

NOTICE TO THE BAR

PROPOSED BUDGETS OF THE
ATTORNEY DISCIPLINARY AND REGULATORY SYSTEM ENTITIES -
COMMENTS REQUESTED BY NOVEMBER 24

The Supreme Court has before it the proposed budgets for the attorney disciplinary and regulatory entities that derive their funding, in part, from annual attorney registration payments. Those entities are:

- The Disciplinary Oversight Committee (DOC), which funds both the Office of Attorney Ethics and the Office of Board Counsel;
- The Lawyers’ Fund for Client Protection (CPF);
- The Lawyers Assistance Program (LAP);
- The Board on Continuing Legal Education (CLE); and
- The Board of Bar Examiners (BBE).

The Court has directed that the proposed budget materials be published for comment. Those documents are attached.

As set forth in the attached materials, the annual attorney registration fee in 2024 and 2025 was \$267 (for attorneys admitted five through forty-nine years), after having been raised in both 2022 and 2023. Prior to those increases, the rate had been flat for nine years.

Year(s)	Annual Fee
2010-2011	\$204
2012-2013	\$199
2014-2022	\$212
2023	\$239
2024-2025	\$267

For 2025, the annual fee of \$267 was allocated among the various dedicated funds as follows:

Entity	Disbursement per Payment for 2025
DOC	\$201
CPF	\$46
LAP	\$10
CLE	\$4
BBE	\$6

For 2026, both the DOC and the BBE seek new funding for the upcoming cycle, as follow:

- The DOC recommends that the DOC component of the annual attorney registration fee be increased by \$24 (from \$201 to \$225).
- BBE requests an additional \$3 through attorney registration, while other income would be generated through increased fees for direct services (from \$6 to \$9)

The supporting materials set forth the justification for those increases. If these two requests are incorporated as increases to the annual attorney registration rate, the fee for 2026 will be \$294.

The LAP is not requesting an increase of the annual attorney registration system for this year, but does advise that an increase may be necessary in future years to fund programming.

Please send any comments in writing by Monday, November 24, 2024 to:

Clerk of the Supreme Court
Comments on Proposed Disciplinary Budget
Hughes Justice Complex; P.O. Box 970
Trenton, New Jersey 08625-0970

Comments may also be submitted by email to Comments.Mailbox@njcourts.gov.

The Supreme Court will not consider comments submitted anonymously. Thus, those submitting comments by mail should include their name and address and those submitting comments by email should include their name and email address. Comments submitted in response to this notice are subject to public disclosure.

A handwritten signature in black ink that reads "Michael J. Blee". The signature is written in a cursive style with a horizontal line underneath it.

Hon. Michael J. Blee, J.A.D.
Acting Administrative Director of the Courts

Dated: October 24, 2025

**SUPREME COURT OF NEW JERSEY
DISCIPLINARY OVERSIGHT COMMITTEE**

MATTHEW P. O'MALLEY, ESQ., CHAIR
JAMES KRAVITZ, ESQ., VICE-CHAIR
JUDITH E. BURGIS
CLIFFORD DAWKINS, ESQ.
JERALYN L. LAWRENCE, ESQ.
NORA POLIAKOFF
THOMAS J. RECK
KATHERINE F. RICHARDSON, ESQ.
MARJORIE STEVENS
KIM Y. TAYLOR
RONALD J. UZDAVINIS, ESQ.

SUPREME COURT CLERK'S OFFICE
RICHARD J. HUGHES JUSTICE COMPLEX
P.O. BOX 970
TRENTON, NEW JERSEY 08625

HEATHER LYNN BAKER, ESQ.
SECRETARY
(609) 815-2955 EXT. 52445

September 12, 2025

The Honorable Chief Justice Stuart Rabner and
Associate Justices of the Supreme Court
Richard J. Hughes Justice Complex
P.O. Box 970
Trenton, New Jersey 08625

Re: 2026 Attorney Discipline Budget

Dear Chief Justice Rabner and Associate Justices:

The Supreme Court's Disciplinary Oversight Committee ("DOC" or "Committee") considered and approved the proposed 2026 Attorney Discipline Budget and Budget Narrative (enclosed). R. 1:20B-4(a)(2). This Budget Report presents the Court with an overview of expenses, annual assessments, revenues, and reserve projections. Included among the enclosures are budget reserve projections through fiscal year 2027. The Committee respectfully requests the Court's approval for publication of the Budget Report and the 2026 Disciplinary Budget Overview.

The 2026 budget was prepared in consultation with the Administrative Office of the Court's Office of Management and Administrative Services ("OMAS"). The Committee deeply appreciates the assistance and guidance of OMAS Director Todd McManus and Assistant Director of Financial Services Valerie Frage. The Committee is especially thankful to Johanna Barba Jones, Esq., Director of the Office of Attorney Ethics ("OAE"); Robert Guay, OAE Manager of Budget and Operations; Timothy M. Ellis, Esq., Chief Counsel to the Office of Board Counsel ("OBC"), which provides counsel to the Disciplinary Review Board ("DRB") and the Attorney Regulatory Board ("ARB"); and the staffs of the OAE and the OBC.

The Committee thanks its Budget Subcommittee, whose dedicated members worked diligently to ensure thoughtful review and analysis of the proposed budget.¹ The Committee also deeply appreciates the wise guidance and counsel of its Justice Liaison, the Honorable Anne M. Patterson.

I. Overview

The disciplinary budget year runs from January 1 to December 31. The proposed 2026 budget is \$19,304,618. As discussed in greater detail in Section II(A), salaries and benefits are the largest expense, comprising approximately 86% of the 2026 budget. Salary and benefit costs are expected to increase by \$1,963,582, or 13.45%, when compared with the 2025 budget.² The fringe benefit rate (“FBR”), which is provided by the State of New Jersey Department of the Treasury, is projected to be 66.05% of salaries for full-time staff, a decrease of 4.4% from the rate budgeted for 2025. Overall total expenses for 2026, including salaries and benefits, are expected to increase by approximately 12.38% over the 2025 budget.

As discussed in Section III, the DOC is recommending that the 2026 disciplinary system component of the annual attorney registration fee be increased by \$24, for a total registration fee, if no other increases occur, of \$291 for attorneys licensed three years or more. The disciplinary component of the fee was not increased in 2025, at which time the total attorney registration fee was \$267. The disciplinary component increased by \$28 in 2024 and \$25 in 2023 following a nine-year period without an increase.

As explained in Section IV, the \$225 disciplinary component of the registration fee is projected to generate revenues of \$15,468,750 from attorneys practicing from three to forty-nine years.³ Attorneys practicing two years or less pay \$23, yielding another \$37,950. Thus, total revenues from plenary admitted attorney registration fees are anticipated to be \$15,506,700. When other fees are added from

¹ The Budget Subcommittee consists of Co-Chairs Matthew P. O’Malley, Esq. and James Kravitz, Esq., and members Jeralyn L. Lawrence, Esq., Thomas J. Reck, and Nora Poliakoff.

² Current labor contracts will expire on June 30, 2028.

³ The \$225 fee is for the disciplinary system only. Additional sums are collected for the Board of Bar Examiners, the Lawyers’ Fund for Client Protection, the Lawyers Assistance Program, and the Mandatory Continuing Legal Education Program.

In-House Counsel, Pro Hac Vice, and other revenue sources (\$2,944,466), total projected revenues for 2026 are estimated to be \$18,451,166.

With total projected revenues of \$18,451,166 and total expenses of \$19,304,618, there will be a budgeted deficit of \$853,452 for 2026. There was a budgeted deficit of \$327,331 in 2025, but the latest estimate shows a deficit of \$95,359. This is largely due to a reduction in the FBR from July to December 2025 from 70.45% to 66.05%, which accounts for \$185,000 of the \$231,972 improvement in the 2025 deficit. The reserve at the end of 2025 is projected to be \$2,466,611, or 14.7% of the operating budget. For 2026, the reserve is projected to be \$1,613,158, or 8.4% of the operating budget. The Committee's goal is a 10% reserve (see Section III below for further discussion on the annual assessment and reserve projections).

II. Expenses

A. Salaries and Benefits

The Department of the Treasury Office of Management and Budget has advised that, for budgeting purposes, the 2026 FBR is projected to be 66.05%, a decrease of 4.4% from the 2025 budgeted rate of 71.45%. Based on available information, salary costs for 2026 are projected at \$9,975,771 and benefits are projected at \$6,588,997. Due in part to increased staffing requirements, salaries and benefits for 2026 for 103 full-time positions are projected to be \$16,564,768 (13.45% higher than the 2025 budget), or approximately 86% of the budget.

From 2005 to 2015, the vacancy rate was budgeted at 2%.⁴ From 2016 to 2019, the Attorney Discipline Budget employed a 3.5% vacancy rate. In 2020, the Committee voted to adopt a 5% vacancy rate in order to more accurately reflect the average over the previous five years. Following additional discussions and historical research during the 2023 budget cycle, which revealed an approximately 7% average vacancy rate over the past 10 years, the Committee voted to adopt a 7% rate for the 2023 budget. The 7% vacancy rate has been used since 2023 and continues to be used in the 2026 budget. It has been consistent with the average rate of 7.13% over the last three years.

⁴ In 2012, there were an unusually high number of planned retirements, and a 5% vacancy rate was used.

B. Operating Expenses

Operating expenses for 2026 total \$2,739,850, or approximately 14% of the budget, representing a 6.36% increase from the 2025 budget.

Notable operating expenses include the following:

- **Office Expenses:** Office expenses are estimated to be 14.06% higher than the latest estimate for 2025, but only \$3,760 higher than the amount budgeted for 2025. Specifically:
 - Library expenses are expected to increase by \$12,550, largely due to an increase number of attorney volunteers appointed to the District Ethics Committees this year, as each new volunteer is issued a copy of the Kevin H. Michels ethics treatise.
 - Data processing expenses for 2026 are \$20,950 less than the budgeted amount, in part due to the OAE's decision to delay enhancements to its InfoShare Case Management System until 2027, as the vendor is currently engaged in several ongoing Court projects.
- **Hearing Expenses:** Hearing expenses for 2026 are budgeted to be comparable to the latest estimate for 2025, but 43.62% higher than the 2025 budgeted amount. Effective July 1, 2025, there was, and is, a \$1.05 per page increase in transcript production costs. Additionally, the retainer costs for medical experts has increased, and one of the oldest pending matters is expected to close and pay out approximately eighty days of hearing fees to the Special Ethics Adjudicator.
- **Other Expenses:** These expenses include expenses for investigations, meetings, training, and legal representation. As with hearing expenses, other expenses will be increasing by 11.25% for 2026 when compared with the latest estimate for 2025.
- **Maintenance and Fixed Expenses:** These office-related expenses are budgeted to be 11.24% higher than the latest estimate for 2025. The OAE must spend approximately \$20,000 to replace a critical air conditioner in its server room. Additionally, common area maintenance expenses are expected to increase by \$30,000 in 2026 and going forward.

- **Equipment Expenses:** Equipment expenses are budgeted to be 30.71% higher than the latest estimate for 2025. Added staff arising from the newly formed path back from disbarment have, and will, require expanded technological support.

The budget narrative fully addresses all operating budget categories and variances of note.

III. The Annual Assessment and the Reserve

On October 15, 2024, the Court adopted a potential path back for disbarred attorneys, allowing them to petition for readmission after meeting certain conditions. The Court created a new board, the Attorney Regulatory Board (“ARB”), which will primarily adjudicate petitions for readmission from previously disbarred attorneys in order to ensure the protection of the public and reputation of the bar. The ARB will also handle petitions by suspended attorneys who are seeking reinstatement. At the time it created the ARB, the Court acknowledged that additional staffing would be required.

As in every year, the annual assessment and year-end reserve featured prominently in Budget Subcommittee discussions.

For 2026, the OAE and the OBC propose that the attorney disciplinary portion of the fee increase by \$24 over the amount approved for 2025 to \$225, for a total anticipated annual assessment of \$291. As stated above, this increase is necessary to cover the anticipated staffing costs associated with the creation of the ARB.

Of the 51 jurisdictions in the United States that charge an attorney registration fee, New Jersey currently ranks 37th highest, a ranking it will retain even with the increase. c, which is \$97 more than the proposed increased fee. Compared to the eighteen jurisdictions without a mandatory bar association membership, New Jersey’s fee ranks 10th lowest.

Turning to the reserve, in 2026, it is projected to decrease from the 2025 projected reserve of \$2,466,611, or 14.7% of the operating budget, to \$1,613,158, or 8.4% of the operating budget. The Committee’s goal is a 10% reserve.

IV. Revenue Projections

Based on an annual assessment of \$225, the total revenue projected for 2026 is \$18,451,166. This is a 10.9% increase from the latest estimate for 2025. It is estimated that 68,750 attorneys practicing three to forty-nine years will pay the \$225 fee (350 fewer than projected for 2025), while 1,650 attorneys practicing two years or less will pay the \$23 fee (100 more than projected for 2025). Thus, total receipts for plenary-admitted attorneys paying the registration fee are expected to be \$15,506,700, or 84.04% of revenue.

Pro hac vice fees are estimated to generate \$1,395,000, while in-house counsel licenses are expected to generate \$264,375 in revenue. Other significant sources of revenue include late fees for attorneys who fail to timely register (\$225,000), prior years' assessments that attorneys failed to pay (\$275,000), and recovery of the costs of disciplinary investigations and proceedings from disciplined attorneys (\$300,000).

V. Conclusion

The DOC is thankful to the staff of the OAE and the OBC for their diligent work in preparing and presenting the 2026 Attorney Discipline Budget. The Committee is confident that the budget is fiscally responsible and will provide the OAE and the OBC with the resources needed to continue serving the public, the profession, the disciplinary system, and the Judiciary at large. As always, the Committee thanks the many volunteers who serve New Jersey's disciplinary system, making it one of the best in the country.

The DOC respectfully requests that the Court permit the publication of this Budget Report and the Budget Overview. Following the public comment period, the Committee will resubmit the 2026 Attorney Discipline Budget for the Court's approval.

Respectfully Submitted,

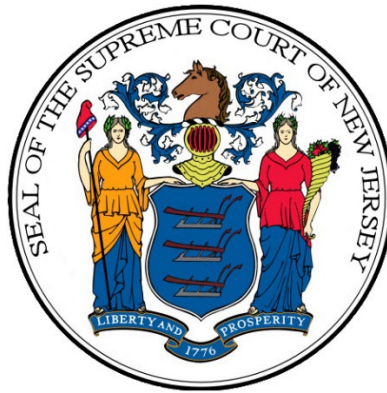
/s/ Matthew P. O'Malley

Matthew P. O'Malley, Esq.
Chair

Enclosures

cc: Members of the Disciplinary Oversight Committee
Hon. Michael J. Blee, J.A.D.
Administrative Director of New Jersey Courts
Steven Bonville, Esq., Chief of Staff, AOC
Heather Joy Baker, Esq., Clerk of the Supreme Court
Matthew Kelly, Esq., Deputy Clerk and Chief Counsel, Supreme Court
Christine Muller, Deputy Clerk and Chief Administrator, Supreme Court
Demery Roberts, Esq., Deputy Chief Counsel to the Supreme Court
Todd McManus, Director, OMAS
Valerie Frage, Assistant Director, Financial Services, OMAS
Timothy M. Ellis, Esq., Chief Counsel, OBC
Nicole Acchione, Esq., First Assistant Counsel, OBC
Johanna Barba Jones, Esq., Director, OAE
Jason D. Saunders, Esq., First Assistant Ethics Counsel, OAE
Ryan J. Moriarty, Esq., Statewide Ethics Coordinator, OAE
Robert Guay, Manager of Budget and Operations, OAE

Joint
Attorney Disciplinary System
Budget
2026



September 15, 2025

Prepared by:

Office of Attorney Ethics

Office of Board Counsel to
the Disciplinary Review Board
& the Attorney Regulatory Board

2026 ATTORNEY DISCIPLINARY SYSTEM BUDGET

TABLE OF CONTENTS

	<u>Page</u>
• General Statement	1
• Budget Narrative	5
1.1 2026 Attorney Disciplinary System Budget Overview	8
1.2 Projected 2025 Reserve	9
2.1 Revenue Projections	10
3.1 2024 Actuals Through 2026 Proposed Expense Budget	17
3.2 Proposed 2026 Expense Budget by Program	18
3.3 2024 – 2026 Expense Budget Disciplinary Review Board	19
3.4 2024 – 2026 Expense Budget Office of Attorney Ethics	20
4.1 Salaries and Benefits – General	21
4.2 Office of Board Counsel (Disciplinary Review Board & Attorney Review Boards) Salaries and Benefits	33
4.3 Office of Attorney Ethics Salaries and Benefits	34
4.4 Random Audit Compliance Program Salaries and Benefits	36
4.5 District Ethics, Fee Arbitration and Disciplinary Oversight Committee Salaries and Benefits	37
5.1 Operating Costs Detail	38
• Appendix – Budget Reserve Projection	

2026
ATTORNEY DISCIPLINARY SYSTEM BUDGET

GENERAL STATEMENT

The New Jersey Constitution allocates to the New Jersey Supreme Court exclusive “jurisdiction over the admission to the practice of law and the discipline of persons admitted.” N.J. Const. art. VI, § 2, ¶ 3. Out of that broad constitutional mandate, the Court has created a comprehensive attorney admission and regulation system that guides New Jersey attorneys throughout the duration of their careers.

Unfortunately, the Court’s regulatory, preventive, and supportive measures cannot entirely prevent violations of the Rules of Professional Conduct. To ascertain the truth of allegations of misconduct by New Jersey attorneys, the Court created a comprehensive system for attorney discipline that employs the talents of professional staff, attorney volunteers, and nonlawyer public members.

The purpose of the attorney disciplinary system is twofold: it protects the public and assists in preserving confidence in the integrity and trustworthiness of lawyers in general. Indeed, the cornerstone of the disciplinary system is the preservation of that trust. As stated by the Supreme Court:

Its preservation is essential to public acceptance of reforms that may be proposed by the bench and bar together. Mistrust may provoke destructive change. Public confidence is the only foundation that will support constructive reform in the public interest while preserving the finest traditions of the profession.

[In re Wilson, 91 N.J. 451, 456 (1979).]

Until 2024, the Court had created two primary entities to perform its disciplinary work: the New Jersey Office of Attorney Ethics (OAE) and the Disciplinary Review Board (DRB). A third entity, the Disciplinary Oversight Committee

(DOC) was created to advise the Court on the effectiveness and efficiency of the programs administered by the other two. On October 15, 2024, the Court created the Attorney Regulatory Board (ARB), a new body primarily charged to examine petitions for readmission to ensure consistent and statewide protection of the public and the reputation of the bar.

A. OFFICE OF ATTORNEY ETHICS

The OAE was created on October 19, 1983, to act as the investigative and prosecutorial arm of the New Jersey Supreme Court (the Supreme Court) in discharging its constitutional authority to supervise and discipline New Jersey attorneys. N.J. Const. art. VI, § II, ¶3.

The OAE administers the programs of the 18 District Ethics Committees (DECs) and 17 District Fee Arbitration Committees (DFACs). R. 1:20-2(b)(9). The DECs investigate and prosecute grievances alleging unethical conduct against attorneys. The DFACs hear and determine disputes over legal fees.

In addition, the OAE administers the Random Audit Compliance Program, which undertakes audits of private law firm trust and business accounts to increase education and compliance with mandatory recordkeeping Rules.

The OAE is vested with exclusive investigative and prosecutorial jurisdiction in complex serious or emergent disciplinary cases; matters where an attorney has been criminally charged; cases where an attorney is the subject of reciprocal discipline from another United States jurisdiction; matters involving allegations against a sitting Law or Appellate Division judge concerning conduct while the judge was an attorney; multi-jurisdictional practice matters; in-house counsel charges; cases where DECs have not resolved an investigation within a year; and any case referred to it by the DRB or the Supreme Court. R. 1:20-2(b).

During the preparation of the 2026 Attorney Disciplinary System Budget, Johanna Barba Jones, Esq., served as Director of the OAE.

B. OFFICE OF BOARD COUNSEL TO THE DRB AND ARB

In 1984, the Supreme Court established the Office of Board Counsel (OBC) to handle all administrative aspects of the DRB, including docketing; case processing; calendaring; distribution of all decisions; and records management.

The DRB is the intermediate appellate attorney disciplinary tribunal and, thus, reviews all recommendations for discipline, including those issued by hearing panels and special ethics adjudicators. The DRB's decisions as to discipline are final in all cases, subject to the Supreme Court's confirming order, except those decisions recommending disbarment.

The DRB also decides appeals of decisions to dismiss docketed grievances after investigation or hearing, as well as appeals from DFAC rulings. The DRB's determinations of appeals in these matters are final, with no further recourse.

The ARB, created in 2024, will make recommendations to the Supreme Court regarding both (1) petitions by suspended attorneys seeking to be reinstated to the practice of law, and (2) petitions by disbarred attorneys seeking to be readmitted to the practice of law. The OBC will provide the same administrative support to the ARB as is provided to the DRB.

Moreover, the OBC provides the DRB and will provide the ARB with memoranda on all matters scheduled for consideration, except motions for temporary suspension. These extremely detailed memoranda set out the facts relevant to the issues raised; the applicable law; a pertinent analysis of both; and a recommendation regarding the appropriate outcome of the matter.

During the preparation of the 2026 Attorney Disciplinary System Budget, Timothy M. Ellis, Esq. served as Chief Counsel of the OBC.

D. DISCIPLINARY OVERSIGHT COMMITTEE

The Supreme Court established the volunteer DOC of six attorneys and five public members to evaluate the efficiency and effectiveness of the disciplinary system as performed by the OAE and the DRB. R. 1:20B-4. The DOC bears important financial duties, the most significant of which is its leadership in conducting an annual review of the Attorney Disciplinary System Budget. R. 1:20B-4(a)(2).

In a process outlined by Court Rule and beginning annually in August of the preceding year, the Director of the OAE and the Chief Counsel for the DRB submit their proposed disciplinary system budget to the DOC. After a thorough review, the DOC forwards its budget recommendations to the Supreme Court. R. 1:20B-4(a)(2).

This Attorney Disciplinary System Budget for 2026 has been prepared in accordance with that Rule.

During the preparation of the 2026 Attorney Disciplinary System Budget, Matthew P. O'Malley, Esq. served as Chair of the DOC.

2026
BUDGET NARRATIVE

Proposed Budget

The proposed 2026 Attorney Disciplinary System Budget is \$19,304,618, which is 12.38% higher than the budget approved for 2025.

Salaries and Fringe Benefits

Salaries and benefits comprise close to 86% of the Total Operating Expenses. These expenses are based on negotiated and ratified labor contracts, as well as the compensation policies of the Administrative Office of the Courts (the AOC). Current labor contracts will expire on June 30, 2028. In calculating salaries and benefits for 2026, we assume a vacancy rate of 7.0%, which is consistent with the average vacancy rate over the last two years.

The fringe benefit rate, as provided by the State of New Jersey Department of the Treasury is projected to be 66.05% of salaries for full-time staff, which is a decrease of 4.4% from the rate budgeted for 2025. The fringe benefit rate is negotiated yearly with the U.S. Government by the Treasury and may not be finalized until December 2025. The fringe benefit rate covers the costs for pensions, health benefits, social security taxes, unemployment, and temporary disability insurance.

Overall, for Calendar Year 2026, the Salaries and Benefits are budgeted to increase by approximately 13.45% over the same expenses budgeted for 2025.

Office Expenses

Office Expenses are budgeted to be 14.06% higher than the latest estimate for 2025 but will only be a \$3,760 increase compared to the amount budgeted for 2025. When reviewed year over year, Office Expenses for all minor categories are relatively flat. However, the Data Processing expense line for 2026 to be \$20,950 less than the budgeted amount for 2025 and,

contrarily, library expenses are expected to increase by \$12,550 due to an increased number of attorney volunteers.

Hearing Expenses

Hearing Expenses in 2026 are budgeted to be comparable to the latest estimate for 2025, but 43.62% higher than the budget approved for 2025. There are three reasons for the expected increased expense in 2026. First, effective July 1, 2025, hearing transcript production costs are now \$1.05 more per page. Next, the retainer costs for medical experts have increased. Finally, one of the oldest matters in the office is expected to close and pay out close to 80 days for Special Hearing Fees to the Special Ethics Adjudicator.

Other Expenses

Other Expenses, which include expenses for investigations, meetings, conferences/education/training, and legal representation are budgeted for 2026 to increase by 11.25% when compared to the latest estimate for 2025. Primarily, as with hearing transcripts, the costs for investigative transcripts increased by \$1.05 per page, resulting in an estimated increase cost of transcripts of approximately \$10,000 for 2026.

Maintenance and Fixed Expenses

Maintenance and Fixed Expenses are budgeted to be 11.24% higher than the latest estimate for 2025. The OAE is anticipating expending approximately \$20,000 for an AC unit within the server room that is more than 18 years old and has been recommended to be replaced. Additionally, the common area maintenance expenses are expected to increase by \$30,000 per year next year and going forward.

Special Purpose

Special Purpose Expenses are budgeted to be 1.44% higher than the budget for 2025. This is due to a \$20,000 increase in attorney registration costs.

Equipment Expenses

Equipment Expenses are budgeted to be 30.71% higher than the latest estimate for 2025. Both the OBC and the OAE have experienced staff expansion due to the Court-designed path back for previously disbarred attorneys. Those added staff and infrastructure require expanded technological support.

Total Operating Expenses

The total amount budgeted for Operating Expenses represents a 6.36%, or \$163,800, increase from the 2025 budget for Operating Expenses.

Revenues

The main source of revenue for the attorney discipline system is the disciplinary portion of the annual attorney registration fee. For 2025, the disciplinary portion of the attorney registration fee remained the same as the prior year. However, an increase in the registration fee of \$24 is anticipated. For 2026, the OAE plans to receive \$225 (3+ years), and \$23 (under 2 years), for each paid attorney.

Outline of 2026 Budget

The 2026 budget begins with a budget overview and a projection of reserves for 2025. This is followed by a detailed discussion of the various revenue sources. Where applicable, these discussions include brief explanations of the revenue's purpose, method of collection, and relevant historical data. The remainder of the 2026 budget consists of a discussion of the salaries and benefits for the OBC and the OAE, and a detailed explanation of each of the operating costs of the attorney disciplinary system.

1.1 2026 DISCIPLINARY BUDGET OVERVIEW

REVENUES:

Attorney Registration Fees:

Practicing 3 - 49 years @	68,750	\$225	\$	15,468,750
Practicing 2 years @	1,650	\$23		37,950

Total Registration Fees **\$ 15,506,700**

Other Fees:

Pro Hac Vice Fees		\$	1,395,000
In-House Counsel			264,375
Multi-Jurisdictional Practice			21,375
Disciplinary Costs Recovered			300,000
Fee Arbitration Filing Fees			40,000
Late Fees			225,000
Reinstatement Fees			62,000
Interest on Funds			357,000
Prior Year Payments			275,000
Misc. Revenue			4,716

Total Other Fees **\$ 2,944,466**

Total Projected Revenues 2026 **\$ 18,451,166**

EXPENSES:

Salaries & Benefits:

Salaries with capacity @	93.0%	\$	9,975,771
Allows for vacancy rate @	7.0%		
Fringe Benefits @	66.05%		6,588,997

Total Salaries & Benefits **\$ 16,564,768**

Operating Expenses:

Office Expense		\$	503,710
Hearing Fees			152,240
Other Expenses			189,100
Maintenance & Fixed Expenses			393,000
Special Purpose Expenses			1,410,300
Emoluments	\$	715,300	
Attorney Reg. Costs		695,000	
Equipment Expenses			91,500

Total Operating Expenses **\$ 2,739,850**

Total Projected Expenses 2026 **\$ 19,304,618**

Revenues Less Expenses 2026 **\$ (853,452)**

ADD: Projected Ending Reserve, 2025 **2,466,610**

Projected Reserve, End of 2026 **\$ 1,613,158**

8.4%

1.2 2025 PROJECTED RESERVE

Reserve, End of 2024

\$ 2,561,969

Projected 2025 Revenue:	2025 Budget	2025 Actual as of 6/30	2025 Latest Estimate
Attorney Registration Fees:			
Practicing 3 - 49 years	\$ 13,889,100	\$ 13,394,640	\$ 13,617,750
Practicing 2 years	35,650	37,352	38,985
Total Registration Fees	\$ 13,924,750	\$ 13,431,992	\$ 13,656,735
Pro Hac Vice Fees	\$ 1,276,350	\$ 1,029,924	\$ 1,306,500
In-House Counsel	239,190	211,653	234,165
Multi-Jurisdictional Practice	19,899	14,070	17,085
Prior Year Payments	265,000	226,175	275,000
Disciplinary Costs Recovered	300,000	102,709	300,000
Fee Arbitration Filing Fees	40,000	21,650	42,000
Interest on Funds	493,000	241,487	444,000
Reinstatement Fees	62,000	21,675	65,000
Late Fees	225,000	238,160	285,000
Misc. Revenue	4,716	3,912	4,716
Total Other Fees	\$ 2,925,155	\$ 2,111,414	\$ 2,973,466
TOTAL REVENUES	\$ 16,849,905	\$ 15,543,406	\$ 16,630,201
 LESS:			
Projected 2025 Expenses			\$ 16,725,560
Projected Reserves, End of 2025			\$ 2,466,610

2.1 REVENUE PROJECTIONS

HISTORICAL PERSPECTIVE OF NEW JERSEY'S ANNUAL ATTORNEY REGISTRATION FEE

In 1991, the Supreme Court established the New Jersey Ethics Commission (the Ethics Commission) and charged it with examining the New Jersey attorney disciplinary system and recommending “those changes needed to ensure that New Jersey’s system becomes as effective, as efficient and as responsive as possible.” The Ethics Commission issued its report in 1993 and recommended substantial changes to the attorney disciplinary system. The Supreme Court accepted most of the Ethics Commission’s recommendations and, following an estimate of the costs to implement these recommendations, set the 1995 annual attorney registration fee at \$175. That \$175 was to be divided between the attorney disciplinary system, the New Jersey Lawyers’ Fund for Client Protection (the Fund), which reimburses clients who have lost money due to the dishonesty of an attorney, and the New Jersey Lawyers Assistance Program (the LAP), a free and confidential resource assisting all New Jersey lawyers, judges, law students, and law graduates in need of assessments and referrals to substance use disorder and mental health resources.

The disciplinary portion of this fee was set at \$125 in 1995 and 1996. From 1997 to 2002, the Supreme Court granted temporary rebates to attorneys ranging as high as \$30 per year, thus reducing the fee over that period by a total of as much as \$6 million. In 2003, the annual fee was increased to \$134. It was then reduced in 2005 to \$126, where it remained until 2008. In 2009, the fee was increased to \$140, where it remained until 2011. In 2012, the Supreme Court accepted the recommendation of the DOC to reduce the attorney disciplinary portion of the annual fee by \$5 to \$135. In addition, as an incentive to encourage more attorneys to take advantage of online billing, the Supreme Court offered a \$5 discount to any attorney who paid their attorney registration fee online. The disciplinary portion of the annual fee for 2013 was again \$135. These reductions in the annual attorney registration fee in 2012 and 2013 and the discount in 2012 significantly reduced the reserve, which helped defray the cost of the attorney disciplinary system. Since these high reserves were no longer expected to be available by the end of 2013, it was determined that the annual registration fee for 2014 should be increased to \$148. The disciplinary portion of the annual fee was \$148 from 2014 to 2019. In 2020, the Supreme Court determined that \$2 from the attorney disciplinary portion of the registration fee would be paid as an expense to the Board of Bar Examiners (the BBE) to help fund its operations. For 2023, the Supreme Court approved an

2.1 REVENUE PROJECTIONS

increase to the annual fee for the attorney disciplinary system from \$148 to \$175.

During 2023, the Supreme Court determined that the \$2 for the BBE, previously paid as an expense, would be collected prior to the disciplinary system receiving the revenue. From the collected \$175 for the attorney disciplinary system, only \$173 was received. As a result, beginning in the 2024 budget, the BBE fee is absent from the attorney disciplinary system budget as both revenue and expense. For 2024, the Supreme Court approved an increase to the annual fee for the attorney disciplinary system from \$175 to \$203. The increase funded the Court-approved staffing plans of the OAE and the DRB, as well as consecutive significant increases to the fringe benefits rate for 2022 (a 7.8% increase) and 2023 (a 7.4% increase), and for 2024 (an 8.7% increase).

On October 15, 2024, the Supreme Court issued its Administrative Determinations on the Report of the Special Committee on the Duration of Disbarment for Knowing Misappropriation. Concurrently, the Court created a new Rule-based process for readmission after disbarment and a new body to adjudicate readmission cases: the ARB. As created by the Court, the ARB will be advised by an expanded OBC. Readmission cases, like reinstatement cases, will be litigated by the OAE, which must more fully document misconduct in anticipation of readmission.

An increase to the Attorney Registration fee was anticipated to result. Particularly, the Supreme Court noted:

Inevitably, the infrastructure necessary to support a path back from disbarment will call for additional resources, including staff. As a result, the Court anticipates that the readmission process will require an increase to the annual attorney assessment in upcoming budget cycles. Every measure will be taken to ensure that costs remain low, and staff will be phased in over time to respond to actual demands. In that way, additional costs will not outpace the actual needs of the readmission process.

This 2026 Budget follows.

2.1 REVENUE PROJECTIONS

2026 INCREASE IN ATTORNEY REGISTRATION FEE

As proposed in this budget, the 2026 attorney disciplinary portion of the fee increases by \$24 by comparison with the 2025 amount, from \$201 to \$225. The increase is necessary to cover the necessary staffing costs associated with the Court's creation of a path back from disbarment through readmission. If no other aspect of the attorney registration fee changes in 2026, the total attorney registration fee will increase to \$291. At \$291, New Jersey would retain its ranking as the 37th highest in comparison to the other fifty United States jurisdictions that charge an attorney registration fee.

The average annual fee nationwide, after normalizing the numbers by subtracting taxes and charges such as mandatory malpractice insurance fees imposed by some states, is \$388,¹ \$97 more than our proposed fee. When compared to those jurisdictions without a mandatory bar association membership requirement, New Jersey's registration fee ranks 10th lowest out of 18 states.

ATTORNEY REGISTRATION FEES

Attorneys admitted on a plenary, or complete, basis to the practice of law in New Jersey are required to pay an annual registration fee. In addition to supporting the Fund and the LAP, these monies also assist the bar's Continuing Legal Education (the CLE) system, and the BBE.

As noted above, in 2026, for attorneys in their 3rd to 49th year will pay \$225 for the disciplinary portion of the annual assessment. For the second year, the fee for the disciplinary system remains \$23. Joint disciplinary system revenue constitutes 77% of the annual attorney registration fee, with the balance of that fee comprised of smaller amounts funding the LAP, CLE, and the BBE. If no other portion of the fee were to change, then the total 2026 registration fee would be \$291 for attorneys admitted 5 to 49 years, \$262 for attorneys admitted 3 to 4 years, and \$35 for attorneys admitted two years.²

¹ The national average increased by \$36 when compared with the \$352 national average last year.

² In 2025, those attorney regulatory entities' portions of the fee were:

	5-49 years	3-4 Years	2 nd Year
--	------------	-----------	----------------------

2.1 REVENUE PROJECTIONS

Attorney registration fees are annually collected through the online registration and payment system. A Notice to the Bar announces the opening and closing dates for the electronic registration and payment. That Notice to the Bar coincides with e-mail announcements to all New Jersey attorneys. A series of supplemental Notices to the Bar warn attorneys of the approaching due date. Where an individual attorney has not yet completed registration, those Notices to the Bar occur simultaneously with targeted e-mails apprizing those individuals of their duty to register and complete payment. The Judiciary may, in its discretion, send additional e-mail reminders to attorneys who are delinquent in their annual registration and payment obligations. Attorneys who do not satisfy their attorney registration obligations are declared administratively ineligible to practice law by entry of a Supreme Court Order.

Many factors are considered when estimating revenue from attorney registration fees. Considerations include trends such as the number of candidates taking and passing the New Jersey bar exam, how many candidates go on to get their license to practice law, and how many admitted attorneys continue into their second, and then third years of practice. Retirements and deaths are also considered. The actual amount received from all plenary attorneys in 2025 was \$13,835,583. As of June 30, 2025, \$13,431,992 had been received from attorneys with plenary admission. The projection for the rest of 2025 is \$13,656,735, based on a net fee of \$201 for attorneys in their 3rd through 49th year of practice and \$23 for attorneys in their second year of practice. The budget for 2026 is \$15,506,700.

NON-PLINARY REGISTRATION FEES

PRO HAC VICE FEES

An attorney admitted only in another state may wish to litigate in a New Jersey state or federal court or before certain administrative agencies in this state. To do so, the attorney must apply to the court (or other administrative body) to be granted the right to speak “pro hac vice” or “for this case.” Attorneys so admitted must pay the same annual registration fee as New Jersey

LAP	\$46	\$21	\$10
CLE	\$10	\$10	\$0
BBE	\$4	\$6	\$1

2.1 REVENUE PROJECTIONS

plenary-admitted attorneys in their 5th-49th year.

In 2024, Pro Hac Vice collections were \$1,396,548. As of June 30, 2025, the amount of \$1,029,924 has been received. The estimate to be collected for the rest of 2025 is \$1,306,500, and the budget for 2026 is \$1,395,000.

IN-HOUSE COUNSEL REGISTRATION FEES

Attorneys licensed to practice in other states, but who are not admitted to practice in New Jersey, may not engage in the practice of law here. In order to allow these attorneys to give legal advice to corporations and other businesses within New Jersey, the Supreme Court in 2005 began issuing limited licenses, called In-House Counsel licenses. These licensees must pay the same annual registration fee as New Jersey plenary-admitted attorneys in their 5th-49th year.

During 2024, \$246,024 was collected. As of June 30, 2025, \$211,653 has been collected. The estimate to be collected the rest of 2025 is \$234,165, and the budget for 2026 is \$264,375.

MULTI-JURISDICTIONAL PRACTICE FEES

In 2004, the Supreme Court authorized lawyers admitted in other states to practice in New Jersey in non-litigation situations under limited circumstances. These limited practitioners are referred to as Multi-Jurisdictional Practitioners (MJP). To practice in New Jersey, the MJP attorney must register in the state and pay the same annual fee as plenary-admitted New Jersey lawyers in their 5th-49th year.

In 2024, MJP attorneys paid a total of \$19,296. As of June 30th, 2025, MJP attorneys paid \$14,070. The estimate for 2025 is \$17,085, and the budget for 2026 is \$21,375.

PROGRAM FEES

DISCIPLINARY COSTS RECOVERED

When attorneys are disciplined for unethical conduct, unless the Court otherwise directs, they are charged an administrative fee, together with all out-of-pocket costs incurred during the investigation and prosecution of the

2.1 REVENUE PROJECTIONS

disciplinary proceeding. That collection process is handled by the OBC.

In 2024, the OBC collected \$326,643. Actual receipts as of June 30, 2025, for Disciplinary Costs are \$102,709. The OBC estimates both 2025 and 2026 collections to be \$300,000.

FEE ARBITRATION FILING FEES

New Jersey is one of only about a dozen states to have a mandatory statewide fee arbitration program. Where clients believe they have been charged more than a reasonable fee, those fees may be reviewed through binding arbitration. In order to participate in the program, both the client and the attorney must pay a non-refundable filing fee of \$50.

Fees received in 2024 were \$44,050, and \$21,650 has been received as of June 30, 2025. The amount of \$42,000 is estimated to be collected for the rest of 2024, and the budget for 2026 is estimated to be \$40,000.

ADMINISTRATIVE FEES

LATE FEES

The late fee required to be paid by attorneys who do not pay the annual registration fee by the due date is \$40. The attorney disciplinary system shares these fees equally with the Fund.

For 2024, \$179,985 in late fees were received. As of June 30, 2025, \$238,160 was paid. For 2025, the estimate to collect by year-end is \$285,000. The budget to be collected in 2026 is \$225,000.

REINSTATEMENT FEES

Once an attorney has been placed on the Ineligible List of attorneys who have failed to pay the annual registration fee, the attorney may only be reinstated to practice law by paying a) the registration fee(s) due, b) all late fees that have accrued, and c) a reinstatement fee of \$50 if being removed from one year's Ineligible List or \$100 if from two or more years' Lists. The attorney disciplinary system shares these fees equally with the Fund.

2.1 REVENUE PROJECTIONS

A reinstatement fee is also paid by attorneys who apply to be reinstated after being suspended from the practice of law as a disciplinary sanction. This fee is \$750. The disciplinary system receives the full amount of this fee.

For 2024, \$60,725 in reinstatement fees were received, and \$21,675 has been paid as of June 30, 2025. The estimate to collect during the rest of 2025 is \$65,000, and \$62,000 has been budgeted for 2026.

INTEREST ON FUNDS

Another source of revenue is interest paid on funds on deposit at the bank. Interest rates are controlled by Federal Reserve (Fed) policy and can change significantly from year to year.

Over the past year, the Fed has maintained a higher national interest rate. Although it is hard to predict Fed policy going forward, analysts anticipate that interest rates will begin to decline in 2026.

Recognizing our duty to estimate in the face of that uncertainty, we have budgeted \$357,000 in earned interest for 2026.

PRIOR YEAR PAYMENTS

As reviewed above, when an attorney fails to pay the annual registration fee by the final due date, the Supreme Court enters an Order declaring the attorney ineligible to practice law until the registration fee and certain extra charges (reinstatement and late fees, discussed above) are paid. Additionally, when the attorney has been delinquent for two or more years, all prior years' registration fees, as well as the fee for the current year, must be paid.

Prior years' payments include those by plenary attorneys, Pro Hac Vice attorneys, Foreign Legal Consultants and Multi-Jurisdictional Practitioners, plus prior year fee arbitration filing fees. In 2024, the actual collections were \$267,561. As of June 30, 2025, collections totaled \$226,175. For 2026, the amount of \$275,000 is estimated.

3.1 2024 ACTUAL THROUGH 2026 PROPOSED EXPENSE BUDGET

	2025 Estimate						2026 vs 2025	
	2024 Actuals	2025 Actuals as of 6/30	2025 Latest Estimate	vs 2024 Actual	Percent Variance	Proposed 2026 Budget	Latest Estimate	Percent Variance
Continuation Salary	\$ 8,230,355	\$ 4,223,084	\$ 8,431,819	\$ 201,464	2.45%	\$ 9,975,771	\$ 1,543,952	18.31%
Continuation Benefits	5,913,276	2,891,736	5,715,528	(197,748)	-3.34%	6,588,997	873,469	15.28%
Subtotal	\$ 14,143,630	\$ 7,114,820	\$ 14,147,347	\$ 3,717	0.03%	\$ 16,564,768	\$ 2,417,421	17.09%
Overtime	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Overtime Benefits	-	-	-	-	0.00%	-	-	0.00%
Subtotal Overtime	-	-	-	-	0.00%	-	-	0.00%
Increased Staff Salary	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Increased Staff Benefits	-	-	-	-	0.00%	-	-	0.00%
Subtotal Increase Staff	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Total Salaries	\$ 8,230,355	\$ 4,223,084	\$ 8,431,819	\$ 201,464	2.45%	\$ 9,975,771	\$ 1,543,952	18.31%
Total Benefits	5,913,276	2,891,736	5,715,528	(197,748)	-3.34%	6,588,997	873,469	15.28%
SALARIES & BENEFITS	\$ 14,143,630	\$ 7,114,820	\$ 14,147,347	\$ 3,717	0.03%	\$ 16,564,768	\$ 2,417,421	17.09%
1 Equipment Leases	\$ 13,798	\$ 6,899	\$ 14,300	\$ 502	3.64%	\$ 14,800	\$ 500	3.50%
2 Office Supplies	25,377	15,247	27,000	1,623	6.39%	30,500	3,500	12.96%
3 Bulk Printing	11,997	5,235	12,500	503	4.19%	15,520	3,020	24.16%
4 Publications	151	728	750	599	396.46%	500	(250)	-33.33%
5 Recruitment	8,584	7,022	11,150	2,566	29.89%	11,200	50	0.45%
6 Library	49,588	45,760	50,435	847	1.71%	61,800	11,365	22.53%
7 Telephone	11,397	6,293	13,500	2,103	18.46%	15,040	1,540	11.41%
8 Postage	31,566	20,685	33,000	1,434	4.54%	34,800	1,800	5.45%
9 Travel	20,040	14,480	23,000	2,960	14.77%	23,000	-	0.00%
10 Insurance	85,593	80,738	81,000	(4,593)	-5.37%	90,000	9,000	11.11%
11 Data Processing	139,733	148,876	175,000	35,267	25.24%	206,550	31,550	18.03%
OFFICE EXPENSE	\$ 397,824	\$ 351,962	\$ 441,635	\$ 43,811	11.01%	\$ 503,710	\$ 62,075	14.06%
12 Transcripts	\$ 62,436	\$ 57,389	\$ 78,000	\$ 15,564	24.93%	\$ 80,240	\$ 2,240	2.87%
13 Expert Svcs/Testimony	13,253	20,107	25,000	11,747	88.63%	20,000	(5,000)	-20.00%
14 Special Hearing Fees	4,200	13,300	50,000	45,800	1090.48%	52,000	2,000	4.00%
HEARING EXPENSES	\$ 79,890	\$ 90,796	\$ 153,000	\$ 73,110	91.51%	\$ 152,240	\$ (760)	-0.50%
15 Investigations	\$ 52,192	\$ 31,767	\$ 55,000	\$ 2,808	5.38%	\$ 60,000	\$ 5,000	9.09%
16 Annual Audit	9,074	-	8,093	(981)	-10.81%	8,500	407	5.03%
17 Meetings	3,725	14,732	22,500	18,775	503.99%	24,600	2,100	9.33%
18 Attorney Trustees	10,321	2,885	7,885	(2,436)	-23.60%	5,000	(2,885)	-36.59%
19 Conf./Educ./Training	72,457	16,996	51,500	(20,957)	-28.92%	66,000	14,500	28.16%
20 AG Representation	18,399	8,619	25,000	6,601	35.88%	25,000	-	0.00%
OTHER EXPENSES	\$ 166,168	\$ 75,000	\$ 169,978	\$ 3,809	2.29%	\$ 189,100	\$ 19,122	11.25%
21 Equip/General Maint.	\$ 3,509	\$ 5,603	\$ 8,100	\$ 4,591	130.87%	\$ 27,500	\$ 19,400	239.51%
22 Office Rental	455,873	185,998	345,200	(110,673)	-24.28%	365,500	20,300	5.88%
MAINT & FIXED EXPENSES	\$ 459,382	\$ 191,600	\$ 353,300	\$ (106,082)	-23.09%	\$ 393,000	\$ 39,700	11.24%
23 Emoluments	\$ 711,590	\$ 357,650	\$ 715,300	\$ 3,710	0.52%	\$ 715,300	\$ -	0.00%
24 Atty Registration Costs	647,236	343,203	675,000	27,764	4.29%	695,000	20,000	2.96%
SPECIAL PURPOSE	\$ 1,358,826	\$ 700,853	\$ 1,390,300	\$ 31,474	2.32%	\$ 1,410,300	\$ 20,000	1.44%
EQUIPMENT	\$ 77,578	\$ 53,366	\$ 70,000	\$ (7,578)	-9.77%	\$ 91,500	\$ 21,500	30.71%
OPERATING EXPENSES	\$ 2,539,669	\$ 1,463,578	\$ 2,578,213	\$ 38,544	1.52%	\$ 2,739,850	\$ 161,637	6.27%
TOTAL EXPENSES	\$ 16,683,299	\$ 8,578,398	\$ 16,725,560	\$ 42,260	0.25%	\$ 19,304,618	\$ 2,579,059	15.42%

3.2 2026 BY PROGRAM PROPOSED EXPENSE BUDGET

	DRB	OAE	Random Audit	District Ethics	DOC	Fee Arb.	Atty. Reg.	Total
Continuation Salary	\$ 2,226,633	\$ 6,372,467	\$ 613,259	\$ 528,816	\$ 89,639	\$ 144,957	\$ -	\$ 9,975,771
Continuation Benefits	1,470,691	4,209,015	405,057	349,283	59,207	95,744	-	6,588,997
Subtotal	\$ 3,697,324	\$ 10,581,482	\$ 1,018,316	\$ 878,099	\$ 148,846	\$ 240,701	\$ -	\$ 16,564,768
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime Benefits	-	-	-	-	-	-	-	-
Subtotal Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Increased Staff Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Increased Staff Benefits	-	-	-	-	-	-	-	-
Subtotal Increase Staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Salaries	\$ 2,226,633	\$ 6,372,467	\$ 613,259	\$ 528,816	\$ 89,639	\$ 144,957	\$ -	\$ 9,975,771
Total Benefits	1,470,691	4,209,015	405,057	349,283	59,207	95,744	-	6,588,997
SALARIES & BENEFITS	\$ 3,697,324	\$ 10,581,482	\$ 1,018,316	\$ 878,099	\$ 148,846	\$ 240,701	\$ -	\$ 16,564,768
1 Equipment Leases	\$ 3,800	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,800
2 Office Supplies	10,000	20,500	-	-	-	-	-	30,500
3 Bulk Printing	11,520	4,000	-	-	-	-	-	15,520
4 Publications	-	500	-	-	-	-	-	500
5 Recruitment	1,400	9,800	-	-	-	-	-	11,200
6 Library	12,800	18,000	-	31,000	-	-	-	61,800
7 Telephone	7,040	8,000	-	-	-	-	-	15,040
8 Postage	12,800	22,000	-	-	-	-	-	34,800
9 Travel	-	23,000	-	-	-	-	-	23,000
10 Insurance	-	90,000	-	-	-	-	-	90,000
11 Data Processing	98,000	108,550	-	-	-	-	-	206,550
OFFICE EXPENSE	\$ 157,360	\$ 315,350	\$ -	\$ 31,000	\$ -	\$ -	\$ -	\$ 503,710
12 Transcripts	\$ 10,240	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,240
13 Expert Svcs/Testimony	-	20,000	-	-	-	-	-	20,000
14 Special Hearing Fees	-	52,000	-	-	-	-	-	52,000
HEARING EXPENSES	\$ 10,240	\$ 142,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 152,240
15 Investigations	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
16 Annual Audit	-	8,500	-	-	-	-	-	8,500
17 Meetings	9,600	15,000	-	-	-	-	-	24,600
18 Attorney Trustees	-	5,000	-	-	-	-	-	5,000
19 Conf./Educ./Training	15,000	51,000	-	-	-	-	-	66,000
20 AG Representation	5,000	20,000	-	-	-	-	-	25,000
OTHER EXPENSES	\$ 29,600	\$ 159,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 189,100
21 Equip/General Maint.	\$ 2,500	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,500
22 Office Rental	3,000	362,500	-	-	-	-	-	365,500
MAINT & FIXED EXPENSES	\$ 5,500	\$ 387,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 393,000
23 Emoluments	\$ -	\$ -	\$ -	\$ 466,400	\$ -	\$ 248,900	\$ -	\$ 715,300
24 Atty Registration Costs	-	-	-	-	-	-	695,000	695,000
SPECIAL PURPOSE	\$ -	\$ -	\$ -	\$ 466,400	\$ -	\$ 248,900	\$ 695,000	\$ 1,410,300
EQUIPMENT	\$ 11,500	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91,500
OPERATING EXPENSES	\$ 214,200	\$ 1,084,350	\$ -	\$ 497,400	\$ -	\$ 248,900	\$ 695,000	\$ 2,739,850
TOTAL EXPENSES	\$ 3,911,524	\$ 11,665,832	\$ 1,018,316	\$ 1,375,499	\$ 148,846	\$ 489,601	\$ 695,000	\$ 19,304,618

3.3 2024 ACTUAL THROUGH 2026 DRB - PROPOSED EXPENSE BUDGET

	2025 Estimate					2026 vs 2025		
	2024 Actuals	2025 Actuals as of 6/30	2025 Latest Estimate	vs 2024 Actual	Percent Variance	Proposed 2026 Budget	Latest Estimate	Percent Variance
Continuation Salary	\$ 1,475,072	\$ 763,739	\$ 1,549,671	\$ 74,599	5.06%	\$ 2,226,633	\$ 676,962	43.68%
Continuation Benefits	1,065,975	505,024	1,017,363	(48,612)	-4.56%	1,470,691	453,328	44.56%
Subtotal	\$ 2,541,047	\$ 1,268,763	\$ 2,567,034	\$ 25,988	1.02%	\$ 3,697,324	\$ 1,130,289	44.03%
Overtime	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Overtime Benefits	-	-	-	-	0.00%	-	0	0.00%
Subtotal Overtime	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Increased Staff Salary	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Increased Staff Benefits	-	-	-	-	0.00%	-	0	0.00%
Subtotal Increase Staff	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Total Salaries	\$ 1,475,072	\$ 763,739	\$ 1,549,671	\$ (25,121)	-1.70%	\$ 2,226,633	\$ 676,962	43.68%
Total Benefits	1,065,975	505,024	1,017,363	(57,346)	-5.38%	1,470,691	453,328	44.56%
SALARIES & BENEFITS	\$ 2,541,047	\$ 1,268,763	\$ 2,567,034	\$ (82,467)	-3.25%	\$ 3,697,324	\$ 1,130,289	44.03%
1 Equipment Leases	3,735	1,867	3,800	65	1.75%	3,800	-	0.00%
2 Office Supplies	5,770	5,428	7,000	1,230	21.32%	10,000	3,000	42.86%
3 Bulk Printing	5,014	3,210	9,000	3,986	79.51%	11,520	2,520	28.00%
4 Publications	-	-	-	-	0.00%	-	-	0.00%
5 Recruitment	-	485	1,400	1,400	#DIV/0!	1,400	-	0.00%
6 Library	4,285	6,425	10,000	5,715	133.36%	12,800	2,800	28.00%
7 Telephone	4,377	2,871	5,500	1,123	25.66%	7,040	1,540	28.00%
8 Postage	9,470	6,206	10,000	530	5.60%	12,800	2,800	28.00%
9 Travel	-	-	-	-	0.00%	-	-	0.00%
10 Insurance	-	-	-	-	0.00%	-	-	0.00%
11 Data Processing	40,324	36,101	54,000	13,676	33.91%	98,000	44,000	81.48%
OFFICE EXPENSE	\$ 72,974	\$ 62,593	\$ 100,700	\$ 27,726	37.99%	\$ 157,360	\$ 56,660	56.27%
12 Transcripts	6,120	3,053	8,000	1,880	30.73%	10,240	2,240	28.00%
13 Expert Svcs/Testimony	-	-	-	-	0.00%	-	-	0.00%
14 Special Hearing Fees	-	-	-	-	0.00%	-	-	0.00%
HEARING EXPENSES	\$ 6,120	\$ 3,053	\$ 8,000	\$ 1,880	30.73%	\$ 10,240	\$ 2,240	28.00%
15 Investigations	-	-	-	-	0.00%	-	-	0.00%
16 Annual Audit	-	-	-	-	0.00%	-	-	0.00%
17 Meetings	3,725	1,735	7,500	3,775	101.33%	9,600	2,100	28.00%
18 Attorney Trustees	-	-	-	-	0.00%	-	-	0.00%
19 Conf./Educ./Training	12,555	-	10,000	(2,555)	-20.35%	15,000	5,000	50.00%
20 AG Representation	-	-	5,000	5,000	#DIV/0!	5,000	-	0.00%
OTHER EXPENSES	\$ 16,280	\$ 1,735	\$ 22,500	\$ 6,220	38.20%	\$ 29,600	\$ 7,100	31.56%
21 Equip/General Maint.	-	-	2,500	2,500	#DIV/0!	2,500	-	0.00%
22 Office Rental	2,252	859	2,200	(52)	-2.29%	3,000	800	36.36%
MAINT & FIXED EXPENSES	\$ 2,252	\$ 859	\$ 4,700	\$ 2,448	108.74%	\$ 5,500	\$ 800	17.02%
23 Emoluments	-	-	-	-	0.00%	-	-	0.00%
24 Atty Registration Costs	-	-	-	-	0.00%	-	-	0.00%
SPECIAL PURPOSE	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
25 EQUIPMENT	8,203	4,355	5,000	(3,203)	-39.04%	11,500	6,500	130.00%
OPERATING EXPENSES	\$ 105,828	\$ 72,595	\$ 140,900	\$ 35,072	33.14%	\$ 214,200	\$ 73,300	52.02%
TOTAL EXPENSES	\$ 2,646,875	\$ 1,341,358	\$ 2,707,934	\$ (47,395)	-1.79%	\$ 3,911,524	\$ 1,203,589	44.45%

3.4 2024 ACTUAL THROUGH 2026 OAE - PROPOSED EXPENSE BUDGET

	2025 Estimate						2026 vs 2025		
	2024 Actuals	2025 Actuals as of 6/30	2025 Latest Estimate	vs 2024 Actual	Percent Variance	Proposed 2026 Budget	Latest Estimate	Percent Variance	
Continuation Salary	\$ 5,499,078	\$ 2,848,656	\$ 5,563,671	\$ 64,593	1.17%	\$ 6,372,467	\$ 808,796	14.54%	
Continuation Benefits	3,931,854	1,948,979	3,817,295	(114,559)	-2.91%	4,209,015	391,719	10.26%	
Subtotal	\$ 9,430,932	\$ 4,797,635	\$ 9,380,966	\$ (49,966)	-0.53%	\$ 10,581,482	\$ 1,200,516	12.80%	
Overtime	-	-	-	\$ -	0.00%	-	\$ -	0.00%	
Overtime Benefits	-	-	-	-	0.00%	-	0	0.00%	
Subtotal Overtime	-	-	-	-	0.00%	\$ -	-	0.00%	
Increased Staff Salary	\$ -	\$ -	\$ -	\$ -	0.00%	-	\$ -	0.00%	
Increased Staff Benefits	-	-	-	-	0.00%	-	0	0.00%	
Subtotal Increase Staff	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	
Total Salaries	\$ 5,499,078	\$ 2,848,656	\$ 5,563,671	\$ 64,593	1.17%	\$ 6,372,467	\$ 808,796	14.54%	
Total Benefits	3,931,854	1,948,979	3,817,295	(114,559)	-2.91%	4,209,015	391,719	10.26%	
SALARIES & BENEFITS	\$ 9,430,932	\$ 4,797,635	\$ 9,380,966	\$ (49,966)	-0.53%	\$ 10,581,482	\$ 1,200,516	12.80%	
1 Equipment Leases	10,064	5,032	10,500	436	4.34%	11,000	500	4.76%	
2 Office Supplies	19,608	9,818	20,000	392	2.00%	20,500	500	2.50%	
3 Bulk Printing	6,984	2,025	3,500	(3,484)	-49.88%	4,000	500	14.29%	
4 Publications	151	728	750	599	396.46%	500	(250)	-33.33%	
5 Recruitment	8,584	6,537	9,750	1,166	13.58%	9,800	50	0.51%	
6 Library	13,897	17,400	18,500	4,603	33.12%	18,000	(500)	-2.70%	
7 Telephone	7,020	3,422	8,000	980	13.96%	8,000	-	0.00%	
8 Postage	22,096	14,480	23,000	904	4.09%	22,000	(1,000)	-4.35%	
9 Travel	20,040	14,480	23,000	2,960	14.77%	23,000	-	0.00%	
10 Insurance	85,593	80,738	81,000	(4,593)	-5.37%	90,000	9,000	11.11%	
11 Data Processing	99,409	112,776	121,000	21,591	21.72%	108,550	(12,450)	-10.29%	
OFFICE EXPENSE	\$ 293,445	\$ 267,434	\$ 319,000	\$ 25,555	8.71%	\$ 315,350	\$ (3,650)	-1.14%	
12 Transcripts	56,317	54,336	70,000	13,683	24.30%	70,000	-	0.00%	
13 Expert Svcs/Testimony	13,253	20,107	25,000	11,747	88.63%	20,000	(5,000)	-20.00%	
14 Special Hearing Fees	4,200	13,300	50,000	45,800	1090.48%	52,000	2,000	4.00%	
HEARING EXPENSES	\$ 73,770	\$ 87,744	\$ 145,000	\$ 71,230	96.56%	\$ 142,000	\$ (3,000)	-2.07%	
15 Investigations	52,192	31,767	55,000	2,808	5.38%	60,000	5,000	9.09%	
16 Annual Audit	9,074	-	8,093	(981)	-10.81%	8,500	407	5.03%	
17 Meetings	-	12,997	15,000	15,000	#DIV/0!	15,000	-	0.00%	
18 Attorney Trustees	10,321	2,885	7,885	(2,436)	-23.60%	5,000	(2,885)	-36.59%	
19 Conf./Educ./Training	59,902	16,996	41,500	(18,402)	-30.72%	51,000	9,500	22.89%	
20 AG Representation	18,399	8,619	20,000	1,601	8.70%	20,000	-	0.00%	
OTHER EXPENSES	\$ 149,888	\$ 73,265	\$ 147,478	\$ (2,410)	-1.61%	\$ 159,500	\$ 12,022	8.15%	
21 Equip/General Maint.	3,509	5,603	5,600	2,091	59.61%	25,000	19,400	346.43%	
22 Office Rental	453,622	185,139	343,000	(110,622)	-24.39%	362,500	19,500	5.69%	
MAINT & FIXED EXPENSES	\$ 457,130	\$ 190,741	\$ 348,600	\$ (108,530)	-23.74%	\$ 387,500	\$ 38,900	11.16%	
23 Emoluments	-	-	-	-	0.00%	-	-	0.00%	
24 Atty Registration Costs	-	-	-	-	0.00%	-	-	0.00%	
SPECIAL PURPOSE	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	
EQUIPMENT	69,376	49,011	65,000	(4,376)	-6.31%	80,000	15,000	23.08%	
OPERATING EXPENSES	\$ 1,043,609	\$ 668,195	\$ 1,025,078	\$ (18,531)	-1.78%	\$ 1,084,350	\$ 59,272	5.78%	
TOTAL EXPENSES	\$ 10,474,541	\$ 5,465,830	\$ 10,406,044	\$ (68,497)	-0.65%	\$ 11,665,832	\$ 1,259,788	12.11%	

4.1 SALARIES AND BENEFITS

A. OFFICE OF ATTORNEY ETHICS

The OAE is the chief disciplinary enforcement agency in the State of New Jersey. Its duties include:

- professional ethics investigations and prosecutions;
- administrative and legal support for the DEC's;
- administrative and legal support for the DFAC's;
- education and statewide tracking of attorney trustees;
- administration of the Trust Account Overdraft Notification Program;
- evaluation of suspended attorneys' petitions for reinstatement and readmission;
- monitorship of diversionary agreements;
- supervision of conditions of discipline; and
- administration of the Random Audit Program (RAP).

From 2025 and forward, the structure of the office can be pictured as seven discrete business units reporting to the Clerk of the Supreme Court through Executive Management:

4.1 SALARIES AND BENEFITS



The Executive Management of the OAE consists of the Director and First Assistant Ethics Counsel. The First Assistant Ethics Counsel, the Manager of Budget and Operations, and the Administrative Supervisor in charge of OAE Information Technology report to the Director. All Chiefs and Statewide Counsel report to the First Assistant Ethics Counsel. The Director and First Assistant each have a confidential secretary. Among other tasks, the executive confidential secretarial staff support the OAE's status as a Continuing Legal Education provider and track all attorney-trustees, statewide.

1. OAE Litigation Unit

The OAE is vested with exclusive jurisdiction to investigate and prosecute complex or serious attorney disciplinary matters, which includes any case alleging misappropriation of trust funds or other financial impropriety. The OAE also handles all ethics cases in which the lawyer is a

4.1 SALARIES AND BENEFITS

defendant in any criminal proceeding, or where the attorney has been disciplined by another United States jurisdiction. Additionally, the OAE takes any emergent action that may be necessary to protect the public by applying to the Supreme Court for immediate temporary suspensions. This may occur, for example, when a lawyer has been criminally charged or convicted of a serious crime.

The Litigation Unit likewise handles a number of related non-disciplinary functions, including but not limited to: transfers to disability-inactive status and motions for medical examination; and the monitorship of compliance with the terms of agreements in lieu of discipline (also known as “diversion”).

The primary responsibility for investigating and prosecuting complex, serious or emergent matters falls on the OAE Litigation Unit, led by a Chief of Litigation and reporting to the First Assistant Ethics Counsel. This group consists of two Deputy Chiefs of Litigation, twelve Deputy Ethics Counsel, the Chief’s secretary, one Senior Legal Assistant, and one Legal Assistant.

2. OAE Investigation Unit

The OAE’s legal staff works in partnership with, and is assisted by, the Investigation Unit, led by a Chief of Investigations and two Assistant Chiefs. The Chief of Investigations reports to the First Assistant Ethics Counsel and

4.1 SALARIES AND BENEFITS

manages The Trust Account Overdraft Notification Program. The Investigation Unit consists of two secretaries, one investigative aide, and eighteen forensic auditors and disciplinary investigators. Investigative staff are evenly divided between Financial Specialists and Administrative Specialists.

3. OAE District Ethics Committee Administration and Appointments

All disciplinary matters not handled directly by the OAE are handled by one of the eighteen DEC's located throughout the state. These committees, consisting of volunteer attorney and public members, investigate, prosecute and adjudicate standard or routine grievances alleging unethical conduct by attorneys.

The OAE District Ethics Committee Unit provides legal and administrative advice and support to the DEC's throughout the state. It also administers the CourtSmart program for disciplinary proceedings, scheduling and recording attorney discipline hearings held virtually and in courtrooms throughout the state. This group consists of a Statewide Ethics Coordinator, two Deputy Statewide Ethics Coordinators, an administrative assistant, a CourtSmart Administrator, and a secretary.

5. OAE Readmission, Motions & Monitoring Unit

As noted elsewhere, the Court on October 15, 2024 created a path back from disbarment through a process called readmission. With the Court's support, the OAE developed a new unit now taking a unified approach to all public-protective post-disciplinary activity within the Office, including:

- Motions for reciprocal discipline following discipline in other jurisdiction;
- Motions for final discipline following criminal convictions;
- Monitoring of diversion agreements;
- Supervision of conditions of final discipline; and, most significantly
- Attorney petitions for reinstatement from suspension and readmission from disbarment.

This group consists of a Chief, three Deputy Ethics Counsel, one Assistant Deputy Ethics Counsel, and one secretary.

6. OAE Budget and Operations Unit

The Budget and Operations Unit performs the OAE's substantial administrative and fiscal functions, freeing subject matter experts to commit a greater proportion of their efforts to the efficient processing of cases. It bears day-to-day responsibility for OAE case flow, from docketing onward.

4.1 SALARIES AND BENEFITS

This includes administrative support during investigations, hearings, and transmittal of the digital and physical case records and filings to the DRB. The Unit also performs fleet management, on-site reception and mail, and records management. Finally, the Manager of Budget & Operations supports all on-site renovations and projects which are not information technology related.

This group consists of the Manager, the intake clerk, the fleet manager, the main receptionist, and all secretaries supporting litigation other than that of the secretary to the Chief of Litigation and the Statewide Fee Arbitration Coordinator.

7. Fee Arbitration Unit

In 1978, the Supreme Court adopted a program for the mandatory arbitration of disputes between clients and lawyers over the reasonableness of a lawyer's fee. New Jersey was the second state in the country to enact such a program. Even today, New Jersey remains one of only a few states to offer a mandatory, statewide program.

The Fee Arbitration Program consists of seventeen DFACs throughout the state with jurisdiction generally conforming to county lines. These committees are composed of over 300 volunteer attorney and public members who hear and determine fee disputes.

4.1 SALARIES AND BENEFITS

The OAE's administrative and legal support for the DFACs is led by one Assistant Ethics Counsel, who is designated as the Statewide Fee Arbitration Coordinator, and also carries an Ethics caseload. The Statewide Coordinator is assisted in that function by a Fee Arbitration Assistant and a clerk.

8. Random Audit Compliance Program

The OAE also administers the Random Audit Compliance Program, which randomly selects private practice law firms for audit of their trust and business accounts. The central purpose of the Random Audit Compliance Program is to ensure adherence to the Supreme Court's Recordkeeping R. 1:21-6, and to educate New Jersey attorneys on their fiduciary responsibilities under the Rule. A secondary purpose underlying random audits is to deter attorneys from misusing trust funds. Finally, random audits also detect serious financial violations, including misappropriation of trust funds.

The Random Audit Compliance Program consists of its Chief, two senior compliance auditors, three compliance auditors, and one secretary.

Random Audit personnel are full-time employees, and most random audits are performed in the audited attorney's office. The use of full-time, experienced auditors ensures the development of expertise in legal financial

4.1 SALARIES AND BENEFITS

matters, uniformity of approach, and maximizes the program's ability to detect misappropriations and other serious ethical violations.

B. OFFICE OF BOARD COUNSEL

1. Disciplinary Review Board

The DRB has three chief functions: review of disciplinary recommendations, appeals from the dismissal of grievances against attorneys, and collection of administrative costs associated with attorney discipline.

a. Review of Disciplinary Recommendations

The DRB's principal function is to review all recommendations for discipline from the DEC's and from Special Ethics Adjudicators. The DRB's review is *de novo* on the record, with oral argument at the DRB's discretion. Following this review, and oral argument, if any, the DRB will deliberate and vote for either a dismissal of the complaint or for the imposition of discipline. The DRB is supported by the OBC which will then prepare a formal decision for the DRB's review and approval, after which it is filed with the Supreme Court.

The OBC is led by Chief Counsel, supported by a First Assistant Board Counsel. Five Assistant Board Counsel and two

4.1 SALARIES AND BENEFITS

Associate Board Counsel assist Board Counsel to perform those functions, supported by one Administrative Specialist 1, one Administrative Specialist 2, and one Administrative Specialist 4.

b. Appeals

The DRB also reviews direct appeals from grievants who claim that a DEC improperly dismissed their grievance after an investigation or a hearing, and from parties to fee arbitration proceedings who contend that at least one of the four grounds for appeal set out in R. 1:20A-3(c) exists. These duties are discharged by one Deputy Board Counsel, supported by one Court Services Officer 1 and one Administrative Specialist 2. Additional support is occasionally provided by other Assistant Board Counsel.

c. Collection of Administrative Costs

The DRB uniformly assesses administrative costs in all discipline cases, including admonitions. The Supreme Court's final order of discipline generally includes a requirement that the respondent pay the administrative costs of the action to the DOC.

Similarly, the ARB, discussed in more depth below, will also assess administrative costs in all matters involving the petition for readmission by a previously disbarred attorney as well as collecting

4.1 SALARIES AND BENEFITS

the filing fees associated with both petitions for readmission and petitions for reinstatement. Presumably, the Supreme Court's final Order either granting or rejecting a petition for readmission will include a requirement that the petitioner pay the administrative and actual costs of the action to the DOC.

The OBC assesses and collects costs and, in certain cases, monetary sanctions on behalf of the DOC. Those duties are discharged by Deputy Board Counsel with the support of an Administrative Specialist 3.

2. Attorney Regulatory Board

The ARB's primary function will be to review all petitions for readmission filed by previously disbarred attorneys. The ARB will apply a clear and convincing standard in its review of petitions with oral argument at the ARB's discretion. Following this review, and oral argument, if any, the ARB will deliberate and vote for either a recommendation of denial of the petition or for readmission of the petitioner. The OBC will then prepare a formal decision for the ARB's review and approval, after which it is filed with the Supreme Court.

Like the DRB, the ARB will be supported by the OBC which is led by Chief Counsel, supported by a Deputy Counsel. Three Assistant Board

4.1 SALARIES AND BENEFITS

Counsel will assist Board Counsel in performing those functions, supported by one Administrative Specialist 1 and one Administrative Specialist 4.

The ARB will also address petitions for reinstatement submitted under R. 1:20-21. These petitions formerly were addressed by the DRB. The ARB will apply a clear and convincing standard in its review of petitions with oral argument at the Board's discretion. Following this review, and oral argument if any, the ARB will deliberate and vote for either a recommendation of denial of the petition or for reinstatement of the petitioner. The OBC will then prepare a formal decision for the ARB's review and approval, after which it is filed with the Supreme Court. The administrative fee for the petition will be collected on behalf of the DOC, by the OBC.

C. NEW JERSEY SUPREME COURT

The Supreme Court reviews all decisions by the DRB (other than admonitions) and enters final Orders of discipline. The Supreme Court also hears and decides all recommendations for disbarment, as well as any other disciplinary recommendations where it has granted a petition for leave to appeal. Additionally, the Supreme Court decides all applications by the OAE for

4.1 SALARIES AND BENEFITS

emergent temporary suspensions of attorneys who pose a danger to the public or themselves.

D. SALARIES AND BENEFITS

This plan continues the attorney disciplinary system staffing level at 103 full time positions. This staffing level requires a salary and benefits appropriation of \$17,811,579. Any appropriation level below this amount will make it more difficult to handle the cases coming into the attorney disciplinary system and will undoubtedly result in an increase in the amount of time it takes to investigate grievances, prosecute and adjudicate complaints, and bring the matters to conclusion.

Summary of Salaries & Benefits

Section	Description	Amount
4.2	Office of Board Counsel	\$ 3,975,617
4.3	Office of Attorney Ethics	
	Litigation	9,518,660
	Administrative	888,684
	Support Staff	970,594
4.4	Random Audit	1,094,964
4.5	Disciplinary Oversight	
	DEC	944,193
	Continuation Fee Arbitration	258,818
	Continuation DOC	160,050
	Total Salaries & Benefits	\$ 17,811,579
	Less 7% Budgeted Vacancy	(1,246,811)
	Total Budgeted Salaries & Benefits	\$ 16,564,768

4.2 OFFICE OF BOARD COUNSEL SALARIES & BENEFITS

100%

CONTINUATION LEGAL SALARIES:

Court Executive 3B	Chief Counsel	\$ 185,211
Court Executive 3A	First Assistant Counsel	\$ 154,362
Court Executive 2B	Deputy Counsel	\$ 154,160
Court Executive 2B	Deputy Counsel	\$ 116,719
Attorney 2	Assistant Counsel	\$ 134,506
Attorney 2	Assistant Counsel	\$ 127,434
Attorney 2	Assistant Counsel	\$ 140,101
Attorney 2	Assistant Counsel	\$ 117,804
Attorney 2	Assistant Counsel	\$ 104,797
Attorney 2	Assistant Counsel	\$ 96,768
Attorney 2	Assistant Counsel	\$ 96,768
Attorney 1	Associate Counsel	\$ 79,098
Attorney 1	Associate Counsel	\$ 79,098

CONTINUATION ADMINISTRATIVE SALARIES:

Administrative Specialist 4	Readmission & Monitoring	\$ 100,617
Administrative Specialist 4	Paralegal	\$ 119,972
Administrative Specialist 3	Statewide Cost Coordinator	\$ 80,327
Administrative Specialist 2	Docketing & Appeals Assistant	\$ 71,375
Administrative Specialist 2	Assistant to Chief Counsel	\$ 56,957
Administrative Specialist 1	Disciplinary Matters	\$ 51,334
Administrative Specialist 1	Readmission	\$ 49,060
Information Technology Anayst 3	IT Infrastructure Coordinator	\$ 133,453
Judiciary Clerk 4	Decisions/Transmittals Clerk	\$ 80,446
Court Services Officer 1	Docketing & Appeals Coordinator	\$ 63,863

Total Continuation Legal, Administrative and Support Staff Salaries	\$ 2,394,229
Add Fringe Benefits @ 66.05%	\$ 1,581,388

Total ALL Disciplinary Review Board Salaries and Benefits	\$ 3,975,617
--	---------------------

4.3 OFFICE OF ATTORNEY ETHICS

100%

CONTINUATION LITIGATION SALARIES (Full-time):

Court Executive 3B	Director	\$ 188,727
Court Executive 3A	First Assistant Ethics Counsel	\$ 181,671
Court Executive 2B	Assistant Ethics Counsel (75%)	\$ 93,435
Court Executive 2B	Assistant Ethics Counsel	\$ 153,786
Court Executive 2A	Assistant Ethics Counsel	\$ 135,293
Court Executive 2A	Assistant Ethics Counsel	\$ 150,782
Court Executive 2B	Chief of Readmission	\$ 146,508
Attorney 2	Deputy Ethics Counsel	\$ 120,309
Attorney 2	Deputy Ethics Counsel	\$ 140,101
Attorney 2	Deputy Ethics Counsel	\$ 140,101
Attorney 2	Deputy Ethics Counsel	\$ 124,652
Attorney 2	Deputy Ethics Counsel	\$ 135,536
Attorney 2	Deputy Ethics Counsel	\$ 146,292
Attorney 2	Deputy Ethics Counsel	\$ 116,590
Attorney 2	Deputy Ethics Counsel	\$ 97,954
Attorney 2	Deputy Ethics Counsel	\$ 107,912
Attorney 2	Deputy Ethics Counsel	\$ 116,591
Attorney 2	Deputy Ethics Counsel	\$ 113,757
Attorney 2	Deputy Ethics Counsel	\$ 110,369
Attorney 2	Deputy Ethics Counsel	\$ 126,538
Attorney 2	Deputy Ethics Counsel	\$ 107,928
Attorney 2	Deputy Ethics Counsel	\$ 103,646
Attorney 1	Jr Deputy Ethics	\$ 84,763
Court Executive 2B	Chief of Investigations	\$ 159,027
Court Executive 2A	Assistant Chief Investigator	\$ 134,764
Court Executive 2A	Assistant Chief Investigator	\$ 146,234
Administrative Specialist 4	Senior Disciplinary Investigator	\$ 114,200
Administrative Specialist 4	Senior Disciplinary Investigator	\$ 96,178
Administrative Specialist 4	Senior Disciplinary Investigator	\$ 86,616
Administrative Specialist 4	Senior Disciplinary Investigator	\$ 101,465
Administrative Specialist 4	Senior Disciplinary Investigator	\$ 101,692
Administrative Specialist 4	Senior Disciplinary Investigator	\$ 87,053
Administrative Specialist 4	Senior Disciplinary Investigator	\$ 81,447
Administrative Specialist 4	Senior Disciplinary Investigator	\$ 85,661
Administrative Specialist 3	Disciplinary Investigator	\$ 100,441
Financial Specialist 2	Senior Disciplinary Auditor	\$ 98,819
Financial Specialist 2	Senior Disciplinary Auditor	\$ 122,536
Financial Specialist 2	Senior Disciplinary Auditor	\$ 121,715
Financial Specialist 2	Senior Disciplinary Auditor	\$ 127,952
Financial Specialist 2	Senior Disciplinary Auditor	\$ 127,952
Financial Specialist 2	Senior Disciplinary Auditor	\$ 92,196
Financial Specialist 2	Senior Disciplinary Auditor	\$ 128,986
Financial Specialist 2	Senior Disciplinary Auditor	\$ 93,003
Financial Specialist 2	Senior Disciplinary Auditor	\$ 120,226
Financial Specialist 2	Senior Disciplinary Auditor	\$ 79,098
Administrative Specialist 2	Investigative Aide	\$ 89,437
Administrative Specialist 2	Legal Asst	\$ 53,889
Administrative Specialist 2	Motions Legal Asst	\$ 52,594
Judiciary Secretary 1	Secretary	\$ 70,429
Judiciary Secretary 1	Secretary	\$ 65,087
Administrative Specialist 1	Jr Legal Assistant	\$ 50,469

Continuation Litigation Salaries & Benefits (Full-time)	\$ 5,732,406
Add Fringe Benefits @ 66.05%	\$ 3,786,254

Total All Continuation Litigation Salary & Benefits	<u>\$ 9,518,660</u>
--	----------------------------

4.3 OFFICE OF ATTORNEY ETHICS SALARIES & BENEFITS

100%

CONTINUATION ADMINISTRATIVE SALARIES:

Court Executive 2A	Chief Budgets & Operations	\$ 118,528
Administrative Supervisor 3	Manager, Information Systems	\$ 130,995
Information Technology Analyst 3	Network Administrator	\$ 91,467
Information Technology Analyst 1	Technical Services Analyst	\$ 65,963
Judiciary Clerk 4	Judiciary Clerk	\$ 78,731
Judiciary Clerk 3	Judiciary Clerk	\$ 49,508

Full-Time Continuation Administrative Salaries	\$ 535,190
Add Fringe Benefits @ 66.05%	\$ 353,493

Total Continuation Administrative Salaries & Benefits	\$ 888,684
--	-------------------

100%

CONTINUATION SUPPORT STAFF SALARIES:

Judiciary Secretary 2 Confidential	Secretarial Assistant	\$ 73,853
Judiciary Secretary 2 Confidential	Secretarial Assistant	\$ 59,041
Judiciary Secretary 1	Secretarial Assistant	\$ 70,336
Judiciary Secretary 1	Secretarial Assistant	\$ 59,326
Judiciary Secretary 1	Secretarial Assistant	\$ 53,260
Judiciary Secretary 1	Secretarial Assistant	\$ 48,004
Judiciary Secretary 1	Secretarial Assistant	\$ 54,846
Judiciary Clerk 3	Secretarial Assistant	\$ 52,198
Judiciary Clerk 3	Support Clerk	\$ 70,336
Judiciary Clerk 2	Clerk	\$ 43,319

Total Continuation Support Staff Salaries	\$ 584,519
Add Fringe Benefits @ 66.05%	\$ 386,075

Total Continuation Support Staff Salaries & Benefits	\$ 970,594
--	-------------------

Total ALL Office of Attorney Ethics Salaries and Benefits	\$ 11,377,938
--	----------------------

4.4 RANDOM AUDIT READMISSION SALARIES & BENEFITS

100%

CONTINUATION SALARIES:

Court Exec 2B	Chief of Random Audit	\$	167,686
Financial Specialist 2	Senior Compliance Auditor	\$	105,352
Financial Specialist 2	Senior Compliance Auditor	\$	94,862
Financial Specialist 1	Compliance Auditor	\$	78,506
Financial Specialist 1	Compliance Auditor	\$	68,496
Financial Specialist 1	Compliance Auditor	\$	74,179
Judiciary Secretary 1	Secretarial Assistant	\$	70,336
Continuation RAP Salaries		\$	659,418
Add Fringe Benefits @ 66.05%		\$	435,546
Total Continuation Random Audit Program Salaries & Benefits		\$	<u><u>1,094,964</u></u>

4.5 DISTRICT ETHICS FEE ARBITRATION DISCIPLINARY OVERSIGHT COMMITTEE

100%

CONTINUATION DISTRICT ETHICS COMMITTEE PROGRAM SALARIES:

Court Exec 2B	Assistant Ethics Counsel	\$	154,997
Attorney 2	Deputy Ethics Counsel	\$	109,853
Attorney 2	Deputy Ethics Counsel	\$	122,087
Admin. Specialist 2	Administrative Assistant	\$	71,472
Judiciary Clerk 3	Court Smart Administrator	\$	59,037
Judiciary Clerk 3	Secretarial Assistant	\$	51,175
Continuation DEC Salaries			\$ 568,620
Add Fringe Benefits @ 66.05%			\$ 375,573
Total Continuation DEC Program Salaries & Benefits			\$ 944,193

CONTINUATION FEE ARBITRATION PROGRAM SALARIES:

Court Exec 2B	Assistant Ethics Counsel (25%)	\$	31,145
Admin. Specialist 1	Fee Arbitration Assistant	\$	80,267
Judiciary Clerk 2	Support Clerk	\$	44,456
Continuation Fee Salaries			\$ 155,867
Add Fringe Benefits @ 66.05%			\$ 102,950
Total Continuation Fee Arbitration Salaries & Benefits			\$ 258,818

CONTINUATION DISCIPLINARY OVERSIGHT COMMITTEE STAFF SALARIES:

Staff to DOC (Supreme Court @50%)	\$	73,427
Administrative Assistant (Supreme Court @ 25%)	\$	22,959
Continuation DOC Salaries		\$ 96,387
Add Fringe Benefits @ 66.05%		\$ 63,663
Total Continuation DOC Program Salaries & Benefits		\$ 160,050
Total Salaries & Benefits for Entire Attorney Disciplinary System		\$ 17,811,579
Total Salaries & Benefits; taking into account planned Vacancy Rate		\$ 16,564,768

5.1 OPERATING COSTS

OFFICE EXPENSES

1. PHOTOCOPY EQUIPMENT LEASES

The OBC, in collaboration with the OAE, leases digital photocopiers through vendors selected under state contracts. For the 2026 calendar year, the OBC proposes to continue utilizing the copier secured under the 2024 lease agreement at a fixed annual cost of \$3,800. This amount includes standard toner and staples.

The OAE leases two copiers, and both leases are set to renew during the calendar year 2026. The OAE expects a minor price increase with the new terms of the contracts and has requested a budget increase for this line item by \$500 to \$11,000 for 2026. Photocopies more than 50,000 pages per month per machine are charged at a rate of .0054 cents per page.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	3,735	3,800	1,867	3,800	3,800
OAE	10,064	10,500	5,032	10,500	11,000

TOTAL EQUIPMENT LEASES **\$ 14,800**

2. OFFICE SUPPLIES

This category includes materials and supplies that are required for the general operation of the office including pens, paper, staplers, tape, toner for printers, and the like. Office Supplies for both the OBC and the OAE are primarily purchased from the Judiciary Stockroom and are billed for reimbursement by the AOC directly to the OBC/OAE. The remaining needed supplies are purchased from state-contracted vendors

5.1 OPERATING COSTS

and includes necessary law and OBC meeting-related items. The OBC and the OAE make every effort to conserve supplies and keep the level of these purchases to the appropriate minimum.

Given the expanding responsibilities of the OBC, the anticipated addition of staff in the coming months, and current expenditure patterns, an increase to the 2026 budget is both necessary and prudent to ensure sufficient operational funding. Accordingly, the OBC proposes an allocation of \$10,000 to support the procurement of essential supplies required for daily administrative and case-processing functions.

The OAE has spent an average of \$20,589 on Office Supplies over the last three years (2022 to 2024). The OAE requests \$20,500 be allocated for Office Supplies in 2026.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	5,770	7,000	5,428	7,000	10,000
OAE	19,608	21,000	9,818	20,000	20,500

TOTAL OFFICE SUPPLIES **\$ 30,500**

3. BULK PRINTING

The OBC and the OAE use the Judiciary’s print shop at the Justice Complex in Trenton for bulk printing needs. The OBC uses the print shop primarily for case file reproductions. The OAE utilizes the print shop primarily for various forms, informational pamphlets, and instructional manuals. However, at times there are large discovery production jobs that are sent to the Print Shop for completion. The OAE also uses the

5.1 OPERATING COSTS

print shop for envelopes, business cards, and the annual report. The OBC and OAE are billed for reimbursement by the AOC for the use of the print shop.

Costs in this category are subject to fluctuation based on the size and complexity of individual matters. In recognition of the anticipated intricacies of readmission matters, the OBC proposes a 2026 budget allocation of \$11,520 to adequately support the operational needs of both Boards.

Over the last four years (2021 to 2024), the OAE has averaged \$4,218 annually in bulk printing costs. The OAE believes the requested amount of \$4,000 should be sufficient for 2026.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	5,014	9,000	3,210	9,000	11,520
OAE	6,984	3,500	2,025	3,500	4,000

TOTAL BULK PRINTING **\$ 15,520**

4. PUBLICATIONS

While publication of legal notices in periodicals is occasionally required for absent respondents, the OBC has consistently not incurred expenses in this category.

The OAE’s expenses for publications can vary from year to year. Thus far, in 2025, the OAE has expended \$728. For the four years prior, the OAE has spent on average

5.1 OPERATING COSTS

\$472. The OAE estimates its expenditures for publications will be closer to \$500 in 2026.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	-		-	-	-
OAE	151	500	728	750	500

TOTAL PUBLICATIONS..... **\$ 500**

5. RECRUITMENT

Human Resource and Equal Employment Opportunity policies of the Judiciary encourage widespread dissemination of personnel notices for vacant positions. Recruitment of sufficient numbers of qualified candidates in a timely fashion often necessitates publication of vacancies on the Internet. Notices of vacancy are arranged by the Human Resources office through a state-contracted advertising agency. The amount expended each year is dependent, of course, on the number and type of vacant positions and whether approval to recruit is received.

While the Judiciary’s NeoGov system serves as the principal mechanism for recruiting qualified candidates, certain circumstances require the use of additional platforms to attract a sufficiently competitive and diverse applicant pool. To mitigate the operational impact of both anticipated and unanticipated vacancies, the OBC proposes the continuation of its \$1,400 recruitment budget.

With the continued use of additional web-based advertising on the Internet for open positions to attract qualified candidates to the office, this type of advertising has continued to successfully net a significant number of qualified candidates from which to

5.1 OPERATING COSTS

choose. The average spend for the recruitment of one vacant position is approximately \$1,400. The budgeted vacancy rate for 2026 is 7%, or 7 positions. The OAE estimates that its recruitment expenses for 2026 will be \$9,800.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	-	1,400	485	1,400	1,400
OAE	8,584	8,000	6,537	9,750	9,800

TOTAL RECRUITMENT **\$ 11,200**

6. LIBRARY

The cost of books and publication subscriptions typically increase annually. To account for these recurring increases – along with expanded staffing levels and the needs of both Boards – the OBC proposes a library budget of \$12,800 for calendar year 2026.

The OAE estimates that its library expenses for 2026 will be \$18,000, which is an increase of \$1,750 from the 2025 budget. Although the OAE has ceased to maintain and update its hard copy reporter series, the additional OAE staff expansions have resulted in the purchase of more desk reference books routinely used to complement online legal research services and during hearings.

The DEC purchases a copy of the Gann Law book titled “New Jersey Attorney Ethics” by Kevin H. Michels for each newly appointed attorney volunteer serving on the DEC’s. The DEC anticipates it will spend \$31,000 for these books in 2026, which is an increase of \$8,000 from 2025. The increase is attributable to 50 more new attorney volunteers appointed to the DEC’s this year.

5.1 OPERATING COSTS

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	4,285	10,000	6,425	10,000	12,800
OAE	13,897	16,250	17,400	18,500	18,000
DEC	31,406	23,000	21,935	21,935	31,000

TOTAL LIBRARY **\$ 61,800**

7. TELEPHONE

The AOC provides a consolidated bill for the OBC and OAE. Costs are allocated based on each office’s staffing levels. In consideration of expanded personnel and the administrative demands of both the DRB and the ARB, the OBC proposes a 2026 budget of \$7,040.

For the prior three years (2022-2024), the OAE has spent \$7,753 on average for telephone expenses. Consequently, the OAE is once again reducing its requested appropriation for telephone expenses, this time from \$9,000 to \$8,000.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	4,377	5,500	2,871	5,500	7,040
OAE	7,020	9,000	3,422	8,000	8,000

TOTAL TELEPHONE **\$ 15,040**

8. POSTAGE

Postage expenditure remains a necessary operational expense, and associated costs can vary throughout the year. Considering the anticipated administrative needs of two Boards and personnel expansion, the OBC recommends a budget of \$12,800 for 2026.

5.1 OPERATING COSTS

The OAE has requested \$22,000 for the cost of postage in 2026, which is a small increase of \$1,000 from 2025. Postage expenditures are approaching pre-pandemic levels of spending and could potentially increase again with the next budget cycle.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	9,470	10,000	6,206	10,000	12,800
OAE	22,096	21,000	14,480	23,000	22,000

TOTAL POSTAGE **\$ 34,800**

9. TRAVEL

The OAE’s several programs share a small fleet of vehicles. Travel Expenses includes not only the cost to operate the fleet vehicles, but also the reimbursement to employees for the occasional use of their personal vehicles for travel to and from OAE-related operations.

As the higher prices of gas have maintained through the years, the OAE is requesting the same \$23,000 for travel expenses as approved in the 2025 budget.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OAE	20,040	23,000	14,480	23,000	23,000

TOTAL TRAVEL **\$ 23,000**

10. INSURANCE

The OBC and OAE maintain a Workers’ Compensation insurance policy and a property and liability insurance policy. The OAE also maintains its own automobile insurance policy.

5.1 OPERATING COSTS

Due to increases in the number of OAE staff, and staff salaries, all the policies carried by the OAE have increased slightly. The OAE expects to pay \$90,000 for these policies in 2026.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OAE	85,593	90,000	80,738	81,000	90,000

TOTAL INSURANCE..... **\$ 90,000**

11. DATA PROCESSING

OFFICE OF BOARD COUNSEL

I. PROGRAMMING SERVICES

The OBC consistently enhances InfoShare beyond our annual contractual \$30,000 payment with Compute Square Incorporated (CSI).

The Court’s establishment of a pathway back for disbarred attorneys to seek readmission, along with the creation of the ARB, has resulted in the requirement of a new module and processes. To accompany the creation of a second module within OBC’s InfoShare, the OBC requests funding of \$52,000 to allow for online filing of reinstatement and readmission petitions via eFiling, including receiving and providing supplemental documentation and filing fee payments. Advancing this functionality will promote more efficient, secure, and accessible communication - ensuring that critical information reaches stakeholders through the preferred and most effective technological channels.

5.1 OPERATING COSTS

SUBTOTAL OF PROGRAMMING SERVICES.....\$ 52,000

II. SOFTWARE AND MAINTENANCE

Maintenance and support of OBC software are required expenses. The annual maintenance agreement with CSI is expected to increase significantly from the annual payment of \$30,000 in the previous year due to the building and maintenance of a dual system. Additionally, historically, there are unforeseen expenditures to address required changes and fixes to the system as the needs of the OBC and the Court change over the course of a year.

SUBTOTAL OF SOFTWARE AND MAINTENANCE.....\$ 46,000

TOTAL OBC DATA PROCESSING BUDGET.....\$ 98,000

OFFICE OF ATTORNEY ETHICS

I. DATA BACK-UP, INTERNET, AND VOIP SERVICE CHARGES:

Each year, the Supreme Court approves necessary funding for the OAE's network server environment and Verizon data and Voice-Over-IP (VOIP) circuit charges. The OAE requests \$3,750 for the continuation of service of our two 100MB Verizon EVCs (Internet Service). It is possible additional funding may be required again in the future as the data management and storage needs of the office continue to evolve.

The OAE's Data/VOIP connection to the Justice Complex provides OAE users with access to the court's applications, the Internet, telephones, email, and other key systems,

5.1 OPERATING COSTS

while also providing the Supreme Court, OBC, District Ethics, and Fee Users access to our applications.

The OAE is charged a portion of the Judiciary's bill for the Cisco Smartnet service. The OAE anticipates the charge to be \$18,000.

SUBTOTAL FOR BACK-UP, INTERNET, AND VOIP.....\$21,750

II. COMPUTER SOFTWARE, DIGITAL RECORDING, AND TECHNICAL SUPPORT SUBSCRIPTIONS:

As is the case every year, funds are required for the maintenance agreement with CSI on the OAE's InfoShare case management applications – which include the Ethics, Fee, Random Audit, Reporting, Discovery, Electronic Filing (e-Filing) and Public Search components and websites. Routine program maintenance includes corrective action on the part of the software vendor to fix any discovered problems with the software or to remediate data/filing errors made by office staff or DEC's. Also, program maintenance involves any changes to improve the performance of the software or to make modifications to the software necessitated by changes to the operating environment. The OAE again requests an allowance of \$43,500 in 2026 for maintenance of InfoShare.

The OAE requests \$2,750 for purchase and support of its Olympus DS9000 handheld recorders, which enable investigators to record and store interviews and statements. Based on the gradual move away from shared iPad devices, costs for upgrading and replacing our handheld digital recorders are again included in data processing for 2026.

5.1 OPERATING COSTS

Each year the OAE pays for one CourtSmart recording line, which is hosted out of Monmouth Vicinage, and is estimated to cost \$1,750.

For 2025, the OAE investigative team selected a new financial investigative software, BankScan, to help assist with financial investigations. For previous software, CFIS, the OAE spent \$60,000 annually for the use of the CFIS investigative software. Comparatively, the new software is a considerable savings, \$12,000 for 14 licenses. The investigative team has requested to add 4 additional licenses at an estimated cost of \$3,000 for a total expenditure of \$15,000 in 2026 for investigative software.

The OAE investigative team also utilizes Thomson Reuters CLEAR for online searches of individuals and hard to find information. This is a contracted service, and our anticipated cost is \$7,500.

Each year, the OAE must allocate funds for the subscriptions and upgrade rights for VMware vCenter, vSphere, Survey Monkey, Intuit QuickBooks and other products and software maintenance services. The office is requesting \$16,300 for this purpose.

SUBTOTAL FOR INFOSHARE MAINTENANCE	\$43,500
SUBTOTAL FOR DIGITAL RECORDERS & COURTSMART LINE	\$4,500
SUBTOTAL FOR INVESTIGATIVE SOFTWARE	\$15,000
SUBTOTAL FOR CLEAR	\$7,500
SUBTOTAL FOR VMWARE, QUICKBOOKS	\$ 16,300

5.1 OPERATING COSTS

III. ENHANCEMENTS TO DOCUMENT AND CASE MANAGEMENT SYSTEM:

Typically, the OAE budgets for continuous improvement initiatives and enhancement projects for the InfoShare Case Management System (CMS). However, for 2026, CSI, the vendor that manages the software has several on-going key Court projects. The OAE does not anticipate CSI will be able to deliver on both these key projects and requested enhancements, and we are foregoing enhancement projects for 2026 and will resume the practice of continuous improvement initiatives with the 2027 budget year. These new improvements help to improve our service and the efficiency of investigations, grievance processing, hearings, and subsequent proceedings.

SUBTOTAL FOR INFOSHARE ENHANCEMENTS.....\$ -0-

IV. TOTAL OAE DATA PROCESSING BUDGET:

The line-item total for Data Processing budget in 2026 has been reduced by \$28,950. The total dollar amount requested by OAE for 2026 is \$108,550. Future business requirements of the office and the changing landscape of the use of technology in the practice of law may necessitate requests for additional funding in later years.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	40,324	90,000	36,101	54,000	98,000
OAE	99,409	137,500	112,776	121,000	108,550

TOTAL DATA PROCESSING.....\$ 206,550

TOTAL OFFICE EXPENSES.....\$ 503,710

HEARING EXPENSES

12. TRANSCRIPTS

The OBC is required to order transcripts when the DRB determines to consider a matter as a recommendation for greater discipline. Similarly, the OBC will be required to order transcripts when the ARB determines to hold oral arguments when considering a petition for readmission. Multiple copies of all oral arguments before both Boards and their accompanying decisions must be provided to the Supreme Court. Transcript expenses fluctuate significantly depending on the length and procedural complexity of each matter. Nonetheless, based on historical trends, the OBC recommends reducing its budget for this item to \$10,240.

The OAE, pursuant to Rule 1:20-6(c)(2)(A), is required to obtain complete stenographic records of all disciplinary hearings. Consistent with recent history, the number of active hearings has remained suppressed. However, the actual number of hearing days has increased resulting with an increase in costs for hearing transcripts.

Pursuant to the provisions of N.J.S.A. 2B:7-4 and a specific formula, transcript fees are recalculated every five years on July 1. The recalculation process is intended to reflect changes in the Consumer Price Index (CPI). As a result, per-page transcript fees increased, effective July 1, 2025, from \$4.68 per page to \$5.73 per page. Due to the per page increase, the OAE anticipates spending an additional \$10,000 for hearing transcripts.

5.1 OPERATING COSTS

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	6,120	11,000	3,053	8,000	10,240
OAE	56,317	60,000	54,336	70,000	70,000

TOTAL TRANSCRIPTS.....\$ 80,240

13. EXPERT SERVICES / TESTIMONY

Occasionally, when investigating and prosecuting disciplinary matters, the OAE incurs costs associated with fact and expert witness testimony. Those costs include but are not limited to the retention of experts (e.g., physicians, psychiatrists, handwriting analysts, interpreters, computer forensics specialists), unavoidable witness travel expenses, and Americans with Disabilities Act Title II accommodations.

Expenditures for these costs can vary greatly from year to year. Although it is difficult to predict, given recent expenditures for these services, and the number of cases in which expert services have been retained or will be necessary, the OAE estimates that \$20,000 will be needed for this expense category. This is \$5,000 more than the amount approved for 2025. OAE anticipates this increase as a result of the retirement of a long-standing physician witness, and higher retainer fees charged by new expert physicians.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OAE	13,253	15,000	20,107	25,000	20,000

TOTAL EXPERT SERVICES / TESTIMONY.....\$ 20,000

14. SPECIAL HEARING FEES

Rule 1:20-6(b) provides that a retired or recalled judge, a former member of the DRB, a former member of the DOC, or a former Chair, Vice Chair or Secretary of a DEC may be appointed to serve as a Special Ethics Adjudicator (SEA) in complex disciplinary cases. By Supreme Court Rule, these individuals serve at the rate of \$400 per day for recall, or retired, judges and all others who may be appointed. The per diem rate is paid not only for each hearing day or part thereof, but also for each day spent preparing opinions. However, the number of days that are paid for opinion preparation must not exceed the total number of days that are paid in the matter for prehearing conferences and actual days of hearing.

The use of SEAs is essential to help the attorney disciplinary system resolve complex disciplinary hearings. Examples of complex disciplinary hearings include knowing misappropriation of clients' trust funds, fraud, abandonment of clients' matters, extensive patterns of gross neglect by recidivist respondents, misrepresentation, and other similar cases.

In 2024, the disciplinary system spent only \$4,200 for services from SEAs appointed by the Supreme Court. Many matters that were expected to be received during 2024 were subsequently received in 2025. To date, in 2025, the OAE has spent \$13,300 for SEA services. Additionally, one of our two oldest matters has ended and the OAE estimates paying out for close to 80 days of service. For 2026, the OAE expects the closure of the other oldest matter and estimates paying for close to 80 days of service for

5.1 OPERATING COSTS

this matter. Once both of these matters have been closed, the OAE expects to have normalized expenditures for SEAs return to the approximate range of \$15,000 to \$25,000 per year.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OAE	4,200	20,000	13,300	50,000	52,000

TOTAL SPECIAL HEARING FEES **\$ 52,000**

TOTAL HEARING EXPENSES **\$152,240**

OTHER EXPENSES

15. INVESTIGATIONS

Expenses incurred during the investigation stage of disciplinary proceedings include subpoenaed records and service, copies of official state and federal records, title ownership, other official searches, but not expert services (see above). Also included in this category are expenses incurred in connection with the recording and transcription of investigative interviews and related expenses. OAE investigators record all investigative interviews of respondents, but order transcription only when necessary.

Pursuant to the provisions of N.J.S.A. 2B:7-4 and a specific formula, transcript fees are recalculated every five years on July 1. Accordingly, per-page transcript fees have increased, effective July 1, 2025, from \$4.68 per page to \$5.73 per page. These fees are intended to reflect changes in the Consumer Price Index (CPI). Due to the per page

5.1 OPERATING COSTS

increase, the OAE anticipates spending an additional \$10,000 for investigative transcripts.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OAE	52,192	50,000	31,767	55,000	60,000

TOTAL INVESTIGATIONS **\$ 60,000**

16. ANNUAL AUDIT

The annual audit includes both the annual audit report and the electronic filing of the OAE’s 1099 Misc. tax forms. The cost of the audit is sent to bid by Treasury and the OAE is obligated to the terms of the negotiated contract. The current term of the audit contract is for 3 years, for 2024 through 2026. For 2026, the OAE estimates the audit will cost \$8,500, which is the average of what has been paid the prior two years.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OAE	9,074	9,000	-0-	8,093	8,500

TOTAL ANNUAL AUDIT **\$ 8,500**

17. MEETINGS
OFFICE OF BOARD COUNSEL

This category reflects the costs associated with providing courtroom security, as required by Judiciary policy, which mandates the presence of two New Jersey State Police troopers at each hearing. Security services are necessary for proceedings involving both readmission and disciplinary matters. To ensure the continued safety of the public, Board

5.1 OPERATING COSTS

members, and staff, the OBC projects that an allocation of \$9,600 will be necessary for calendar year 2026.

OFFICE OF ATTORNEY ETHICS

The OAE holds several meetings each year for its district volunteers. These meetings include a DEC Officers’ Meeting, a DFAC Officers’ Meeting, and educational Orientation Seminars for new members of the DECs and DFACs. Those valuable meetings and orientations are held the New Jersey Law Center, which provides beverages and refreshments. Consequently, we estimate that a little over \$1,000 will be spent for meetings this year.

During 2025, we renewed the tradition of celebrating the volunteer members with a spring celebration event. Going forward, the OAE plans to celebrate the volunteer members yearly with a single event, alternating one year for our members from Northern New Jersey and one year for members in Southern New Jersey. The OAE estimates the 2026 total cost of the meetings and the appreciation event to be \$15,000.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	3,725	7,500	1,735	7,500	9,600
OAE	-0-	17,000	12,997	15,000	15,000

TOTAL MEETINGS..... **\$ 24,600**

18. ATTORNEY TRUSTEES

Clients’ rights must be protected where an attorney has been suspended, disbarred, transferred to Disability Inactive Status, abandoned a law practice, or has died without

5.1 OPERATING COSTS

leaving a responsible party to conduct their affairs. R. 1:20-19 authorizes an Assignment Judge to appoint a local practicing attorney as attorney-trustee to inventory the attorney’s pending files and notify clients so that they can reclaim their files and proceed with their cases. These volunteers often must act with some urgency to avoid prejudice to clients’ rights. While the Fund has initiated a voluntary Designated Successor Counsel program and related education, that laudable effort has not yet realized a reduction in the need for attorney trustees.

For many years, the disciplinary budget has included an appropriation of a small amount of money to provide attorney trustees with needed “seed money” for out-of-pocket expenses early in the process for cases where there are no other readily available assets that can be used to carry out the attorney-trustee’s role.

Since 2020, the DOC, on average, has received one request per year from attorney trustees for an appropriation of funds. Requests for assistance from attorney trustees are highly unpredictable, and while some years may see significant expenditures, others may not see any requests at all. Accordingly, the OAE is proposing the amount appropriated for attorney trustees to be \$5,000.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OAE	10,321	5,000	2,885	7,885	5,000

TOTAL ATTORNEY TRUSTEES.....\$ 5,000

5.1 OPERATING COSTS

19. CONFERENCES / EDUCATION / TRAINING

OFFICE OF BOARD COUNSEL

Throughout 2025, staffing levels have increased and are expected to continue rising. The OBC anticipates that both newly hired and experienced attorney staff will benefit from continuing legal education programs and relevant professional conferences. In addition, the OBC seeks requests funding for training of administrative systems specialists for advanced software application and usage. Therefore, the OBC proposes \$25,000 in 2025 for education, training, and the opportunity to attend relevant conferences.

OBC:

Reimbursed Travel Expenses:

Chief Counsel	\$1,750	(1 x \$1,750)
Deputy Counsel and/or Assistant Counsel	\$3,500	(2 x \$1,750)
<i>Conference Registration Fees:</i>	\$5,000	(10 x \$500)
<i>Other Staff Development:</i>	\$2,800	
Dues:		
NCLDB	\$100	
NOBC	\$1,850	
TOTAL CONF./EDUCATION/TRAINING	\$15,000	

OFFICE OF ATTORNEY ETHICS

I. Out-Of-State Training

Because attorney discipline is a highly specialized area of law, there are few opportunities for education and training within the state. Most attorney discipline education occurs on a national level, through seminars and workshops presented by the

5.1 OPERATING COSTS

American Bar Association Center for Professional Responsibility (ABA-CPR), the National Organization of Bar Counsel, Inc. (NOBC), and the National Organization of Bar Investigators (NOBI). These vital programs provide comprehensive summaries of recent case law and legal literature, in-depth analysis of current enforcement problems and, above all, an invaluable forum for communication and consultation with other disciplinary agencies. Cybersecurity threats pose significant risks to the Judiciary. The Center for Internet Security (CIS) serves as a resource for state, local, territorial and tribal governments nationwide to strengthen their cyber defenses. In recognition of the foregoing, the DOC and the Supreme Court have routinely approved funding requests for OAE staff to attend training conferences offered by these organizations.

For 2026, the OAE requests that funding be appropriated to send the Director to the two NOBC Meetings and the ABA-CPR Conference. The First Assistant Ethics Counsel and two Assistant Ethics Counsel would benefit from attending at least one of these conferences each, as would several of the Deputy Ethics Counsel. Accordingly, the OAE requests funding for each of them to attend a training conference. Similarly, the OAE requests funding for its Chief of Investigations, the Chief of Random Audit Compliance Program, the Assistant Chiefs of Investigations, and one Investigator or Auditor to attend the annual NOBI conference. Also, the OAE requests funding for its Head of IT to attend CIS MS-ISAC conference to remain up-to-date with the latest security threats.

The NOBC Litigation Skills Bootcamp, which is a week-long training program specifically tailored to enhance the litigation skills of newer disciplinary prosecutors,

5.1 OPERATING COSTS

occurs only in even-numbered years, and it is offered in 2026. Therefore, the OAE will be requesting an appropriation for attendance to the Litigation Skills Bootcamp for 2026.

OAE:

Reimbursed Travel Expenses (By Conference):

NOBC (Mid-Year, February)	\$5,250	(3 x \$1,750)
OAE Director or designee, (2) Ethics Counsel		
Counsel NOBC (Annual, August)	\$5,250	(3 x \$1,750)
OAE Director or designee, (2) Ethics Counsel		
NOBC (Litigation Skills Bootcamp, September)	\$5,250	(3 x \$1,750)
OAE Director or designee, (2) Ethics Counsel		
ABA – CPR (May or June)	\$5,250	(3 x \$1,750)
OAE Director or designee, (2) Ethics Counsel		
NOBI (October)	\$3,500	(2 x \$1,750)
Chief of Investigations, (1) Investigator		
NOBI (October)	\$5,250	(3 x \$1,750)
Assistant Chief of Investigations (2), Chief of Random Audit or Compliance Auditor		
CIS MS-ISAC (August)	\$1,750	
IT Manager		
<i>Registration Fees (By Conference):</i>		
NOBC Conference Registration Fees	\$3,900	(6 x \$650)
NOBC Litigation Skills Bootcamp Registration Fees	\$3,900	(3 x \$1,300)
ABA- CPR Registration Fees	\$2,100	(3 x \$700)
NOBI Registration Fees	\$2,250	(5 x \$450)
<i>Dues (By Organization):</i>		
Dues:		
ABA		\$450
NOBC		\$3,750
NOBI		\$400
<i>Other Staff Development</i>		\$2,750
TOTAL CONF./EDUCATION/TRAINING		\$51,000

II. OAE In-State Training Conference

Every year, the OAE hosts an annual training conference. The conference brings together all those engaged in the screening, investigation, prosecution, and adjudication of disciplinary matters in New Jersey offering attendees education and training in the field of attorney discipline. The annual OAE Training Conference is a cost-effective way to provide training to DEC and DFAC volunteers who are unable to attend national training programs.

Disciplinary agency members derive numerous benefits from the OAE Training Conference. First, the conference allows for the dissemination of national conference information to all OAE staff as well as the volunteer members of the DEC and DFACs. It further provides the opportunity to address disciplinary problems unique to – or particularly frequent in – New Jersey legal practice. The OAE Training Conference provides an invaluable forum for constructive exchanges between OAE staff, practicing attorneys, legal academia, and members of other law agencies operating within the state. Furthermore, an in-state training conference provides an effective public forum for stressing the goals and importance of the law of attorney discipline to legal practitioners and the general public. Lastly, the OAE Training Conference increases the accessibility to continuing legal education credits in the law of ethics.

Based upon feedback from the attendees, the 2026 Annual OAE Training Conference will again be held virtually.

5.1 OPERATING COSTS

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	12,555	25,000	-	10,000	15,000
OAE	59,902	41,600	16,996	41,500	51,000

TOTAL CONFERENCES / EDUCATION / TRAINING \$ 66,000

20. ATTORNEY GENERAL REPRESENTATION

Pursuant to R. 1:20-7(e), the Supreme Court requests Attorney General representation in all matters where a disciplinary agency member or body (OAE, DRB, ARB, OBC, DEC, or DFAC) is subjected to a lawsuit. The OBC asks that the amount for this expense be continued at \$5,000 in the event counsel is needed.

It is always difficult for the OAE to estimate how much expense will be incurred for Attorney General representation. Recently, however, the OAE has established practice with counsel’s office to split the charges when the OAE is not the only defendant in the suit. Based on the number of current lawsuits against the OAE an appropriation of \$20,000 is requested for 2026.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	-	5,000	-	5,000	5,000
OAE	18,399	20,000	8,619	20,000	20,000

TOTAL ATTORNEY GENERAL REPRESENTATION \$ 25,000

TOTAL OTHER EXPENSES \$ 189,100

5.1 OPERATING COSTS

MAINTENANCE AND FIXED CHARGES

21. EQUIPMENT / GENERAL MAINTENANCE

This line item encompasses expenses related to the routine maintenance and repair of office equipment, as well as modifications to physical office infrastructure, including adjustments to cubicle configurations and workspace layouts.

In the summer of 2025, the OAE required emergency service for the AC unit within the server room. The unit is 18 years old and the contractor recommended that the unit be replaced. A very rough estimate of the cost to replace the unit is \$20,000. In normal years, the OAE budgets \$4,500 for maintenance. However, for 2026 the OAE estimates its maintenance costs will be \$25,000. Upon replacement of the AC unit, the OAE expects normalization of general maintenance costs for budget year 2027.

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	-	2,500	-	2,500	2,500
OAE	3,509	4,500	5,603	5,600	25,000

TOTAL EQUIPMENT / GENERAL MAINTENANCE.....\$ 27,500

22. OFFICE RENTAL / STORAGE COSTS

To ensure the secure storage of records and confidential materials in compliance with Judiciary policy, the OBC requests a budget allocation of \$3,000. The proposed increase reflects current rates established by the Judiciary’s contracted storage vendor and is necessary to maintain uninterrupted compliance with mandated retention protocols.

5.1 OPERATING COSTS

The Treasury Department negotiates and leases office space at the Mountain View Office Park in West Trenton for the OAE. Our current lease was extended for 10 years on February 1, 2022, and ends on January 31, 2032. Expenses for rent and electricity are charged monthly, and common area expenses are billed separately on an annual basis. During 2025, the OAE incurred an increased shared common area expense for operating the building of \$30,000. The OAE was provided confirmation to expect this level of charge going forward. OAE storage costs for 2026 are estimated to be \$16,360.

OAE OFFICE RENTAL/STORAGE COSTS

Lease Payments (12 mos. @ \$19,345/mo.)	\$232,140
Electricity	\$24,000
Common Area Maintenance of Building and Grounds	\$90,000
Storage Costs	<u>\$16,360</u>
TOTAL OAE OFFICE RENTAL/STORAGE COSTS	\$362,500

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	2,252	2,200	859	2,200	3,000
OAE	453,622	325,500	185,139	343,000	362,500

TOTAL OFFICE RENTAL.....\$ 365,500

TOTAL MAINTENANCE & FIXED EXPENSES\$ 393,000

SPECIAL PURPOSE

23. EMOLUMENTS

The Secretaries of the DEC's and the DFAC's are paid an emolument in an amount established by the Supreme Court. This stipend is not a payment for services rendered but, rather, to offset out-of-pocket costs that are paid by the Secretaries, including

5.1 OPERATING COSTS

committee letterhead and envelopes, postage, photocopies, telephone and the like. Emoluments are paid quarterly, at the end of the quarter, to all Secretaries. No increase to emoluments has been budgeted for 2026.

District Ethics Secretaries	
22 Emoluments @ \$21,200 per annum	\$466,400
[District VA (Essex), District IV (Camden/Gloucester), District VIII (Middlesex), and District XII (Union) each receive two emoluments]	
 District Fee Secretaries	
19 Emoluments @ \$13,100 per annum	\$248,900
[District IV (Camden/Gloucester) and District X (Morris) each receive two emoluments]	
 TOTAL EMOLUMENTS	\$715,300

24. ATTORNEY REGISTRATION COSTS

The costs associated with the annual registration of New Jersey attorneys is split between the Fund and the OAE. For 2025, the OAE estimates our portion of attorney registration costs will be as follows:

REGULAR BILLING COSTS:	
Salary and Benefits	\$675,000
Banking Services	10,000
Administrative Expenses	7,000
Advertising	3,000
 TOTAL ATTORNEY REGISTRATION COSTS	\$695,000
 TOTAL SPECIAL PURPOSE	\$1,410,300

25. EQUIPMENT

OFFICE OF BOARD COUNSEL

The OBC requests \$11,500 to purchase office and computer equipment in alignment with its established replacement schedule. Additionally, in accordance with Judiciary guidelines recommending the replacement of equipment no longer under warranty, the OBC plans to replace two printers that have exceeded their warranty period.

OFFICE OF ATTORNEY ETHICS

To minimize the impact of information technology replacement costs on any single budget year, the OAE staggers the replacement of staff laptops in alignment with its established replacement schedule. In respect to printing and scanning equipment, the state no longer has a contracted vendor to repair these devices. Thus, we will be replacing them once the warranties expire. Extended warranties are purchased with each device wherever possible, as they are a cost-effective option in lowering the total cost of ownership for technology equipment.

The OAE will again offset some of its expenses by not replacing one of its motor pool vehicles in 2026. Although our vehicles are reaching years of service that suggest replacement, the OAE is not experiencing any significant number of repairs for any one vehicle. As the ages of the fleet vehicles continues to increase, the OAE anticipates needing to replace at least one of its motor pool vehicles in 2027.

5.1 OPERATING COSTS

The breakdown of OAE equipment expense is as follows:

Computer Hardware	\$ 75,000
Office Equipment	<u>5,000</u>
OAE Equipment Subtotal	\$ 80,000

	2024 Actual Amount Expended	2025 Budgeted Amount	Amount Expended as of June 30, 2025	2025 Latest Estimate	2026 Proposed Budget
OBC	8,203	5,000	4,355	5,000	11,500
OAE	69,376	60,000	49,011	65,000	80,000

TOTAL EQUIPMENT **\$ 91,500**

TOTAL OPERATING EXPENSES **\$ 2,739,850**

DISCIPLINARY OVERSIGHT COMMITTEE BUDGET RESERVE PROJECTION

@ A FEE RATE OF \$225.00

\$23.00

@ A VACANCY RATE OF 7.0%

	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 PROJECTION	2026 PROPOSED BUDGET	2027 BUDGET PROJECTION
STARTING RESERVE	\$ 3,947,778	\$ 3,963,680	\$ 4,020,284	\$ 3,818,088	\$ 3,473,938	\$ 2,086,743	\$ 2,235,834	\$ 2,561,969	\$ 2,466,611	\$ 1,613,158
REVENUES										
REGIS. FEES	\$ 10,504,065	\$ 10,369,778	\$ 10,254,522	\$ 10,288,066	\$ 10,202,776	\$ 11,977,204	\$ 13,835,583	\$ 13,656,735	\$ 15,506,700	\$ 15,452,163
IN-HOUSE COUNSEL	195,212	187,960	180,856	176,268	170,940	202,583	246,024	234,165	264,375	265,219
PRO HAC VICE	945,128	874,088	861,656	901,172	879,860	1,131,939	1,396,548	1,306,500	1,395,000	1,458,900
FEE ARB FEES	55,350	53,550	41,805	36,065	35,249	39,945	44,050	42,000	40,000	42,000
OTHER FEES	991,735	1,093,964	1,047,475	955,110	956,350	810,623	854,210	942,085	883,375	892,209
INTEREST INCOME	194,964	167,341	53,748	8,003	144,023	502,433	629,004	444,000	357,000	300,000
MISC. REVENUE	4,082	3,722	3,072	4,664	3,664	3,768	4,015	4,716	4,716	5,000
Sub-Total	\$ 12,890,536	\$ 12,750,403	\$ 12,443,134	\$ 12,369,348	\$ 12,392,861	\$ 14,668,495	\$ 17,009,434	\$ 16,630,201	\$ 18,451,166	\$ 18,415,491
(%Increase/Decrease)	1.0%	-1.1%	-2.4%	-0.6%	0.2%	18.4%	16.0%	-2.2%	10.9%	-0.2%
TOTAL REVENUES & RESERVE										
	\$ 16,838,314	\$ 16,714,083	\$ 16,463,418	\$ 16,187,436	\$ 15,866,799	\$ 16,755,238	\$ 19,245,268	\$ 19,192,170	\$ 20,917,777	\$ 20,028,649
(%Increase/Decrease)	3.5%	-0.7%	-1.5%	-1.7%	-2.0%	5.6%	14.9%	-0.3%	9.0%	-4.3%
EXPENSES										
*SALARIES	\$ 7,092,659	\$ 7,036,359	\$ 7,177,686	\$ 6,858,599	\$ 7,071,388	\$ 7,263,068	\$ 8,230,355	\$ 8,431,819	\$ 9,975,771	\$ 10,324,923
BENEFITS	3,443,107	3,343,478	3,353,784	3,689,575	4,288,580	4,960,720	5,913,276	5,715,528	6,588,997	6,819,612
Sub-Total	\$ 10,535,766	\$ 10,379,837	\$ 10,531,470	\$ 10,548,174	\$ 11,359,968	\$ 12,223,787	\$ 14,143,631	\$ 14,147,347	\$ 16,564,768	\$ 17,144,535
(%Increase/Decrease)	3.8%	-1.5%	1.5%	0.2%	7.7%	7.6%	15.7%	0.0%	17.1%	3.5%
OFFICE EXPENSE	\$ 478,194	\$ 502,235	\$ 446,444	\$ 452,946	\$ 465,273	\$ 524,592	\$ 397,824	\$ 441,635	\$ 503,710	\$ 508,747
HEARING FEES	157,964	195,088	109,704	151,338	111,608	84,817	79,890	153,000	152,240	123,762
OTHER & MAINT EXPENSES	475,491	475,934	426,792	366,938	462,060	340,448	625,550	523,278	582,100	567,921
EQUIPMENT	142,123	68,722	65,409	79,198	58,761	54,686	77,578	70,000	91,500	71,500
EMOLUMENTS	539,500	539,500	539,500	539,500	715,300	715,300	711,590	715,300	715,300	715,300
ATTY REG COSTS	545,596	532,483	526,011	575,404	607,086	575,773	647,236	675,000	695,000	729,750
Sub-Total	\$ 2,338,868	\$ 2,313,962	\$ 2,113,860	\$ 2,165,324	\$ 2,420,088	\$ 2,295,616	\$ 2,539,668	\$ 2,578,213	\$ 2,739,850	\$ 2,716,981
(%Increase/Decrease)	7.3%	-1.1%	-8.6%	2.4%	11.8%	-5.1%	10.6%	1.5%	6.3%	-0.8%
TOTAL EXPENSES										
	\$ 12,874,634	\$ 12,693,799	\$ 12,645,330	\$ 12,713,498	\$ 13,780,056	\$ 14,519,404	\$ 16,683,299	\$ 16,725,560	\$ 19,304,618	\$ 19,861,515
(%Increase/Decrease)	4.4%	-1.4%	-0.4%	0.5%	8.4%	5.4%	14.9%	0.3%	15.4%	2.9%
ANNUAL SURPLUS/DEFICIT	\$ 15,902	\$ 56,604	\$ (202,197)	\$ (344,150)	\$ (1,387,195)	\$ 149,091	\$ 326,135	\$ (95,359)	\$ (853,452)	\$ (1,446,025)
ENDING RESERVE	\$ 3,963,680	\$ 4,020,284	\$ 3,818,088	\$ 3,473,938	\$ 2,086,743	\$ 2,235,834	\$ 2,561,969	\$ 2,466,611	\$ 1,613,158	\$ 167,133
(Percent of Budget)	30.8%	31.7%	30.2%	27.3%	15.1%	15.4%	15.4%	14.7%	8.4%	0.8%
REGIS. FEES	\$ 148	\$ 148	\$ 148	\$ 148	\$ 148	\$ 173	\$ 201	\$ 201	\$ 225	\$ 225
# of attorneys:	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 23	\$ 23	\$ 23	\$ 23	\$ 23
2nd year	1,589	1,510	1,470	1,018	2,224	1,748	1,632	1,695	1,650	1,825
3 - 50 yrs	70,705	69,811	69,039	69,342	68,562	69,000	68,647	67,750	68,750	68,490
Pro Hac Vice	6,386	5,906	5,822	6,089	5,945	6,543	6,948	6,500	6,200	6,484
In-House Counsel	1,319	1,270	1,222	1,191	1,155	1,171	1,224	1,165	1,175	1,179
Muti-Jurisdiction				104	104	98	96	85	95	96
Foreign Legal Consultant				18	18	16	15	14	15	

International Survey of Attorney Licensing Fees

Normalized to eliminate taxes and extra expenses

Ranked By Mandatory Annual Fees and Attorney Population

Compiled July 1, 2025 by Office of Attorney Ethics of New Jersey

A. UNITED STATES

New Jersey Ranks 6 of 51 Jurisdictions in Attorney Size

New Jersey Ranks 41 of 51 Jurisdictions in Amount of Mandatory Fees

Maximum Fee = \$683; Average Fee = \$390; Minimum Fee = \$98

Rank By Attorneys	Rank By Fees	Jurisdiction	Total Attorneys	Maximum Mandatory Annual Fee	
24	1	Oregon*+	23,358	\$683	Z
39	2	Hawaii*	8,365	\$679	
20	3	Tennessee+	34,355	\$670	
42	4	NewHampshire*+	7,500	\$665	
48	5	Alaska	4,786	\$660	
19	6	Connecticut	39,700	\$640	
47	7	South Dakota	4,800	\$615	
27	8	Wisconsin*+	20,235	\$588	
2	9	California*	297,931	\$551	
45	10	Montana*	5,694	\$515	
23	11	Arizona*	26,353	\$505	
18	12	Washington*	41,429	\$478	X
10	13	Ohio+	64,986	\$450	
34	14	Nevada*	13,589	\$450	
22	15	Louisiana*	28,708	\$435	
41	16	New Mexico	8,102	\$430	
43	17	Idaho*+	7,333	\$425	
44	18	Rhode Island	6,319	\$425	
33	19	Utah*	14,226	\$425	
17	20	Michigan	42,073	\$415	
16	21	Missouri*	42,289	\$410	
30	22	South Carolina*	19,189	\$400	
12	23	Colorado	47,174	\$395	
7	24	Illinois	96,440	\$385	
51	25	North Dakota	3,065	\$380	
1	26	New York	360,167	\$360	
36	27	Mississippi	11,111	\$360	

Rank By Attorneys	Rank By Fees	Jurisdiction	Total Attorneys	Maximum Mandatory Annual Fee	
49	28	Wyoming*	3,845	\$355	
31	29	Oklahoma*	19,074	\$350	
3	30	Dist. Columbia*	119,223	\$348	
28	31	Alabama*	19,697	\$325	v
14	32	North Carolina*	44,966	\$325	
29	33	Kentucky	19,581	\$310	
8	34	Massachusetts	95,973	\$300	
40	35	Maine	8,217	\$300	
11	36	Minnesota	30,159	\$299	
11	36	Georgia*+	55,565	\$296	
13	37	Virginia*+	46,301	\$285	
9	38	Pennsylvania	74,875	\$275	
26	40	Iowa	20,701	\$270	
6	41	New Jersey	100,759	\$267	y
5	42	Florida*	114,627	\$265	
4	43	Texas*+	116,127	\$258	
32	44	Kansas	14,484	\$250	
38	45	West Virginia	9,601	\$250	
46	46	Delaware	4,860	\$220	
50	47	Vermont	3,400	\$210	
35	48	Arkansas	11,242	\$200	w
25	49	Indiana	22,680	\$180	
15	50	Maryland	42,954	\$130	
37	51	Nebraska*	10,000	\$98	yy
TOTAL LAWYERS			2,288,188		
NJ Percentage			0.90%		

~ Several disciplinary system budgets specifically earmark in advance the dollar amount of the annual fee allocated to discipline.

* Mandatory Bar State

+ Proposed future increase/decrease pending or approved

v Bar Facility Assessment (\$50) and CPF Assessment (\$25) for 4 years.

w State tax on attorney licenses (\$400).

x \$50 of this amount is a mandatory Judicial Campaign Surcharge which the State Bar collects but receives no benefit from.

Money is disbursed to State Board of Elections.

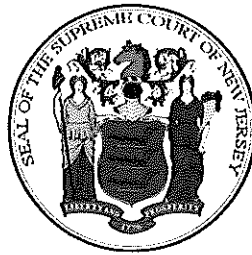
y State tax on attorney licenses was \$65. This tax was repealed by the legislature.

yy State or local tax on attorney licenses (\$565).

z \$3,500 average mandatory malpractice fee. Average Nationwide Annual Fee excluding Oregon malpractice charge is **\$352**.

Tennessee	Fee increased from \$170 to \$270 as of 3/1/25.
Georgia	Fees increased from \$290 to \$296 as of 7/1/25.
Idaho	Pending license fee increased to \$485 for active members effective 1/1/26.
New Hampshire	Increase in ADO fees from \$245 to \$295.
Texas	The Supreme Court of Texas approved a 10% dues increase effective 6/1/25.
Virginia	A proposed increase is currently pending.
Washington	Effective 11/3/25, the 2026 total maximum amount will be \$488.
Wisconsin	An increase is currently pending.

**NEW JERSEY LAWYERS' FUND
FOR CLIENT PROTECTION**



BUDGET PROPOSAL

for the

PERIOD ENDING

DECEMBER 31, 2026

BUDGET PROPOSAL FOR 2026

TABLE OF CONTENTS

• Budget Narrative	1
• Budget	2
• Graph of Projected Revenues	3
• Graph of Projected Expenses	4
• Revenue Detail	5
• Expense Detail	8
• Fee Schedule & Statistics – Plenary New Jersey Attorneys	Appendix 1.1
• Statistics – Pro Hac Vice Attorneys	Appendix 1.2
• Statistics - Other Non-Plenary Admittees	Appendix 1.3
• Subrogation Receipts	Appendix 1.4
• Investment/Interest Income	Appendix 1.5
• Other Income	Appendix 1.6
• Labor & Benefits Detail	Appendix 2.1
• History of Claims Filed	Appendix 2.2
• Estimated Value of Pending Claims as of June 30, 2025	Appendix 2.3

NEW JERSEY LAWYERS' FUND FOR CLIENT PROTECTION

TRUSTEES

NORBERTO GARCIA, CHAIR
COLLEEN MCGUIGAN, VICE CHAIR
REGINALD J. COLEMAN, TREASURER
JOHN C. WELDIN, JR.
NINA BONNER
ANDREW GOW
CRISTINA CARREÑO



DIRECTOR & COUNSEL
ALICIA F. WILLIAMS

SENIOR COUNSEL
DOUGLAS E. BERRY

**BOARD SECRETARY &
DEPUTY COUNSEL**
PATRICIA J. BROE

INVESTIGATOR

ELLIS C. ALLEN

[HTTPS://WWW.NJCOURTS.GOV/
ATTORNEYS/CPF.HTML](https://www.njcourts.gov/attorneys/cpf.html)

**ATTORNEY REGISTRATION &
ADMINISTRATION MANAGER**
CARLA S. COUSINS

COURIER & OVERNIGHT:

HUGHES JUSTICE COMPLEX
25 MARKET STREET
5TH FLOOR, NORTH WING
TRENTON, N.J. 08611

PHONE: 855-533-FUND
OUTSIDE NJ: (609) 815-3030
FAX: (609) 815-2935

REGULAR MAIL:

PO Box 961
TRENTON, NJ 08625-0961

NEW JERSEY LAWYERS' FUND FOR CLIENT PROTECTION BUDGET PROPOSAL FOR 2026

Attached is the Budget Proposal for the New Jersey Lawyers' Fund for Client Protection (Fund) for the Calendar Year 2026. Ten years of actual historical financial data and projections for 2025 and 2026 are included. Because most of the steps in the preparation of this 2026 Budget Proposal were concluded in June 2025, six months of actual data for 2025 were available for consideration. We included in the commentary actual data as of June 30, 2025 where such data appeared relevant. The budget for 2025 was left intact from last year; actual data through June 30, 2025 was used in estimates for budget proposal for 2026.

The Fund conducts the annual assessment for attorneys licensed to practice law in New Jersey. The fees were increased last year. The bulk of the assessment, \$201, is collected on behalf of and deposited to the account of the Disciplinary Oversight Committee (DOC); \$10 is collected on behalf of and deposited to the account of the New Jersey Lawyers Assistance Program (LAP); \$6 is collected and disbursed to the Board of Bar Examiners; \$4 is collected from attorneys in their 5th through 49th calendar year of admission on behalf of and disbursed to the Board on Continuing Legal Education (BCLE). The revenue reported in this budget proposal consists only of the Fund's portion of the assessment: \$21 per attorney for years three and four and \$46 per attorney for years five through 49.

The Fund's portion of the assessment remained the same - \$50 – from 1984 until 2020 when it was reduced by \$4 in order to provide additional support to the Board of Bar Examiners.

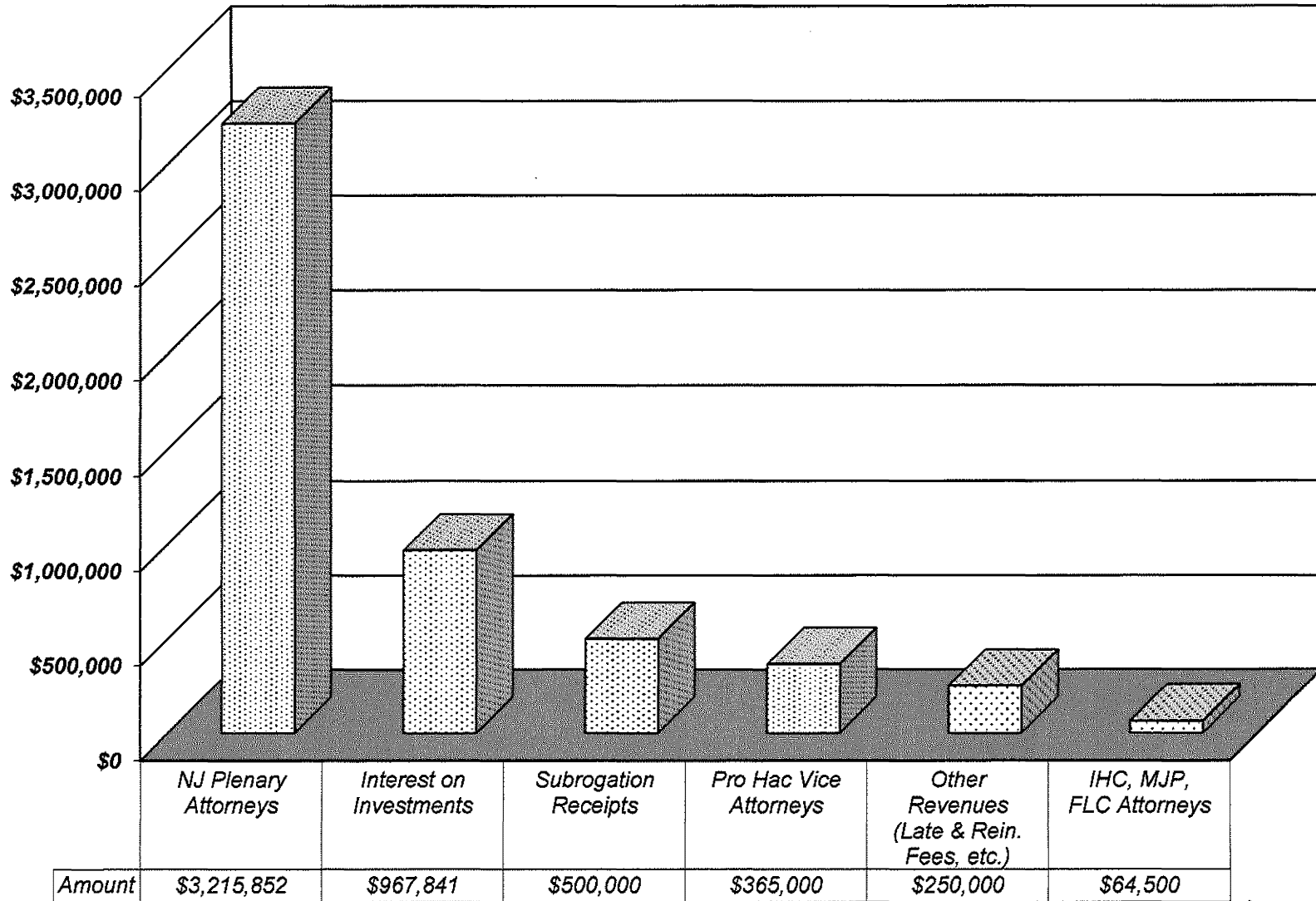
Most expenses associated with the collection of the assessment, e.g., billing staff salaries and supplies, are split between the Fund at 49%, the DOC at 49%, and CLE at 2%. This budget reflects only the Fund's portion of costs associated with the collection of the annual assessment.

Accounting for the Fund is done on a modified cash basis. The Fund is audited annually. The 2024 audited financial statements were included in the annual report that was submitted to the Court earlier this year.

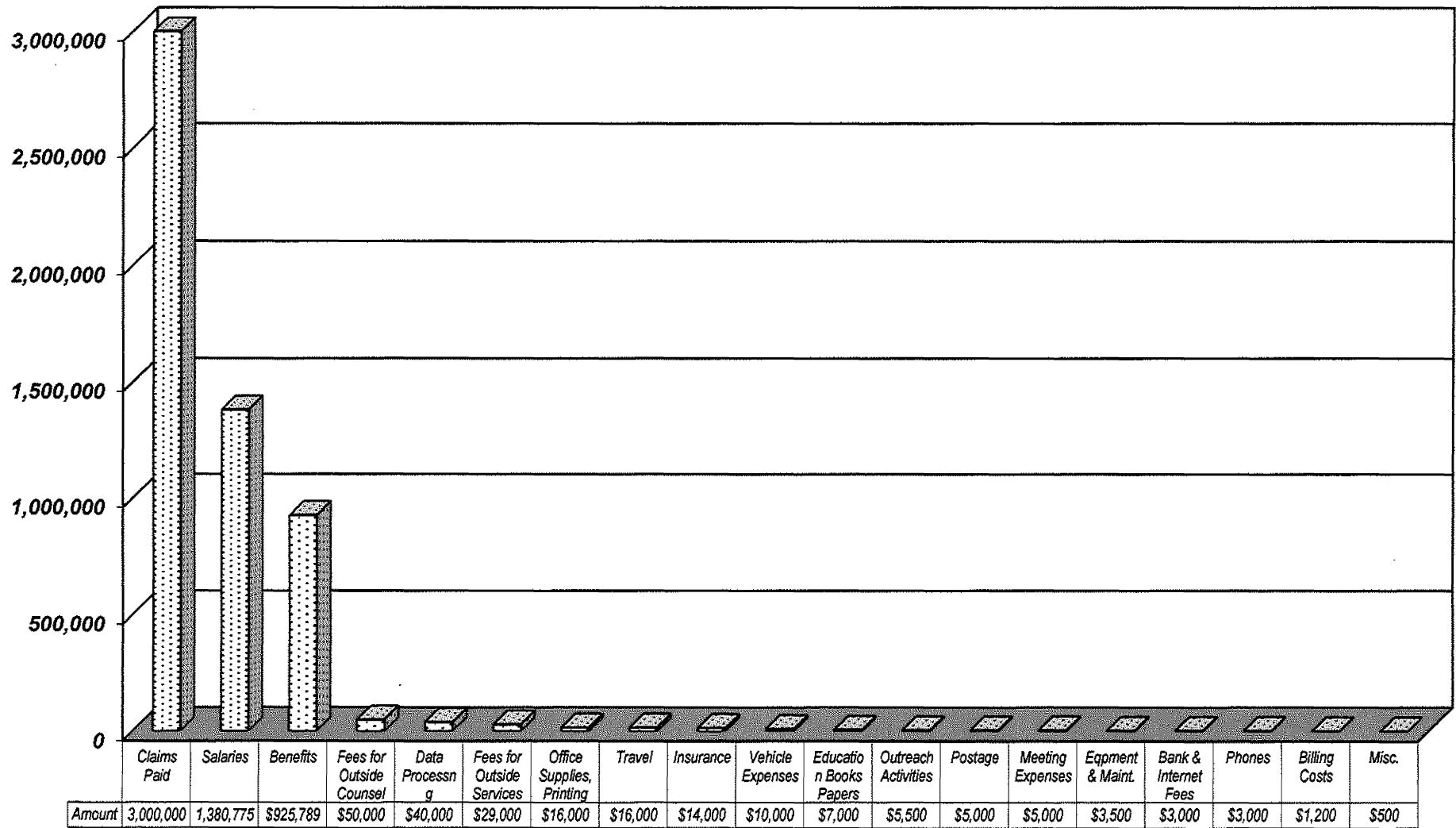
NEW JERSEY LAWYERS' FUND FOR CLIENT PROTECTION
2026 BUDGET PROPOSAL

REVENUES	BUDGETED 2026	BUDGETED 2025	Actual 2024	Actual 2023	Actual 2022	Actual 2021	Actual 2020	Actual 2019	Actual 2018	Actual 2017	Actual 2016	Actual 2015
ANNUAL PAYMENTS	3,215,852	3,184,370	3,108,533	3,153,358	3,158,775	3,192,524	3,170,661	3,485,863	3,519,684	3,493,075	3,451,763	3,369,025
PRO HAC VICE FEES	365,000	361,320	349,559	324,621	299,406	307,145	289,678	311,958	337,854	326,050	351,850	364,350
IN-HOUSE/MULTI/FOREIGN COUNSEL	64,500	64,226	61,878	60,042	59,398	62,404	62,376	69,150	73,050	69,150	69,700	72,500
SUBROGATION RECEIPTS	500,000	400,000	781,541	387,556	639,562	945,972	1,671,750	1,009,726	990,894	2,501,011	720,009	265,844
INTEREST ON INVESTMENTS	967,841	630,591	1,198,290	797,098	191,571	100,069	329,127	491,817	320,259	192,001	145,334	79,097
OTHER REVENUES	250,000	270,000	232,480	251,673	338,474	300,410	388,568	403,295	330,505	346,150	332,075	376,017
TOTAL REVENUES	5,363,193	4,910,507	5,732,282	4,974,348	4,687,186	4,908,523	5,912,160	5,771,809	5,572,247	6,927,436	5,070,731	4,526,833
EXPENSES												
EMPLOYEE SALARIES	1,380,775	1,332,112	1,283,942	1,231,669	1,182,962	1,266,946	1,201,694	1,162,210	1,104,517	1,112,159	1,110,099	1,110,797
EMPLOYEE BENEFITS	925,789	951,794	935,900	832,987	735,724	669,176	561,005	544,587	549,707	576,302	519,871	438,991
LABOR & BENEFITS	2,306,564	2,283,906	2,219,842	2,064,656	1,918,686	1,936,121	1,762,699	1,706,798	1,654,224	1,688,462	1,629,969	1,549,788
OUTSIDE COUNSEL FEES	50,000	50,000	0	0	0	0	0	0	0	0	0	0
FEES FOR OUTSIDE SERVICES	29,000	27,000	25,946	22,162	21,003	23,542	25,623	24,174	25,736	21,735	22,447	26,423
OFFICE SUPPLIES & PRINTING	16,000	12,000	15,517	15,986	9,309	9,123	7,672	7,288	6,203	8,809	8,138	10,118
BILLING COSTS	1,200	1,200	0	0	0	0	24	-76	997	1,583	5,595	8,976
TELEPHONE USAGE	3,000	7,000	1,954	7,085	3,131	5,115	3,396	4,167	9,792	13,189	14,348	12,375
POSTAGE	5,000	4,500	4,632	4,174	4,274	5,515	1,609	4,456	4,302	2,421	14,175	35,871
INSURANCE	14,000	18,000	10,423	13,137	12,777	5,568	21,047	10,148	8,719	8,895	10,744	8,176
MEETING EXPENSES	5,000	4,500	3,054	45	2,430	0	1,048	0	1,110	923	900	0
BANK & INTERNET PROCESSOR FEES	3,000	15,000	-919	647	16,288	8,368	7,239	153,103	171,824	176,958	172,503	122,953
DATA PROCESSING	40,000	67,000	34,619	27,956	32,630	48,563	17,778	56,916	153,891	12,160	2,740	584
NEW EQUIPMENT & MAINTENANCE	3,500	3,500	0	868	0	0	0	1,939	25,169	1,108	1,035	3,179
TRAVEL EXPENSES	16,000	14,000	7,996	12,373	5,393	62	382	3,830	6,808	7,646	5,514	8,719
OUTREACH ACTIVITIES	5,500	5,500	0	0	0	0	0	0	0	0	0	0
VEHICLE EXPENSES	10,000	10,000	6,553	9,149	9,716	3,178	5,161	5,935	3,220	4,242	17,838	
EDUCATION, BOOKS, SUBSCRIPTIONS	7,000	5,000	6,483	4,781	4,146	2,504	1,857	3,004	4,068	3,932	4,950	4,383
MISCELLANEOUS EXPENSES	500	500	150	745	818	45	0	0	62	0	0	0
TOTAL OPERATING EXPENSES	2,515,264	2,528,606	2,336,251	2,183,763	2,040,602	2,047,703	1,855,536	1,981,682	2,076,127	1,952,062	1,910,897	1,791,545
OP EXPENSE AS A % OF REVENUE	47%	51%	41%	44%	44%	42%	31%	34%	37%	28%	38%	40%
CLAIMS PAID	3,000,000	2,500,000	1,449,342	1,154,950	891,714	1,461,181	3,573,998	3,528,303	2,385,472	4,753,582	1,980,770	4,922,447
TOTAL EXPENSES	5,515,264	5,028,606	3,785,593	3,338,713	2,932,315	3,508,884	5,429,533	5,509,985	4,461,599	6,705,643	3,891,667	6,713,992
EXCESS OF REVENUES OVER EXPENSES	(152,071)	(118,099)	1,946,689	1,635,635	1,754,870	1,399,640	482,626	261,824	1,110,647	221,793	1,179,063	(2,187,159)
FUND BALANCE												
BEGINNING OF YEAR	27,673,691	27,791,789	25,845,100	24,209,465	22,454,595	21,054,956	20,572,329	20,310,505	19,199,858	18,978,065	17,799,001	19,986,160
YEARLY ACTIVITY	-152,071	-118,099	1,946,689	1,635,635	1,754,870	1,399,640	482,626	261,824	1,110,647	221,793	1,179,063	(2,187,159)
FUND BALANCE END OF YEAR	27,521,620	27,673,691	27,791,789	25,845,100	24,209,465	22,454,595	21,054,956	20,572,329	20,310,505	19,199,858	18,978,065	17,799,001

2026 PROJECTED REVENUES



2026 PROJECTED EXPENSES



REVENUE DETAIL

A. Annual Payments by Bar Members

The Fund's primary source of revenue is the annual assessment that is paid by members of the Bar. In 1984, the Supreme Court settled on an assessment formula that was changed as of 2020. Lawyers in their first, second, or fiftieth or more calendar year of admission in New Jersey pay nothing to the Fund; lawyers in their third or fourth calendar year pay \$21 (previously \$25) to the Fund; all others pay \$46 (previously \$50).

Appendix 1.1 details the Fee Schedule for 2016 through 2025, the Billing Status report for calendar year 2024 and the Billing Status report as of June 30, 2025. The payment breakdown for 2024 was as follows:

64,686 NJ attorneys paid \$46.00 each	\$2,975,556.00
3,843 NJ attorneys paid \$21.00 each	80,703.00
Arrearage & other miscellaneous	<u>52,274.00</u>
TOTAL 2024	\$3,108,533.00

Revenue has leveled off since the pandemic, so we expect plenary revenues to stay relatively the same this year. The estimated total revenue from annual payments is \$3,184,370 for 2025 and \$3,215,852 for 2026.00

B. Pro Hac Vice Fees

Lawyers admitted *pro hac vice* pay the same fee as plenary lawyers in the 5th – 49th calendar year of admission. Appendix 1.2 shows the population of this category for the year ending 2024.

Pro hac vice revenue has averaged \$326,247 over the last ten years, increasing to \$349,559 in 2024 after \$324,621 in 2023. We anticipate that income will continue to increase due to the continued reintroduction of workers after pandemic shutdowns of 2020 and are projecting \$361,320 in 2025 and \$365,000 in 2026.

C. Payments by Other Non-Plenary Admittees

Foreign Legal Consultants, In-House Counsel, Foreign In-House Counsel, Multijurisdictional Practitioners, and Special License Admittees pay the same fee as plenary lawyers in the 5th – 49th calendar year of admission. Appendix 1.3 shows the population of each of these groups for the year ending 2024.

Combined income from the three groups has averaged \$65,965 over the last ten years, fluctuating between a low of \$59,398 in 2022 and a high of \$73,050 in 2018. We are projecting \$64,226 in 2025 and \$64,500 in 2026.

D. Subrogation Receipts

Upon payment of claims, the Fund receives a release, assignment, and subrogation agreement from each victim. Thereafter, the Fund aggressively pursues both respondents and collateral sources for replacement of monies paid to claimants and expenses incurred on their behalf. The last ten years of subrogation receipts are noted below.

<u>Year</u>	<u># Respondents</u>	<u>Total Collected Including Costs/Fees</u>
2015	147	265,844
2016	163	720,009
2017	166	2,501,010
2018	149	990,894
2019	145	1,009,726
2020	124	1,671,750
2021	122	945,972
2022	120	639,592
2023	117	387,556
2024	153	781,541

As the table shows, there is no correlation between the amount collected and the number of respondents from whom, or on whose account, we collected. Fewer claims filed and paid during the pandemic has had the residual – presumably temporary -- effect of less collateral source litigation. Subrogation receipts in 2024 and 2025 represent increasing recovery from individual long-term respondent payment plans. The figures in the table include the reimbursement of losses paid, and costs and fees incurred in pursuit of respondents. We collected \$944 for costs and fees in 2024. Appendix 1.4 gives the breakdown of the \$781,541 in subrogation receipts received in 2024, by or on behalf of individual respondents, regardless of source. The 2025 total thru June is \$88,139. We are estimating subrogation receipts of \$400,000 for 2025 and \$500,000 for 2026.

A factor in the Fund’s fiscal health that does not appear in the budget might be called “Discontinued Claims Due to Reimbursements Prior to Award”. This category reflects the money saved when respondents or collateral sources reimburse victims who have filed claims with the Fund, before the Fund’s

Trustees make an award of the compensable loss. The Fund's staff keeps a record of such payments. The 2025 total through June is \$217,725.00. Totals for each of the last ten years follows:

2015	\$0.00	2020	\$4,000.00
2016	\$0.00	2021	\$49,170.00
2017	\$1,828,426.00	2022	\$0.00
2018	\$496,000.00	2023	\$379,567.00
2019	\$215,514.00	2024	\$32,300.00

E. Interest Income

The Trustees are conservative in their investment strategy. They acknowledge their stewardship of the trust they administer and make every effort to protect the Fund's reserves. The projection for interest on investments is based on the expectation that rates will show a modest increase over the next two years. Appendix 1.5 shows the Fund's interest-producing investments in Treasury Notes as of June 30, 2025 and the actual interest income they will generate during the balance of 2025. It also shows the anticipated interest income that these Notes will earn in 2026 until they mature. Appendix 1.5 shows the detail of Certificates of Deposit held as of June 30, 2025, as well as the anticipated interest income they will earn if reinvested upon maturity. We have used the current rates of CD's owned: we can't speculate any rate better than the current rates in this time of uncertainty. The anticipated interest income that will be generated by holdings in the Cash Management Fund will be minimal since we have removed all but \$11,925 from the account. We are estimating total interest income for 2025 is \$630,591 and \$967,841 for 2026.

F. Other Revenues

This category is primarily comprised of late and reinstatement fees. A lesser amount can be attributed to donations and, at times, litigation income. Revenues from this category averaged \$329,964 over the last ten years. Appendix 1.6 sets forth Other Revenues for the period 2015 through 2024. The projection for Other Revenues is \$270,000 for 2025 and \$250,000 for 2026.

G. Total Revenues

Total revenues for the last ten years averaged \$5,408,355, which includes fees and subrogation receipts, as well as other income. Receipts are expected to

increase slightly from recent years for 2025 and 2026. We are projecting Total Revenues of \$4,910,507 for 2025 and \$5,363,193 for 2026.

EXPENSE DETAIL

A. Salaries and Benefits

The cost of conducting the annual assessment is primarily shared by the Fund and the Disciplinary Oversight Committee. The DOC contributes 50% of the salaries and benefits of all billing positions as well as for a portion of the salaries of the bookkeeper, financial specialist 2, information technology analyst 3, and deputy director (40%, 25%, 20%, and 50% respectively). Other members of the staff, particularly the director, spend considerable time on billing concerns without charge to the DOC. The Fund's budget reflects only that portion of salaries that the Fund anticipates paying for directly.

The natural growth of professional and clerical salaries over time has largely been based on union contracts. In 2025 and 2026, there was/will be a progression increase of 3.5% in January and an ATB increase of 3.5% in July. Court Executive salary increases are not contractual and can change from year to year.

The Office of Management and Budget is projecting that the Public Employees' Retirement System fringe benefit rate will be 67.05% (59.40% + 7.65% for FICA) for FY 2026. We are using this rate in our projections for CY 2026 and the already established rate of 71.45 % for CY 2025. Estimated employee salaries and benefits for 2025 are \$1,332,112 and \$951,794, respectively. Projected employee salaries and benefits for 2026 are \$1,380,775 and \$925,789, respectively. Appendix 2.1 contains a breakdown of salaries and benefits projections for 2026. Appendix 2.1-2 displays the Fund's functional organization.

B. Outside Counsel Fees

In 2025, the Fund received approval from Administrative Director Michael Blee to retain outside counsel to represent the Fund in ongoing litigation against one of the Fund's Respondents. We anticipate this expense to be at least \$50,000 in FY2025 and if the matter is not resolved, another \$50,000 in FY2026.

C. Fees for Outside Services

This category includes the cost of transcripts, the annual independent audit under *Rule* 1:28-4(a), legal advertising required for litigation and publication of deadlines, advertising to replace staff, investigative web engines such as⁸

PACER and West Clear, document storage, and fees charged by banks and others for compliance with Fund subpoenas that are usually charged at the rates set for government entities. In addition, the Trustees in their discretion may retain expert services to successfully prosecute subrogation litigation.

An intensified pursuit of subrogation may require the services of investigators and lawyers. The Trustees make determinations for such services on a case-by-case basis. The total expense for outside services has averaged \$23,879 for the most recent ten years. We are estimating costs of \$27,000 for 2025 and \$29,000 for 2026.

D. Office Supplies and Printing

This category includes the purchase of office supplies, reimbursement of the AOC Print Shop for items unrelated to the annual billing, and monthly rental of a photocopier. The AOC Print Shop provides copies of the substantive monthly agenda for some of the Trustees, as well as forms, brochures, and copies of briefs for litigation. The annual cost for this category has averaged \$9,816 over the past ten years. We are projecting costs of \$12,000 for 2025 and 16,000 for 2026.

E. Billing Costs

Charges for the printing of notices, billing forms, and billing envelopes, as well as charges for the services of a mail house were almost eliminated in 2017 due to mandatory online billing. Not included in billing costs are postage, the salaries and benefits of billing staff, printing of routine billing correspondence, data programming fees, and credit card processor fees, each of which is covered elsewhere by the more specific category. Expenses attributable to specific personnel are split in accordance with the DOC's share of their salary expenses. We are projecting costs of \$1,200 for 2025 and 2026.

F. Telephone Usage

The Fund switched to a VoIP system in 2017. The system includes a toll free number that assists callers in accessing all internal departments as well as BCLE and OAE. The usage expense continues to be shared according to a formula set by the AOC. The total 2024 telephone usage cost was \$1,954. We are estimating expenses of \$7,000 for 2025 and \$3,000 for 2026.

G. Postage

Historically, the largest portion of the postage expense was the mailing of notices for the annual assessment. During the last ten years, expenses have averaged \$8,143. Costs began to decline after the full implementation of online billing in 2007 and, except for 2015, continued to decline through 2017 when

savings were fully realized. We are projecting costs of \$4,500 for 2025 and \$5,000 for 2026.

H. Insurance

The Fund insures itself with The Hartford for furniture, equipment, fidelity, liability, and workers' compensation. Automobile insurance is categorized with vehicle expenses. We are estimating costs of \$18,000 for 2025 and \$14,000 for 2026.

I. Meeting Expenses

This category consists of expenses for the Fund's trustee meetings throughout the year, including in December when the current Trustees consult with former Trustees and honor those Trustees whose terms are about to expire. We are estimating costs of \$4,500 for 2025 and \$5,000 for 2026.

J. Bank Charges and Credit Card Processor Fees

This category includes charges for the maintenance of checking accounts, the custody account including fees for the purchase and sale of the Fund's investments, and credit card processor fees. Attorneys are charged a fee for online payments with credit cards. Checking account fees are partially offset by soft credits earned in lieu of interest. We are estimating costs of \$15,000 in 2025 and \$3,000 in 2026.

K. Data Processing

This category includes reimbursement to ITO for programming expenses, fees for outside services related to data processing (DP), DP software, and DP equipment, CCMS Maintenance fees, software license fees, and the replacement of personal computers with laptops for the Windows 11 upgrade that is the standard for the Judiciary. As well, the balance of the CCMS programming fees will be paid along with CCMS maintenance fees. We are estimating total expenses of \$67,000 for 2025 and 40,000 for 2026.

L. New Equipment and Maintenance

This category includes new equipment, maintenance, and service contract costs unrelated to data processing. We are projecting costs of \$3,500 for 2025 and 2026.

M. Travel Expenses

This category consists of reimbursement for travel by Trustees and staff. Trustees are reimbursed per *Rule* 1:28-1(e) for expenses reasonably

incurred in the performance of their duties. They are reimbursed at the state rate of \$0.47 per mile, primarily for round trips to the monthly meetings at the Justice Complex. Travel by staff in pursuit of the Fund's interests includes: 1) factual investigation of claims, meetings with custodial receivers, attorney-trustees, prosecutors, ethics personnel, and anyone else with helpful information; 2) travel to courts, depositions, settlement conferences, and other matters related to investigation and litigation; and 3) outreach, speaking engagements, conferences, and professional meetings. Historically, the Fund's attorneys have attended the American Bar Association National Forum on Client Protection and the National Client Protection Workshop each year. Participation in national conferences has been deemed to be in the Fund's best interest as New Jersey's Fund is considered one of the nation's leaders. The Fund's attorneys are often invited to speak at these events. Funds across the country have one or two of their Trustees attend national client protection conferences along with their staff. Trustees have favorably described the benefit they received from attending. While continuing to make every attempt to limit expenses, the Fund will be seeking approval to invite one Trustee to attend each conference next year. If approved, we are projecting total travel expenses of \$14,000 for 2025 and \$16,000 for 2026.

N. Outreach Activities

This category includes expenses incurred in loss prevention efforts to educate the bar and public about the Fund and its mission. In 2023 and 2024 Fund staff made 24 presentations each year to bar associations, community groups, professional organizations and other entities to describe the Fund's jurisdiction, claims process and other aspects of Fund operations. In addition, in 2024 the Fund developed and presented a free one CLE credit course on succession planning – another loss-prevention mechanism -- attended by over 1,800 New Jersey attorneys. We are estimating costs associated with the Fund's outreach initiative to be \$5,500 for 2025 and 2026.

O. Vehicle Expenses

This category includes insurance, fuel, and maintenance costs for the vehicle that is primarily used by the Fund's field investigator. We are projecting costs of \$10,000 for 2025 and 2026.

P. Education, Training, Dues, Books, and Subscriptions

Expenditures consist of staff training, legal publications and other law subscriptions. High quality training at the most reasonable available cost is constantly sought. Fund employees take advantage of free courses offered by

the Judiciary and others within the state. Course offerings from ICLE and bar associations present excellent training opportunities in relevant topics at a modest cost but they rarely address direct client protection fund issues. The Fund annually renews its membership in NCPO and pays organization dues. Publications are narrowly limited to the Fund’s specific needs. No attempt is made to maintain a comprehensive law library and the need for various titles is evaluated each year. We are projecting total expenses of \$5,000 in 2025 and \$7,000 in 2026.

Q. Miscellaneous Expenses

This category includes unspecified miscellaneous expenses, \$500 for 2025 and 2026.

R. Total Operating Expenses

We estimate that operating expenses for 2026 will be modestly lower than 2025 due to higher expenses in 2025 to cover the new computers and bank fees. The Fund’s estimated share of operating expenses for 2025 is \$2,528,606 and the proposed budget for 2026 is \$2,512,764.

S. Claims Paid

The single most significant expense is the payment of approved claims to the victims of dishonest attorneys, but it is also the single least predictable element in the budget. So much can hinge on whether a random audit or bounced trust account check happens to catch a misappropriating lawyer or whether such a lawyer steals in a way that renders other solvent parties liable. Very few lawyers cause the harm addressed by the Fund. The behavior of literally one or two lawyers can make an enormous difference in the Fund’s year.

Claims Paid totals for the last ten years follow:

2015	\$4,922,447.00	2020	\$3,573,998.00
2016	\$1,980,770.00	2021	\$1,461,181.00
2017	\$4,753,582.00	2022	\$893,214.00
2018	\$2,385,472.00	2023	\$1,154,950.00
2019	\$3,528,303.00	2024	\$1,449,342.00

Appendix 2.2 presents the history of claims filed with the Fund. Appendix 2.3 details the pending claimed losses and pending maximum payables as of June

30, 2025. This amount is what was claimed, as affected by the Fund's per claimant maximum. No attempt is made to prejudge the exposure presented by the claims' merits. Losses claimed total \$1,879,133; per claimant maximums reduce the potential exposure to \$1,543,282. The projection for claims paid is \$2,500,000 for 2025 and \$3,000,000 for 2026.

CONCLUSION

The projected reserve at the end of 2025 is just short of 27.7 million and the projected reserve at the end of 2026 is a little over 27.5 million.

The Trustees are committed to paying only meritorious claims and some of the claims that contribute to this total will not prove to be compensable, especially in the claimed amounts. Cautious optimism is still fitting. It is remarkable that the assessment formula settled upon by the Supreme Court in 1984 is still appropriate and without ever a need for a special assessment or threat to its core function. Such stability is good for the Fund's financial integrity, good for the Bar, and good for the public that the Court aims to protect.

NEW JERSEY LAWYERS' FUND FOR CLIENT PROTECTION
FEE SCHEDULE AND PORTION DISBURSED TO OTHER ENTITIES

2016 2nd Calendar Year	\$35	\$25 DOC \$10 LAP
3rd & 4th Calendar Years	\$183	\$25 CPF \$148 DOC \$10 LAP
5th-49th Calendar Years	\$212	\$50 CPF \$148 DOC \$10 LAP \$4 BCLE
Late fee for all	\$40	\$20 CPF \$20 DOC
2017 2nd Calendar Year	\$35	\$25 DOC \$10 LAP
3rd & 4th Calendar Years	\$183	\$25 CPF \$148 DOC \$10 LAP
5th-49th Calendar Years	\$212	\$50 CPF \$148 DOC \$10 LAP \$4 BCLE
Late fee for all	\$40	\$20 CPF \$20 DOC
2018 2nd Calendar Year	\$35	\$25 DOC \$10 LAP
3rd & 4th Calendar Years	\$183	\$25 CPF \$148 DOC \$10 LAP
5th-49th Calendar Years	\$212	\$50 CPF \$148 DOC \$10 LAP \$4 BCLE
Late fee for all	\$40	\$20 CPF \$20 DOC

NEW JERSEY LAWYERS' FUND FOR CLIENT PROTECTION
FEE SCHEDULE AND PORTION DISBURSED TO OTHER ENTITIES

2019	2nd Calendar Year	\$35	\$25 DOC \$10 LAP
	3rd & 4th Calendar Years	\$183	\$25 CPF \$148 DOC \$10 LAP
	5th-49th Calendar Years	\$212	\$50 CPF \$148 DOC \$10 LAP \$4 BCLE
	Late fee for all	\$40	\$20 CPF \$20 DOC
2020	2nd Calendar Year	\$35	\$25 DOC \$10 LAP
	3rd & 4th Calendar Years	\$183	\$21 CPF \$148 DOC \$10 LAP \$4 BBE
	5th-49th Calendar Years	\$212	\$46 CPF \$148 DOC \$10 LAP \$4 BCLE \$4 BBE
	Late fee for all	\$40	\$20 CPF \$20 DOC
2021	2nd Calendar Year	\$35	\$25 DOC \$10 LAP
	3rd & 4th Calendar Years	\$183	\$21 CPF \$148 DOC \$10 LAP \$4 BBE
	5th-49th Calendar Years	\$212	\$46 CPF \$148 DOC \$10 LAP \$4 BCLE \$4 BBE
	Late fee for all	\$40	\$20 CPF \$20 DOC

NEW JERSEY LAWYERS' FUND FOR CLIENT PROTECTION
 FEE SCHEDULE AND PORTION DISBURSED TO OTHER ENTITIES

2022	2nd Calendar Year	\$35	\$25 DOC \$10 LAP
	3rd & 4th Calendar Years	\$183	\$21 CPF \$148 DOC \$10 LAP \$4 BBE
	5th-49th Calendar Years	\$212	\$46 CPF \$148 DOC \$10 LAP \$4 BCLE \$4 BBE
	Late fee for all	\$40	\$20 CPF \$20 DOC
2023	2nd Calendar Year	\$35	\$23 DOC \$10 LAP \$2 BBE
	3rd & 4th Calendar Years	\$210	\$21 CPF \$173 DOC \$10 LAP \$6 BBE
	5th-49th Calendar Years	\$239	\$46 CPF \$173 DOC \$10 LAP \$4 BCLE \$6 BBE
	Late fee for all	\$40	\$20 CPF \$20 DOC
2024	2nd Calendar Year	\$35	\$23 DOC \$10 LAP \$2 BBE
	3rd & 4th Calendar Years	\$238	\$21 CPF \$201 DOC \$10 LAP \$6 BBE
	5th-49th Calendar Years	\$267	\$46 CPF \$201 DOC \$10 LAP \$4 BCLE \$6 BBE
	Late fee for all	\$40	\$20 CPF \$20 DOC

NEW JERSEY LAWYERS' FUND FOR CLIENT PROTECTION
 FEE SCHEDULE AND PORTION DISBURSED TO OTHER ENTITIES

2025 2nd Calendar Year	\$35	\$23 DOC \$10 LAP \$2 BBE
3rd & 4th Calendar Years	\$238	\$21 CPF \$201 DOC \$10 LAP \$6 BBE
5th-49th Calendar Years	\$267	\$46 CPF \$201 DOC \$10 LAP \$4 BCLE \$6 BBE
Late fee for all	\$40	\$20 CPF \$20 DOC

NJ LAWYERS' FUND FOR CLIENT PROTECTION
BILLING STATISTICS - PLENARY NJ ATTORNEYS

December 31, 2024

NJ PLENARY ATTORNEYS AT END OF PRIOR YEAR 99,541 *

Current Year Additions

Admitted in Current Year	1,711	
Admitted in Prior Year; Added to Roll in Current Year	110	
Reinstated from Resignation	1	
Reinstated from Suspension	8	
Granted Motion to Vacate Revocation	4	
		1,834

Current Year Deletions

Deceased	(284)	
Disbarred	(5)	
Suspended	(38)	
Resigned	(340)	
Revoked	(635)	
Disability Inactive	(8)	
		(1,310)

Current Total **100,065**

NJ PLENARY ATTORNEYS BY CATEGORY

Paid

\$50	64,686	
\$25	3,843	
	-	68,529

Exempt from payment - Active

1st Calendar Year of Plenary Admission	1,710	
2nd Calendar Year of Admission (Payment to DOC and L)	1,629	
50th or greater than 50th Calendar Year of Admission	2,560	
		5,899
Total Active		74,428

Exempt from payment - Inactive

Military, AmeriCorps, Peace Corps	326	
Retired	20,233	
Administratively Deleted	41	
		20,600

Ineligible

Old/New (Admitted in a prior year but added to roll of attys in current year)	-	5,033
No Response to Current Year's Billing	-	
Holding - Temporary Status Pending Problem Resolution + 2 Testing Files	4	

Current Total **100,065**
Compliant (Paid or Exempt from Payment) **95,028**

*This number does not include 669 attorneys classified as suspended or disability inactive in 2023

NJ Lawyers' Fund for Client Protection
Billing Statistics - Plenary NJ Attorneys
6/30/2025

NJ PLENARY ATTORNEYS AT END OF PRIOR YEAR 100,065 *

Current Year Additions

Admitted in Current Year	674	
Admitted in Prior Year; Added to Roll in Current Year	92	
Reinstated from Resignation	1	
Reinstated from Suspension	6	
Granted Motion to Vacate Revocation	4	
		777

Current Year Deletions

Deceased	(227)	
Disbarred	(4)	
Suspended	(15)	
Resigned	(308)	
Revoked	(899)	
Disability Inactive	(2)	
		(1,455)

Current Total 99,387

NJ PLENARY ATTORNEYS BY CATEGORY

Paid

\$50	63,673	
\$25	3,148	
		66,821

Exempt from payment - Active

1st Calendar Year of Plenary Admission	673	
2nd Calendar Year of Admission (Payment to DOC and LAP only)	1,631	
50th or greater than 50th Calendar Year of Admission	2,750	
		5,054

Total Active 71,875

Exempt from payment - Inactive

Military, AmeriCorps, Peace Corps	324	
Retired	20,898	
Administratively Deleted	41	
		21,263

Ineligible

6,245

Old/New (Admitted in a prior year but added to roll of attys in current year)	-	
No Response to Current Year's Billing	-	
Holding - Temporary Status Pending Problem Resolution + 2 Testing Files	4	

Current Total 99,387

Compliant (Paid or Exempt from Payment) 93,138

*This number does not include 694 attorneys classified as suspended or disability inactive in 2024

NJ Lawyers' Fund for Client Protection
 Billing Statistics - Pro Hac Vice Attorneys
 6/30/2025

PRO HAC VICE ATTORNEYS AT END OF PRIOR YEAR 11,466 *

Current Year Additions

Admitted in Current Year	859	
Unresponsive Restored	9	
Not on a Case - Restored	235	
		1,103

Current Year Deletions

Unresponsive (Archived at rollover)	-	
Duplicate Record	-	
Deceased	(1)	
Disbarred	-	
		(1)

	Subtotal	12,568
	Less Not on a Case	(808)
	Current Total	11,760

CURRENT PRO HAC VICE TOTALS BY CATEGORY

Paid for Current Year as a PHV Attorney **5218**

Exempt from PHV payment:

Government Employee	74	
Not on a Case - To Be Archived	808	
Admitted PHV but paid as a NJ Attorney	615	
Admitted PHV but paid as an MJP or IHC	8	
		1,505

Not Yet Compliant:

Ineligible PHV Attorney	5,845	
Ineligible as a NJ Attorney	-	
Old/New - Admitted in Prior Year; Added to Roll in Current Year	-	
No Response to Current Year's Billing	-	
Holding - Temporary Status Pending Problem Resolution	-	
Unresponsive (No response prior to creation of PHV Inel status)**		
		5,845

	Subtotal	12,568
	Less Not on a Case	(808)
	Current Total	11,760

*This number does not include two attorneys classified as suspended in 2024. It does include attorneys who reported that they are not on a case. Attorneys who are not on a case are excluded from the current total.

**Additions to this category occur when Inel NJ attys that are unresponsive PHV attys have their NJ licenses revoked.

NJ Lawyers' Fund for Client Protection
Billing Statistics - FLC's, IHC's, FIC's, MJP's,
6/30/2025

FOREIGN LEGAL CONSULTANTS AT END OF PRIOR YEAR			3
Current Year Additions	-		
Current Year Deletions - Archived License Expired	-		
		Current Total	3
FLC Totals By Category			
Paid	3		
Holding	-		
Not Obligated to Pay	-		
Exempt - Obtained Plenary License	-		
License/Admission Terminated	-		
Ineligible	-		
No Response to Current Year's Billing	-		
		Current Total-FLC's	3
		Compliant (Paid or Exempt from Payment)	3
IN HOUSE COUNSEL AT END OF PRIOR YEAR			1,732
Current Year Additions			
Before Bills Issued	11		
After Bills Issued	48		
Expired Re-Activated Attorneys	-		
Current Year Deletions	-		
Archived License Expired Prior Year	(159)		
Archived Deceased Attorneys Prior Year	(2)		
Deceased	-		
		Current Total	1,630
IHC Totals By Category			
Paid	1,053		
Holding	-		
Not Obligated to Pay			
Exempt - Paid as a NJ Attorney	1		
Exempt - Paid as an MJP or PHV Attorney	1		
Added To System After Bills Issued	48		
License Expired	48		
Ineligible	479		
No Response to Current Year's Billing	-		
		Current Total-IHC's	1,630
		Compliant (Paid or Exempt from Payment)	1,103

FOREIGN IN HOUSE COUNSEL AT END OF PRIOR YEAR		22
Current Year Additions	-	
Before Bills Issued	-	
After Bills Issued	3	
Current Year Deletions - Archived License Expired Prior Year	-	
Duplicate Record Deleted	(1)	
	Current Total	24
FIC Totals By Category		
Paid	9	
Holding	-	
Not Obligated to Pay	-	
Added To System After Bills Issued	3	
License Expired	-	
Ineligible	12	
No Response to Current Year's Billing	-	
	Current Total-FIC's	24
	Compliant (Paid or Exempt from Payment)	
MULTIJURISDICTIONAL PRACTITIONERS AT END OF PRIOR YEAR		274
Current Year Additions	12	
Archived Re-Activated Attorneys	2	
Current Year Deletions		
Archived Not On Case Prior Year	(22)	
Deceased	-	
Disbarred	-	
	Current Total	266
Paid	72	
Holding	-	
Not Obligated to Pay		
Paid as a NJ Attorney	17	
Exempt - Paid as an IHC or PHV Attorney	7	
Not on a Case - To Be Archived	14	
Disbarred	-	
Ineligible	156	
No Response to Current Year's Billing	-	
	Current Total-MJP's	266
	Compliant (Paid or Exempt from Payment)	110

**NJ LAWYERS' FUND FOR CLIENT PROTECTION
SUBROGATION RECEIPTS**

December 2024

CPF#	NAME	2023 SUB-TOTAL	MISC CODE	SUBROGATION CODE	MONTHLY TOTAL	2024 Y-T-D	GRAND TOTAL
CPF-0121	TRUEGER, HOWARD CHARLES	35,301.26	UCF	Subrogation, Respondent	25.00	300.02	35,601.28
CPF-0183	WEINER, A KENNETH	5,211.53	P/ISP	Subrogation, Respondent	50.00	540.10	5,751.63
CPF-0243	GOER, JEROME I	70,441.86		Subrogation, Respondent	100.00	900.00	71,341.86
CPF-0284	BLANCHARD, C KENT	74,453.89	UCF	Subrogation, Respondent	120.00	1,789.00	76,242.89
CPF-0312	WITKOWSKI, JOSEPH R	15,150.00		Subrogation, Respondent	0.00	132.93	15,282.93
CPF-0373	HART, DERRICK N	80,238.23	UCF	Subrogation, Respondent	200.00	1,846.03	82,084.26
CPF-0449	YAZGIER, MARTIN WILLIAM	32,369.74		Subrogation, Respondent	100.00	1,200.00	33,569.74
CPF-0465	BROWN, DEC'D, RONALD D	800.00	UCF	Subrogation, Respondent	0.00	994.94	1,794.94
CPF-0468	SHANNON, PATRICK J	88,333.92	A	Subrogation, Respondent Subrogation, Expenses	0.00	761.35	89,095.27
CPF-0476	MINERVINI, MAURO PHILLIP	24,675.50		Subrogation, Respondent	0.00	100.00	24,775.50
CPF-0534	BOYLE, TERRENCE	77,095.14		Subrogation, Respondent	400.00	5,600.00	82,695.14
CPF-0546	CAPUTO, JOSEPH C	40,798.40	H	Subrogation, Respondent Bank Fees	325.00	625.00	41,423.40
CPF-0552	RILEY, CHRISTOPHER H JR	223,611.05		Subrogation, Respondent	50.00	550.00	224,161.05
CPF-0574	WHITEFIELD, STUART MARC	57,960.23		Subrogation, Respondent	125.00	1,500.00	59,460.23
CPF-0575	PISACANE, RICHARD M	15,946.12	UCF	Subrogation, Respondent	0.00	460.01	16,406.13
CPF-0587	CABELO, ANTHONY	220,218.92		Subrogation, Respondent	100.00	400.00	220,618.92
CPF-0607	DONALDSON, VICKIE	24,850.00		Subrogation, Respondent	0.00	450.00	25,300.00
CPF-0608	VILLORESI, ALFRED J	170,617.58	E	Subrogation, Respondent	0.00	200.00	170,817.58
CPF-0622	BLACK, DOUGLAS PAUL	25,794.46		Subrogation, Respondent	100.00	1,200.00	26,994.46
CPF-0627	HOWARD, OLIVIA C	15,001.65		Subrogation, Respondent	0.00	240.00	15,241.65
CPF-0629	WILLIAMSON, ARTHUR GERARD	15,250.00		Subrogation, Respondent	50.00	600.00	15,850.00
CPF-0633	PRINCIPATO, SAVERIO R	25,188.09		Subrogation, Respondent	0.00	600.00	25,788.09
CPF-0638	FODY, DEC'D, EDWARD STEPHEN	29,722.53	P/ISP UCF	Subrogation, Respondent	0.00	127.30	29,849.83
CPF-0641	MCCUE, WILLIAM THOMAS	0.00	UCF	Subrogation, Respondent	0.00	410.86	410.86
CPF-0642	DIAZ, MANUEL R	102,739.15		Subrogation, Respondent Bank Fees	400.00	4,400.00	107,139.15
CPF-0643	CERESNAK, JAMES GARY	23,683.57		Subrogation, Respondent	0.00	300.00	23,983.57
CPF-0645	HONIG, HARVEY J	67,803.84		Subrogation, Respondent	0.00	900.00	68,703.84
CPF-0648	AURIEMMA, ROBERT C	289,861.35		Subrogation, Respondent Subrogation, Third Parties	0.00	500.00	290,361.35
CPF-0660	HAMILTON, DONALD DANIEL	187,159.23		Subrogation, Respondent	30.00	360.00	187,519.23
CPF-0662	DOOLEY, JOSEPH G JR	56,520.14		Subrogation, Respondent	100.00	600.00	57,120.14
CPF-0680	LAZAROFF, HOWARD	1,518.43	P/ISP	Subrogation, Respondent	0.00	54.60	1,573.03
CPF-0688	HAMER, ALEXANDER JR	2,857.40	H	Subrogation, Respondent	0.00	118.00	2,975.40
CPF-0701	BOOREAM, CHARLES V L III	199,093.31		Subrogation, Respondent Subrogation, Third Parties	0.00	1,200.00	200,293.31

**NJ LAWYERS' FUND FOR CLIENT PROTECTION
SUBROGATION RECEIPTS**

December 2024

CPF#	NAME	2023 SUB-TOTAL	MISC CODE	SUBROGATION CODE	MONTHLY TOTAL	2024 Y-T-D	GRAND TOTAL
CPF-0720	LAWSON, EDWARD JR	37,433.35		Subrogation, Respondent	150.00	1,950.00	39,383.35
CPF-0723	O'BRIEN, DENNIS J	6,722.08	H	Subrogation, Respondent	0.00	75.00	6,797.08
CPF-0726	CARDONE, PASQUALE J	13,500.00		Subrogation, Respondent	50.00	700.00	14,200.00
CPF-0753	BIUNNO, DAVID B	110,696.86		Subrogation, Respondent	400.00	2,600.00	113,296.86
CPF-0755	PURZYCKI, DEC'D, STANLEY J	62,464.35	E- 5-3-2017 UCF	Subrogation, Respondent	0.00	705.64	63,169.99
CPF-0764	KLOUD, JAY LAWRENCE	34,147.65		Subrogation, Respondent	100.00	1,300.00	35,447.65
CPF-0768	GASPER, WILLIAM C JR	159,747.79		Subrogation, Respondent	705.00	5,437.00	165,184.79
CPF-0807	DONEGAN, STUART BARLOW	40,490.62	UCF	Subrogation, Respondent Subrogation, Third Parties	0.00	4,604.87	45,095.49
CPF-0808	CALLAHAN, THOMAS J	161,347.71		Subrogation, Respondent	0.00	160.00	161,507.71
CPF-0817	MARTELLI, LEON J	17,150.00		Subrogation, Respondent	100.00	650.00	17,800.00
CPF-0824	BYER, WILLARD E JR	18,705.10	P/ISP UCF	Subrogation, Respondent	75.00	1,043.21	19,748.31
CPF-0825	MORRISON, MYLES dec'd C III	20,237.99	UCF	Subrogation, Respondent	0.00	2,645.85	22,883.84
CPF-0845	EVERETT, THOMAS HARLIE III	245,074.74		Subrogation, Respondent	0.00	19.22	245,093.96
CPF-0851	FORKIN, THOMAS J	6,100.00		Subrogation, Respondent	0.00	600.00	6,700.00
CPF-0852	MOLE, MICHAEL G	85,797.22	P/ISP UCF	Subrogation, Respondent	97.78	5,063.07	90,860.29
CPF-0875	MAGNOLA, MICHAEL L	39,940.00		Subrogation, Respondent	200.00	1,400.00	41,340.00
CPF-0880	NASH, WILLIAM L	8,706.32		Subrogation, Respondent	0.00	7.41	8,713.73
CPF-0905	MONAHAN, FRANCIS R JR	10,917.98	P/ISP	Subrogation, Respondent	90.00	1,033.00	11,950.98
CPF-0912	CARO, MICHAEL STEVEN	75,344.22	P/ISP	Subrogation, Respondent	400.00	4,800.00	80,144.22
CPF-0915	AVERY, DIANE S	25,200.00		Subrogation, Respondent	400.00	5,600.00	30,800.00
CPF-0916	PIZZI, RICHARD A	126,653.80	P/ISP & UCF	Subrogation, Respondent	202.00	1,202.74	127,856.54
CPF-0920	LICHTENSTEIN, JEFFREY P	4,150.00		Subrogation, Respondent	0.00	300.00	4,450.00
CPF-0945	PETROCELLI, LUCIO A	2,600.00	H	Subrogation, Respondent	75.00	225.00	2,825.00
CPF-0953	PERLOW, BARRY A	16,963.21	P/ISP UCF	Subrogation, Respondent	0.00	246.12	17,209.33
CPF-0958	LEE, CHAK Y	4,050.00		Subrogation, Respondent	25.00	300.00	4,350.00
CPF-0960	STEIN, JAFFA F	8,865.33		Subrogation, Respondent	0.00	800.00	9,665.33
CPF-0969	BERNHARD, MATTHEW BRIAN	63,224.46	P/ISP UCF	Subrogation, Respondent	0.00	61.96	63,286.42
CPF-0979	KIMMEL, ANDREW M	5,705.53		Subrogation, Respondent	60.00	120.00	5,825.53
CPF-0983	KIVLER, RUSSELL T	34,446.46		Subrogation, Respondent	0.00	650.00	35,096.46
CPF-0984	COPPA, DEC'D, CARLO J	5,313.68		Subrogation, Respondent	0.00	3,346.19	8,659.87
CPF-0994	COLAGUORI, LOUIS A	82,254.20		Subrogation, Respondent	500.00	6,000.00	88,254.20
CPF-0999	PAYNE, DAVID M	266,780.39	P/ISP	Subrogation, Respondent Subrogation, Third Parties	67.76	792.48	267,572.87
CPF-1014	LEONELLI-SPINA, VINCENZA	20,700.00		Subrogation, Respondent Bank Fees	0.00	1,350.00	22,050.00
CPF-1030	JACKSON, DAWN L	800.00		Subrogation, Respondent	50.00	600.00	1,400.00

**NJ LAWYERS' FUND FOR CLIENT PROTECTION
SUBROGATION RECEIPTS**

December 2024

CPF#	NAME	2023 SUB-TOTAL	MISC CODE	SUBROGATION CODE	MONTHLY TOTAL	2024 Y-T-D	GRAND TOTAL
CPF-1031	LYNCH, JOHN G JR	61,771.77	P/ISP	Subrogation, Respondent	28.00	344.00	62,115.77
CPF-1032	CONNOLLY, MATTHEW GEORGE	83,621.19	P/ISP UCF	Subrogation, Respondent	0.00	834.37	84,455.56
CPF-1036	GOLD, MARK ELLIOTT	40,888.60		Subrogation, Respondent Bank Fees	400.00	2,523.53	43,412.13
CPF-1046	MARRERO, IAN WILFREDO	27,630.00	P/ISP	Subrogation, Respondent	0.00	250.00	27,880.00
CPF-1049	ABRAMOWITZ, JEFFREY	1,028.00		Subrogation, Respondent	48.02	288.12	1,316.12
CPF-1053	WEISS, JAMES S	8,163.95		Subrogation, Respondent Bank Fees	65.00	715.00	8,878.95
CPF-1055	THOMPSON, GARY R	3,384.20	UCF	Subrogation, Respondent	25.00	367.28	3,751.48
CPF-1059	LEVIN, GARY PETER	6,739.97	P/ISP UCF	Subrogation, Respondent	0.00	240.03	6,980.00
CPF-1060	TURLIK, MATTHEW M	284,928.57	UCF	Subrogation, Respondent	0.00	90.00	285,018.57
CPF-1062	KIRNAN, MATTHEW JAMES	41,821.03	P/ISP	Subrogation, Respondent	0.00	2,359.44	44,180.47
CPF-1063	MANZI, NICHOLAS R	11,596.89	UCF	Subrogation, Respondent	0.00	18.04	11,614.93
CPF-1066	GAGLIOTI, AMEDEO ANTHONY	4,533.95	UCF	Subrogation, Respondent	0.00	95.05	4,629.00
CPF-1072	HERSH, BRUCE D	27,179.00	P/ISP	Subrogation, Respondent	150.00	600.00	27,779.00
CPF-1078	PROVOST, TIMOTHY J	20,436.15		Subrogation, Respondent	1,039.64	3,587.20	24,023.35
CPF-1079	PRZYGODA, DEIRDRE A	71,451.98	P/ISP	Subrogation, Respondent	400.00	4,800.00	76,251.98
CPF-1080	SQUITIERI, JEFFREY P	752.00	P/ISP UCF	Subrogation, Respondent	0.00	592.34	1,344.34
CPF-1091	HILTEBRAND, STEPHEN M	4,814.92	UCF	Subrogation, Respondent	0.00	219.00	5,033.92
CPF-1101	GIDRO, MICHAEL ROBERT	5,612.71	P/ISP	Subrogation, Respondent	0.00	712.72	6,325.43
CPF-1114	CARLIN, KEVIN JOSEPH	3,777.28	A	Subrogation, Respondent	0.00	5,337.72	9,115.00
CPF-1122	KELL, KENNETH HARRY	628.68	UCF	Subrogation, Respondent	0.00	338.88	967.56
CPF-1125	KARR, JUDITH A	4,026.62		Subrogation, Respondent	80.00	520.00	4,546.62
CPF-1131	WALCH, ANITA L	1,650.00		Subrogation, Respondent	100.00	250.00	1,900.00
CPF-1142	PASTOR, SERGIO RAFAEL	202,632.34		Subrogation, Respondent	0.00	650.00	203,282.34
CPF-1146	HEINER PISANO, JENNIFER ANN	5,850.00	UCF	Subrogation, Respondent	150.00	2,885.97	8,735.97
CPF-1150	GOEKE, JEFFREY MICHAEL	655,113.36	P/ISP	Subrogation, Respondent	144.28	1,298.52	656,411.88
CPF-1157	SIEGEL, MARTIN J	3,057.60	H	Subrogation, Respondent	0.00	2,177.67	5,235.27
CPF-1161	HAMILL, JOHN F JR	24,664.91		Subrogation, Respondent	100.00	1,200.00	25,864.91
CPF-1164	WURTH, BEVERLY M	750.00	UCF	Subrogation, Respondent	0.00	2,016.55	2,766.55
CPF-1179	SALUTI, GERALD M	64,299.54		Subrogation, Respondent	0.00	1,800.00	66,099.54
CPF-1180	MOSES, KEITH dec'd O	403.00	UCF	Subrogation, Respondent	0.00	97.08	500.08
CPF-1188	CAPAZZI, LOUIS ANTHONY JR	34,965.01	P/ISP	Subrogation, Respondent	0.00	2,100.00	37,065.01
CPF-1192	HANLON, DEC'D, RICHARD S	1,998.00	E P/ISP UCF	Subrogation, Respondent	0.00	9.19	2,007.19
CPF-1195	PINCK, JUSTIN M	1,000.00	UCF	Subrogation, Respondent	200.00	2,438.70	3,438.70

**NJ LAWYERS' FUND FOR CLIENT PROTECTION
SUBROGATION RECEIPTS**

December 2024

CPF#	NAME	2023 SUB-TOTAL	MISC CODE	SUBROGATION CODE	MONTHLY TOTAL	2024 Y-T-D	GRAND TOTAL
CPF-1196	PINCK, LAWRENCE R	9,000.00	UCF	Subrogation, Respondent	0.00	2,332.32	11,332.32
CPF-1198	OBI, FRANCIS O	0.00	UCF	Subrogation, Respondent	0.00	959.60	959.60
CPF-1201	SCERBO, OTTO J	230,333.27		Subrogation, Respondent Subrogation, Third Parties	0.00	1,350.00	231,683.27
CPF-1214	FRANK, BARRY N	3,300.00		Subrogation, Respondent Subrogation, Third Parties	0.00	450.00	3,750.00
CPF-1215	GALLAGHER, WILLIAM B JR	277,097.22	P/ISP	Subrogation, Respondent	216.00	850.00	277,947.22
CPF-1220	GROSS, NEIL LAWRENCE	35,200.89	H 12-2-22	Subrogation, Respondent	0.00	25.00	35,225.89
CPF-1226	GREENMAN, SAL	15,593.11	A	Subrogation, Respondent Subrogation, Third Parties Subrogation, Expenses	0.00	6,148.59	21,741.70
CPF-1227	MACDUFFIE, EDWARD Allen JR	7,880.56	P/ISP	Subrogation, Respondent	65.00	585.00	8,465.56
CPF-1228	GREENMAN, JONATHAN	5,377.70	UCF	Subrogation, Respondent Bank Fees	50.00	928.30	6,306.00
CPF-1230	DRINKWATER, PHILLIP FRANCIS III	2,413.18	P/ISP UCF	Subrogation, Respondent	0.00	99.45	2,512.63
CPF-1235	TALAFOUS, JOSEPH J JR	10,187.74	H UCF	Subrogation, Respondent	50.00	413.68	10,601.42
CPF-1238	JUDGE, PATRICK JR	14,250.00		Subrogation, Respondent	500.00	3,000.00	17,250.00
CPF-1249	LAZEROWITZ, JAY I	629,583.36		Subrogation, Respondent	75.00	5,593.28	635,176.64
CPF-1256	HARDY, ROLAND G JR	2,050.00		Subrogation, Respondent	50.00	5,531.73	7,581.73
CPF-1260	NAZMIYAL, BENJAMIN	2,429.00	UCF	Subrogation, Respondent	0.00	25.00	2,454.00
CPF-1267	PERSKIE, NICOLE LEIGH	5,100.00		Subrogation, Respondent	70.00	940.00	6,040.00
CPF-1270	TOSI, LAWRENCE G	67,911.11	UCF	Subrogation, Respondent	0.00	10,183.96	78,095.07
CPF-1279	ZUVICH, RICHARD N	171,444.69	UCF	Subrogation, Respondent	0.00	997.58	172,442.27
CPF-1283	PROSKURCHENKO, KSENIA V	0.00	A	Subrogation, Respondent	0.00	1,635.00	1,635.00
CPF-1286	MELIADO, DONALD J JR	378,345.47		Subrogation, Respondent	0.00	11,112.00	389,457.47
CPF-1293	LASCHUK, ANDREW	9,210.44	P/ISP	Subrogation, Respondent	200.00	1,240.00	10,450.44
CPF-1295	ALCANTARA, JOSE DAVID	2,210.00		Subrogation, Respondent Bank Fees	100.00	1,400.00	3,610.00
CPF-1299	LEINER, ROBERT H	8,400.00		Subrogation, Respondent	0.00	2,025.00	10,425.00
CPF-1300	LEVANT, HARRY J	2,250.00	A	Subrogation, Respondent Subrogation, Expenses	0.00	1,750.00	4,000.00
CPF-1302	BARON, ROBERT dec'd JOHN	62,850.00		Subrogation, Respondent Subrogation, Third Parties	0.00	150.00	63,000.00
CPF-1305	HAHN, SANGHWAN	12,581.25		Subrogation, Respondent	100.00	1,200.00	13,781.25
CPF-1306	REGOJO, FERNANDO J	36,754.49	P/ISP	Subrogation, Respondent	50.00	1,150.00	37,904.49
CPF-1307	SWENSON, CRAIG C	1,950.00	UCF	Subrogation, Respondent	0.00	1,688.79	3,638.79
CPF-1308	TOBOLSKY, FRANK N	0.00	UCF	Subrogation, Respondent	0.00	40.68	40.68
CPF-1309	GENOVESE, ROBERT JOHN	41.18		Subrogation, Respondent	0.00	50.00	91.18
CPF-1311	RAMOS, ALFREDO JR	84,524.72	UCF	Subrogation, Respondent Subrogation, Third Parties	0.00	307.62	84,832.34
CPF-1313	TYLER, KIMBERLY S	6,055.00	A	Subrogation, Respondent Subrogation, Expenses Bank Fees	0.00	1,697.00	7,752.00

**NJ LAWYERS' FUND FOR CLIENT PROTECTION
SUBROGATION RECEIPTS**

December 2024

CPF#	NAME	2023 SUB-TOTAL	MISC CODE	SUBROGATION CODE	MONTHLY TOTAL	2024 Y-T-D	GRAND TOTAL
CPF-1317	KLEIN, RICHARD C	3,050.00	UCF	Subrogation, Respondent	0.00	3,019.68	6,069.68
CPF-1319	BRADY, JAMES D	7,865.07	A	Subrogation, Respondent	0.00	1,321.60	9,186.67
CPF-1326	BRENT, ADAM LUKE	0.00	UCF	Subrogation, Respondent	0.00	132.32	132.32
CPF-1339	BASNER, CHRISTOPHER J	1,100.00	UCF	Subrogation, Respondent	0.00	514.80	1,614.80
CPF-1343	FREESMAN, STEVEN DANIEL	382,430.45		Subrogation, Respondent	100.00	1,200.00	383,630.45
CPF-1349	NAZOR, BRYAN	5,814.30	P/ISP UCF	Subrogation, Respondent Subrogation, Third Parties	49.73	1,118.29	6,932.59
CPF-1351	LEDINGHAM, RICHARD	1,247.00		Subrogation, Respondent	30.00	330.00	1,577.00
CPF-1353	SAPONARO, GEORGE R	0.00	A	Subrogation, Respondent	0.00	4,000.00	4,000.00
CPF-1357	LUNDBERG, BERT T	42,289.25	P/ISP	Subrogation, Respondent	78.00	765.00	43,054.25
CPF-1361	SINGH, CHANDER P	4,927.68	UCF	Subrogation, Respondent	0.00	5,497.58	10,425.26
CPF-1362	MACLACHLAN, DONALD S	0.00	UCF	Subrogation, Respondent	0.00	155.58	155.58
CPF-1365	DE SAPIO, MICHAEL A	68,688.52	P/ISP	Subrogation, Respondent Subrogation, Third Parties	0.00	1,343.57	70,032.09
CPF-1375	BERAN, BARRY J	450.00	E UCF	Subrogation, Respondent	0.00	139.44	589.44
CPF-1379	BERNSTEIN, ALAN P	3,357.28	UCF	Subrogation, Respondent	0.00	2,214.45	5,571.73
CPF-1382	ALLEN, JOHN CHARLES	0.00	UCF	Subrogation, Respondent	0.00	176.58	176.58
CPF-1387	KHAWAM, DAVID JOHN	0.00		Subrogation, Respondent	7,500.00	232,500.00	232,500.00
CPF-1398	BRUNSON, NEAL E	0.00		Subrogation, Respondent	0.00	229,275.89	229,275.89
CPF-1401	PEMBERTON, DEC'D, CHRISTIAN A	0.00	F 4.23.24	Excess Subro Received Subrogation, Respondent	0.00	483.74	483.74
CPF-1410	KASSEM, NABIL NADIM	0.00	UCF	Subrogation, Respondent	0.00	388.00	388.00
CPF-1426	FISHMAN, MARTIN S	0.00		Subrogation, Respondent	0.00	100,000.00	100,000.00
CPF-1430	SCHLENDORF, DAVID THOMAS	0.00		Subrogation, Respondent	0.00	3,000.00	3,000.00
		<u>\$8,449,212.71</u>			<u>\$18,236.21</u>	<u>\$781,541.40</u>	<u>\$9,230,754.11</u>

\$26,462,565.91 Total Received through 2023

\$781,541.40 Y-T-D Received

\$27,244,107.31 Grand Total

Subrogation Code

Acct ID

ing Instit	Type	Date Purchased	APY %	Due	Par Value	Interest Rate	Income Projection
Provider	CD	11/29/2024	4.350	06/29/2025	\$ 250,000.00	4.310	10,775
First Bau	CD	08/04/2024	3.840	08/03/2025	\$ 250,000.00	3.840	9,600
Unity B:	CD	02/26/2024	0.150	08/26/2025	\$ 250,000.00	0.150	375
Bogota :	CD	06/14/2024	4.000	09/14/2025	\$ 250,000.00	3.920	9,800
CDARS	CD	03/27/2025	3.800	09/25/2025	\$ 802,518.86	3.730	29,932
CDARS	CD	03/27/2025	3.800	09/25/2025	\$ 1,500,000.00	3.730	55,947
New Mi	CD	04/25/2024	4.000	10/25/2025	\$ 250,000.00	3.930	9,825
First Co:	CD	11/30/2023	2.750	11/30/2025	\$ 250,000.00	2.713	6,783
Quaint C	CD	12/23/2024	4.250	12/23/2025	\$ 250,000.00	4.110	10,275
Connect	CD	01/28/2025	2.000	01/28/2026	\$ 250,000.00	1.981	4,953
MidPen:	CD	02/07/2025	2.000	02/07/2026	\$ 250,000.00	1.980	4,950
Custom:	CD	11/04/2024	4.150	11/04/2026	\$ 250,000.00	4.073	10,183
CDARS	CD	04/10/2025	3.800	10/09/2025	\$ 750,000.00	3.730	27,973
Bank of	CD	05/14/2025	5.000	11/13/2025	\$ 250,000.00	4.880	12,200
CDARS	CD	05/22/2025	3.800	11/20/2025	\$ 250,000.00	3.730	9,324
CDARS	CD	06/05/2025	3.800	12/04/2025	\$ 1,000,000.00	3.730	37,300
CDARS	CD	06/12/2025	3.800	12/11/2025	\$ 1,000,000.00	3.730	37,300
CDARS	CD	06/26/2025	3.800	12/25/2025	\$ 1,000,000.00	3.730	37,300
CDARS	CD	06/26/2025	3.800	12/25/2025	\$ 1,000,000.00	3.730	37,300

\$ 10,052,518.86	\$ 362,094.19
------------------	---------------

Based on 12 months of current Interest Rate

NEW JERSEY LAWYERS' FUND FOR CLIENT PROTECTION
PROJECTION OF OTHER REVENUES

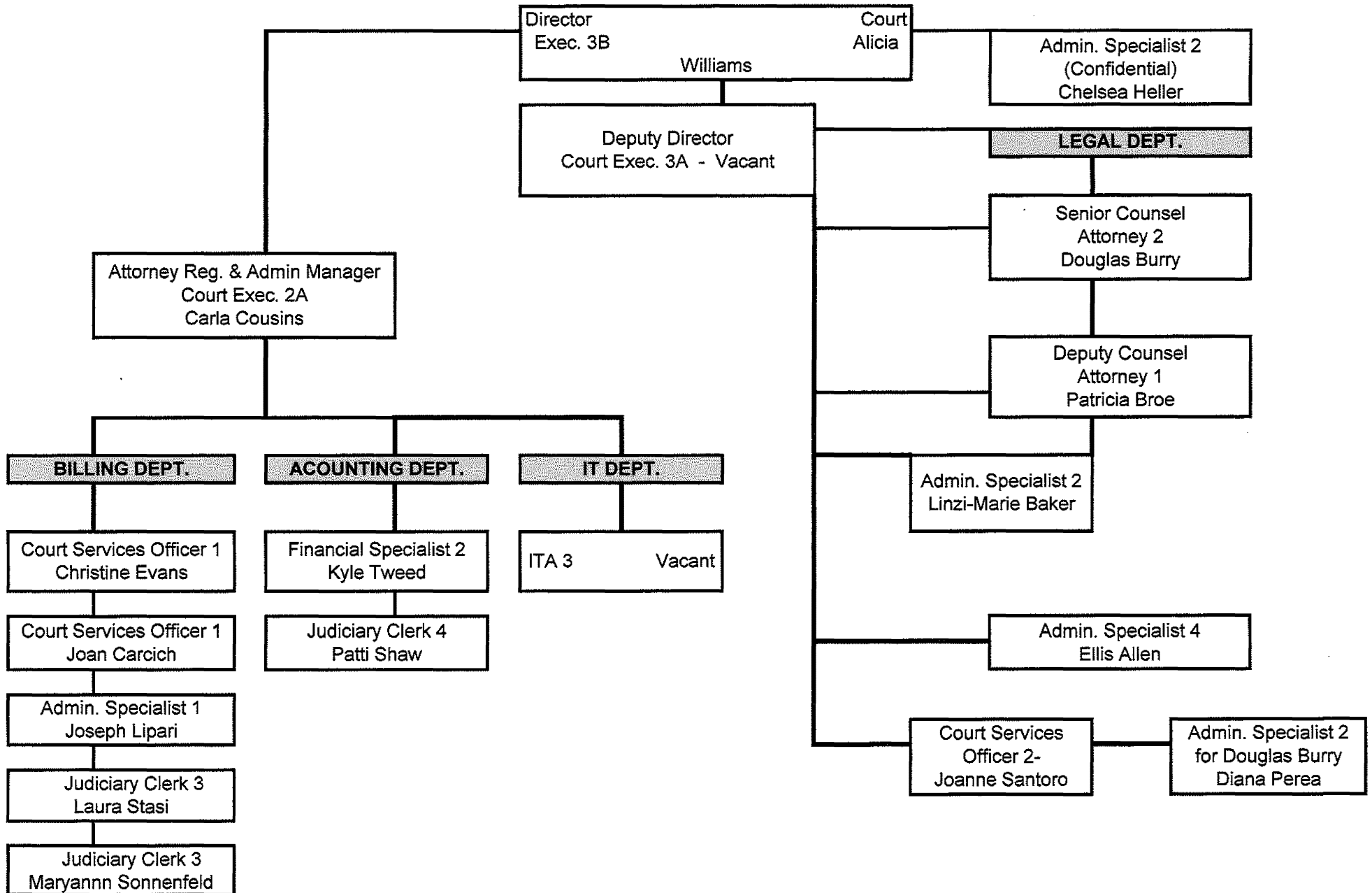
	BUDGETED	BUDGETED	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
	2026	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Late Fees	200,000	220,000	179,550	202,298	277,843	229,060	309,493	311,780	248,730	268,887	260,163	324,910
Reinstatement Fees	50,000	50,000	52,930	49,375	60,303	71,350	79,075	91,350	81,775	75,600	71,700	50,275
Donations	0	0	0	0	0	0	0	100	200	200	212	832
Litigation & Misc Income	0	0	0	0	328	0	0	65	0	1,463	0	
TOTAL	250,000	270,000	232,480	251,673	338,474	300,410	388,568	403,295	330,705	346,150	332,075	376,017

2025

2026

Title Description	Original Employment Date	TITLE Effective Date	Salary Effective Date	6/30/2025 TOTAL Salary	2025 Ending Salary	% Billed to Fund	+3.5% for 2026 Jan Increases	+3.5% OTE July 2026 Increases	Total 2026	2026 Fringe Rate	2026 Fund Charge	2026 OAE Share	2026 Fringe Rate Cost	2026 OAE Fringe Share
ADMINV SPCLST 4	04/16/2018	10/13/2018	10/13/2018	93,644.10	96,921.64	100%	\$ 100,313.90	\$ 103,824.89	\$ 102,069.39	67.05%	\$ 102,069.39	\$ -	\$ 68,437.53	\$ -
ADMINV SPCLST 2	02/10/2020	01/13/2024	01/13/2024	59,103.87	61,172.51	100%	\$ 63,313.54	\$ 65,529.52	\$ 64,421.53	67.05%	\$ 64,421.53	\$ -	\$ 43,194.64	\$ -
ATTY 1	01/08/2024	01/08/2024	01/08/2024	79,098.16	81,866.60	100%	\$ 84,731.93	\$ 87,697.54	\$ 86,214.74	67.05%	\$ 86,214.74	\$ -	\$ 57,806.98	\$ -
ATTY 2	11/13/2018	11/13/2018	11/13/2018	125,831.59	130,235.70	100%	\$ 134,793.94	\$ 139,511.73	\$ 137,152.84	67.05%	\$ 137,152.84	\$ -	\$ 91,960.98	\$ -
CRT SVCS OFCR 1	01/31/2011	12/16/2023	12/16/2023	75,425.82	78,065.72	50%	\$ 80,798.02	\$ 83,625.95	\$ 82,211.99	67.05%	\$ 41,105.99	\$ 41,105.99	\$ 27,561.57	\$ 27,561.57
CRT EXEC 2 A	08/21/2006	05/06/2023	05/06/2023	114,822.41	118,841.19	50%	\$ 123,000.64	\$ 127,305.66	\$ 125,153.15	67.05%	\$ 62,576.57	\$ 62,576.57	\$ 41,957.59	\$ 41,957.59
CRT SVCS OFCR 1	07/06/2009	01/27/2024	01/27/2024	79,341.65	82,118.61	50%	\$ 84,992.76	\$ 87,967.51	\$ 86,480.13	67.05%	\$ 43,240.07	\$ 43,240.07	\$ 28,992.46	\$ 28,992.46
ADMINV SPCLST 2 CONF	12/12/2011	09/23/2023	09/23/2023	83,252.20	86,166.03	100%	\$ 89,181.84	\$ 92,303.20	\$ 90,742.52	67.05%	\$ 90,742.52	\$ -	\$ 60,842.86	\$ -
ADMINV SPCLST 1	03/21/2016	11/04/2023	11/04/2023	67,273.50	69,628.07	50%	\$ 72,065.06	\$ 74,587.33	\$ 73,326.19	67.05%	\$ 36,663.10	\$ 36,663.10	\$ 24,582.61	\$ 24,582.61
ADMINV SPCLST 2	06/23/2003	01/20/2007	01/20/2007	85,365.61	88,353.41	100%	\$ 89,181.84	\$ 92,303.20	\$ 90,742.52	67.05%	\$ 90,742.52	\$ -	\$ 60,842.86	\$ -
CRT SVCS OFCR 2	02/13/2001	09/09/2023	09/09/2023	93,495.46	96,767.80	100%	\$ 100,154.67	\$ 103,660.08	\$ 101,907.38	67.05%	\$ 101,907.38	\$ -	\$ 68,328.90	\$ -
JUDCRY CLK 4	07/12/1993	02/02/2008	02/02/2008	76,783.94	79,471.38	60%	\$ 82,252.88	\$ 85,131.73	\$ 83,692.30	67.05%	\$ 50,215.38	\$ 33,476.92	\$ 33,669.41	\$ 22,446.28
JUDCRY CLK 3	08/20/2018	08/20/2018	08/20/2018	60,100.37	62,203.88	50%	\$ 64,381.02	\$ 66,634.35	\$ 65,507.69	67.05%	\$ 32,753.84	\$ 32,753.84	\$ 21,961.45	\$ 21,961.45
JUDCRY CLK 3	12/05/1986	07/01/1998	07/01/1998	67,134.41	69,484.11	50%	\$ 71,916.05	\$ 74,433.11	\$ 73,174.58	67.05%	\$ 36,587.29	\$ 36,587.29	\$ 24,531.78	\$ 24,531.78
FINCL SPCLST 2	04/16/2012	11/24/2018	11/24/2018	114,512.65	118,520.59	75%	\$ 122,668.81	\$ 126,962.22	\$ 124,815.52	67.05%	\$ 93,611.64	\$ 31,203.88	\$ 62,766.60	\$ 20,922.20
CRT EXEC 3 B	02/06/2023	05/17/2025	05/17/2025	134,185.41	138,881.90	100%	\$ 143,742.77	\$ 148,773.76	\$ 146,258.26	67.05%	\$ 146,258.26	\$ -	\$ 98,066.17	\$ -
CRT EXEC 3 A			05/17/2025	103,617.67	107,244.29	50%	\$ 110,997.84	\$ 114,882.76	\$ 112,940.30	67.05%	\$ 56,470.15	\$ 56,470.15	\$ 37,863.24	\$ 37,863.24
INFO TECHNGY ANLT 3			06/13/2025	123,869.55	128,204.98	80%	\$ 132,692.16	\$ 137,336.38	\$ 135,014.27	67.05%	\$ 108,011.42	\$ 27,002.85	\$ 72,421.66	\$ 18,105.41
				1,409,371.15			\$ 1,751,179.66	\$ 1,812,470.95	\$ 1,781,825.30		\$ 1,380,744.63	\$ 401,080.67	\$ 925,789.28	\$ 268,924.59

Organizational Chart - New Jersey Lawyers' Fund - JUNE 2025



HISTORY OF CLAIMS FILED WITH THE NEW JERSEY LAWYERS' FUND

Year	Claims Filed	Attorneys On Whose Account	New Attys	Claimed Loss	Maximum Payable	Claims Approved	Payments Approved	Claims Paid	Payments Made	Attorneys On Whose Account	New Attys
1969	6	5	5	38,989.00	N/A	0	0.00	0	0.00	0	
1970	67	10	8	1,471,908.00 ³	"	13	55,020.00	10	40,475.43	2	2
1971	43	27	20	369,360.00	"	33	142,765.93	17	92,619.85	6	5
1972	27	15	7	258,367.00	"	10	27,004.82	19	58,936.80	7	4
1973	70	14	7	1,209,570.00	"	27	131,920.87	24	134,996.50	7	3
1974	59	19	10	1,092,006.00	"	28	164,339.20	21	120,552.45	11	8
1975	120	30	18	2,196,331.00	"	62	307,342.74	63	321,203.95	10	3
1976	151	31	12	3,116,861.00	"	101	615,334.75	74	433,431.07	20	13
1977	103	31	13	1,688,761.00	805,116.15	122	685,005.87	93	534,180.55	26	14
1978	82	26	13	796,515.00	563,656.68	47	273,468.19	115	587,008.68	21	5
1979	99	36	24	3,255,885.00	563,193.13	95	460,943.48	87	465,586.58	29	16
1980	172	62	37	2,225,136.00	1,189,782.13	78	500,066.20	83	490,954.30	31	14
1981	132	46	24	805,834.00	559,397.23	78	380,484.16	84	441,804.58	32	19
1982	192	54	24	2,580,109.00	1,322,313.80	90	597,798.68	81	488,369.91	32	13
1983	220	45	18	11,427,014.00 ⁴	2,185,962.75	131	719,196.71	100	697,763.38	29	9
1984	160	40	24	2,059,739.00	1,540,305.31	132	951,649.82	145	779,689.86	31	13
1985	152	53	24	2,373,659.00	1,410,294.57	105	637,579.56	116	844,468.21	31	12
1986	100	45	22	1,883,569.00	973,257.02	61	532,663.77	61	488,548.18	31	15
1987	132	40	23	5,646,329.00	1,741,611.82	60	760,400.93	57	493,967.97	31	18
1988	164	48	30	3,171,622.00	2,106,064.07	82	486,876.23	74	512,977.81	23	7
1989	117	51	28	11,054,790.00	1,175,602.18	98	869,113.05	104	1,022,715.90	42	18
1990	293	81	57	5,013,073.00	3,457,092.07	129	712,193.37	122	837,549.53	31	15
1991	251	70	31	6,970,983.00	5,092,694.28	124	1,481,416.15	126	1,326,366.68	36	20
1992	213	67	28	5,469,663.00	4,862,421.97	128	1,364,611.95	128	1,438,797.69	40	22
1993	153	56	30	4,508,235.00	4,007,735.48	95	1,045,332.99	102	1,032,492.56	40	21
1994	202	45	21	11,434,687.34	3,146,687.34	126	1,826,917.38	132	1,758,619.83	31	13
1995	246	67	37	8,141,069.00	5,320,678.24	91	1,473,707.68	85	1,505,875.42	35	18
1996	300	79	45	8,803,722.47	7,189,197.05	208	3,662,100.00	192	3,836,460.63 ⁶	51	30
1997	294	90	46	20,040,833.00 ⁵	7,196,444.94	220	3,988,205.18	220	3,190,921.75 ⁶	62	32
1998	169	76	28	3,832,276.00	3,734,227.59	137	2,443,362.89	152	3,338,520.45	56	24
1999	174	78	39	9,795,485.81	6,676,269.64	81	1,888,633.75	83	1,479,968.41	42	20
2000	219	77	39	10,944,376.00	8,698,446.86	81	2,237,961.37	83	2,292,396.80	47	21
2001	189	66	31	11,730,881.90	8,278,149.69	109	2,840,047.07	106	2,955,356.20	47	27
2002	184	79	41	9,953,727.28	6,714,296.61	106	3,184,426.13	107	3,120,317.22 ⁷	66	29
2003	171	81	35	10,780,690.66	6,387,050.40	106	3,113,341.40	102	2,638,348.80	52	25
2004	145	68	30	15,700,567.00	5,662,846.34	96	4,084,673.11	99	4,445,528.18 ⁸	56	28
2005	118	55	26	3,146,005.09	2,770,122.48	101	2,816,252.76	96	2,314,942.89	43	20
2006	111	57	23	3,614,404.00	3,364,403.57	64	1,850,725.75	67	2,170,783.42	37	17
2007	85	45	19	4,343,801.19	2,899,858.19	78	1,804,984.52	76	1,745,439.01	32	12
2008	97	50	28	5,502,381.10	5,109,849.53	55	3,536,016.55	60	3,460,095.04	33	15
2009	127	44	23	3,973,735.52	3,826,941.85	63	1,555,375.12	65	1,777,096.51	28	19
2010	134	48	19	20,167,884.15	7,486,574.14	71	1,988,696.99	60	1,931,265.16	22	13
2011	181	63	39	19,177,127.70	12,307,883.06	118	3,119,797.71	117	2,612,344.49	31	17
2012	175	52	25	51,396,806.41	15,397,290.77	80	1,869,462.27	85	2,236,109.38	40	24
2013	162	65	43	15,827,543.21	10,682,205.85	106	2,817,061.69	105 ¹⁰	2,838,035.92	43	24
2014	187	70	38	10,876,489.60	7,353,868.37	138	8,068,120.14	139	8,097,557.35	38	23
2015	986	61	32	165,656,628.81	38,272,324.73	143	5,165,627.13	133	4,922,446.93	34	23
2016	138	59	29	16,769,774.46	10,536,800.37	95	2,161,302.35	102	1,980,769.92	36	18
2017	103	40	17	8,931,284.53	6,275,383.62	92	5,240,669.14	83	4,753,581.58	30	16
2018	102	60	35	6,258,143.11	4,537,379.57	66	1,939,604.52	69	2,385,471.61	37	13
2019	189	42	30	9,839,359.58	7,174,163.66	122	4,027,118.43	108	3,528,303.03	33	11
2020	135	36	17	8,697,408.99	6,523,616.99	96	3,356,542.13	105	3,598,300.40	22	7
2021	59	40	26	2,952,560.56	2,952,560.56	56	1,021,579.76	65	1,461,180.91	31	16
2022	51	37	21	3,692,571.61	3,093,622.61	43	1,018,910.62	42	893,213.55	31	17
2023	99	35	23	3,249,494.00	2,804,794.00	45	1,329,683.59	35	1,154,949.87	21	10
2024	99	37	19	6,954,208.23	3,638,983.23	52	1,130,965.61	60	1,449,341.92	21	4
TOTAL	8,909		1,461	572,870,236.31	259,569,422.49	4,974	100,464,402.16	4,939	99,559,001.00		875

**NJ LAWYERS' FUND FOR CLIENT PROTECTION
VALUE OF PENDING PAYABLE AND PAID CLAIMS**

To 06/30/2025

CPF#	Respondent	Pending Claimed Loss	Pending Maximum Payable	Approved But Not Paid	Paid	Pending + Approved+Paid
1148	DI GIACOMO, PAUL DAVID	\$110,000.00	\$110,000.00	\$0.00	\$0.00	\$110,000.00
1306	REGOJO, FERNANDO J	\$18,000.00	\$18,000.00	\$0.00	\$313,850.00	\$331,850.00
1343	FREESMAN, STEVEN DANIEL	\$5,000.00	\$5,000.00	\$0.00	\$1,805,587.36	\$1,810,587.36
1382	ALLEN, JOHN CHARLES	\$0.00	\$0.00	\$1,600.00	\$58,525.00	\$60,125.00
1402	MANGANELLO, CHRISTOPHER MICHAEL	\$4,500.00	\$4,500.00	\$0.00	\$70,870.00	\$75,370.00
1404	RYAN, VIRGINIA S	\$57,452.82	\$57,452.82	\$0.00	\$0.00	\$57,452.82
1409	SOGLIUZZO, JOHN B	\$0.00	\$0.00	\$145,466.88	\$0.00	\$145,466.88
1410	KASSEM, NABIL NADIM	\$0.00	\$0.00	\$12,732.39	\$33,430.52	\$46,162.91
1426	FISHMAN, MARTIN S	\$271,000.00	\$271,000.00	\$0.00	\$777,716.00	\$1,048,716.00
1429	LISA, JAMES R	\$3,000.00	\$3,000.00	\$0.00	\$24,300.00	\$27,300.00
1432	LINDSEY, dec'd, TELISSA K	\$12,000.00	\$12,000.00	\$0.00	\$0.00	\$12,000.00
1435	ARTUSA, SANTO V JR	\$2,500.00	\$2,500.00	\$11,550.00	\$48,575.00	\$62,625.00
1438	KESSIE, DEC'D, PRINCE FIFI	\$0.00	\$0.00	\$3,500.00	\$0.00	\$3,500.00
1439	PARISI, BRITTANY L	\$8,000.00	\$8,000.00	\$0.00	\$42,445.00	\$50,445.00
1444	KOPPENAL, DEC'D, RICHARD DAVID	\$1,750.00	\$1,750.00	\$0.00	\$0.00	\$1,750.00
1446	FOREMAN, PAUL S	\$138,151.00	\$138,151.00	\$0.00	\$3,500.00	\$141,651.00
1447	WALL, DEC'D, THOMAS J	\$30,000.00	\$30,000.00	\$0.00	\$9,950.00	\$39,950.00
1450	MOHEL Dec'd, S K	\$3,500.00	\$3,500.00	\$0.00	\$0.00	\$3,500.00
1451	DEIGHAN, PADRAIC BRIAN	\$302,400.00	\$302,400.00	\$0.00	\$10,000.03	\$312,400.03
1452	GEORGE, RONALDO C	\$0.00	\$0.00	\$189,000.00	\$0.00	\$189,000.00
1453	HARTMAN, FRANCES ANN	\$204,088.58	\$17,025.00	\$3,500.00	\$9,080.00	\$29,605.00
1454	KING DEC'D, JOHN WINSTON JR	\$0.00	\$0.00	\$10,000.00	\$0.00	\$10,000.00
1456	STOUPAKIS, STELIOS	\$6,650.00	\$6,650.00	\$0.00	\$57,500.00	\$64,150.00
1459	GOROKHOVICH, DEC'D, MICHAEL A	\$0.00	\$0.00	\$6,000.00	\$0.00	\$6,000.00
1460	KAHN, WARREN BARRY	\$530,000.00	\$400,000.00	\$0.00	\$0.00	\$400,000.00
1461	D'ALESSANDRO, EDWARD G JR	\$0.00	\$0.00	\$2,500.00	\$0.00	\$2,500.00
1462	THOMAS, JOSHUA LOUIS	\$6,000.00	\$6,000.00	\$0.00	\$0.00	\$6,000.00
1464	DAY, DWIGHT HUGH	\$2,000.00	\$2,000.00	\$0.00	\$0.00	\$2,000.00
1465	BOYCE, P JOSEPH	\$7,600.00	\$7,600.00	\$0.00	\$0.00	\$7,600.00
1466	HOOKE, CHADWICK L	\$4,000.00	\$4,000.00	\$0.00	\$0.00	\$4,000.00
1467	ROSENTHAL, DAVID L	\$122,402.92	\$122,402.92	\$0.00	\$0.00	\$122,402.92
1468	SANCHEZ, RODRIGO	\$2,500.00	\$2,500.00	\$0.00	\$0.00	\$2,500.00
1469	KING Dec'd, THOMAS R	\$18,788.00	\$0.00	\$0.00	\$0.00	\$0.00
1470	CRISONINO, EDWARD JOSEPH	\$7,500.00	\$7,500.00	\$0.00	\$0.00	\$7,500.00
1471	FITZGERALD, JAMES PATRICK	\$350.00	\$350.00	\$0.00	\$0.00	\$350.00

**NJ LAWYERS' FUND FOR CLIENT PROTECTION
VALUE OF PENDING PAYABLE AND PAID CLAIMS**

To 06/30/2025

35 TOTALS

<u>\$1,879,133.32</u>	<u>\$1,543,281.74</u>	<u>\$385,849.27</u>
-----------------------	-----------------------	---------------------

**NJ LAWYERS' FUND FOR CLIENT PROTECTION
VALUE OF PENDING PAYABLE AND PAID CLAIMS**

To 06/30/2025

Pending + Apporved + Paid > \$1,500,000

CPF#	Respondent	Pending Claimed Loss	Pending Maximum Payable	Approved But Not Paid	Paid	Pending + Apporved+Paid
1343	FREESMAN, STEVEN DANIEL	\$5,000.00	\$5,000.00	\$0.00	\$1,805,587.36	\$1,810,587.36
1	TOTALS	\$5,000.00	\$5,000.00	\$0.00		

NEW JERSEY
LAWYERS ASSISTANCE PROGRAM

BUDGET PROPOSAL AND
NARRATIVES

JULY 1, 2026 – JUNE 30, 2027



SEPTEMBER 10, 2025

NICOLE PERSKIE
INTERIM DIRECTOR

NANCY STEK
ASSOCIATE DIRECTOR

FISCAL YEAR 2027

BUDGET PROPOSAL AND
NARRATIVES

TABLE OF CONTENTS

FY 2027 PROPOSED BUDGET.....	1
BUDGET OVERVIEW	3
EXECUTIVE SUMMARY.....	4
GROWTH PERSPECTIVE.....	11
NJSBA IN-KIND SUPPORT	16
SALARY/OPERATIONS ALLOCATION	16
TOTAL SALARY/BENEFITS.....	17
NJLAP NON-SALARY EXPENSES	18
ATTACHMENT A: BUDGET HISTORY NEW JERSEY LAWYERS ASSISTANCE PROGRAM FY 2023 - FY 2027	i
ATTACHMENT B: NJLAP JOB DESCRIPTIONS.....	ii
ATTACHMENT C: NJLAP SALARY AND BENEFITS HISTORY.....	iii
ATTACHMENT D: NJLAP SALARY CHART	iv
ATTACHMENT E: NJ SUPREME COURT/ NJSBA AMENDED AND RESTATED AGREEMENT.....	v
VISIBILITY PLAN PROPOSAL.....	vi

NEW JERSEY LAWYERS ASSISTANCE PROGRAM
FY 2027 PROPOSED BUDGET

(See Attachment A for FY 2023-2027 Budgets)

BUDGET OVERVIEW

(\$10 Assessment)

AVAILABLE RESERVE FUNDS (est.)	\$1,286,441.89	
<u>FUNDING SOURCE</u>		
LAWYERS' DUES (est.)	\$840,000.00	
INTEREST INCOME (est.)	\$75,000.00	
INCOME	\$915,000.00	
RESERVE ALLOCATION	(\$339,669.48)	
1210 SALARIES	\$842,357.65	
1910 BENEFITS	\$215,599.83	
2110 OFF/COMP SUPPLIES	\$9,000.00	
2120 PRINTING, BROCHURES, COPY	\$4,500.00	
3020 TRAVEL	\$19,500.00	
3110 TELEPHONE	\$7,000.00	
3210 POSTAGE	\$700.00	
<i>3410 INFORMATION DEVELOPMENT</i>		\$70,000.00*
3430 SOFTWARE	\$16,000.00	
3620 PRO SERVICES	\$15,000.00	
3640 FISCAL AUDIT EXPENSE	\$11,000.00	
3810 TRAININGS, EDUCATION & EVENTS	\$15,000.00	
3810-01 JUDICIAL COMPONENT	\$16,500.00	
3820 LITERATURE	\$3,000.00	
3825 ADVERTISING & Marketing	\$8,500.00	
3830 ASSOC./ MEMBERSHIP	\$3,500.00	
3890 MISCELLANEOUS FEES	\$1,500.00	
3890A CONTINGENCY FUNDS	\$6,500.00	
4410 RENT	\$49,512.00	
7710 COMPUTER EQUIPMENT	\$10,000.00	
Total Expenses	<hr/>	<hr/>
	\$1,254,669.48	

* Not included in Expense Total. Narrative at 3410 provides explanation.

BUDGET NARRATIVE EXECUTIVE SUMMARY:

The total proposal for FY 2027 is **1,254,669.48**. This consists of **\$1,057,957.48** (84.32%) in salary/benefits and **\$196,712.00** (15.68%) in non-salary expenses. The proposed budget for FY 2027 represents a **\$18,500.00** increase in non-salary related spending over the approved FY 2026 budget (**\$961,999.71**). The increase in salary related spending is **\$274,169.77**. Allocation from Reserves is estimated at **\$339,669.48**. The use of funds from the reserves is due to a need for additional staff, (2 new positions have been added, Attorney Counselor II and Mental Health Clinician), inflation, and no increase in the annual assessment since 2008.

HISTORIC OVERVIEW

Founded in 2003, New Jersey Lawyers Assistance Program “NJLAP” has provided free and confidential services to judges, lawyers, law students and law graduates, funded by a \$10 assessment through the NJ Lawyers Fund for Client Protection “LFCP”. Initially focused on helping individuals with substance related disorders and depression/anxiety, demand for expanded services led NJLAP to developing a broad-brush program addressing any issues that negatively impact a person’s ability to interact in a healthy manner professionally or personally.

Through guided processes of problem identification, referral and ongoing support, individuals can and do return to healthier levels of functioning and avoiding negative consequences that may lead to undesirable outcomes. Since inception, NJLAP has helped approximately 5,000 legal professionals do exactly that. Additionally, it is not uncommon for an attorney who has heard us during a CLE or interacted with us at an event to have a message of “help and hope” move them to a next step for getting help. These moments cannot be captured or counted but, on occasion, they are stories relayed in passing.

This year alone we have connected with approximately 20,000 attorneys between our website, newsletter, presentation and tablings. The message for getting help through these multiple avenues of contact, result in reaching a lawyer who will take the next step to getting help often independent of LAP. Legal professionals therefore improve their wellbeing without further consultation with NJLAP. The message is received and acted upon.

Clients begin their communications and consultations upon individual

consultation with staff (licensed attorneys, psychologist, licensed drug and alcohol counselor, certified coaches and peer recovery professional) and engage in a variety of specialized psychoeducational experiences including individualized psychoeducational programs, Continuing Legal education seminars focusing on mental health, substance use disorder, well-being, ethical practice, perfectionism. There are facilitated and peer-led support groups which provide list-servs for ongoing communication, support and networking. As always referral and follow-up are essential components of all our services. We are working towards a redesign but have revised our web site with ongoing updates to make access to services more seamless. Our current, award-winning newsletter, “BALANCE” continues to grow in readership and has effectively highlighted services which have increased contact with the program.

Program growth and development have led to various staffing changes over the decades. Most recently, the emphasis on overall well-being has shifted goals necessitating changes which impact staffing and program design. Other contributing events include a 2016 Survey by Hazelden Betty Ford, “Suffering in Silence” (Law Student Survey by David Jaffee), and other surveys on judges, law students and attorneys; ABA Commission on Lawyers Assistance Programs “CoLAP” focus and support of monitoring services offered by state LAPs; changes to virtual services brought about by COVID—2019-2022; New Jersey State Bar Association (“NJSBA”) Survey: “Putting Lawyers First” Wellbeing Task Force 2023; increased communications with Office Attorney Ethics (“OAE”); COLAP evaluation of NJLAP 2024; and addition of 3rd party rule.

NJLAP, based upon discussions with its board, will likely continue to develop and offer additional services such as voluntary monitoring, to intervene with and to assist with ongoing recovery from mental health and substance use disorders. These services include not only referral to treatment providers, but ancillary support services. This requires additional staff training in newly developed policies and procedures and direct client contact time. In addition to staff, volunteers would need to be trained, supervised and supported. Doing so strengthens our objectives of creating a safe community which provides confidential, free services and ongoing support.

ONGOING OBJECTIVES

The foundation of program goals and activities remains constant. In as much, NJLAP will continue, as in past years, to focus on and continue the following from FY25-26:

- Continuing to increase meaningful contacts with New Jersey lawyers, judges, law students, law graduates, disbarred and suspended attorneys, improving frequency and quality of their engagement with NJLAP.
- Continuing to increase awareness throughout the profession of Third-Party referrals of legal professionals to NJLAP in order to provide services and information needed.
- Increasing NJLAP’s scope of services using input from Supreme Court Committee on Wellness in the Profession and ABA COLAP Report 2024.
- Continuing to align and join with the American Bar Association (ABA) and the NJSBA’s well-being initiatives.
- Increasing educational and preventative programming through CLEs, Group Support, and other services.
- Retaining, training, and developing LAP staff as guided by the Supreme Court Wellness Committee, Board of Trustees, Strategic Plan and ABA recommendations.
- Increasing staff to meet need to effectively address complexity of client matters requiring additional staff attention and involvement.
- Ongoing improvements and overhaul to technology, database, automation, and other practices to improve efficiency and effectiveness.
- Increasing and targeting our focus on marketing and communications strategy and outreach to increase program awareness and utilization.
- Improving metrics and continuing development of database system.
- Assessing statewide support services and resources and increasing network with providers and other community entities.
- Continuing and deepening collaboration with NJSBA, specialty, county and affinity bar associations, law schools and other referral sources.

PROPOSED ADDITIONAL OBJECTIVES

1. Redesigning our website to be more user friendly.

2. Increasing CLE activity by becoming an approved provider.
3. Training and developing a robust volunteer base.

Demand for services from individual clients has remained relatively stable over the last year. In FY26, NJLAP developed 189 new contacts, 1256 progress notes, and 235 new cases. Not reflected in those numbers are issues of increased complexity of client problems, problems at more advanced stages necessitating a higher level of time and staff expertise. Specialized resource acquisition is often challenging to identify and access. Improved personal wellbeing of the profession results in greater protection of the public. Studies indicate that LAP interventions improve the likelihood of positive outcomes and reduce the likelihood of an attorney's future involvement in discipline.

NJLAP has seen an increase in demand for CLEs, panel presentations, other speaking type engagements and consults regarding the third-party rule, referral-oriented information, ethics and other topics.

Group meetings have continued to remain on a virtual platform with the exception of some groups returning to in-person meetings. Currently between NJLAP facilitated or supported groups and Lawyers Concerned for Lawyers ("LCL") groups there are 11 groups. Many meetings weekly (some meeting monthly). Lawyer support groups (Lawyers Concerned for Lawyers) continue to meet through Zoom with some in-person gatherings resuming. We continue to provide in-person consultations, presentations and groups in person and via Zoom. NJLAP anticipates initiating several new support groups based upon client feedback. LAP is currently planning three new groups based upon client inquiry, common problems identified and staff availability.

LAW SCHOOLS

Law school utilization numbers remain consistent, and we are exploring various strategies to increase law student awareness of and outreach to LAP. The main challenge from our understanding is the limited time that law students have available, often relegating self-care measures secondary to academics. The challenge is one that is endemic and is being addressed nationally through the ABA requirements for well-being in law schools. New Jersey is pursuing these environmental changes in the two law schools. NJLAP continues to collaborate with the law schools at all available opportunities.

We continue to collaborate with the law schools participating in orientation and student affair activities in providing materials and educational sessions. The virtual Law Student support group started in 2023 is still running

although currently sparsely attended. We anticipate an increase in attendance based upon updated marketing efforts and increased work with law school faculty and staff. A pilot program has been started with Rutgers Newark in 2024 that we hope to replicate in Rutgers Camden in 2026 wherein, we are working to increase our accessibility by providing a LAP staff person to be available directly to students for virtual “drop in” office hours which has been well-received by the school resulting in increased inquiries for programs and services. Student organizations continue to request tailored presentations, and we see this as a positive sign of our increased awareness efforts.

STATEWIDE PRESENCE

We have continued to maintain and increase our coordination with a range of statewide and other organizations to enhance contact with NJLAP through in person and virtual programs such as the Supreme Court, the Judiciary, Office of Attorney Ethics, Client Protection Fund, Committee on Character, Attorney General’s Office, Prosecutor’s Office, New Jersey State Bar Association, New Jersey Institute for Continuing Legal Education, NJSBA sections and committees, law firms, and other legal employers, etc.. We use all opportunities available to discuss the new third-party rule and have seen significant referrals as a result.

We continued to maintain presence and ongoing activity in affinity, specialty and local bar organizations. We continue to receive requests of NJLAP staff to organize presentations, training, and CLE programs. As staffing continually changes we continually update topics that may be considered to be a best fit including personal recovery stories and various new and pertinent well-being presentations.

Presentations to the Judiciary continue such as new judge training, judicial college, and presentations to the Wellness Committee. We work closely with the Wellness Committee on various initiatives such as listening sessions as well as providing promotional information, promotional materials for packets and tabling materials at events. NJLAP has ongoing engagement and activity on the Wellness Committee with current and previous Interim Director and Board Chair regularly taking part in the meetings. As set forth below an increased focus on well-being is part of the ongoing development of our client service focus. It is our goal to broaden our contact with the judiciary through local vicinages and developing volunteer opportunities specifically for judges.

Communication with the Office of Attorney Ethics and the Client

Protection Fund continues to slowly increase as new initiatives are pursued. The Office of Attorney Ethics can now provide referrals and has included NJLAP as a resource for their volunteers with NJLAP presenting at their District Ethics Committee training. We anticipate offering annual training to the Disciplinary Review Board, Ethics Committees and Office of Attorney Ethics.

The Client Protection Fund has always maintained a relationship with NJLAP and has had us present several times over the past year including at their annual “Lunch and Learn”. Our goal is to increase educational presentations by increasing networking and marketing opportunities. Programs and contacts are often followed by calls to NJLAP for information or help, months, or sometimes years later.

NJLAP has been working with the NJCPF in an additional capacity as it has been taking part in the reconciliation of its own bank accounts for the past two years. This involves additional communication and coordination between NJCPF/NJLAP and the Court. The additional responsibilities and time investment have increased in the past year based upon requests from auditors/structure of the financial packages. This was a responsibility previously part of a retired NJCPF employee’s job description, but which is appropriate as it provides NJLAP greater insight into its financial health and updates regarding its financial picture.

NJLAP, initial founding coordinator of Association of Professionals for Treatment of Problem Gambling (“APTPG”) facilitated the organization and development of efforts to address this problem with Lawyers Fund for Client Protection and Counsel for Compulsive Gambling NJ (“CCGNJ”). Compulsive gambling is receiving more attention and is a growing problem for attorneys as well as the general population. A recently appointed Board Member is also the President of the Council for Compulsive Gambling NJ and we anticipate a more integrated relationship with CCGNJ. We anticipate dedicating additional time and resources to this issue including training leading to certification for various staff.

We continue to nurture our ongoing relationships as well as seek out and meet with new resources, treatment programs and providers, mental health professionals, personal and career coaches, and other service providers in an effort to vet the best service providers possible for our clients. Attendance at conferences provides networking and educational opportunities for all staff.

STAFFING

Current Staff Size Limitation

With an excess of 100,000 attorneys in New Jersey, including 75,000 with active licenses, there is always more that NJLAP can provide in every category. We continue to respond to requests from the profession as a whole and additionally will have specifically targeted groups identified in the Strategic Plan that the Board is undertaking shortly. Increased CLEs, increased groups, increased services all have the potential to grow. Our only limitation in responding to any request is staff size and budget.

NJLAP has seven full-time authorized positions. In June 2023, the program director left the organization, and an Interim Director was appointed. The last time there was an increase in allocation was 15 years despite ongoing inflation and cost of living increases.

Finding suitable candidates has been difficult due to the unique nature of the program. An additional part-time attorney counselor was recently hired with the hope he will move into a full-time position in early 2024, however this transition was unavoidably delayed, and we expect his full-time status to be realized early 2026. NJLAP also anticipates the need for an additional counselor given the new referrals coming from the Office of Attorney Ethics and other third parties, voluntary monitoring, and increased visibility due to marketing plan. There is also the need for the training and oversight of the peer-volunteers for monitoring and support. We have included additional allocation in Professional Services for consultants and to determine how to best staff the program in the future. In an additional effort to address specialty needs currently staff are receiving additional training/credentials to broaden their roles and responsibilities.

Across-the-board salary increases are reflected in this budget proposal, but they are not a given. In FY 2027, 3.5% increases are projected for all staff (0.5% above NJSBA increases to adjust for NJLAP staff who cannot receive any end of year bonus that other NJSBA staff may receive).

NJLAP's future budgets will be influenced by the evaluation by the recent ABA Commission on Lawyers Assistance Program and Board of Trustee strategic planning session plan. The findings of the Supreme Court Committee will likely continue to influence NJLAP's direction and staffing needs as well. We believe that changes initiated now will continue to build a strong foundation upon which LAP can continue to grow.

In anticipation of a completed strategic plan by the Board of Trustees and enhanced marketing and social media strategies (a “Marketing and Visibility Plan” one time allocation) we see our presence being integrated more efficiently and effectively within the greater legal arena. This would clearly lead to increased referrals, requests for service and client demand.

GROWTH PERSPECTIVE

FY24 and FY25 brought many changes and challenges that will be reflected in this proposal. The staffing changes, ABA COLAP evaluation and report, 3rd party referral rule, ongoing activity of the Supreme Court Committee on Wellness, creating new protocols to meet the developing needs of the foregoing to name a few, demonstrate some of the circumstances that created an environment of innovation and challenge.

Feedback from recent client contact indicates that the third-party rule is reaching attorneys and even non-attorneys who are referring colleagues and loved ones. Given the foregoing, to continue these efforts and based upon the approval of a one-time budget allocation of \$70,000.00 by the Board of Trustees on October 17, 2024, we are resubmitting a request for a one-time budget allocation (originally an attachment to the 2025/2026 budget proposal). A targeted effort over the next 18 months will only improve LAPs presence in the community, utilization and impact. The marketing plan would likely impact demand thus require additional staffing, as LAP staff is currently at or near maximum capacity given the changes and growth in the recent year.

Additionally, the message that we are not only a “drug and alcohol” program is beginning to reach lawyers. The shifting perspective creates an additional challenge and levels of work in programmatic areas that may go unseen but are necessary for the growth of the program. As trends will most likely continue particularly with the marketing efforts planned, utilization and type of service rendered, it may require additional diversity amongst staff and added need for positions reflecting such.

FY27 budget proposals remain consistent in terms of budget categories and amounts, there are some fluctuations based upon shifting needs and priorities over the years. The budgets do not reflect that LAP does not generally spend the full approved amount. The FY27 budget has substantial differences including the need for up to two additional staff people, necessary expenses related to the increase in staff and a Marketing and Visibility Plan Allocation. The staff is required to respond to additional requests that have been generated by Wellness efforts, Office of Attorney Ethics, Third-Party Referrals and

Volunteer Training.

LAP anticipates that by July 1, 2027:

- 1) Utilization will continue to increase due to third-party rule and the initial voluntary monitoring efforts;
- 2) Educational opportunities offered to the profession through work with County Bar Associations, law firms, etc. Increased in clients, in requests for and educational opportunities delivered;
- 3) Increased need for training to disseminate information on third-party referrals, gambling, prevention focus to well-being, and monitoring. Additional staff training reflects new areas of expertise that would be needed to address a broader range of issues related to the practice of law and its impact on mental and emotional health.
- 4) Updating the website to reflect a cleaner streamlined approach to marketing;
- 5) Developing procedural and training manuals and providing training for Peer Leaders and all volunteers.

The FY27 Budget will be influenced by:

- 1) Recommendations from the COLAP program evaluation in early 2024.
- 2) Recommendations/directives from the Supreme Court Wellness Committee as to NJLAP's role going forward;
- 3) A multi-year strategic plan that will be prepared by the NJLAP Board of Trustees during funding year 2026;
- 4) Increased growth in program and possibly staffing due to demand for services via third-party rule and initiation of voluntary monitoring program.

Our current experience with third-party referral has demonstrated an increased demand for staff time and attention in both foreseen and unforeseen ways. It is estimated based upon our experience to date that a third-party referral takes 2.5 times more time than one voluntary self-referral. Although this is an effective way to reach and assist lawyers in need, one unanticipated change for LAP is the level of time and intensity in making contact with and

motivating clients for accepting help and continued services. Because these clients do not initially recognize their need for support, this can create a more challenging working relationship than a client voluntarily seeking services. The increased demand on staff time by third-party referrals is expected to continue.

Further, voluntary monitoring is beneficial but a labor-intensive commitment on the part of the NJLAP staff and trained peer volunteers. Without doubt additional staff at some point will be necessary. An additional Attorney Counselor position and a Mental Health Clinician have been earmarked in this budget to meet the growing needs of individuals in the legal community.

We have been receiving inquiries and requests for assistance which involve background in the legal field as well as anticipated need for an additional mental health counselor. We therefore seek two full-time positions, which may be 2 people or 3 people (1 full-time and two part-time people) depending upon the credentials and costs associated with same. The positions would be an additional attorney counselor for a total of up to three attorney counselors. We will be looking for the most appropriate candidates for the position which requires an unusual combination of a certain knowledge base, length of experience, talent and skills, including the ability to listen non-judgmentally.

Obviously, the addition of staff and the marketing allocation will necessitate the initial use of the reserve and the long-term need to reassess the funding levels. The purpose of the reserve funds was set aside for an emergency or for growth, as supported by the Court in 2008. Historically, NJLAP has steadily built the reserve, however, any significant growth and change require a higher level of investment.

As the program shifts and grows based upon current trends and plans, a long-term strategy will need to be addressed for the financial stability of the program. The need for a higher level has been evident for several years and the instant proposal offers an opportunity to increase the budget for FY27 and make a decision regarding the level of funding best for the long-term health of the program.

REVENUE

	FY 2024	FY 2025	Projected FY2026	Projected FY2027
REVENUE FROM ANNUAL ASSESSMENT INCLUDING PRIOR YEAR PAYMENTS	\$804,088	\$785,346	\$840,000	\$840,000
INTEREST FROM ACCOUNT	\$85,022	\$73,922	\$75,000	\$75,000
TOTAL	\$889,110	\$859,268	\$915,000	\$915,000

totals for 1-1 thru 7-31-25		
Plenary	72656	
FLC,IHC,FIC,MJP	1225	
PHV	5618	
TOTAL	79499	X10/attorney
	794990	

Since 1999, NJLAP’s principal revenue source has been the annual assessment. Since FY08, it has been \$10.00 per attorney. Other than interest income, and estimated prior year payments, NJLAP has no other sources of income.

The \$840,000 projection is based on attorney registration funds reported to NJLAP by the New Jersey Fund for Client Protection (the Fund). This figure is based upon the chart above which reflects Year To Date payments of \$794,990 made to the NJCPF for NJLAP through 7/31/25 (prorated), with consideration of the bulk payments made in the first three quarters of the year. Most of NJLAP’s revenue (more than 75%) arrives January through March of each fiscal year.

NJLAP's budget period is July 1 through June 30.

The Annual assessment includes payments by plenary, in-house counsel, foreign legal consultants, multijurisdictional practitioners, and pro hac vice attorneys. While retired and fee-exempt attorneys no longer pay the \$10 assessment, they do still access services in increasing numbers—as do disbarred, suspended, disability inactive attorneys, law students and law graduates. In addition to the active attorneys in New Jersey, there are over 20,913 registered retired attorneys as of July 31, 2025 per NJ Lawyers Fund for Client Protection.

The final amounts used for the NJLAP budget are calculated in consultation with the New Jersey Supreme Court's Office of Management and Administrative Services.

NJSBA IN-KIND SUPPORT

The NJSBA supports the NJLAP program pursuant to a written agreement with the Supreme Court of New Jersey. As part of the agreement, the NJSBA provides in kind support to the program, including human resources, financial and bookkeeping, and cooperation from every NJSBA department. NJLAP has access to meeting space and scheduling services at the New Jersey Law Center, including audio-visual aids, collective building security and housekeeping, and ample parking space. NJLAP also benefits from mailroom, duplication services, decreased telephone costs, and voicemail system connections. In the last fiscal year, NJLAP also made use of the NJSBA's membership connections, events and CLEs to improve visibility and outreach through free access to tabling at events and print/electronic ads and communications..

SALARY/OPERATIONS ALLOCATION

The FY 2027 budget for the NJLAP program totals is **\$1,254,669.48**
Salaries and fringe benefits total **\$1,057,957.48**

Annual employee evaluations and cost of living adjustments occur each July. Notwithstanding outstanding performance by the entire team, unprecedented state and national cost of living increases/inflation, staff salaries were increased for most staff for FY 2026 3.5%. For FY 2027 the budget incorporates the option to increase staff salaries up to 3.5%.

Job descriptions for all NJLAP positions are included in **ATTACHMENT B**. Salary histories are included in **ATTACHMENT C**. Salary details by position are included in **ATTACHMENT D**.

The total for Salaries and Benefits is \$ **1,057,957.48** with salaries comprising **\$842,357.65** and benefits **\$215,599.83** of the total.

APPROVED FY 2025	ACTUAL FY2025	APPROVED FY 2026	FY2027 PROPOSED
\$750,262.52	\$737,574.00	\$783,787.71	\$1,057,957.48

RESERVE ALLOCATION

The proposed budget has a \$339,670.16 reserve allocation. Many budget years have had reserve allocations but to date despite approval reserve allocations have not been used. Funding year 2027 proposal will likely change that as it provides an opportunity to test out significant program growth and development and determine an appropriate funding rate for same. This is not a long-term funding strategy but a way to more accurately assess program financial requirements and demands based on increased utilization stemming from strategic planning, increased marketing and significant programmatic changes.

The current portion of the registration fee from NJCPF paid to NJLAP is \$10.00. The last increase of \$2.00 was in 2008. (Per attorney with some exceptions). Similarly sized LAPs have greater allocations to the LAPs in their state. Illinois has a voluntary bar and approximately the same number of attorneys as New Jersey.

“Ex: *Illinois LAP*- Increase: The Court approved a \$3 increase in the registration fee structure effective with the 2017 registration season. This increase applied to attorneys admitted for more than three years and was allocated in full to the Illinois Lawyers’ Assistance Program. The Lawyers’ Assistance Program is a not-for-profit organization that helps attorneys, judges and law students get confidential assistance with substance abuse, addiction and mental health issues. Prior to the \$3 increase in 2017, the last fee increase was made effective with the 2015 registration year. The pertinent section of Rule 756 states: “(1) No registration fee is required of an attorney admitted to the Illinois bar less than one year before the first day of January for which the registration fee is due. An attorney admitted to the Illinois bar for more than one year before the first day of January for which the registration fee is due shall pay an annual registration fee of \$385, out of which \$20 shall be remitted to the Lawyers’ Assistance Program provider[.]”

The new positions being added with this budget include a Mental Health Clinician and an Attorney Counselor. These staff amongst other tasks would help with third-party referrals, voluntary monitoring, and working with volunteers. The \$10.00 NJLAP allocation has not been raised since 2008. ²

NJLAP NON-SALARY EXPENSES

Historically, NJLAP comes in below projected budget in certain categories each year as we strive to keep our expenses reasonable. However, inflation and varied costs such as the increase in price of gasoline are a reality and we must adjust accordingly. The challenge of anticipating needs more than a year in advance remains. The

² 2008 dollars \$10 is now equal to \$15.00 (per officialdata.org) Inflation Calculator

proposals for FY 2027 are as follows:

2110 OFFICE & OTHER SUPPLIES

\$9,000.00

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$11,000.00	\$4854.00	\$6,500.00	\$9,000.00

This allocation includes the lease for our printer, all general office supplies, and purchase of updated office equipment or furniture. We have increased the allocation based on necessary staff growth due to program expansion.

2120 PRINTING/BROCHURES (INCLUDES COPY)

\$4,500.00

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$4,000.00	\$1523.00	\$4,000.00	\$4,500.00

NJLAP expenses for this category were lower during FY 2025 for the following reasons: the development and transition to new materials, use of QR codes, delaying certain purchases until the development of rebrand is complete and increased use of Newsletter and social media. The 2120 budget line also covers in-house printing, educational materials, letterhead, business and note cards, labels, envelopes. NJLAP has made use of small batch printing to accommodate developing information such as rule changes and shifting priorities. The priorities include awaiting direction from Strategic Planning process.

3020 TRAVEL (INCLUDING LOCAL MILEAGE)

\$19,500.00

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$12,000.00	\$10,745.00	\$15,500.00	\$19,500.00

NJLAP expenses in this category reflect local, state and limited national travel expenses. NJLAP remains actively involved in the ABA’s Commission on Lawyers Assistance Programs (COLAP), which accounts for most of national travel. The current Interim Director was recently named to the Advisory Commission for ABA Commission on Lawyers Assistance Program which may slightly increase travel expenses and is also the Secretary of the Board for the

International Lawyers in Alcoholics Anonymous. The travel includes these meetings and conferences including the Annual COLAP conference, Commission Meetings and Annual Director’s Meeting. Local and state Travel includes law school, treatment centers, presentation, mileage to events, NJSBA annual meeting, NJAJ events and related travel expenses, courts, and client meetings. This may also include the travel to Staff training and professional workshops. Some of the increase in this category is due to the increase in mileage reimbursement, and some due to the increase in general travel costs.

Even though Zoom has changed our presence there is still a significant amount of travel related to in person CLE presentations, meetings with clients and trainings. The anticipated increase in staff may necessitate additional travel to training.

3110 TELEPHONE			\$7,000.00
APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$7,000.00	\$5,796.00	\$7,000.00	\$7,000.00

Telephone expenses for FY 2025 include Ring Central VOIP, a service selected for NJLAP by the NJSBA IT team. The total amount requested in this category reflects a potential increase in the cost of the service based upon the possibility of the VOIP raising rates with inflation or adding telephone lines to accommodate additional staff. This also includes a \$25.00 per month per staff member personal technology reimbursement.

3210 POSTAGE AND MESSENGER SERVICES			\$700.00
APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$700.00	\$472.00	\$700.00	\$700.00

Correspondence, mailings to clients, meeting announcements, and ongoing outreach to the legal profession are included in this budget category. The current move to electronic communication has been reflected in the regular decreases in this line over time. NJLAP periodically has shipments to the Client Protection Fund of promotional materials, to clients of forms and literature and to the Courts of requested SWAG, educational materials and information.

3410 INFORMATION DEVELOPMENT (EXTERNAL)**\$70,000.00**

APPROVED FY24	ACTUAL FY24	APPROVED FY25	PROPOSED FY26
<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	\$70,000.00

Increased visibility, name recognition and accessibility are key to current and future growth of the program. The Board of Trustees committed to a one-time allocation of \$70,000.00 for funding year 2025-2026. Attached is a proposal outlining various estimated costs for website development, marketing materials, advertising, etc..

This one-time allocation was placed on hold after FY26 budget was approved by Court and is being resubmitted together with the FY27 budget, however, we hope to have this approved in advance of FY27. The sooner that we are able to properly market the program, the more clients, organizations and stakeholders we are able to serve. For this reason, the Visibility Plan is not included in the budget total for FY27.

3430 SOFTWARE**\$16,000.00**

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$10,000.00	\$15,572.00	\$14,500.00	\$16,000.00

Software includes costs like Microsoft and related platforms such as Outlook and Office which cost upwards of \$6,000.00 annually (approximately \$1,000.00 per person regardless of full-time status). Software also includes Adobe, Zoom, Quickbooks, licensing, updates, database expenses, security software etc.

3620 PROFESSIONAL SERVICES**\$15,000.00**

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$13,000.00	\$3,720.00	\$15,000.00	\$15,000.00

The process of vetting consultants has taken some time and initial outcomes are

positive. With the introduction of third-party referrals and well-being focus, it provides an avenue to effectively answer increased calls for service, education and new projects. Outsourcing of expertise is an efficient and appropriate way to level up and deliver a broader range of services.

3640 FISCAL AUDIT EXPENSE

\$11,000.00

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$5,350.00	\$5,350.00	\$10,000.00	\$11,000.00

An audit is required by the Agreement for Services as per Attachment D. The contract was with DeVito and Associates through FY2024, and the cost of the annual audit was predictable. However, next year’s budget allocation reflects actual audit fees for FY 2027 to follow FY2025 contract with PKF O’Connor Davies per Court procurement. The \$5,350.00, in FY25 represents the full budgeted amount, the balance of the estimated \$10,000.00 total for the audit (which is not finalized), is taken from the Contingency category.

3810 TRAININGS, EDUCATION & EVENTS

\$15,000.00

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$12,500.00	\$7266.00	\$15,000.00	\$15,000.00

This budget category also includes training by and for NJLAP staff and developing relationships with treatment and mental health communities. NJLAP has begun to provide CLE courses and incurs expense in doing so. (Cost per CLE approval, in person-meeting cost if live and occasionally a CLE speaker fee).

NJLAP incurs additional meeting expenses for seminars in northern and southern New Jersey, including attendance at various meetings for program promotion and outreach, outreach sessions, and presentations, upon request. This budget item also includes training requested by assignment judges and with the new “third party rule” NJLAP may also see an increase in cost and program provisions.

As opportunities for online professional development increase, staff are being exposed to professional development opportunities that would not have been possible prior to the pandemic. Additional staff may necessitate additional training

and educational experiences.

NJLAP continues to host events including Recovery Summit, APTPG, Men’s Special LAP and Women Attorney Peer Counselors, Lawyers Concerned for Lawyers and ongoing support groups that are core services of LAP.

Addressing compulsive gambling has remained an essential part of NJLAP’s mission since the program’s inception. We continue to work with the Association of Professionals for Treatment of Problem Gamblers (APTPG) and the New Jersey Council on Compulsive Gambling.

3810-01 JUDICIAL COMPONENT

\$16,500.00

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$5,000.00	\$4,228.00	\$10,000.00	\$16,500.00

Judges Assistance has been a distinct part of NJLAP since 2003, but NJLAP has provided services to judges since inception. The expenses in this category are related to brochures, marketing items, and Judicial conferences and trainings, which in recent months have been both virtual and in-person. NJLAP staff often present at the Judicial College in November and are a presence at new judge training as well as Judicial Listening Sessions. The Judges Assistance benefits by being a part of NJLAP’s overall budget and funding. The proposed allocation for this category has increased to reflect current increasing calls and continuing anticipated growth due to increased marketing and 3rd party referrals. NJLAP would like the increase in this allocation in order to concentrate marketing efforts especially as a resource to the Judiciary for referrals of troubled attorneys and other workplace related stressors.

3820 LITERATURE

\$3,000.00

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$2,000.00	\$574.00	\$3,000.00	\$3,000.00

These items include the purchase and replacement of educational materials including books, pamphlets, DVDs and other multi-media resources for staff training, distribution to clients, training programs and outreach to prospective

referral sources. We reorder or reprint materials as needed and purchase selected books for a lending library. Resources currently available to send to clients are running very low and are not current. We have been evaluating new materials and are replenishing our supplies. Therefore, the proposed allocation for this category has increased from the prior year despite under usage for the past several years.

3825 ADVERTISING AND MARKETING

\$8,500.00

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$8,000	\$6,760.00	\$8,500.00	\$8,500.00

Our outreach, advertising and marketing allocation has required the use of creative means of fiscally supporting these efforts. Ongoing feedback supports our continued use of “swag materials” as an effective way to get our contact information to parties who may need it. It is confidential, safe and provides us with a reason to speak with people in public without them having the fear of stigma. We attempt to table at as many events as possible but are currently limited by our budget. This category also includes table coverings and other promotional materials.

A separate proposal for a virtual communications marketing campaign was approved in concept by the Board of Trustees as a one-time allocation from reserves solely targeting advertising and marketing. This includes social media, a redesigned website which is ADA accessible and several commercials and will be resubmitted under separate cover.

3830 MEMBERSHIPS

\$3,500.00

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$3,500.00	\$2,096.00	\$3,500.00	\$3,500.00

NJLAP maintains memberships in several professional organizations, providing direct assistance in locating and networking resources that assist troubled attorneys and various professional organizations. Furthermore, the staff has been working with multiple state and national affinity and specialty bars, non-legal or counseling staff at NJLAP works to maintain professional associations that benefit NJLAP.

Based on projected memberships the proposed allocation in this category has remained stable.

3890 MISCELLANEOUS FEES			\$1,500.00
APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$1,500.00	\$1,263.00	\$1,500.00	\$1,500.00

At the suggestion of the auditor and in consultation with OMAS, this category was added to capture unanticipated expenses that do not fall into any other budget categories. For the past few years, ADP costs have been included in this category. NJSBA charges NJLAP for proportional costs for payroll services for its employees. Allocations in this category remain in consistent range.

3890A CONTINGENCY FUNDS			\$6,500.00
APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$6,500.00	\$4,750.00	\$6,500.00	\$6,500.00

The Contingency account is used for unexpected expenses or overages. The expenses are then reallocated to existing line items by auditors, and final audit amounts end up as zero. Unexpected contingencies continue to arise every year, but some of these contingencies have been accounted for through the addition of new budget categories. NJLAP’s allocation to this category represents an amount appropriate for an unknown such as the recent unanticipated increase in audit cost or a development due to the “third party” related rule change. The FY25 Contingency fund amount is primarily from the balance, \$4,650.00 of the \$10,000.00 estimated cost of the audit. The previous auditors charged a flat fee of \$5,000.00 for the audit, the bidding process awarded PKF O’Davies the audit contract.

4410 OVERHEAD ASSESSMENT (RENT)**\$49,512.00**

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$49,512.00	\$49,512.00	\$49,512.00	\$49,512.00

As per the Agreement for Services, NJLAP had been provided space at the Law Center. Since January of 2014, NJLAP has paid a portion of the overhead for its use of the Law Center. The allocation is \$24 per square foot, with 2,063 square feet allocated to NJLAP, and includes coverage of security and housekeeping costs, discontinued budget categories.

7710 COMPUTER (INFO. & TELE EQ.)**\$10,000.00**

APPROVED FY25	ACTUAL FY25	APPROVED FY26	PROPOSED FY27
\$5,000.00	\$251.00	\$7,500.00	\$10,000.00

NJLAP continues to update its computer network to meet growth and security needs, and to improve the efficiency of case handling, data management and metrics, and increasing demands. There are ongoing and anticipated upgrades, especially as remote and hybrid service options remain in high demand. While major investments in this category are not anticipated, with the speed of technological changes, anticipated growth in staff, as well as natural wear and tear on equipment, we have allocated \$10,000 for technology upgrades and replacements.

TOTAL NON-SALARY EXPENSES**\$196,712.00****TOTAL SALARY & BENEFITS EXPENSES****\$1,057,957.48****TOTAL FUNDING YEAR 2027 BUDGET****\$1,254,669.48**

	FY 23-FY 27						Prior
	Actual 23	Actual 24	Approved 25	ACTUAL FY25	Approved 26	Requested 27	FY/Current/R equested
Opening Reserve	\$1,308,396.00	1,352,657	\$1,206,376.52	1,401,129	\$1,403,441.60	\$1,286,441.89	
FUNDING SOURCE							
(est.)/REVENUE							
LAWYERS' DUES (est.)	\$804,942.00	\$804,088.00	\$840,000.00	\$785,346.00	\$840,000.00	\$ 840,000.00	
Reserve Allocation	(\$44,261.00)	(\$48,472.00)	\$14,824.52	\$2,312.60	(\$116,999.71)	(339,669.48)	
Interest Income	\$52,546.00	\$85,022.00	\$52,000.00	\$73,922.00	\$75,000.00	\$ 75,000.00	
Total Revenue	\$857,488.00	\$889,110.00	\$892,000.00	\$859,268.00	\$915,000.00	\$ 915,000.00	
EXPENSES							
1210 SALARIES	\$560,751.73	\$566,772.46	\$606,160.73	\$ 592,381.66	\$634,629.91	\$ 842,357.65	
1910 BENEFITS	\$137,501.82	\$142,255.67	\$144,101.79	\$ 145,191.62	\$149,157.80	\$ 215,599.83	
Total Salary & Benefits	\$698,253.55	\$709,028.13	\$750,262.52	\$737,573.28	\$783,787.71	\$ 1,057,957.48	
2110 OFF SUPPLIES ETC.	\$5,940.17	\$15,776.20	\$11,000.00	\$ 4,854.24	\$6,500.00	\$ 9,000.00	
2120 PRINTING ETC.	\$2,014.78	\$950.71	\$4,000.00	\$ 1,522.94	\$4,000.00	\$ 4,500.00	
3020 TRAVEL	\$15,012.01	\$9,122.55	\$12,000.00	\$ 10,745.18	\$15,500.00	\$ 19,500.00	
3110 TELEPHONE	\$5,801.35	\$5,166.82	\$7,000.00	\$ 5,795.67	\$7,000.00	\$ 7,000.00	
3210 POSTAGE	\$551.14	\$257.94	\$700.00	\$ 471.64	\$700.00	\$ 700.00	
3410 INFORMATION DEVT (EXTERNAL)					\$70000.00		\$ 70,000.00 was approved by Board not Court resubmitting for 2026
3430 SOFTWARE	\$8,859.60	\$13,734.34	\$10,000.00	\$ 15,571.50	\$14,500.00	\$ 16,000.00	
3620 PRO SVCS	\$1,139.92	\$3,762.23	\$13,000.00	\$ 2,369.95	\$15,000.00	\$ 15,000.00	Auditors combine both the cost
3640 AUDIT	\$5,000.00	\$14,000.00	\$5,350.00	\$ 1,350.00	\$10,000.00	\$ 11,000.00	Auditors combine both the cost
3810 TRNGS, EVENTS	\$8,230.71	\$10,391.33	\$12,500.00	\$ 7,266.30	\$15,000.00	\$ 15,000.00	
3810-01 JUD. COMP.	\$2,899.00	\$502.00	\$5,000.00	\$ 4,227.87	\$10,000.00	\$ 16,500.00	
3820 LITERATURE	\$1,164.30	\$537.91	\$2,000.00	\$ 574.18	\$3,000.00	\$ 3,000.00	
3825 ADV. & MKTG	\$4,759.31	\$4,437.98	\$8,000.00	\$ 6,759.90	\$8,500.00	\$ 8,500.00	
3830 ASSOC./MEMBSHPS	\$2,360.92	\$1,766.01	\$3,500.00	\$ 2,095.86	\$3,500.00	\$ 3,500.00	
3890 MISC FEES	\$835.51	\$1,091.07	\$1,500.00	\$ 1,263.04	\$1,500.00	\$ 1,500.00	
3890A CONTGNCY	\$300.00	\$110.00	\$6,500.00	\$ 4,750.40	\$6,500.00	\$ 6,500.00	
4410 RENT	\$49,512.00	\$49,512.00	\$49,512.00	\$ 49,512.00	\$49,512.00	\$ 49,512.00	
7710 COMPUTER EQUIPMENT	\$592.58	\$490.14	\$5,000.00	\$ 251.45	\$7,500.00	\$ 10,000.00	
Non-Salary Total	\$114,973.30	\$131,609.23	\$156,562.00	\$ 119,382.12	\$248,212.00	\$ 196,712.00	
Total Expenses	\$813,226.85	\$840,637.36	\$906,824.52	\$ 856,955.40	\$1,031,999.71	\$1,254,669.48	\$ 70,000.00
				\$ -			
ENDING RESERVE	\$1,352,657.00	\$1,401,129.00	\$1,191,552.00	\$1,403,441.60	\$1,286,441.89	\$946,772.41	

ATTACHMENT B
NJLAP JOB DESCRIPTIONS
(Summaries)

PROGRAM DIRECTOR (NICOLE PERSKIE): (Interim as of August 2025)

Director shall be responsible for the development and operation of the Lawyers Assistance Program (LAP) in accordance with Program Mission Statement, Rules of Court, and Agreement for Services between the New Jersey Supreme Court and the New Jersey State Bar Association (NJSBA). Responsibilities include assisting New Jersey attorneys, judges, law students and law graduates; recruiting, hiring and supervising staff; developing Program policies and procedures; development and submission of a budget; representing NJLAP at local, state and national meetings. Oversees database utilization, training and coordination with website.

ASSOCIATE DIRECTOR/EDUCATION AND OUTEACH (NANCY STEK):

[Hire Date: July 14, 2003]

Assists Program Director in Program development and management of LAP. Assists New Jersey attorneys, judges, law students and law graduates providing problem identification, consulting, referral and support. Staff supervision, networking with professional associations, budget preparation, ensuring that record-keeping is accurate. Facilitates educational and support groups, assists in developing CLE opportunities, coordinates educational materials utilized in client education, develops speaking/education opportunities for LAP in the larger legal community, presents. Assists with program promulgation and education groups for bar candidates, law students, lawyers and judges. Handles client sessions when needed, including outreach to third party referrals. Represents the Program in the Director's absence. Other duties as assigned by the Director.

SENIOR ATTORNEY COUNSELOR (RAMON ORTIZ):

[Transitioned to Part-Time on December 31, 2022]

Provides problem identification, counseling, referral and support services to LAP clients; coordinates and facilitates groups. Provides training to new staff and current staff. Oversees monitoring pilot development for Committee on Character Candidates and volunteer clients, develops appropriate ancillary materials. Provided consultation and/or training to other LAP staff and volunteers. Other duties as assigned by the Director or Associate Director.

ATTORNEY COUNSELOR I (ERIC SALZMAN):

[Currently Part-Time Hired 9/21/2023]

Provides problem identification, consultation, assistance, referral and support services to LAP clients. Coordinates and helps establish appropriate support groups. Develops ongoing networking and liaison with community medical, mental health, treatment and other social services. Develops ongoing networking and liaison with Attorney Peer Counselors and Volunteers, all NJ Lawyers Concerned for Lawyers groups, treatment Programs and other helping resources. Coordinates efforts with clients dealing with legal issues and performs any research including use of AI. Prepares video materials for CLE and other educational use. Review Committee on Character reports for accuracy from a legal perspective. Works with and develops volunteer base to assist with LAP clients. Other duties as assigned by the Director or Associate Director.

ATTORNEY COUNSELOR II (TBD):[New Position/Start Date Unknown]

Provides problem identification, consultation, assistance, referral and support services to LAP clients. Helps establish and facilitate appropriate support groups. Develops ongoing networking and liaison with community medical, mental health, treatment and other social services. Assists with education groups for bar candidates, law students, lawyers and judges. Works with and develops volunteer base to assist with LAP clients. Represents LAP at events and conferences. Acts as liaison to Office of Attorney Ethics, Disciplinary Review Board and other Court related entities. Other duties as assigned by the Director or Associate Director.

TEAM CLINICIAN: (DEFNE EKIN): [Hired on February 1, 2023]

Provides problem identification, counseling, referral and support services to LAP clients; coordinates and facilitates groups. Conducts one-on-one client consultations. Plan, develop and facilitate group counseling, and support groups as needed. Provide guidance and case management advice and supervision to other NJLAP staff as appropriate. Provide CLEs on well-being skills such as practicing self-care, finding balance, and managing major life transitions. Provide information on NJLAP program, issues pertaining to mental health, recovery and well-being, and other information as requested, as well as education, support, and guidance to judges, attorneys, and law students. Review Committee on Character reports from a mental health perspective. Primary liaison to law schools. Other duties as assigned by the Director or Administrative Director.

COMMUNICATIONS MANAGER: (NOREEN BRAMAN):

[Hired August 10, 2009]

Initial screening and referral of clients when appropriate; assists Program Director; produces communications materials in-house including brochures, publications, advertising, PR and related products. Develops and maintains all NJLAP websites. Sets up video conferencing, video-based promulgation and education. Assists with client education groups. Develops Strategic plans regarding social media campaigns and coordinates same. Responsible for special events such as Well-Being Week in the Law. Provides upon request educational information to the legal community. Maintains mailing list, edits and prepares a monthly newsletter. Assists with exhibiting at legal and community events. Other duties as assigned by the Director or Administrative Director.

PROGRAM SERVICES COORDINATOR new title(JAMES BURKE):

[Hired on March 1, 2023]

The Program Assistant is responsible for providing extensive administrative support to the New Jersey Lawyer Assistance Program (NJLAP). Provides client support including answering incoming calls on Lawyers and Judges assistance lines and support of other functions of the team as needed. Distributes clients between counselors. Resource development and coordination, including “meet and greet” with NJLAP staff and various resources. Supplements and enhances NJLAP’s record-keeping practices including data-entry and scanning of client documentation. Follow up with clients, resources and review. Provides educational presentations, assists with groups when appropriate. Outreach representation at events and conferences including maintaining connections for future support and ongoing relationships. Facilitation completion of initial intake. Maintains tracking spreadsheet and provides final review and submission of all Committee on Character reports. Other duties as assigned by the Director or Administrative Director.

MENTAL HEALTH CLINICIAN [New Position/Start Date Unknown]

Handles initial client inquiries telephonically as needed, provides mental health screening and assessment experience to individual clients, candidates to the bar, third-party referrals including Office of Attorney Ethics referrals. Maintains appropriate communications and follows up with referring parties, including any reports necessitated based upon type of referral. Provides initial assessment, short-term counseling support, referral and follow-up services to individual clients. Facilitates support groups as

assigned. liaison with outside providers such as EAPs, including Charles Nechtam and Associates to facilitate coordinating supportive services.

Attachment C:

POSITIONS	FY 2023 (July 1, 2022- June 30, 2023)	FY 2024 Approved (July 1, 2023- June 30, 2024)	FY 2024 Actual (July 1, 2023- June 30, 2024)	FY 2025 Approved (July 1, 2024-June 30, 2025)	FY2025 Actual (July 1, 2024-June 30, 2025)	FY 2026 Approved (July 1, 2025-June 30, 2026)	FY2027 Proposed (July 1, 2026-June 30, 2027)
Program Director				Interim Director			Interim Director
Salary	\$ 135,899.32	\$140,038.99	\$ 51,285.19	\$ 140,655.80		\$145,643.92	\$142,000.00 Nicole
Benefits	\$ 29,853.55	\$36,410.14	\$ 6,280.54	\$ 36,570.51		\$37,867.41	\$36,920.00
Total	\$165,752.87	\$176,449.13	\$ 57,565.73**	\$ 177,226.30		\$183,511.33	\$178,920.00
Associate Director			***		***		***> Education and Outreach Manager
Salary	\$ 118,848.33	\$ 121,998.07	\$ 135,892.88	\$ 82,000.00			\$125,000.00 Nancy
Benefits	\$ 27,581.72	\$ 31,719.50	\$ 30,329.41	\$ 21,320.00			\$32,500.00
Total	\$146,430.05	\$153,717.57	\$ 166,222.29	\$ 103,320.00			\$157,500.00
Sr Attorney Counselor (hourly)							
Salary	\$ 79,278.55	\$ 47,127.44	\$ 86,528.68	\$ 75,000.00		\$85,000.00	\$52,000.00 *Decreased hours
Benefits	\$ 22,195.24	\$ 3,770.20	\$ 11,595.73	\$ 6,000.00		\$6,344.04	\$5,200.00 Ray
Total	\$ 101,473.79	\$ 50,897.64	\$ 98,123.41	\$ 81,000.00		\$91,344.04	\$57,200.00
Attorney Counselor I*							
Salary	\$ 47,678.30	\$ 91,277.88	\$ 13,037.50	\$ 82,000.00		\$85,000.00	\$87,975.00
Benefits	\$ 14,171.78	\$ 23,732.25	\$ 1,100.26	\$ 21,320.00		\$22,100.00	\$22,873.50
Total	\$61,850.08	\$115,010.13	\$ 14,137.76	\$ 103,320.00		\$107,100.00	\$110,848.50
Prog. Comm & Tech Manager							
Salary	\$ 75,242.69	\$ 79,367.08	\$ 77,196.72	\$ 82,144.93		\$85,019.99	\$87,995.69
Benefits	\$ 20,852.83	\$ 20,635.44	\$ 22,910.33	\$ 21,357.68		\$22,015.19	\$22,785.72
Total	\$96,095.52	\$100,002.52	\$ 100,107.05	\$ 103,502.61		\$107,035.18	\$110,781.41
Accountant/Database		Office Admin		Admin Director			
Salary	\$ 53,536.00	\$ 55,166.80	\$ 64,847.50	\$ -		\$77,128.36	\$0.00
Benefits	\$ 12,557.13	\$ 14,343.37	\$ 18,044.15	\$ -		\$20,053.37	\$0.00
Total	\$ 66,093.13	\$ 69,510.17	\$ 82,891.65	\$ -		\$97,181.73	\$0.00
Team Clinician							
Salary	\$ 38,030.79		\$ 94,153.91	\$ 99,360.00		\$102,837.64	\$106,436.96
Benefits	\$ 6,503.76		\$ 37,239.58	\$ 25,833.60		\$26,737.79	\$32,673.61
Total	\$ 44,534.55		\$ 131,393.49	\$ 125,193.60		\$129,575.43	\$139,110.57
Program Assistant			Program Assistant/Resource Database			Program Services Coordinator	
Salary	\$ 12,237.75		\$ 43,830.08	\$ 45,000.00		\$54,000.00	\$65,000.00 New Title
Benefits	\$ 3,785.81		\$ 14,755.67	\$ 11,700.00		\$14,040.00	\$16,900.00
Total	\$ 16,023.56		\$ 58,585.75	\$ 56,700.00		\$68,040.00	\$81,900.00
Attorney Counselor II						Attorney Counselor II	\$87,975.00 *New Position
Salary							\$22,873.50
Benefits							\$110,848.50
Total							
Clinical Manager						MH Clinician	\$87,975.00 *New Position
Salary	\$ 61,861.80						\$22,873.50
Benefits	\$ 4,948.94						\$110,848.50
Total	\$ 66,810.74						

*Attorney Counselor I began as a P/T position and moves to F/T 2024-25

** Program Director payment in FY24 is a payment to prior director

Total Salaries	\$ 560,751.73	\$ 596,838.06	\$ 566,772.46	\$ 606,160.73	\$592,381.66	\$634,629.91	\$842,357.65
Total Benefits	\$ 137,501.82	\$ 135,559.84	\$ 142,255.67	\$ 144,101.79	\$145,191.62	\$149,157.80	\$215,599.83
Total Sal + Ben	\$698,253.55	\$ 732,397.90	\$ 709,028.13	\$ 750,262.52	\$ 737,573.28	\$783,787.71	\$1,057,957.48

*** Between funding years 24 and current proposal the title of the position has changed annually. We anticipate a permanent change in 2027 to Outreach and Education Manager

ATTACHMENT D

FY 2027 PROPOSED SALARIES AND BENEFITS TOTAL:

\$1,057,957.48

POSITION	SALARY	BENEFITS	TOTAL
PROGRAM DIRECTOR	\$142,000.00	\$36,920.00	\$178,920.00
ASSOCIATE DIRECTOR	\$125,000.00	\$32,500.00	\$157,500.00
SENIOR ATTORNEY COUNSELOR P/T HOURLY	\$52,000.00	\$5,200.00	\$57,200.00
TEAM CLINICIAN	\$106,436.96	\$32,673.61*	\$139,110.57
MENTAL HEALTH CLINICIAN	\$87,975.00	\$22,873.50	\$110,848.50
ATTORNEY COUNSELOR I	\$87,975.00	\$22,873.50	\$110,848.50
ATTORNEY COUNSELOR II	\$87,975.00	\$22,873.50	\$110,848.50
PROGRAM COMMUNICATIONS MANAGER	\$87,995.69	\$22,785.72	\$110,781.41
PROGRAM SERVICE COORDINATOR	\$65,000.00	\$16,900.00	\$81,900.00

***Benefits for Full-Time typically calculated at 26% however for some employees, their benefit rates are higher.**

Total \$842,357.65 \$215,599.83 \$ 1,057,957.48

**AMENDED AND RESTATED AGREEMENT FOR SERVICES
LAWYERS ASSISTANCE PROGRAM**

THIS AMENDED AND RESTATED SERVICES AGREEMENT ("**Agreement**") is between The Supreme Court of New Jersey (the "**Court**") and the New Jersey State Bar Association ("**NJSBA**" and, together with the Court, the "**Parties**" and, separately, a "**Party**") and is dated as of July 10, 2019

RECITALS:

WHEREAS, the New Jersey Lawyers Assistance Program ("**LAP**") was established by the Court pursuant to New Jersey Court Rule 1:28B-1 et seq.;

WHEREAS, the Court entered into an Agreement for Services - Lawyers Assistance Program ("**Services Agreement**") with NJSBA to provide, through the administration of a Lawyers Assistance Program (LAP) pursuant to Rule 1:28B-1(b), treatment needs assessment, counseling, treatment referral and follow-up support to New Jersey lawyers, full-time members of the state judiciary, law students and law school graduates with alcohol, drug, gambling, emotional, behavioral or other personal problems that affect well-being and professional performance, which was last amended on April 7, 2003;

WHEREAS, the Parties seek to amend the Services Agreement;

AGREEMENT:

NOW THEREFORE, based on mutual consideration, the receipt and adequacy of which are hereby acknowledged, the Court and the NJSBA do hereby agree to amend and restate the Services Agreement as follows:

1. **ADMINISTRATION OF LAP PROGRAM.** The Court hereby engages the NJSBA to administer the Lawyers Assistance Program (LAP). The designated Director and staff for LAP shall be employees of the NJSBA and shall act under the management and control of the NJSBA Board.
2. **NJLAP BOARD OF TRUSTEES.** NJLAP Board of Trustees (the "**LAP Board**") is appointed by the Court and its authority is derived from R. 1:28B-1. Through its leadership, the LAP Board establishes and promotes the vision of LAP, provides advice and guidance to LAP, and enables LAP to develop long and short term strategic plans to realize its vision and goals. The LAP Board reports directly, and makes recommendations regarding LAP, to the Court.
3. **SERVICES PROVIDED.** LAP shall provide treatment needs assessments, counseling, treatment referral and follow-up support to New Jersey lawyers, full-time members of the state judiciary, law students, and law school graduates with alcohol, drug, gambling, emotional, behavioral, or other personal problems that affect well-being and professional performance. The NJSBA agrees that the services offered to New Jersey lawyers, full-time members of the state judiciary, law students, and law school graduates through LAP shall include, but not be limited to, the following:
 - A. **Assistance through:**
 - i. 24-hour, seven days a week hotline telephone service;
 - ii. consultation, treatment needs assessments, and evaluation by trained and experienced staff specialists; motivational interviewing and referral to appropriate resources;

- iii. interaction and consultation with primary treatment providers for long range helping plans, including aftercare and relapse prevention;
- iv. client follow-up concentrating on relapse prevention with tracking of treatment experience and support and encouragement during early stages of treatment and recovery;
- v. introduction to a network of recovered attorney peer counselors who are trained in helping techniques and referral to Lawyers Concerned for Lawyers statewide support groups;
- vi. dissemination of educational information through publications, audiovisual aids and seminars;
- vii. coordination of practice assistance resources, if available, to help maintain a law practice in situations where short term assistance is needed; and
- viii. formal interventions and helping resources for families when appropriate and in accordance with commonly accepted state of the art principles and practices.

B. Program outreach, promulgation and evaluation through:

- i. statewide publicity to the entire legal profession including law schools, the judiciary, and county and specialty bar associations, through brochures, advertisements, articles, educational materials, social media, electronic communications and personal meetings;
- ii. presentations to lawyers in public and private sectors, law schools and professional responsibility classes;
- iii. special outreach efforts directed to individual practitioners, large firms, minority and woman lawyers;
- iv. assistance and support for a statewide network for attorney self-help groups, Lawyers Concerned for Lawyers, Women Attorney Peer Counselor gatherings and other lawyer-specific groups providing support for attorneys, judges, law students, and law school graduates;
- v. liaison and networking with treatment providers including therapists, counselors, out-patient programs, residential rehabilitations facilities, Intoxicated Driver Resource Centers, community agencies, employee assistance programs, hospitals, local ethics committees and others helping or identifying attorneys, judges, law students, or law school graduates in need of LAP's services;
- vi. interacting with specialists and experts in compulsive gambling disorders to improve methods of early identification, intervention, treatment and recovery support within the legal profession;
- vii. ongoing outcome measurement and LAP evaluation through periodic legal profession needs assessments and communication with counterpart LAPs through the American Bar Association's Commission on Lawyers Assistance Programs;

viii. interacting and maintaining an ongoing dialogue with the Supreme Court's Office of Attorney Ethics to help attorneys identified by the attorney disciplinary system;

ix. maintaining a dialogue with the Supreme Court's Advisory Committee on Judicial Conduct (ACJC) to help judges identified by the ACJC as in need of such assistance; and

x. presentations to state-level judges, e.g., at the annual Judicial College.

4. **INDEPENDENT CONTRACTOR.** The NJSBA shall be considered an independent contractor. The NJSBA will administer the LAP with the NJSBA's own employees, equipment and supplies, at the NJSBA's own facilities at the Law Center, with off-site counseling readily available. The NJSBA Board, directly or by delegation to the NJSBA executive staff, shall manage the day-to-day affairs of the LAP independently so as to maintain, inter alia, strict confidentiality for LAP clients and to achieve the goals outlined in this Agreement.

5. **USE OF NJSBA PREMISES AT THE LAW CENTER (the "Premises").** The Premises currently consist of approximately 2160 square feet of office space. In addition to the exclusive right to use the Premises, LAP shall also have the non-exclusive right, in common with NJSBA and its invitees, to use all common areas on the Law Center property, including without limitation, all parking areas, conference room facilities, restrooms and kitchen facilities. LAP currently pays NJSBA for use of the Premises \$49,512.00 per year, which shall be payable by the AOC from the LAP Account in quarterly installments of \$12,378.00, in arrears, following receipt of NJSBA's quarterly invoice for reimbursement. LAP also agrees to reimburse NJSBA on a quarterly basis, in arrears, for the reasonable and competitive charges for security and housekeeping services provided to LAP during weekend hours when the Law Center is not otherwise open for business.

6. **OVERSIGHT.** The finances and administration of the LAP operations shall be monitored by the LAP Board, the members of which shall be appointed by the Court. The NJSBA shall regularly communicate with the LAP Board about the finances and administration of the LAP. The NJSBA shall work with the LAP Board to implement, subject to Court approval, any recommended modifications to the program. Nothing in this provision is intended to create a management role or co-employer status in the LAP Board or the Court, which management status shall remain with the NJSBA.

7. **TERM.** This Agreement shall take effect when it has been executed by both Parties and shall continue until terminated by either Party. This Agreement supersedes all previous agreements. Either Party may terminate this Agreement for any reason on six (6) months' written notice to the other Party. In the event of such termination, the Court shall reimburse the NJSBA for all reasonable costs incurred to administer the LAP up to the effective date of termination.

8. **LAP BUDGET.** No later than September 30 of each year of this Agreement, the LAP Board shall meet with the NJSBA and jointly prepare a proposed budget for the following fiscal year (July 1 - June 30). The LAP Board thereafter will file its report and recommendations in connection with the budget with the Court by November 15, with a copy to the NJSBA. The NJSBA may submit comments on the LAP Board's recommendation directly to the Court.

9. **PAYMENT.** The NJSBA shall submit quarterly invoices through the LAP Board to the Court promptly following the end of each calendar quarter. Each invoice shall detail the services rendered by the NJSBA in connection with the LAP in the preceding quarter and the items for which the NJSBA seeks reimbursement. Absent any objection, the LAP Board shall, within thirty (30) days of receipt, forward all

invoices to the Court, through the AOC, to process as expeditiously as possible and to pay the required amount of the reimbursement. The total amount of the quarterly invoices for services rendered in any given year shall not exceed the total amount budgeted and approved for that year pursuant to the applicable Approved Budget, unless the Court has authorized a supplemental appropriation for exceptional circumstances.

10. **FINANCIAL REPORTING.** The NJSBA will report to the LAP Board on the financial operations of the LAP, and will provide additional financial documentation about the LAP, when requested. The NJSBA will provide, at a minimum, quarterly financial statements of the LAP to the LAP Board for review. The LAP's books and records will be audited at least annually, and the results of the audit will be provided annually by the NJSBA to the LAP Board for review. The NJSBA shall also, at the LAP Board's request, make the LAP's books and records available to an independent auditor, designated by the LAP Board, for audit at the LAP Board's expense.

11. **QUALITY OF SERVICE.** The NJSBA will dedicate adequate resources to the LAP to ensure that it maintains a reputation for prompt, efficient and competent service to its clients, including adequate staff, office space and equipment. At the Court's request, the NJSBA shall arrange for periodic independent evaluations of the LAP. The cost of such evaluations shall be included in the LAP budget. Such evaluations shall not be required more than once per year. The results of any such evaluation shall be made available to the Court for review.

12. **CONFIDENTIALITY.** The Parties agree that all client identities and records of the LAP that relate specifically to the clients of the LAP program shall be confidential and neither the NJSBA nor the Court shall have access to those identities and records unless access is authorized by court order. The Court and the NJSBA shall have access to all other non-client related records of the LAP, which shall be deemed confidential unless otherwise directed by the LAP Board or the Court.

13. **INSURANCE/TAXES.** The Court shall not be responsible for the payment of any salaries, taxes, insurance or benefits for NJSBA, its subcontractors, employees or agents. NJSBA represents that it will maintain all insurance policies required by the federal, state and local government, including workers' compensation, for employees staffing the LAP. The NJSBA further represents that it will maintain such other insurance as deemed necessary by the Court, including liability insurance in the amount of \$1 million, with an excess umbrella policy in the amount of \$8 million. NJSBA will submit proof of such insurance policies to the LAP Board upon request.

14. **INDEMNIFICATION AND NJSBA IMMUNITY.** The NJSBA hereby agrees to indemnify and hold harmless the Court, the LAP Board, their members, agents, and employees from and against all claims, liabilities and expenses, including reasonable attorneys' fees, that may result from acts, omissions or breach of this Agreement by the NJSBA, its subcontractors, employees, or agents. The NJSBA, to the extent it undertakes work activities for or on behalf of the LAP, shall have immunity as provided to LAP in R. 1:28B-1. This provision shall survive the termination of this Agreement.

15. **RECORDS/FILES/RESOURCES.** The Parties acknowledge the importance of maintaining the confidentiality of LAP's client records and files, if any. The Parties acknowledge that any client records and files are and shall remain the property of the individual client. In the event of termination of this Agreement and the transfer of administration of the LAP to another entity, the NJSBA agrees to advise each client of the transfer and, to the extent that any client records or files exist, offer each client the opportunity to (1) retrieve his/her own file from the NJSBA; (2) have his/her file transferred to the new entity; or (3) have the NJSBA destroy the file. On termination of this Agreement, the NJSBA shall forward to the Court a copy of any administrative records developed or compiled by the NJSBA in the course of its administration of the LAP. In addition, the NJSBA shall return any LAP programmatic

materials, such as brochures, supplies, utilization statistics (without client identities), clinical forms, resource lists and written protocols to the Court or any successor administrator designated by the Court. The NJSBA shall, however, retain all right, title, and interest in and to any tangible resources dedicated by the NJSBA to the administration of the LAP.

16. **INSPECTION.** During the term of this Agreement, on reasonable notice and during regular business hours, the Court and the LAP Board shall have the right to inspect all books and records of the NJSBA pertaining to the financial and operational functions of the LAP. Such license shall not include access to any client records, files or other information, consistent with other provisions of this Agreement.

17. **NOTICES.** Notices required by this Agreement shall be in writing and shall be sent by personal delivery, mail or other means of reliable delivery and shall be addressed as follows:

To the NJSBA: Executive Director
New Jersey State Bar Association
One Constitution Square
New Brunswick, New Jersey 08901-1500

To the Court: Office of the Administrative Director
Administrative Office of the Courts
P.O. Box 037
25 Market Street
Trenton, New Jersey 08625-0037

Notices shall also be sent to the chair of the LAP Board, as designated by the Court from time to time, and to such other persons as may be designated by either Party.

18. **ASSIGNABILITY.** This Agreement shall not be assignable by either Party.

19. **ENTIRE AGREEMENT/AMENDMENT.** This Agreement contains the entire understanding between the Parties with respect to the Services to be provided by the NJSBA. No verbal representations have been made outside of this Agreement. Amendments to this Agreement must be set forth in writing and fully executed by both Parties. This Agreement may be signed in counterparts.

20. **SEVERABILITY.** The provisions of this Agreement are severable so that if any term or provision is found for any reason to be invalid, illegal or unenforceable, such finding or findings shall not affect the validity, construction or enforceability of any remaining term or provision.

21. **CAPTIONS.** The captions of each paragraph of this Agreement are inserted solely for the reader's convenience, and are not be construed as part of the Agreement.

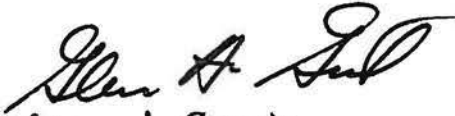
IN WITNESS WHEREOF, the Parties hereto have signed this Agreement as of the date set forth above.

NEW JERSEY STATE BAR ASSOCIATION

By:
Name:


Evelyn Padin, President

THE SUPREME COURT OF NEW JERSEY

By: 
Name: Glenn A. Grant

NEW JERSEY
LAWYERS ASSISTANCE PROGRAM

VISIBILITY
PLAN
PROPOSAL
AND
NARRATIVES



JULY 1, 2025 – JUNE 30, 2026

AMENDED: SEPTEMBER 2025

FISCAL YEAR 2026 (AMENDED)

VISIBILITY
PLAN
PROPOSAL
AND
NARRATIVES

VISIBILITY PLAN PROPOSED BUDGET	PAGE 1
BUDGET OVERVIEW AND BACKGROUND NARRATIVE	PAGE 2 PAGE 2-4

NEW JERSEY LAWYERS ASSISTANCE PROGRAM
FY 2026 PROPOSED VISIBILITY PLAN

3410 INFORMATION DEVELOPMENT (EXTERNAL)

- WEBSITE REDEVELOPMENT \$30,000.00
 - Redevelopment/Redesign
 - Search Engine Optimization
 - Security
 - Marketing/General

ADVERTISING (FULL-SERVICE LAP)

- EXHIBITS \$7,500.00
- DIGITAL MARKETING \$10,000.00
- ELECTRONIC ADVERTISEMENT \$2,500.00
- NJLAP SPONSORED EVENT \$5,000.00
- EVENT PARTNERSHIPS \$3,500.00
- VIDEOSERVICES \$11,500.00

Total Expenses Visibility Plan

\$70,000.00*

While the overall amount requested remains the same, the categories and allocations have been slightly adjusted to reflect our current plan.

2026 AMENDED VISIBILITY PLAN PROPOSAL

The proposed **\$70,000.00** total reflects a commitment to NJLAP's need for greater visibility and more pronounced understanding of our mission and services by the greater legal community. The proposal is a result of a discussion at a recent NJLAP Board Meeting wherein it was recognized that resources should be dedicated to this effort. The proposal set forth herein seeks to promote the full-service nature of the NJLAP which will include the provision of CLE credits, accessibility to services, partnership with other additional entities within the legal community, more effective use of social media and other marketing strategies.

The amounts herein reflect estimates based upon recent research with best suited available vendors and professionals. LAP as always keeps cost in mind and greatly values the most effective use of financial resources. This plan has been updated September 2025.

WEBSITE REDEVELOPMENT

\$30,000.00

NJLAP's most recent webpage is the result of an in-house redesign of a formerly retained consultants webpage. While certain elements of it are outstanding, a redevelopment with professional redesign and search engine optimization would enable the legal community to better access our services. There are components of a website such as navigation, accessibility and ease of user experience which could serve potential lawyers, judges, law students, clients and third-party referrals. Further, the website would not only host YouTube as it does now, but we would also seek to have it host educational videos and podcasts, surveys, and continue to develop integrations and tools. We would seek to have these updates to stay consistent with any changes from the Court based upon the current second evaluation findings. The website would be designed to be easy to update on a future basis by staff as need as well. NJLAP has Judge's specific pages which need a revamp and update. Pages targeted at law students also need to be refreshed and expanded and search engine optimization would enable this population to more easily access services. We would seek a professional who would be transparent about the types of costs that they would include in their packages and whether they would be billing monthly or in a lump sum type of arrangement.

EXHIBITS

\$7,500.00

NJLAP seeks to increase its visibility at legal and mental health, well-being and addiction related (ex: gambling) conferences. Historically, sponsoring agencies have been willing to give us space at no cost, but this is not always true for everyone. Our goal this first year is to expand our reach by attending 5-10

never before attended conferences chosen to maximize our exposure to the legal profession. For example, New Jersey Prevention Network Annual treatment providers conference would provide exposure to many treatment professionals. This would allow us to meet with many of the newer treatment providers as well as to make them aware of the program and services we provide. Discounts have been offered for these types of events, but many are not able to provide us with a comped table.

DIGITAL MARKETING **\$10,000.00**

It is important to use a variety of mediums to reach the 100,000 lawyers in the State of New Jersey. Digital marketing is a reality of our day-to-day lives. It will enable us to target New Jersey attorneys, judges, law students, and law graduates, to have measurable results to track our campaigns ongoing performance, and if necessary to make changes and to reach audiences we may not have accessed otherwise but for whom our message will be appropriate.

ELECTRONIC ADVERTISEMENTS **\$2,500.00**

Much of today's advertisements are electronic, which reaches a broad audience. The additional funding for electronic advertising would include advertising with stakeholders such as the NJSBA, Law Journal, County Bar Associations, Affinity Bar Associations and general public such as Facebook, LinkedIn, X (formerly known as Twitter). This will allow us to target new audiences and update current clientele.

SPONSORED EVENT **\$5,000.00**

NJLAP seeks a minor portion of the Visibility Planning funds for a Sponsored Event such a Well- Being Room for Annual Meeting. Unlike the Friends of Bill Meeting which it hosts at NJSBA Annual Meeting for persons in 12 step recovery this room would be well publicized, advertised in advance, have visible signage, and provide educational and support opportunities. This would be part of NJLAP's general awareness campaign and a pilot project to see what the response from the community and "returnable" in the form of clients, contacts and attorney feedback.

EVENT PARTNERSHIPS**\$3,500.00**

NJLAP also seeks a slightly larger portion of the Visibility planning funds for targeted awareness campaigns done in conjunction with a partnering entity (i.e. Young Lawyers Division, Garden State Bar Association, Local Ethics Committee, Law School, etc.) With respect to these events NJLAP would play a small part and may or may not be physically present at the event. An informational Powerpoint slide may be made available, and a verbal acknowledgement of NJLAP's sponsorship as well as a short description of the LAPs services and related printed materials would be provided.

VIDEOSERVICES**\$11,500.00**

NJLAP would benefit by having short videos of 5 minutes or less that can be shared on social media, played at presentations and conferences, and submitted to local television stations. Professional videos addressing a third-party referral will allow a greater degree of comfort and connection and the opportunity to provide consistent messaging. We believe that a video personalizing what may be an uncomfortable contact is very useful both from the standpoint of staff as it allows us to send the most consistent message and from the standpoint of the viewer as it humanizes a difficult decision. We would create a few additional videos focusing on our services and frequently asked questions. This funding would also allow us to work with a videographer to create other new videos such as testimonials and to reuse current video for short clips.

SUPREME COURT OF NEW JERSEY

DATE: June 15, 2025

**BOARD ON CONTINUING LEGAL
EDUCATION**

TO: Heather Joy Baker

INTEROFFICE MEMORANDUM

FROM: Wendy L. Weiss

RE: BCLE CY 2025/2026 Budgets

Attached is the proposed calendar/current budget for the Board on Continuing Legal Education (BCLE or Board) through CY 2028. The projected revenue for CY 2025 is \$929,150, with projected expenses to be \$818,356.57, for a total budget balance of \$110,793.43.

For CY 2026, revenue is projected at \$926,150.00 while expenses are projected at \$970,426.91 for a net loss \$44,276.91. Because there is a sufficient reserve totaling over four million dollars, there is no immediate need to raise fees; and there is no need for any additional money from the annual attorney registration fee more than the \$4 per attorney currently allocated.

Generally, revenue projections are based on income trends over the years. As can be observed from total revenue from 2019 to 2024, the amount of money collected from the \$4 attorney registration assessment, CLE provider fees, attorney noncompliance fees, and attorney reinstatement fees, the amounts of total revenue collected has not varied appreciably. However, interest income provides a large difference between projected revenue and actual revenue. The Board uses a very conservative allocation for interest income in consideration of the fluctuations and uncertainty in financial markets. For example, in 2024, \$60,000 was projected for interest income but the actual interest income was \$270,587.46.

Salary and fringe expenses will be increasing considerably in CY2026 as three current vacancies will be filled. Seventy percent of all employee salaries/fringe are charged to the BCLE unit. All other BCLE expenses remain fairly constant. As noted above, there is sufficient reserve to cover the projected increase in salary/fringe; therefore, there will be no need to increase any fees for CY 2026. As BCLE is a non-profit entity, the reserves properly

are being drawn down to cover any deficit. There will be no need for the foreseeable future to seek additional income through the attorney registration fee. After drawing down more significantly on the reserve, the Board has other fee raising options, including increasing provider fees or noncompliance fees as the current fee structure has been the same since the inception of the CLE program.

Based on the continued changes to the CLE requirement, the increase in new providers, and the inability at the current level of staffing to perform enough random audits, should the Board need to increase its current staffing beyond filling the vacant FTE positions, there is sufficient revenue to address that eventuality before having to raise any fees. Moreover, as noted, there are other avenues of income to tap before looking to seek any additional money from the annual attorney registration fee.

Supreme Court of New Jersey Board of Continuing Legal Education

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Actual 2024	Projection 2025	Projection 2026	Projection 2027	Projection 2028
Per Course	\$ 70,800.00	\$ 64,400.00	\$ 67,200.00	\$ 65,350.00	\$ 65,600.00	\$ 66,000.00	\$ 70,300.00	\$ 65,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00
Late Fee	\$ 7,500.00	\$ 5,550.00	\$ 900.00	\$ 7,350.00	\$ 6,900.00	\$ 7,000.00	\$ 300.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00
Attorney Registration	\$ 300,852.00	\$ 300,102.00	\$ 277,414.00	\$ 301,338.00	\$ 301,752.00	\$ 318,000.00	\$ 300,378.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00
Extension	\$ 250.00	\$ 225.00	\$ 150.00	\$ 175.00	\$ 50.00	\$ 50.00	\$ 774.25	\$ 175.00	\$ 700.00	\$ 700.00	\$ 700.00
Non-Compliance (CPF)	\$ 328,350.00	\$ 444,096.00	\$ 438,250.00	\$ 357,904.00	\$ 344,250.00	\$ 352,000.00	\$ 344,350.00	\$ 320,000.00	\$ 318,000.00	\$ 318,000.00	\$ 318,000.00
Non-Compliance 1 (NC1)	\$ 15,200.00	\$ 17,600.00	\$ 10,900.00	\$ 12,500.00	\$ 12,600.00	\$ 13,000.00	\$ 10,550.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00
Non-Compliance 2 (NC2)	\$ 24,550.00	\$ 29,900.00	\$ 27,550.00	\$ 31,900.00	\$ 28,850.00	\$ 30,000.00	\$ 27,200.00	\$ 24,000.00	\$ 22,000.00	\$ 22,000.00	\$ 22,000.00
Reinstatement	\$ 52,600.00	\$ 89,400.00	\$ 115,200.00	\$ 83,500.00	\$ 59,800.00	\$ 60,000.00	\$ 54,500.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Waiver	\$ 4,275.00	\$ 975.00	\$ 800.00	\$ 250.00	\$ 525.00	\$ 250.00	\$ 750.00	\$ 600.00	\$ 650.00	\$ 650.00	\$ 650.00
Approved Svc. Prov. Status Fees	\$ 102,081.00	\$ 102,744.00	\$ 101,919.00	\$ 100,317.00	\$ 95,843.33	\$ 75,000.00	\$ 95,266.67	\$ 92,000.00	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00
Exceeded Course Fees	\$ 6,600.00	\$ 8,400.00	\$ 7,900.00	\$ 6,350.00	\$ 8,850.00	\$ 7,800.00	\$ 13,200.00	\$ 7,100.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00
Interest Income	\$ 67,818.01	\$ 18,634.27	\$ 3,160.29	\$ 68,041.05	\$ 239,265.56	\$ 60,000.00	\$ 270,587.46	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00
Total Revenue	\$ 980,876.01	\$ 1,082,026.27	\$ 1,051,343.29	\$ 1,034,975.05	\$ 1,164,285.89	\$ 989,100.00	\$ 1,188,156.38	\$ 929,150.00	\$ 926,150.00	\$ 926,150.00	\$ 926,150.00
Staff Salaries	\$ 369,079.28	\$ 401,877.35	\$ 413,122.58	\$ 388,261.44	\$ 399,599.03	\$ 411,587.00	\$ 418,029.46	\$ 461,398.09	\$ 549,695.96	\$ 588,174.67	\$ 629,346.90
Employee Benefits	\$ 175,510.05	\$ 199,778.26	\$ 230,758.00	\$ 250,354.55	\$ 289,949.00	\$ 317,539.37	\$ 309,714.34	\$ 329,668.94	\$ 392,757.76	\$ 420,250.80	\$ 449,668.36
Equipment Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ 1,549.84	\$ 771.47	\$ 1,107.18	\$ 1,298.23	\$ 2.42	\$ 2.49	\$ 3.04	\$ 3.13	\$ 3.23	\$ 3.32	\$ 3.42
Printing	\$ 1,043.97	\$ 209.49	\$ 4,802.52	\$ 4,721.85	\$ 3,737.54	\$ 3,849.67	\$ 4,898.85	\$ 5,045.82	\$ 5,197.19	\$ 5,353.11	\$ 5,513.70
Reference Books	\$ 282.00	\$ 282.00	\$ 291.00	\$ 291.00	\$ -	\$ 291.00	\$ 152.96	\$ 157.55	\$ 162.28	\$ 167.14	\$ 172.16
Data Processing	\$ 1,309.02	\$ 728.05	\$ 1,031.87	\$ 1,861.33	\$ 1,363.49	\$ 1,404.39	\$ 12.38	\$ 12.75	\$ 13.13	\$ 13.53	\$ 13.93
Travel	\$ 502.60	\$ -	\$ -	\$ -	\$ -	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -
Conference/Conventions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mileage Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 351.63	\$ 383.91	\$ 380.28	\$ 428.99	\$ 407.01	\$ 419.22	\$ 228.12	\$ 234.96	\$ 242.01	\$ 249.27	\$ 256.75
Postage	\$ 1,310.00	\$ 1,311.18	\$ 1,320.00	\$ 1,575.53	\$ 1,786.00	\$ 1,839.58	\$ 1,690.00	\$ 1,740.70	\$ 1,792.92	\$ 1,846.71	\$ 1,902.11
Auditing Services	\$ 4,520.00	\$ 5,000.00	\$ 4,760.00	\$ 4,760.00	\$ 13,110.00	\$ 13,110.00	\$ 2,840.35	\$ 13,503.30	\$ 13,773.37	\$ 14,048.83	\$ 14,329.81
Credit Card Processing	\$ 9,482.54	\$ 1,706.57	\$ 1,727.23	\$ -	\$ 1,621.66	\$ 1,670.31	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Services	\$ 78.88	\$ 90.48	\$ 105.56	\$ 90.48	\$ 45.24	\$ 46.60	\$ 2,508.31	\$ 2,583.56	\$ 2,661.07	\$ 2,740.90	\$ 2,823.13
Maintenance	\$ -	\$ 655.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Staff Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 603.52	\$ 621.63	\$ 640.27	\$ 659.48	\$ 679.27
Info Processing/Telecom	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,287.52	\$ 3,386.15	\$ 3,487.73	\$ 3,592.36	\$ 3,700.13
Office Furniture	\$ 4,149.22	\$ -	\$ 3,384.08	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Reconciliation Discrepancies	\$ -	\$ -	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 569,169.03	\$ 612,793.76	\$ 663,090.30	\$ 653,643.40	\$ 711,621.39	\$ 753,259.63	\$ 743,968.85	\$ 818,356.57	\$ 970,426.91	\$ 1,037,100.14	\$ 1,108,409.67
Excess of Revenues over Expenses	\$ 411,706.98	\$ 469,232.51	\$ 388,252.99	\$ 381,331.65	\$ 452,664.50	\$ 235,840.37	\$ 444,187.53	\$ 110,793.43	\$ (44,276.91)	\$ (110,950.14)	\$ (182,259.67)
Fund Balance - BOY	\$ 2,380,488.00	\$ 2,792,194.98	\$ 3,261,427.49	\$ 3,649,680.48	\$ 4,031,012.13	\$ 4,483,676.63	\$ 4,483,676.63	\$ 4,927,864.16	\$ 5,038,657.59	\$ 4,994,380.68	\$ 4,883,430.54
Fund Balance - EOY	\$ 2,792,194.98	\$ 3,261,427.49	\$ 3,649,680.48	\$ 4,031,012.13	\$ 4,483,676.63	\$ 4,719,517.00	\$ 4,927,864.16	\$ 5,038,657.59	\$ 4,994,380.68	\$ 4,883,430.54	\$ 4,701,170.87
Reserve Percentage	491%	532%	550%	617%	630%	627%	662%	616%	515%	471%	424%

New Jersey Board of Bar Examiners

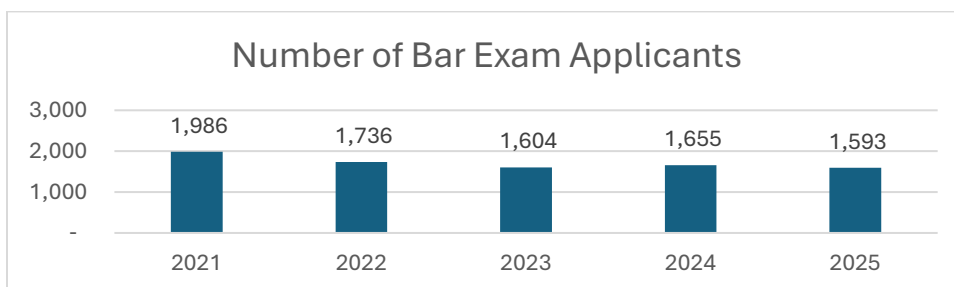
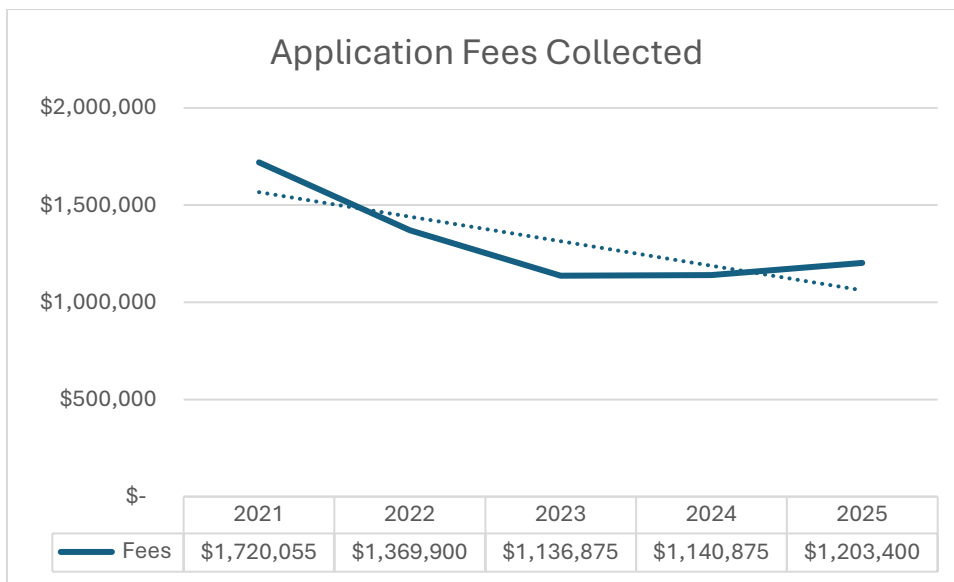
Fiscal Year 2026/2027 Budget Proposal: Narrative Overview

Summary

The Board of Bar Examiners’ proposed (projected) budget for fiscal year 2026/2027, provided separately, reflects largely controlled expenses—aside from the effects of inflation and other known rate increases—while revenue is expected to decrease. In addition to outlining the primary budget factors, this proposal offers a series of ways to offset rising expenses, while acknowledging that projected income-related volumes are estimated and subject to fluctuation.

Revenue

Although bar application fees remain the Board’s primary source of revenue, year-to-year fluctuations continue to create uncertainty—for example, decreasing from 2021 to 2023, rising in 2024, and declining again in 2025 (see charts below).



New Jersey Board of Bar Examiners

Fiscal Year 2026/2027 Budget Proposal: Narrative Overview

Fortunately, this uncertainty is expected to be partially offset by income from other sources, including fees for ancillary services provided to attorneys and applicants (e.g., certificates of good standing and other status documents, MPRE score reports), as well as the Board's allocation of the annual attorney assessment.

Overall, however, the Board's projected revenue for 2026 is lower primarily due to a declining fund reserve balance and continued reductions in federal interest rates, which are projected to reduce Interest Income by approximately 50%. However, the Board's overall revenue for 2026 is projected to be lower, primarily due to an expected 50% decrease in Interest Income resulting from a declining fund reserve balance and continued reductions in federal interest rates.

Expenses

Operating expenses are expected to continue rising due to inflation. Accordingly, most expense line items reflect a 2% increase. This includes costs associated with the limited number of venues and service providers used to administer the bar examination twice annually. Additionally, while two longer-term vacancies remain, the projected salary and benefit expenses reflect the apportioned increases for current employees and the pending vacancies.

Over the past five years, there has been an overarching decline in the number of bar exam applicants. However, the number of applicants who request and receive ADA/non-standard testing accommodations continues to rise. Accordingly, costs associated with medical consultancy fees are expected to increase, conservatively, by 3.5%. The projection also includes an anticipated 3% increase in the costs associated with routine maintenance and the continued automation of the specialized, vendor-based suite of online bar admission services—including the Board of Bar Examiners website with its integrated application portal, as well as the exam management and grading platform.

Deficit/reserve

The Board anticipates a continued budget deficit, which will further deplete its fund reserve. In addition to outlining the key budget factors, this proposal offers a set of strategic fee adjustments to help offset rising expenses, address the persistent deficit, and build a sustainable fund reserve.

New Jersey Board of Bar Examiners

Fiscal Year 2026/2027 Budget Proposal: Narrative Overview

Current Fee Schedule

Applications for admission to the bar of the State of New Jersey must be submitted and payable to the Board of Bar Examiners in accordance with the following fee schedule. Additionally, certain fees are collected for ancillary requests from attorneys or applicants.

Bar Application Type	Application Fee		
	<i>Timely</i>	<i>First Late</i>	<i>Final Late</i>
Admission on Motion	\$1,500	-	-
Admission on Motion by Qualifying Military Spouse	\$ 675	-	-
Admission on Motion by Law School Professor	\$ 675	-	-
Bar Examination (UBE)	\$675	\$950	\$1,200
Bar Examination Re-Application	\$675	-	-
Foreign In-House Counsel	\$ 750	-	-
In-House Counsel	\$ 750	\$900	-
Foreign Legal Consultant	\$ 675	-	-
UBE Score Transfer	\$ 675	-	-
Laptop Registration	\$0	\$75	\$150

Ancillary Request Type	Request Fee
Certificates of Good Standing or Alternative Status Letters	\$20
Attorney Wall License	\$40
Request for Copy of Bar Application	\$0.05 per page
Request for MPRE Score	\$25
Request for MBE Score	\$25

New Jersey Board of Bar Examiners

Fiscal Year 2026/2027 Budget Proposal: Narrative Overview

Strategic Fee Adjustments for Deficit Reduction and Reserve Building

Following are the strategies recommended to correct the structural deficit and implement a sustainable financial position for the Board of Bar Examiners for Fiscal Year 2026 and beyond.

1. Increase “Timely” Bar Examination Application Fee

From \$675 to \$750: 2026/2027 projected volume to yield \$101,400 additional income

Comparatively, based on the bar examination fees of the jurisdictions listed below, New Jersey’s application fee of \$675 for a “Timely” application submission is relatively low when considering that the fee includes verification of qualification and fulfilment of requirements plus the comprehensive character and fitness evaluation.

Jurisdiction	Bar Examination Application Fee
Delaware	<ul style="list-style-type: none">• \$700 - Law school graduate early registration• \$900 - Law school graduate regular registration• \$800 - Attorney early registration• \$1,000 - Attorney regular registration
Florida	<ul style="list-style-type: none">• \$1000 - Law students regular registration• \$1600 - Attorneys admitted 1 to 5 years• \$2000 - Attorneys admitted 5 to 10 years• \$2400 - Attorneys admitted 10 to 15 years• \$3000 - Attorneys admitted 15 years or more
New York	<ul style="list-style-type: none">• \$250 - JD from ABA-approved law school; or law office study• \$750 - Foreign law degree or Pro Bono Scholars Program
Pennsylvania	<ul style="list-style-type: none">• \$750 – Timely / \$1,075 – Late / \$1,400 - Final
Washington, D.C.*	<ul style="list-style-type: none">• \$405.00 – First time applicant or re-taker <i>(plus \$395 to \$925 – for first time applicant’s Character and Fitness (C&F) evaluation, depending on when and where JD/LLB obtained)</i>

**National Conference of Bar Examiners (NCBE) conducts the C&F investigation.*

New Jersey Board of Bar Examiners

Fiscal Year 2026/2027 Budget Proposal: Narrative Overview

2. Increase Laptop Registration Fee

From \$0 to \$50 (Timely) / \$75 to \$150 (Late): 2026/2027 projected volume to yield \$65,875 additional income

Since the inception of the laptop program in New Jersey, there has been no additional fee timely laptop registration. To date, the Board has absorbed the software/technology-related expenses associated with administering the computerized exam billed by our third-party vendor which handles all administrative tasks related to laptop registration as well as secure completion and handling of the written portion of the exam. Presently, more than 98% of bar exam applicants utilize a laptop for the examination. Moreover, the NCBE has announced its implementation of the NextGen UBE which is fully computer-based except for applicants granted relevant testing accommodations. As a result, the Board of Bar Examiners will be required to secure Wi-Fi with each exam testing venue to administer the exam. The Board will no longer be able to absorb the cost associated with a computerized examination.

Unless otherwise noted, the jurisdictions listed below have a flat laptop fee rate for all bar exam applicants. All charge the laptop fee in addition to the application fee. In consideration of the proposed \$75 increase to the bar exam application fee (noted above), and like the approach taken by the Pennsylvania Board of Law Examiners, it seems prudent to consider: (1) implementing nominal fee, perhaps \$50, for the “Timely” laptop registration; and (2) increasing the “First Late” fee to \$150. Ideally, the “First Late” and “Final” fees would be deterrents for late registration.

Jurisdiction	Laptop Registration Fee
Delaware	• \$100
Florida	• \$125
New York	• \$100
Pennsylvania	• \$115 - Timely / \$165 - Late / \$165 - Final
Washington, D.C.	• \$150

New Jersey Board of Bar Examiners

Fiscal Year 2026/2027 Budget Proposal: Narrative Overview

3. Increase the Foreign Legal Consultant Application Fee

From \$675 to \$750: 2026/2027 projected volume to yield \$225 additional income

New Jersey permits “foreign legal consultants” to provide legal services to clients about the law of the foreign country, provided they associate with and consult with a New Jersey lawyer and the associating New Jersey attorney shall assume full responsibility for the conduct of the foreign legal consultant, pursuant to Rule 1:21-9(b). Each foreign legal consultant must seek certification with the NJ Supreme Court by filing an application with prescribed fee. Currently, the full application fee is \$675.

The proposed increase in the New Jersey application fee considers the following comparative information about multiple jurisdictions and the contrast with most of the other jurisdictions in that the New Jersey fee includes completion of a comprehensive character and fitness evaluation. Despite the low volume of application filings, the nominal fee adjustment would better align with the cost of processing the application.

Jurisdiction	Foreign Legal Consultant Application Fee
Delaware	\$1,000
Florida*	<i>\$750 - plus \$450 to \$925 for Character and Fitness evaluation* (depending on where JD or LLB was obtained; and whether evaluation was previously requested by another jurisdiction)</i>
New York	\$0
Pennsylvania	<i>\$650 - plus \$325 for Character and Fitness evaluation</i>
Washington, D.C.*	<i>\$450 - plus \$395 to \$925 for C&F evaluation, depending on when and where JD/LLB obtained)</i>

**National Conference of Bar Examiners (NCBE) conducts the C&F investigation.*

New Jersey Board of Bar Examiners

Fiscal Year 2026/2027 Budget Proposal: Narrative Overview

4. Increase the Bar Application Copy Fee

From \$0.05 per page to \$15 per application: 2026/2027 projected volume to yield between \$1,500 and \$2,500 additional income

Attorneys and applicants of any jurisdiction can be required to request a copy of their New Jersey bar application for purposes of admission to other jurisdictions. Prior to the implementation of an online bar admissions system in 2012, bar applications were paper-based and required routine archiving to an offsite records center.

Regardless of the age of the application file or score report, the documentation must be closely examined to ensure that only appropriate documents are released—often directly to another jurisdiction as requested by the attorney or applicant. As a result, producing an application copy or score report can entail the use of significant resources as to retrieval, review and certification of the official copy to be released.

To be consistent with the practices of the Superior Court in setting copy fee that is commensurate with efforts required to produce and deliver an official document copy, the proposed bar application copy fee is a flat fee of \$15.

Certified Copy: A certified copy is a plain copy with a stamp affixed with the Superior Court Clerk/Deputy Clerk's signature attesting to the authenticity of the document.

Copy and Authentication Fees: Certified Copy, \$15

Source: [Copies of Court Records | NJ Courts](#)

Lastly, an increase in the volume of copy requests is anticipated, with an estimated 67 to 70 additional requests expected annually in 2027. This reflects plans to begin applying the copy fee to a growing number of character verification requests received from other jurisdictions, which require the retrieval, review, and certification of official documents for release.

New Jersey Board of Bar Examiners

Fiscal Year 2026/2027 Budget Proposal: Narrative Overview

5. Increase the Board's Allocation of the Annual Attorney Assessment

Conservatively, from \$2 to \$4 for attorneys practicing for two years or less; and from \$6 to \$9 for attorneys practicing three to forty-nine years: 2026/2027 projected volume to yield \$162,328 additional income

Currently, the Board of Bar Examiners receives \$2 from attorneys practicing between three and forty-nine years, and \$6 from those practicing two years or less, as part of the annual attorney assessment. While the bar application and other fees for services rendered through the Board were originally set at levels intended to further offset the Board's operational costs, those rates are likely no longer reflective of the true cost of current day service delivery. Furthermore, there are numerous services—such as processing name changes for plenary- and limited-licensed attorneys, and updating employer and employment status information for In-House Counsel—for which no fee is currently collected.

Given the full scope of services provided by the Board, an additional allocation of the attorney assessment fees is needed—whether the result of an overall redistribution of the allocation or by increasing the attorney assessment fee—to help support long-term financial stability.

Notwithstanding the collective strategic fee adjustments outlined in this proposal—including the recommended modest increase in the attorney assessment allocation—the Board of Bar Examiners' dedicated fund reserve would significantly benefit from further consideration of a more substantial increase to the attorney assessment allocation for attorneys with three to forty-nine years of practice, such as raising the amount to between \$10 and \$12.

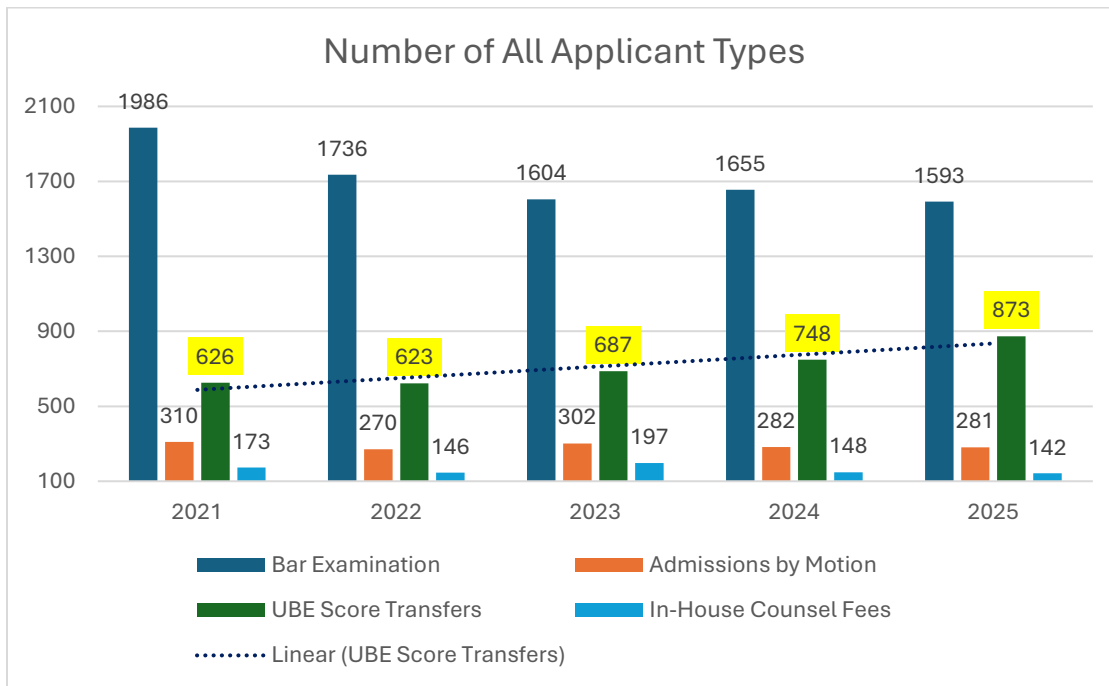
New Jersey Board of Bar Examiners

Fiscal Year 2026/2027 Budget Proposal: Narrative Overview

Conclusion

Using the approach proposed, the Board of Bar Examiners respectfully submits that its budget deficit can be addressed primarily by increasing costs for services, supplemented by a modest adjustment to the allocation of the attorney assessment, yielding a projected \$330,000 in additional revenue. These increases are justified when comparing New Jersey’s services to similar services in our sister jurisdictions as well as further supported by the considerable services and benefits offered to attorneys beyond the initial admissions process.

For general reference, the chart below illustrates the historical number of applicants by application type.



**NEW JERSEY BOARD OF BAR EXAMINERS
FISCAL YEARS 2026 - 2027 BUDGET PROPOSAL**

	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Projection 2026	Projection 2027
REVENUE										
Attorney Assessment Revenue	-	-	385,910	511,207	479,796	472,917.00	\$ 472,408	\$ 463,022	\$ 625,350	\$ 625,350
July Exam Fees	725,850	712,225	620,575	1,158,505	911,675	741,875.00	\$ 753,500	\$ 817,875	\$ 783,725	\$ 855,500
February Exam Fees	449,100	445,650	377,375	561,550	458,225	395,000.00	\$ 387,375	\$ 385,525	\$ 415,150	\$ 415,150
Admissions by Motion	429,750	431,175	422,250	462,000	402,000	451,500.00	\$ 422,175	\$ 417,675	\$ 417,675	\$ 417,675
UBE Score Transfers	308,475	342,225	377,325	420,525	418,500	464,700.00	\$ 505,575	\$ 584,550	\$ 584,550	\$ 584,550
In-House Counsel Fees	119,850	111,620	94,500	128,550	111,675	147,900.00	\$ 101,400	\$ 100,050	\$ 100,050	\$ 100,050
In-House Counsel Late Fees							\$ -	\$ 3,900	\$ 3,900	\$ 3,900
Foreign In-House Counsel							\$ -	\$ 4,500	\$ 4,500	\$ 4,500
Certificates of Good Standing	166,570	175,865	145,400	151,082	147,480	147,720.00	\$ 143,420	\$ 162,300	\$ 162,300	\$ 162,300
Wall License Fees	27,720	25,220	21,560	20,760	23,220	23,080.00	\$ 20,720	\$ 27,760	\$ 27,760	\$ 27,760
Copy Fees							\$ -	\$ 266	\$ 1,766	\$ 4,266
Laptop Program Income							\$ -	\$ 13,025	\$ 78,900	\$ 78,900
All Other Miscellaneous Service Fees							\$ -	\$ 30,770	\$ 30,770	\$ 30,770
Interest Income	21,179	25,227	31,557	3,776	7,947	122,634.16	\$ 184,645	\$ 120,344	\$ 60,000	\$ 30,000
Total Revenue	2,248,494	2,269,207	2,476,452	3,417,955	2,960,518	2,967,326	\$ 2,991,218	\$ 3,131,562	\$ 3,296,396	\$ 3,340,671
EXPENSES										
Staff Salaries	1,205,387	1,205,665	1,178,163	1,129,892	1,156,774	1,204,858.21	\$ 1,243,009	\$ 1,268,467	\$ 1,357,259	\$ 1,452,268
Employee Benefits	601,351	583,879	540,912	594,008	701,908	786,469.13	\$ 933,792	\$ 890,071	\$ 910,042	\$ 973,745
Board of Bar Examiner's Payment	124,000	111,917	99,000	99,000	99,000	80,482.00	\$ 99,487	\$ 95,250	\$ 99,000	\$ 99,000
Examination Grading	83,600	83,984	72,360	74,960	94,616	99,378.00	\$ 78,768	\$ 86,454	\$ 88,183	\$ 89,947
Printing and Office Expense	18,569	18,014	9,726	9,799	10,583	16,442.45	\$ 12,800	\$ 9,739	\$ 9,934	\$ 10,133
Postage	7,143	5,293	5,709	3,387	6,150	13,964.53	\$ 14,287	\$ 18,640	\$ 19,013	\$ 19,393
Telephone	7,673	4,168	2,742	1,374	1,500	3,991.13	\$ 2,097	\$ 5,700	\$ 5,814	\$ 5,930
Messenger Service	-	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -
Food & Travel	-	-	-	-	-	-	\$ -	\$ 124,242	\$ 126,727	\$ 129,261
Conference	-	-	-	-	-	-	\$ -	\$ 2,391	\$ 2,438	\$ 2,487
Mileage	-	-	-	-	-	-	\$ -	\$ 1,000	\$ 1,020	\$ 1,040
Staff Training	202	165	-	-	-	25.50	\$ -	\$ -	\$ -	\$ -
Consultant/Advisory Profess Ser	-	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -
Testing Materials	-	-	-	-	-	-	\$ -	\$ 250,841	\$ 255,857	\$ 260,974
Proctor Payments	-	-	-	-	-	-	\$ -	\$ 54,350	\$ 55,437	\$ 56,546
Credit Reports	-	-	-	-	-	-	\$ -	\$ 11,302	\$ 11,528	\$ 11,758
External Auditing Services	-	-	-	-	-	-	\$ -	\$ 10,207	\$ 10,411	\$ 10,619
Remote Monitoring Services	-	-	-	259,464	168,365	0.00	\$ -	\$ -	\$ -	\$ -
Transcript Services	34,993	39,677	29,620	13,842	22,882	16,733.05	\$ 11,261	\$ 12,652	\$ 12,905	\$ 13,163
Rent, Testing space & Facilities related rent	219,594	225,907	219,188	30,422	126,936	253,019.32	\$ 236,476	\$ 329,180	\$ 335,763	\$ 342,478
Security/Household Services	7,024	6,826	13,773	-	3,000	6,760.00	\$ 11,280	\$ 6,000	\$ 6,120	\$ 6,242
Non-Capital ITO Expense	128,068	129,018	130,834	132,243	136,985	141,964.08	\$ 152,587	\$ -	\$ -	\$ -
Laptop Vendor Fee	93,112	95,169	83,806	-	34,079	100,803.08	\$ -	\$ -	\$ -	\$ -
Credit Card Fees	24,192	28,359	15,982	-	-	-	\$ -	\$ -	\$ -	\$ -
Depreciation	10,141	6,138	5,968	5,640	4,296	441.61	\$ -	\$ -	\$ -	\$ -
Non-Capital Furniture	-	-	-	-	-	0.00	\$ -	\$ -	\$ -	\$ -
Software Expenses	890	-	108	47,076	61,031	458.36	\$ 121,933	\$ 260,903	\$ 268,730	\$ 276,792
Miscellaneous	17,313	6,610	14,009	4,423	11,376	9,083.60	\$ 5,263	\$ 250	\$ 255	\$ 260
Microfilming	-	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -
Total Expenses	2,583,252	2,550,788	2,421,900	2,405,530	2,639,481	2,734,874	\$ 2,923,041	\$ 3,437,637	\$ 3,576,438	\$ 3,762,039
Excess of Revenues over Expenses	(334,758)	(281,581)	54,552	1,012,425	321,037	232,452	\$ 68,177	\$ (306,075)	\$ (280,042)	\$ (421,368)
Fund Balance - BOY	1,519,417	1,184,660	903,079	2,457,631	3,470,056	3,791,093	\$ 4,023,545	\$ 4,091,722	\$ 3,785,647	\$ 3,505,605
<i>AOC Fund Reserve Contribution</i>			<i>1,500,000</i>							
Fund Balance - EOY	1,184,659	903,079	2,457,631	3,470,056	3,791,093	4,023,545	\$ 4,091,722	\$ 3,785,647	\$ 3,505,605	\$ 3,084,237
Reserve Percentage	46%	35%	101%	144%	144%	147%	140%	110%	98%	82%

NOTE: The categorization of expenses has been refined over the years to ensure greater accuracy and transparency.