427)	\$ (7,854)	\$ 6,309	\$ (14,163)	-124%	\$ (4,504)	174%

**Utah State Bar
OPC
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4095 · Miscellaneous Income	3,819	700	3,055	(2,355)	23%	4,000	18%
4200 · Seminar Profit/Loss	23,053	17,026	33,348	(16,322)	51%	57,613	30%
Total Revenue	26,872	17,726	36,403	(18,677)	49%	61,613	29%
Expenses							
Program Services	4,286	7,778	6,627	(1,150)	117%	12,271	63%
Salaries & Benefits	1,066,167	1,119,001	1,118,048	(953)	100%	1,337,742	84%
General & Administrative	98,641	121,789	87,577	(34,212)	139%	117,414	104%
Building Overhead	57,348	69,312	55,293	(14,019)	125%	67,067	103%
Total Expenses	1,226,442	1,317,879	1,267,545	(50,334)	104%	1,534,494	86%
Net Profit (Loss)	\$ (1,199,569)	\$ (1,300,154)	\$ (1,231,142)	\$ (69,011)	106%	\$ (1,472,881)	88%

Utah State Bar
CLE
April 30, 2023

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4052 · Meeting - Sponsor Revenue	11,675	33,700	15,000	18,700	225%	15,000	225%
4053 · Meeting - Vendor Revenue	-	-	-	-	#DIV/0!	-	-
4054 · Meeting - Material Sales	-	-	-	-	#DIV/0!	-	-
4081 · CLE - Registrations	185,484	342,973	213,232	129,741	161%	315,000	109%
4082 · CLE - Video Library Sales	62,921	69,600	44,886	24,714	155%	146,835	47%
4084 · Business Law Book Sales	-	-	-	-	#DIV/0!	-	-
4093 · Law Day Revenue	(48)	1,500	2,500	(1,000)	60%	2,500	-
4095 · Miscellaneous Income	-	100	-	100	#DIV/0!	-	-
4200 · Seminar Profit/Loss	51,873	54,790	1,122	53,668	4883%	1,380	3970%
Total Revenue	311,905	502,410	276,740	225,670	182%	480,715	105%
Expenses							
Program Services	164,543	313,304	120,403	(192,901)	260%	219,317	143%
Salaries & Benefits	142,674	126,797	197,738	70,941	64%	242,485	52%
General & Administrative	35,538	48,223	31,234	(16,989)	154%	42,364	114%
Building Overhead	12,321	12,221	12,758	537	96%	15,310	80%
Total Expenses	355,075	500,546	362,133	(138,413)	138%	519,476	96%
Net Profit (Loss)	\$ (43,169)	\$ 1,864	\$ (85,393)	\$ 87,257	-2%	\$ (38,761)	-5%

**Utah State Bar
Summer Convention
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4051 · Meeting - Registration	142,248	84,302	168,064	(83,762)	50%	168,064	50%
4052 · Meeting - Sponsor Revenue	14,750	33,700	30,000	3,700	112%	30,000	112%
4053 · Meeting - Vendor Revenue	13,800	11,300	20,600	(9,300)	55%	20,600	55%
4055 · Meeting - Sp Ev Registration	13,235	1,200	1,800	(600)	67%	1,800	67%
4095 · Miscellaneous Income	13,192	-	-	-	-	-	-
Total Revenue	197,225	130,502	220,464	(89,962)	59%	220,464	59%
Expenses							
Program Services	167,161	228,042	179,276	(48,766)	127%	179,276	127%
Salaries & Benefits	16,191	2,022	24,267	22,245	8%	25,030	8%
General & Administrative	5,111	8,069	13,464	5,395	60%	16,158	50%
Building Overhead	-	-	-	-	#DIV/0!	-	-
Total Expenses	188,464	238,133	217,007	(21,126)	110%	220,464	108%
Net Profit (Loss)	\$ 8,761	\$ (107,631)	\$ 3,457	\$ (111,088)	-3113%	\$ 0	-64578426%

**Utah State Bar
Fall Forum
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4051 · Meeting - Registration	86,005	42,875	75,994	(33,119)	56%	76,260	56%
4052 · Meeting - Sponsor Revenue	-	1,000	-	1,000	#DIV/0!	-	-
4053 · Meeting - Vendor Revenue	1,000	3,400	8,221	(4,821)	41%	8,400	40%
4055 · Meeting - Sp Ev Registration	-	-	-	-	#DIV/0!	-	-
Total Revenue	87,005	47,275	84,215	(36,940)	56%	84,660	56%
Expenses							
Program Services	21,269	72,460	69,543	(2,917)	104%	69,543	104%
Salaries & Benefits	3,413	2,060	3,518	1,458	59%	3,583	57%
General & Administrative	6,386	6,067	11,517	5,450	53%	11,534	53%
Building Overhead	-	-	-	-	#DIV/0!	-	-
Total Expenses	31,068	80,587	84,578	3,991	95%	84,660	95%
Net Profit (Loss)	\$ 55,937	\$ (33,312)	\$ (363)	\$ (32,949)	9177%	\$ -	#DIV/0!

**Utah State Bar
Spring Convention
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4051 · Meeting - Registration	58,890	88,495	90,177	(1,682)	98%	97,895	90%
4052 · Meeting - Sponsor Revenue	-	16,750	13,500	3,250	124%	13,500	124%
4053 · Meeting - Vendor Revenue	4,750	7,550	10,950	(3,400)	69%	10,950	69%
4055 · Meeting - Sp Ev Registration	-	1,500	1,907	(407)	79%	1,907	79%
Total Revenue	63,640	114,295	116,534	(2,239)	98%	124,252	92%
Expenses							
Program Services	3,672	99,264	93,276	(5,988)	106%	93,276	106%
Salaries & Benefits	2,037	4,362	17,070	12,708	26%	17,070	26%
General & Administrative	1,980	5,763	13,906	8,143	41%	13,906	41%
Building Overhead	-	-	-	-	#DIV/0!	-	-
Total Expenses	7,689	109,389	124,252	14,863	88%	124,252	88%
Net Profit (Loss)	\$ 55,951	\$ 4,906	\$ (7,718)	\$ 12,624	-64%	\$ -	#DIV/0!

**Utah State Bar
Member Services
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4010 · Section/Local Bar Support fees	84,399	85,974	86,087	(113)	100%	86,087	100%
4052 · Meeting - Sponsor Revenue	-	-	-	-	#DIV/0!	-	#DIV/0!
4061 · Advertising Revenue	181,734	171,129	179,401	(8,272)	95%	211,916	81%
4062 · Subscriptions	30	30	15	15	200%	30	100%
4071 · Mem Benefits - Lexis	979	1,054	960	94	110%	1,279	-
4072 · Royalty Inc - Bar J, MBNA, LM,M	9,822	9,602	11,439	(1,837)	84%	11,438	84%
Total Revenue	276,964	267,760	277,902	(10,142)	96%	310,750	86%
Expenses							
Program Services	219,506	313,262	238,747	(74,516)	131%	306,471	102%
Salaries & Benefits	129,680	159,685	143,479	(16,205)	111%	173,775	92%
General & Administrative	126,127	159,133	130,704	(28,429)	122%	201,043	79%
Building Overhead	14,764	14,239	15,501	1,262	92%	18,481	77%
Total Expenses	490,078	646,319	528,431	(117,888)	122%	699,770	92%
Net Profit (Loss)	\$ (213,114)	\$ (378,559)	\$ (250,529)	\$ (128,030)	151%	\$ (389,020)	97%

**Utah State Bar
Public Services
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4063 · Modest Means revenue	9,425	7,400	8,249	(849)	90%	10,000	74%
4093 · Law Day Revenue	-	-	-	-	#DIV/0!	-	#DIV/0!
4095 · Miscellaneous Income	20	20	17	3	120%	20	100%
4120 · Grant Income	27,178	39,500	-	39,500	#DIV/0!	-	#DIV/0!
4200 · Seminar Profit/Loss	4,349	(6,394)	9,113	(15,507)	-70%	7,271	-
Total Revenue	40,972	40,526	17,379	23,147	233%	17,291	234%
Expenses							
Program Services	124,066	152,610	139,736	(12,874)	109%	155,087	98%
Salaries & Benefits	291,515	315,228	330,562	15,334	95%	401,716	78%
General & Administrative	41,651	60,884	44,880	(16,005)	136%	57,675	106%
Building Overhead	10,503	12,694	10,136	(2,558)	125%	12,283	103%
Total Expenses	467,735	541,416	525,314	(16,102)	103%	626,761	86%
Net Profit (Loss)	\$ (426,762)	\$ (500,890)	\$ (507,935)	\$ 7,045	99%	\$ (609,470)	82%

**Utah State Bar
Bar Operations
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4031 · Enhanced Web Revenue	-	-	-	-	-	-	-
4052 · Meeting - Sponsor Revenue	-	-	-	-	#DIV/0!	-	#DIV/0!
4053 · Meeting - Vendor Revenue	-	-	-	-	#DIV/0!	-	#DIV/0!
4060 · E-Filing Revenue	5,741	6,483	16,741	(10,258)	39%	16,741	39%
4103 · In - Kind Revenue - UDR	-	-	-	-	#DIV/0!	-	#DIV/0!
4095 · Miscellaneous Income	617	2,615	450	2,165	581%	918	285%
4200 · Seminar Profit/Loss	-	-	-	-	#DIV/0!	-	-
Investment Income	(4,752)	185,122	(1,275)	186,397	-14519%	10,301	-46%
Total Revenue	1,606	194,220	15,916	178,304	1220%	27,960	6%
Expenses							
Program Services	486,683	251,878	170,346	(81,532)	148%	201,456	125%
Salaries & Benefits	997,277	1,103,406	1,210,726	107,320	91%	1,462,204	75%
General & Administrative	236,319	263,493	220,163	(43,331)	120%	282,481	93%
In Kind	1,459	1,258	1,576	318	80%	1,836	69%
Building Overhead	43,390	54,341	40,071	(14,270)	136%	50,103	108%
Total Expenses	1,765,128	1,674,375	1,642,881	(31,494)	102%	1,998,080	84%
Net Profit (Loss)	\$ (1,763,521)	\$ (1,480,155)	\$ (1,626,965)	\$ 146,810	91%	\$ (1,970,120)	75%

**Utah State Bar
Facilities
April 30, 2023**

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4039 · Room Rental-All parties	30,976	45,458	41,014	4,444	111%	51,387	88%
4042 · Food & Beverage Rev-All Parties	19,161	46,463	43,571	2,892	107%	62,654	74%
4043 · Setup & A/V charges-All parties	945	1,124	701	423	160%	701	160%
4090 · Tenant Rent	16,860	15,860	17,595	(1,735)	90%	19,252	82%
4095 · Miscellaneous Income	-	-	-	-	#DIV/0!	-	#DIV/0!
4103 · In - Kind Revenue - UDR	-	-	-	-	#DIV/0!	-	#DIV/0!
Total Revenue	67,942	108,905	102,881	6,024	106%	133,994	81%
Expenses							
Program Services	20,530	45,956	41,900	(4,056)	110%	60,507	76%
Salaries & Benefits	124,246	133,862	148,942	15,080	90%	179,278	75%
General & Administrative	(8,619)	(24,914)	6,715	31,629	-371%	833	-2991%
In Kind	13,627	15,732	10,621	(5,111)	148%	12,927	122%
Building Overhead	138,917	133,078	150,995	17,917	88%	177,255	75%
Total Expenses	288,701	303,715	359,173	55,458	85%	430,800	71%
Net Profit (Loss)	\$ (220,760)	\$ (194,810)	\$ (256,292)	\$ 61,482	76%	\$ (296,806)	66%

Utah State Bar
Income Statement - Consolidated By Account
April 30, 2023

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
Revenue							
4001 - Admissions - Student Exam Fees	144,375	142,125	148,687	(6,562)	96%	146,421	97%
4002 - Admissions - Attorney Exam Fees	67,875	56,375	69,568	(13,193)	81%	68,697	82%
4003 - Admissions - Retake Fees	28,900	27,600	34,284	(6,684)	81%	38,199	72%
4004 - Admissions - Laptop Fees	77,455	48,530	80,785	(32,255)	60%	83,288	58%
4005 - Admissions - Application Forms	1,150	5,450	(867)	6,317	-629%	(867)	-
4006 - Transfer App Fees	50,050	45,000	51,091	(6,091)	88%	65,994	68%
4008 - Attorney - Motion	71,400	120,700	72,744	47,956	166%	87,465	138%
4009 - House Counsel	22,100	27,200	26,520	680	103%	28,560	95%
4010 - Section/Local Bar Support fees	102,447	103,150	104,439	(1,289)	99%	104,439	99%
4011 - Admissions LPP	2,250	2,200	1,739	461	127%	1,739	127%
4012 - Admissions Military Spouse	-	-	-	-	#DIV/0!	-	#DIV/0!
4020 - NLTP Fees	49,800	44,550	60,605	(16,055)	74%	65,535	68%
4021 - Lic Fees > 3 Years	3,831,855	3,868,775	3,930,949	(62,174)	98%	3,932,691	98%
4022 - Lic Fees < 3 Years	207,365	205,905	231,937	(26,032)	89%	231,657	89%
4023 - Lic Fees - House Counsel	52,165	55,930	56,902	(972)	98%	56,901	98%
4024 - Lic Fees LPP	4,600	4,250	3,672	578	116%	3,672	116%
4025 - Pro Hac Vice Fees	177,975	156,550	189,217	(32,667)	83%	227,384	69%
4026 - Lic Fees - Inactive/FS	118,265	120,145	121,141	(996)	99%	120,987	99%
4027 - Lic Fees - Inactive/NS	221,715	223,020	225,957	(2,937)	99%	227,348	98%
4029 - Prior Year Lic Fees	-	-	-	-	#DIV/0!	-	#DIV/0!
4030 - Certs of Good Standing	15,640	16,260	19,254	(2,994)	84%	23,440	69%
4039 - Room Rental-All parties	30,976	45,458	41,014	4,444	111%	51,387	88%
4042 - Food & Beverage Rev-All Parties	19,161	46,463	43,571	2,892	107%	62,654	74%
4043 - Setup & A/V charges-All parties	945	1,124	701	423	160%	701	160%
4051 - Meeting - Registration	287,143	215,420	334,235	(118,815)	64%	342,219	63%
4052 - Meeting - Sponsor Revenue	26,425	85,150	58,500	26,650	146%	58,500	146%
4053 - Meeting - Vendor Revenue	19,550	22,250	39,771	(17,521)	56%	39,950	56%
4054 - Meeting - Material Sales	-	-	-	-	#DIV/0!	-	#DIV/0!
4055 - Meeting - Sp Ev Registration	13,235	2,700	3,707	(1,007)	73%	3,707	73%
4060 - E-Filing Revenue	5,741	6,483	16,741	(10,258)	39%	16,741	39%
4061 - Advertising Revenue	181,734	171,269	179,503	(8,234)	95%	212,038	81%
4062 - Subscriptions	30	30	15	15	200%	30	100%
4063 - Modest Means revenue	9,425	7,400	8,249	(849)	90%	10,000	74%
4071 - Mem Benefits - Lexis	979	1,054	960	94	110%	1,279	-
4072 - Royalty Inc - Bar J, MBNA, LM, M	9,822	9,602	11,439	(1,837)	84%	11,438	84%
4081 - CLE - Registrations	185,484	343,173	213,232	129,941	161%	315,000	109%
4082 - CLE - Video Library Sales	62,921	69,600	44,886	24,714	155%	146,835	47%
4090 - Tenant Rent	16,860	15,860	17,595	(1,735)	90%	19,252	82%
4093 - Law Day Revenue	(48)	1,500	2,500	(1,000)	60%	2,500	60%
4095 - Miscellaneous Income	22,464	7,985	7,422	564	108%	10,211	78%
4096 - Late Fees	100,350	85,800	100,924	(15,124)	85%	102,450	84%
4200 - Seminar Profit/Loss	79,135	65,392	43,583	21,809	150%	65,371	100%
Investment income	(4,752)	185,122	(1,275)	186,397	-14519%	10,301	179%
Total Revenue	6,314,962	6,662,550	6,595,896	66,653	101%	6,996,114	95%
Program Service Expenses							
5001 - Meeting Facility-external only	37,140	129,130	38,655	(90,475)	334%	45,840	282%
5002 - Meeting facility-internal only	16,156	19,015	21,694	2,679	88%	26,020	73%
5013 - ExamSoft	32,816	17,623	33,606	15,983	52%	33,764	52%
5014 - Questions	62,502	73,983	68,780	(5,203)	108%	73,183	101%
5015 - Investigations	1,425	704	1,397	693	50%	1,600	44%
5016 - Credit Checks	2,471	1,383	2,250	867	61%	2,364	58%
5017 - Medical Exam	480	320	800	480	40%	800	-
5020 - Exam Scoring	-	-	-	-	#DIV/0!	-	-
5025 - Temp Labor/Proctors	90	3,522	91	(3,431)	3870%	90	3913%
5030 - Speaker Fees & Expenses	14,259	48,393	6,507	(41,886)	744%	12,887	376%
5031 - Speaker Reimb - Receipt Req'd	-	1,367	11,812	10,445	12%	13,170	10%
5035 - Awards	11,724	11,523	3,286	(8,237)	351%	3,770	306%
5037 - Grants/ contributions - general	360,780	38,000	12,333	(25,667)	308%	18,500	205%
5040 - Witness & Hearing Expense	385	1,526	374	(1,152)	408%	389	392%
5041 - Process Serving	706	454	607	153	75%	607	75%
5046 - Court Reporting	1,455	30	16	(14)	188%	15	200%
5047 - Casemaker	45,283	42,396	40,650	(1,746)	104%	49,999	85%
5055 - Legislative Expense	50,000	52,134	50,000	(2,134)	104%	60,000	87%
5060 - Program Special Activities	5,481	1,000	-	(1,000)	#DIV/0!	-	-
5061 - LRE - Bar Support	64,182	60,000	64,182	4,182	93%	64,182	93%
5062 - Law Day	370	595	275	(320)	216%	9,400	6%
5063 - Special Event Expense	27,166	49,747	16,873	(32,874)	295%	21,223	234%
5064 - MCLE Fees Paid	44,291	36,200	40,211	4,011	90%	52,681	69%
5070 - Equipment Rental	7,258	9,718	40,039	30,322	24%	40,119	24%
5075 - Food & Bev-external costs only	165,340	392,649	256,897	(135,753)	153%	307,857	128%
5076 - Food & beverage - internal only	12,177	27,308	21,606	(5,701)	126%	32,964	83%
5079 - Soft Drinks	3,459	4,752	4,581	(171)	104%	5,680	84%
5085 - Misc. Program Expense	1,645	3,988	2,465	(1,533)	162%	2,890	138%
5090 - Commission Expense	28,882	34,232	30,010	(4,222)	114%	37,456	91%
5095 - Wills for Heroes	970	1,352	1,042	(310)	130%	1,250	108%
5096 - UDR Support	-	-	-	-	#DIV/0!	-	-
5099 - Blomquist Hale	74,705	128,538	74,999	(53,539)	171%	90,000	143%
5702 - Travel - Lodging	28,465	50,943	41,838	(9,105)	122%	51,020	100%
5703 - Travel - Transportation/Parking	7,328	27,794	10,543	(17,251)	264%	14,162	196%
5704 - Travel - Mileage Reimbursement	4,802	11,555	8,083	(3,473)	143%	8,886	130%
5705 - Travel - Per Diems	3,190	5,590	3,295	(2,296)	170%	4,327	129%
5706 - Travel - Meals	-	-	1,042	1,042	0%	1,250	0%
5707 - Travel - Commission Mtgs	38,536	67,069	43,750	(23,319)	153%	52,500	128%
5805 - ABA Annual Meeting	300	4,107	3,478	(630)	118%	4,173	98%
5810 - ABA Mid Year Meeting	2,738	4,780	6,671	1,890	72%	8,005	60%
5815 - Commission/Education	11,775	7,700	16,250	8,550	47%	19,500	39%
5820 - ABA Annual Delegate	1,234	7,019	5,500	(1,519)	128%	6,600	106%
5830 - Western States Bar Conference	15,819	14,864	7,466	(7,398)	199%	8,959	166%
5840 - President's Expense	15,000	15,000	16,670	1,670	90%	20,000	75%
5841 - President's Reimbursement	-	-	-	-	#DIV/0!	-	#DIV/0!
5845 - Reg Reform Task Force	-	-	-	-	#DIV/0!	-	#DIV/0!
5850 - Leadership Academy	8,056	10,229	8,503	(1,725)	120%	10,200	100%
5855 - Bar Review	5,565	53	-	(53)	#DIV/0!	-	#DIV/0!
5865 - Retreat	21,944	35,939	27,750	(8,189)	130%	33,300	108%

Utah State Bar
Income Statement - Consolidated By Account
April 30, 2023

	Actual LYTD	Actual YTD	Budget YTD	Fav (Unfav) variance	% of Budget	Total Budget	YTD % of Tot Budget
5866 - Wellbeing Committee	53,125	112,282	64,048	(48,234)	175%	76,311	147%
5867 - Bar Membership Survey	7,750	7,750	-	(7,750)	#DIV/0!	-	#DIV/0!
5868 - UCLI Support	-	2,000	-	(2,000)	#DIV/0!	-	#DIV/0!
5960 - Overhead Allocation - Seminars	-	-	27,189	27,189	0%	17,115	0%
5970 - Event Revenue Sharing - 3rd Pty	32,105	42,605	25,989	(16,616)	164%	62,273	68%
Total Program Service Expenses	1,331,329	1,645,021	1,194,101	(450,920)	138%	1,437,281	114%
Salaries & Benefit Expenses							
5510 - Salaries/Wages	2,448,016	2,601,615	2,774,091	172,476	94%	3,326,637	78%
5605 - Payroll Taxes	196,277	202,469	225,551	23,082	90%	272,485	74%
5610 - Health Insurance	226,837	228,112	253,437	25,325	90%	305,955	75%
5620 - Health Ins/Medical Reimb	4,950	6,737	5,938	(799)	113%	6,728	100%
5630 - Dental Insurance	13,286	13,182	15,155	1,973	87%	18,527	71%
5640 - Life & LTD Insurance	15,935	16,210	19,797	3,587	82%	23,819	68%
5645 - Workman's Comp Insurance	2,198	1,726	3,098	1,372	56%	2,961	58%
5650 - Retirement Plan Contributions	205,239	221,179	251,691	30,511	88%	311,428	71%
5655 - Retirement Plan Fees & Costs	4,730	8,653	7,566	(1,087)	114%	14,000	62%
5660 - Training/Development	5,128	4,493	6,004	1,511	75%	7,004	64%
Total Salaries & Benefit Expenses	3,122,596	3,304,376	3,562,327	257,951	93%	4,289,544	73%
General & Administrative Expenses							
7025 - Office Supplies	14,219	14,181	12,696	(1,485)	112%	18,127	78%
7015 - Office Equip Repairs	-	-	-	-	#DIV/0!	-	#DIV/0!
7033 - Operating Meeting Supplies	2,124	2,038	8,017	5,979	25%	8,700	23%
7035 - Postage/Mailing, net	37,050	23,054	48,265	25,210	48%	49,646	46%
7040 - Copy/Printing Expense	96,999	117,834	126,230	8,396	93%	152,187	77%
7041 - Copy/Print revenue	(13,942)	(14,093)	(16,454)	(2,361)	86%	(18,595)	76%
7045 - Internet Service	18,338	21,773	17,255	(4,518)	126%	17,961	121%
7050 - Computer Maintenance	57,869	181,982	89,437	(92,545)	203%	143,658	127%
7055 - Computer Supplies & Small Equip	22,591	16,189	16,991	802	95%	20,989	77%
7089 - Membership Database Fees	46,670	55,185	73,701	18,516	75%	84,285	65%
7095 - Fax Equip & Supplies	(140)	-	(140)	(140)	0%	(140)	-
7100 - Telephone	48,030	53,557	53,925	368	99%	63,519	84%
7105 - Advertising	5,633	17,007	7,175	(9,832)	237%	45,444	37%
7106 - Public Notification	-	-	-	-	#DIV/0!	-	#DIV/0!
7107 - Production Costs	2,500	4,607	5,324	717	87%	7,500	61%
7110 - Publications/Subscriptions	22,413	20,750	21,136	386	98%	26,874	77%
7115 - Public Relations	-	-	-	-	#DIV/0!	-	#DIV/0!
7120 - Membership/Dues	15,439	15,183	14,740	(443)	103%	17,117	89%
7135 - Bank Service Charges	471	558	567	9	98%	800	70%
7136 - ILM Service Charges	17,870	17,100	17,523	423	98%	20,541	83%
7138 - Bad debt expense	-	-	-	-	#DIV/0!	-	-
7140 - Credit Card Merchant Fees	58,596	61,455	61,926	472	99%	122,848	50%
7141 - Credit Card surcharge	(21,996)	(19,691)	(23,689)	(3,998)	83%	(66,551)	30%
7145 - Commission Election Expense	3,013	3,050	3,013	(37)	101%	3,013	101%
7150 - E&O/Off & Dir Insurance	49,274	58,657	47,410	(11,247)	124%	56,894	103%
7160 - Audit Expense	38,143	41,031	38,143	(2,888)	108%	38,143	108%
7170 - Lobbying Rebates	61	65	178	113	37%	214	30%
7175 - O/S Consultants	77,098	16,068.88	9,382	(6,687)	171%	9,461	170%
7176 - Bar Litigation	17,377	22,743	7,690	(15,053)	296%	10,000	227%
7177 - UPL	186	10,434	661	(9,773)	1573%	20,000	52%
7178 - Offsite Storage/Backup	-	-	-	-	#DIV/0!	-	#DIV/0!
7179 - Payroll Adm Fees	2,459	3,111	2,473	(638)	126%	2,973	105%
7180 - Administrative Fee Expense	1,467	1,405	1,324	(81)	108%	1,580	89%
7190 - Lease Interest Expense	-	2,437	273	(2,164)	893%	364	669%
7191 - Lease Sales Tax Expense	-	-	-	-	#DIV/0!	-	#DIV/0!
7195 - Other Gen & Adm Expense	15,995	9,852	14,171	4,319	70%	16,019	62%
Total General & Administrative Expenses	635,805	757,524	659,344	(98,180)	115%	873,571	73%
In Kind Expenses							
7103 - InKind Contrib-UDR & all other	15,086	16,990	12,197	(4,793)	138%	14,763	115%
Total In Kind Expenses	15,086	16,990	12,197	(4,793)	139%	14,763	102%
Building Overhead Expenses							
6015 - Janitorial Expense	23,040	25,913	21,707	(4,206)	119%	26,681	97%
6020 - Heat	19,317	25,776	19,202	(6,574)	134%	22,269	116%
6025 - Electricity	35,405	36,603	36,254	(349)	101%	43,987	83%
6030 - Water/Sewer	4,910	6,529	5,233	(1,296)	125%	6,142	106%
6035 - Outside Maintenance	17,319	21,857	14,444	(7,412)	151%	17,290	126%
6040 - Building Repairs	17,681	11,899	24,522	12,623	49%	25,872	46%
6045 - Bldg Mtnc Contracts	24,080	24,880	24,672	(207)	101%	28,065	89%
6050 - Bldg Mtnc Supplies	-	-	-	-	#DIV/0!	-	#DIV/0!
6055 - Real Property Taxes	27,442	24,278	29,397	5,119	83%	35,074	69%
6060 - Personal Property Taxes	311	364	310	(54)	118%	387	94%
6065 - Bldg Insurance/Fees	17,500	19,236	17,796	(1,440)	108%	21,355	90%
6070 - Building & Improvements Depre	69,429	71,518	66,500	(5,018)	108%	80,543	89%
6075 - Furniture & Fixtures Depre	2,267	7,274	3,105	(4,168)	234%	4,198	173%
7065 - Computers, Equip & Sftware Depre	46,037	52,987	48,229	(4,758)	110%	60,781	87%
Total Building Overhead Expenses	304,738	329,115	311,372	(17,743)	106%	372,644	82%
Total Expenses	\$ 4,409,554	\$ 6,053,026	\$ 5,739,341	\$ (313,685)	105%	\$ 6,987,803	77%
Other							
4300 - Gain (Loss) - Disposal Of Assets	-	-	-	-	#DIV/0!	-	#DIV/0!
4120 - Grant Income	27,178	39,500	-	(39,500)	#DIV/0!	-	#DIV/0!
	27,178	39,500	-	(39,500)	#DIV/0!	-	-
Net Profit (Loss)	\$ 932,586	\$ 649,024	\$ 856,555	\$ (207,532)	76%	\$ 8,311	7809%

Balance Sheet Classification

Base Currency: USD As of 04/30/2023

ILM-UT ST BAR (3176)

Dated: 05/08/2023

CE

Identifier	Description	Current Units	Rating	Coupon	Effective Maturity	Book Yield	Yield	Base Book Value	Base Net Total Unrealized Gain/Loss	Market Price	Base Accrued Balance	Base Market Value + Accrued
38141W273	GOLDMANFIS GOVT INST	1,050,966.83	AAA	4.750	04/30/2023	4.770	4.770	1,050,966.83	0.00	1.0000	0.00	1,050,966.83
CCYUSD	Cash	5,328.39	AAA	0.000	04/30/2023	0.000	0.000	5,328.39	0.00	1.0000	0.00	5,328.39
---	---	1,056,295.22	AAA	---	04/30/2023	4.746	4.746	1,056,295.22	0.00	1.0000	0.00	1,056,295.22

ST

Identifier	Description	Current Units	Rating	Coupon	Effective Maturity	Book Yield	Yield	Base Book Value	Base Net Total Unrealized Gain/Loss	Market Price	Base Accrued Balance	Base Market Value + Accrued
064159VK9	BANK OF NOVA SCOTIA	164,000.00	A	1.825	05/01/2023	0.356	2.600	164,000.00	-13.61	99.9917	1,332.50	165,318.89
064159VK9	BANK OF NOVA SCOTIA	75,000.00	A	1.825	05/01/2023	0.351	2.600	75,000.00	-6.22	99.9917	609.38	75,603.15
87165EUF2	Synchrony Bank	250,000.00	BBB	0.400	09/18/2023	0.450	0.449	249,951.92	0.00	99.9808	125.00	250,076.92
05580AD92	BMW Bank of North America	250,000.00	AA-	0.350	09/25/2023	0.400	0.400	249,949.52	0.00	99.9798	91.10	250,040.62
90348JT34	UBS Bank USA	250,000.00	A+	0.350	09/22/2023	0.400	0.400	249,950.68	0.00	99.9803	21.58	249,972.26
795451AU7	Sallie Mae Bank	250,000.00	BBB+	0.350	09/22/2023	0.400	0.400	249,950.68	0.00	99.9803	95.89	250,046.58
38149MZ4	Goldman Sachs Bank USA	250,000.00	A+	0.350	09/22/2023	0.400	0.400	249,950.68	0.00	99.9803	95.89	250,046.58
538038SD7	Live Oak Banking Company	250,000.00	NA	0.250	10/02/2023	0.300	0.300	249,947.12	0.00	99.9788	51.37	249,998.49
48133DE71	JPMORGAN CHASE FINANCIAL COMPANY LLC	200,000.00	A+	2.500	05/01/2023	2.500	4.011	200,000.00	-26.00	99.9870	2,527.78	202,501.78
38150AMC6	GOLDMAN SACHS GROUP INC	250,000.00	A	3.000	06/13/2023	3.049	7.497	249,986.17	-1,355.42	99.4523	3,500.00	252,130.75
64952WDF5	NEW YORK LIFE GLOBAL FUNDING	300,000.00	AAA	1.100	05/05/2023	3.248	2.763	299,929.92	-27.72	99.9674	1,613.33	301,515.53
78014RGL8	ROYAL BANK OF CANADA	250,000.00	A+	4.000	11/30/2023	4.004	5.231	250,000.00	-1,777.00	99.2892	1,694.44	249,917.44
3130ASR6	FEDERAL HOME LOAN BANKS	1,000,000.00	AAA	3.000	07/14/2023	4.175	5.298	997,845.24	-2,434.24	99.5411	3,916.67	999,327.67
3133ENY87	FEDERAL FARM CREDIT BANKS FUNDING CORP	500,000.00	AAA	5.050	11/09/2023	5.050	5.411	500,000.00	-940.50	99.8119	12,063.89	511,123.39
---	---	4,239,000.00	AA-	---	08/16/2023	2.511	3.316	4,236,461.94	-6,580.72	---	27,738.81	4,257,820.03

LT

Identifier	Description	Current Units	Rating	Coupon	Effective Maturity	Book Yield	Yield	Base Book Value	Base Net Total Unrealized Gain/Loss	Market Price	Base Accrued Balance	Base Market Value + Accrued
525ESC1Y5	LEHMAN ESCROW	300,000.00	NA	0.000	01/01/2049	---	1,943.525	0.00	600.00	0.2000	0.00	600.00
89114X2E2	TORONTO-DOMINION BANK	250,000.00	A+	3.300	05/24/2024	4.231	6.204	252,081.23	-5,128.48	98.7811	1,535.42	248,488.17
---	---	550,000.00	A+	---	08/15/2024	4.231	10.871	252,081.23	-4,528.48	---	1,535.42	249,088.17

Summary

Identifier	Description	Current Units	Rating	Coupon	Effective Maturity	Book Yield	Yield	Base Book Value	Base Net Total Unrealized Gain/Loss	Market Price	Base Accrued Balance	Base Market Value + Accrued
---	---	5,845,295.22	AA	---	08/09/2023	3.013	3.925	5,544,838.40	-11,109.20	---	29,274.22	5,563,003.42

* Grouped by: BS Class 2. * Groups Sorted by: BS Class 2. * Weighted by: Base Market Value + Accrued, except Book Yield by Base Book Value + Accrued. * Holdings Displayed by: Lot.

Utah State Bar Balance Sheets

	4/30/2023	6/30/2022
ASSETS		
Current Assets		
Petty Cash	\$ 625	\$ 625
Cash in Bank	551,004	1,278,654
Invested Funds	5,563,003	7,371,903
Total Cash/Investments	6,114,632	8,651,182
Accounts Receivable	60,656	97,588
Prepaid Expenses	270,859	241,574
A/R - Sections	73,752	48,211
Total Other Current Assets	405,266	387,373
Total Current Assets	6,519,899	9,038,555
Fixed Assets		
Property & Equipment	5,156,473	5,073,034
Accumulated Depreciation	(4,390,152)	(4,328,468)
Land	633,142	633,142
Total Fixed Assets	1,399,463	1,377,707
TOTAL ASSETS	\$ 7,919,361	\$ 10,416,263
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
AP Trade	\$ 116,958	\$ 203,619
Other Accounts Payable	30,636	141,552
Accrued Payables	501,987	454,417
Cap Lease Oblig - ST	1,271	4,112
A/P - Sections	1,720	210,495
Deferred Revenue	6,032	2,684,077
Total Current Liabilities	658,603	3,698,272
Long Term Liabilities		
Capital Lease Oblig	9,608	(4,255)
Total Long Term Liabilities	9,608	(4,255)
Total Liabilities	668,211	3,694,016
Equity		
Unrestricted Net Assets (R/E)	6,602,126	6,528,232
Fund Balance - Current Year	649,024	194,014
Total Equity	7,251,150	6,722,247
TOTAL LIABILITIES & EQUITY	\$ 7,919,361	\$ 10,416,263