



The
DISCIPLINARY BOARD
of the Supreme Court of Pennsylvania

Annual Report 2018



The Disciplinary Board of the Supreme Court of Pennsylvania is dedicated to protecting the public, maintaining the integrity of the legal profession, and safeguarding the reputation of the courts.

The Disciplinary Board of the Supreme Court of Pennsylvania

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Harrisburg, Pennsylvania 17106-2625

www.padisiplinaryboard.org

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Chair's Summary

The Board initiated its reorganization efforts in 2016, recognizing at the time that the review process should never stop and the Board should always seek to make changes benefitting the organization. In 2018, under the leadership of Chair Douglas W. Leonard, Chair Brian J. Cali, and Vice Chair Andrew J. Trevelise, the Board conducted the next phase of its reorganization, which was the realignment of its Executive Office. Mr. Leonard, Mr. Cali, and Mr. Trevelise worked with the Board and management to streamline policies and procedures, reporting structures, and lines of communication. These modernization efforts are designed to move cases through the system in a more efficient and effective manner. The formal realignment was put into place on September 24, 2018.

Also in 2018, by directive of the Court, the Board collected data on the race, gender, and ethnicity of Commonwealth attorneys through the annual attorney registration process. The collection of this baseline data is an essential first step to increase diversity in the bar. The Board remains committed to doing its part in the advancement of diversity in the legal profession.

Board members were committed, individually and as a group, to increasing efforts of educating attorneys and the public. Board members participated in numerous Continuing Legal Education presentations throughout the Commonwealth and the country. The Board has continued its regional training opportunities for Hearing Committee Members around the Commonwealth.

Our self-regulatory system is thriving and is more professional than ever with talented and dedicated staff, management, and Board members. Our staff are better trained for the important roles they fill for the citizens of the Commonwealth and for the more than 75,000 Pennsylvania attorneys. This Board seeks to ensure the public, the profession, and the Court that we will continually evaluate our organization to maintain it as one of the finest attorney regulatory systems in the country.

The members of the Board, particularly Chairman Cali, wish to acknowledge that none of this would have been possible without the support of the Justices of the Supreme Court. The members are honored, humbled, and forever grateful for the opportunity to serve the legal profession.



Douglas W. Leonard
Board Chair
April - August 2018
(Butler County)



Brian J. Cali, Esquire
Board Chair
August 2018
(Lackawanna County)



Andrew J. Trevelise, Esquire
Board Vice Chair
August 2018
(Philadelphia)

Board Membership



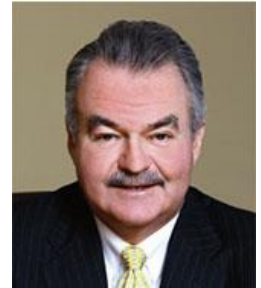
John F. Cordisco, Esquire
(Bucks County)



David A. Fitzsimons, Esquire
(Cumberland County)



John P. Goodrich, Esquire
(Allegheny County)



James C. Haggerty, Esquire
(Philadelphia)



P. Brennan Hart, Esquire
(Allegheny County)



Jerry M. Lehocky, Esquire
(Philadelphia)



Christopher M. Miller, Esquire
(Allegheny County)



Stefanie B. Porges, M.D.
(Montgomery County)



Dion G. Rassias, Esquire
(Philadelphia)



Hon. Robert L. Repard
(Tioga County)



Lawrence M. Kelly, Esquire
(Lawrence County)
Term Expired: 01/29/2018



David E. Schwager, Esquire
(Luzerne County)
Term Expired: 04/01/2018



Jane G. Penny, Esquire
(Dauphin County)
Term Expired: 08/08/2018



Tracey M. Lewis, Esquire
(Allegheny County)
Term Expired: 11/03/2018

Staff

Office of Disciplinary Counsel

Chief Disciplinary Counsel
Counsel-in-Charge (4)
Disciplinary Counsel (26)
Auditors (8)
Support Staff (17)

Executive Office

Executive Director
Counsel to the Board
Special Counsel
Board Prothonotary
Attorney Registrar
Support Staff (6)

Office of Disciplinary Counsel District Offices

District I Office

1601 Market Street, Suite 3320
Philadelphia, PA 19103
215.560.6296

District II Office

820 Adams Avenue, Suite 170
Trooper, PA 19403
610.650.8210

District III Office

601 Commonwealth Avenue, Suite 5800
Harrisburg, PA 17120
717.772.8572

District IV Office

437 Grant Street, Suite 1300
Pittsburgh, PA 15219
412.565.3173

Office Highlights

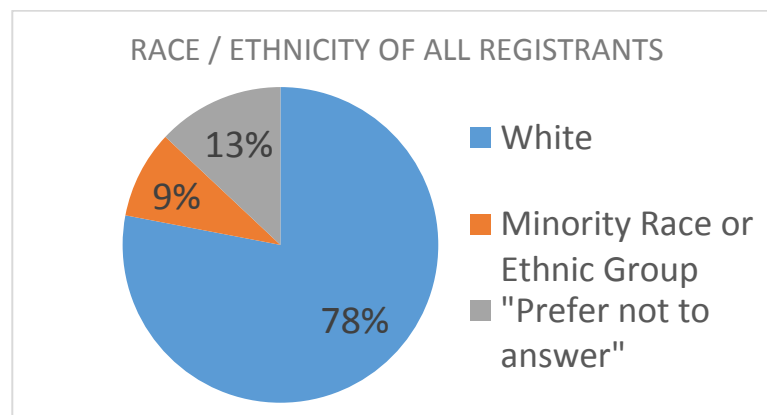
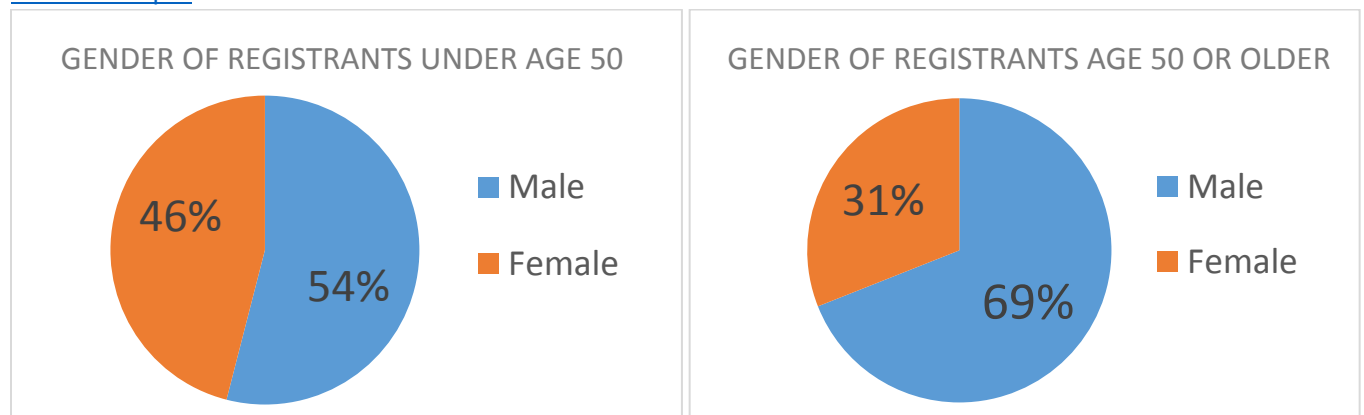
Attorney Registration Highlights

In 2017, in concert with the AOPC, the Board implemented a new system to electronically distribute all attorney registration communications. The Board continued to use this system in 2018. The ease of sending communications has increased both efficiency and effectiveness of notices, as evidenced by a surge in registration numbers in the days following each email notice.

In late 2017, the Board launched a new website that has given attorney registration staff an increased ability to provide information to attorneys. Through more streamlined FAQs, easily navigated webpage menus, and resource pages, the attorney population is able to quickly locate resources and appropriate contact information when additional assistance is needed.

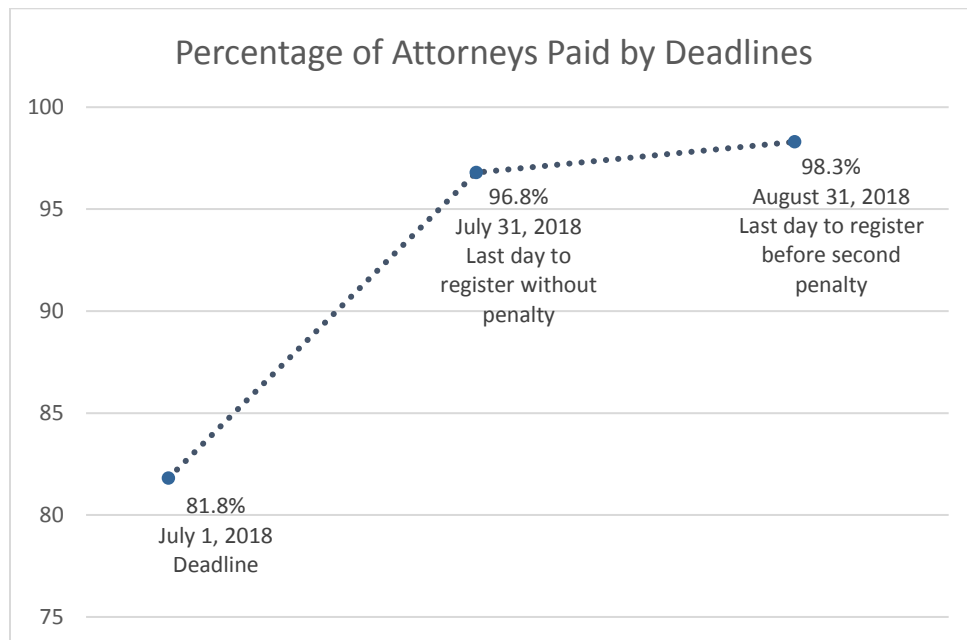
In 2018, at the direction of the Court, the Board began collecting demographic data through annual registration. The charts below highlight some of the data reported by registrants. The Disciplinary Board will continue to collect this demographic information each registration cycle. The final data for the 2018-2019 Attorney Registration cycle can be found at:

<http://www.padisciplinaryboard.org/Storage/media/pdfs/20190325/125433-diversitydatapublicrelease-2019.03.25.pdf>



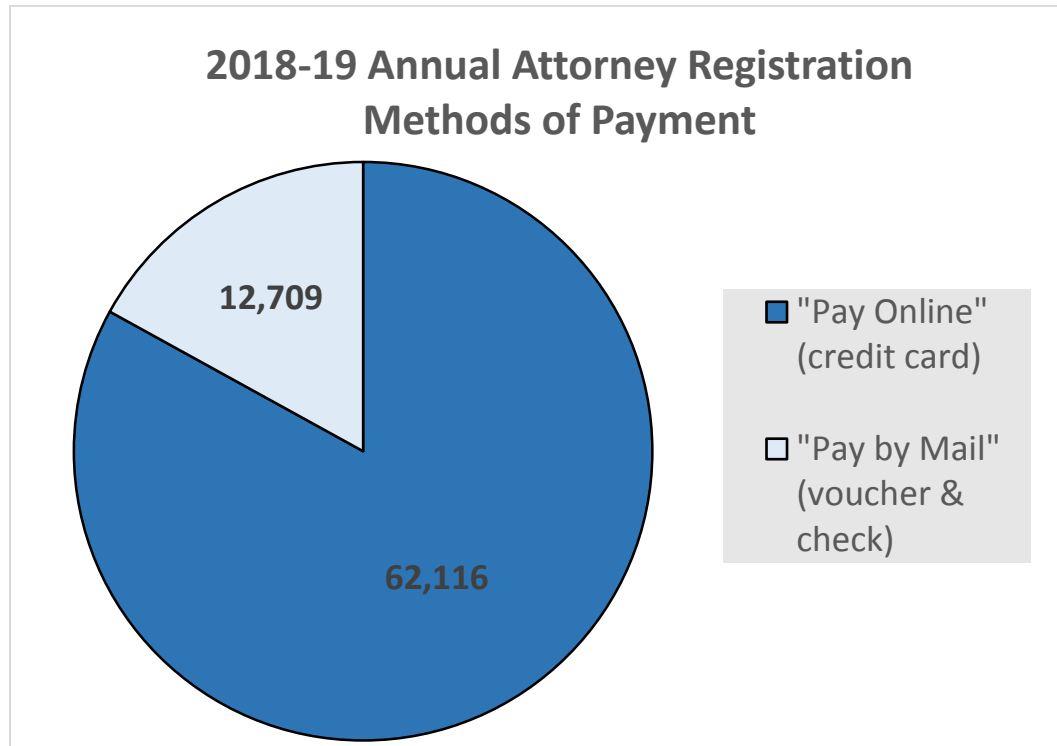
Effective June 8, 2018, emeritus status was implemented for retired attorneys to do pro bono work with eligible legal aid organizations. Emeritus programs create a pool of qualified volunteer attorneys to provide services to those in need. Emeritus attorneys perform valuable roles in the community by bolstering legal aid and other nonprofit programs to help close the gap between the need for and the availability of free legal services. An emeritus attorney may renew the status on an annual basis between January 1 and January 31 of each year. Failure to file the annual fee form and pay the annual fee by January 31 shall result in the emeritus attorney’s transfer back to retired status. Emeritus attorneys are subject to an annual continuing legal education requirement of eight hours. Thus far, one attorney has elected to assume this status.

At the start of annual registration in 2018, a “soft open” period was implemented. During the week preceding annual registration opening to the entire attorney population, registration was opened only to Board members and Board staff attorneys. This “soft open” week allowed for last minute adjustments to the UJS Portal prior to the rush of early registrants. Due to the success of this practice, it will continue for future registration periods.



On September 17, the remaining 1,111 un-registered attorneys were certified to the Supreme Court for Administrative Suspension. During the 30 day period in which the Supreme Court Order was pending, attorneys were able to complete their outstanding obligation and be removed from the list of attorneys to be Administratively Suspended. This year, 461 attorneys were placed on Administrative Suspension, effective October 17, 2018.

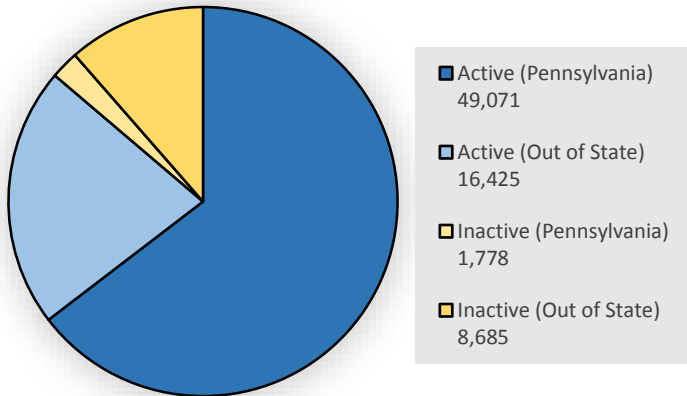
Annual attorney registration is required to be completed electronically pursuant to Pa.R.D.E. 219(a). When registering, attorneys are able to submit payment online with a credit card or by mail with a check and unique payment voucher. The chart below shows the chosen payment methods by attorneys while completing their annual registration this year.



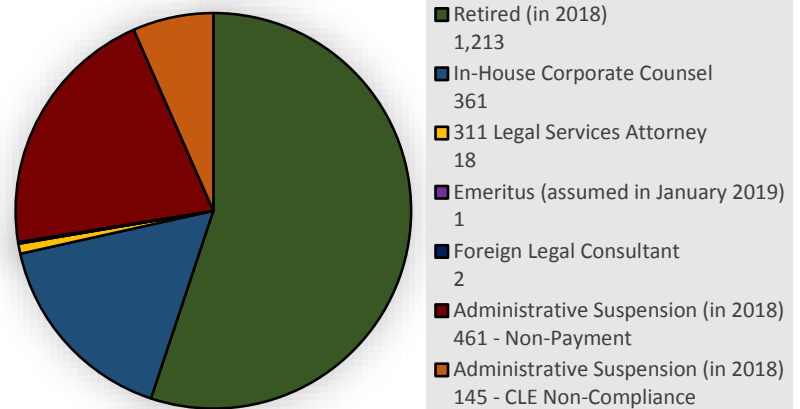
In 2018, the Board proposed a rule change to condense the timeline of the registration period. The current registration schedule was created at a time when registration was completed solely by paper. The processing of 70,000+ paper registration forms was exceptionally time consuming. Now that registration is mandatorily electronic, the efficiency of processing registrations and payments has significantly increased making a prolonged registration period unnecessary. By Order dated February 25, 2019, the Court adopted these changes to Pa.R.D.E. 219. Registration will continue to open in early May each year. The rule changes impacted the late penalty assessments, with the first late penalty being assessed after July 16 and the second late penalty being assessed after August 1. After the assessment of the second late penalty, the list of remaining un-registered attorneys will be certified to the Court for Administrative Suspension.

The Board has spent considerable time and energy in 2018 to address the topic of succession planning. As a result, a question will appear on the upcoming 2019-2020 Pennsylvania Attorney Annual Fee Form (and future forms) requesting each lawyer to voluntarily answer whether or not they have a succession plan and, if so, to provide the name of the designated successor. The Board hopes this question will spark each Pennsylvania attorney to begin seriously contemplating the need for succession planning. To learn more about the Board's considerations on this topic, please visit: <https://www.padisciplinaryboard.org/news-media/news-article/68/succession-planning---is-it-mandatory-for-lawyers-in-pennsylvania>.

Active & Inactive Attorneys



Other Attorney License Statuses



Most Populous Counties

<u>Pennsylvania County</u>	<u>Active Attorneys</u>
Philadelphia	14,233
Allegheny	9,155
Montgomery	5,063
Dauphin	2,500
Delaware	2,346
Chester	2,410
Bucks	1,674

Top Ten Law Schools of New Admittees

<u>Law School</u>	<u>2018 Admittees</u>
Temple University - James E. Beasley School of Law	216
University of Pittsburgh School of Law	139
Duquesne University School of Law	117
Villanova University School of Law	168
Drexel University School of Law	130
Penn State Law & Penn State Dickinson Law	102
Widener University - Delaware Law School	122
University of Pennsylvania Law School	49
Widener University - Commonwealth Law School	81
Rutgers Law School	88

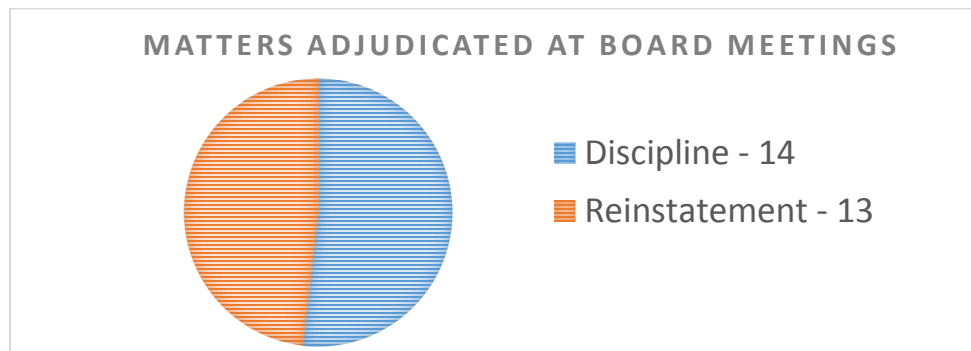
Attorney Discipline and Reinstatement

Cases Opened in 2018	4,343
Cases Resolved in 2018	4,439

*A disciplinary matter may consist of multiple complaints filed against one attorney.

Board Meetings

In 2018, the Disciplinary Board met four times in person, in Philadelphia, Bedford, and twice in Pittsburgh, addressing both administrative and executive business.

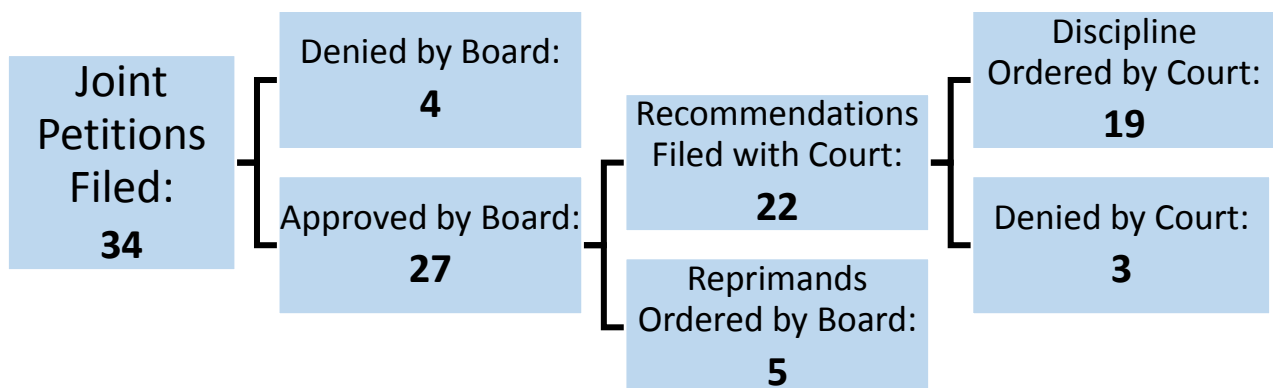


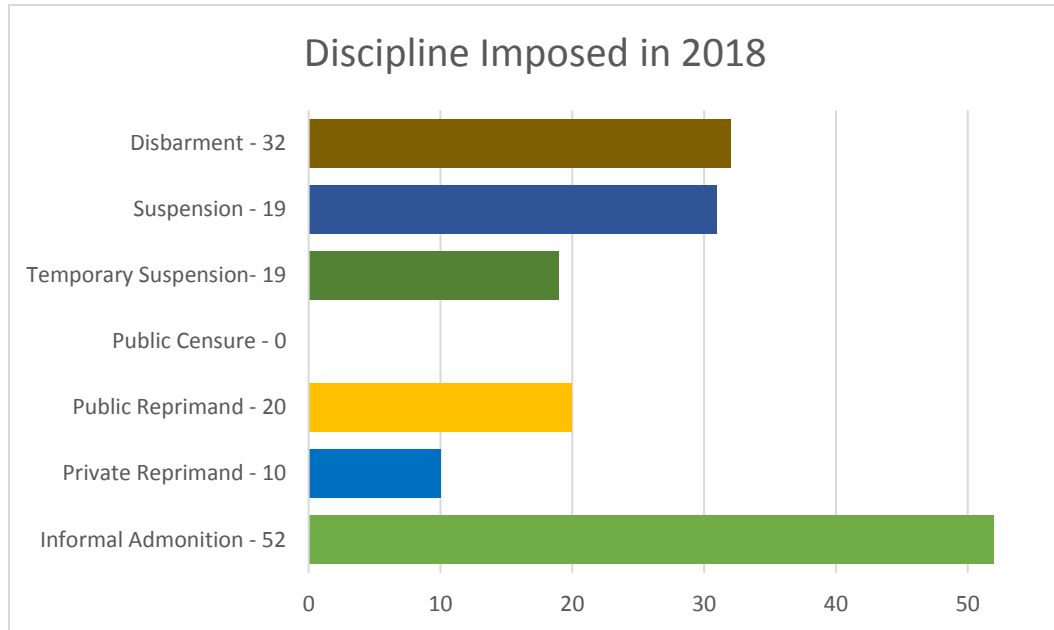
MATTERS CONSIDERED BY 3-MEMBER BOARD PANELS

Recommendations for Public Reprimand	13
Recommendations for Private Reprimand	6
Appeal of Recommendation of Reviewing Member	3
Petitions for Reinstatement from Inactive Status *	83
Oral Arguments	9
Joint Petitions for Discipline on Consent	34

*Reviewed by a single designated Board Member

JOINT PETITIONS IN-DEPTH





Discipline Statistics - Historical Comparison

	Informal Admonition	Private Reprimand	Public Reprimand	Public Censure	Temporary Suspension	Suspension	Disbarment	Total
2018	52	10	20	0	19	31	32	164
2017	46	10	15	1	18	40	35	165
2016	54	10	26	2	21	39	19	161
2015	58	10	24	2	21	38	37	190
2014	76	6	8	0	16	42	46	194
2013	48	13	9	1	12	32	40	155

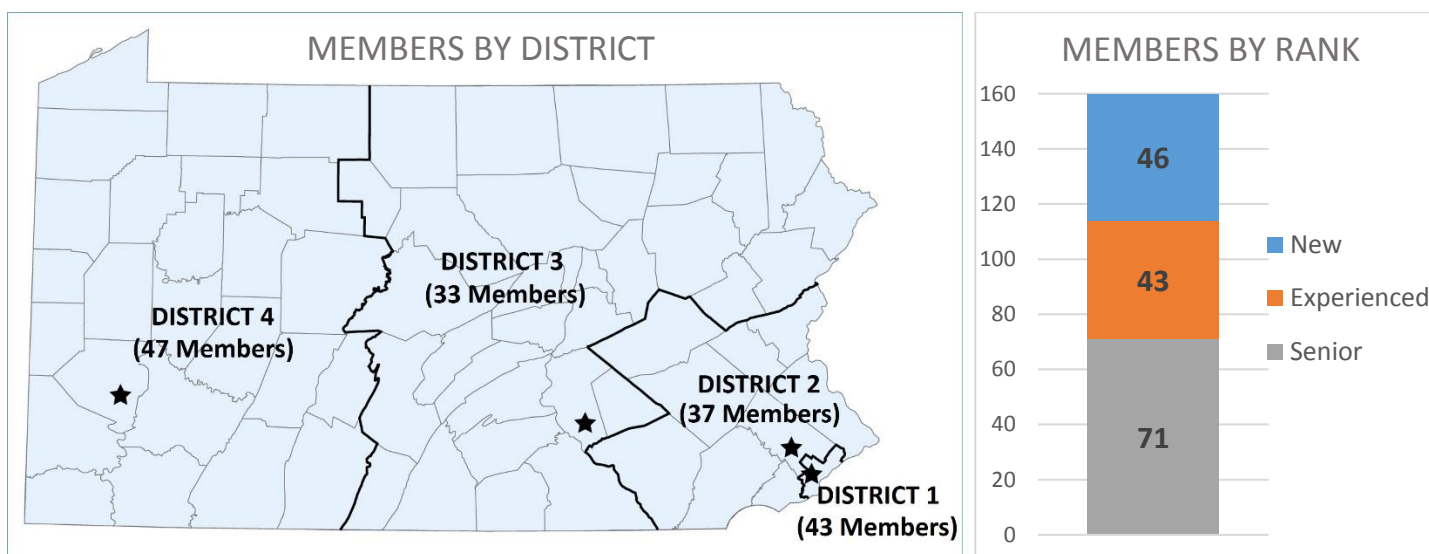
Reinstatement of Formerly Admitted Attorneys

Reinstatement Type	Filed in 2018
Petitions for Reinstatement from Discipline	10
Petitions for Reinstatement from Inactive Status, Retired Status or Administrative Suspension of 3 Years or Longer	111
Requests for Reinstatement from Inactive Status, Retired Status or Administrative Suspension of Less Than 3 Years	856

Hearing Committee Membership

The Disciplinary Board is tasked with appointment of hearing committee members within each disciplinary district. A hearing committee member for a district must be a member of the bar of this Commonwealth who maintains an office for the practice of law within that district.

The Board acknowledges the significant role that hearing committee members play in the disciplinary process and are committed to appointing hearing committee members who will ably perform the duties of the position. It is the Board’s preference that hearing committee members meet certain qualifications prior to appointment, namely, having been in practice for a minimum of 7 years and having no prior disciplinary history. The Board is committed to appointing diverse hearing committee members, acknowledging that diversity of experience, practice area, background, race, gender, and geography is beneficial to the disciplinary process.



★Indicates location of Office of Disciplinary Counsel Office

Duties of Hearing Committee Members include reviewing the disposition of complaints recommended by the Office of Disciplinary Counsel and conducting hearings, as a tribunal or single designated member, for disciplinary and reinstatement matters. Hearing Committee Members are responsible for preparing a Report to the Board following disciplinary and reinstatement proceedings.

Disciplinary Hearings Assigned	37
Reinstatement Hearings Assigned	8
Complaint Dispositions Reviewed	179
Hearing Committee Reports Filed	34

Technology Advancements

2018 brought several enhancements to the recently released Disciplinary Board website. These enhancements allow the Board to be more transparent, provide the public with access to the most accurate and current information, and make preparations for future enhancements that will continue to increase transparency and efficiency. The following enhancements were made to the website during 2018:

- *Find an Attorney* – this area now includes more information, specifically for those disciplined attorneys where the Court’s Order imposing discipline has not yet become effective. Additionally, this pending attorney status and effective date were added to the search results;
- *Discipline and Reinstatement Processes* – in an effort to increase transparency about the system, the Board designed and published the Discipline and Reinstatement processes. These processes, released in both interactive and static versions, provide attorneys and the public with a high level overview of the process;
- *Archived Newsletters* – previously released newsletters have returned to the website. The archive contains all newsletters dating back to September 2014.

In an ongoing initiative to increase efficiency and expediency, the Attorney Registration System underwent a significant internal change to the processing of contact information updates received through our website from admitted PA attorneys.

With the guidance of the AOPC, the Board completed a major overhaul to the implementation of DocuWare, the Board’s electronic document management system. This newly designed system allows for greater peak usage and more prompt retrieval of documents by both staff and Hearing Committee Members. Additionally, it allows for future integration with other systems.

During 2018, the Board spent time designing and developing its new Case Research Collection (CRC). Utilizing a variety of search factors and keywords, the CRC will be used by staff as a tool to research prior discipline and reinstatement cases in an effort to administer consistent discipline across all locations. The CRC has been developed for internal use only and is expected to be released in the 1st quarter of 2019.

In addition to the items mentioned above, standard enhancements were made throughout the year to the Board’s Case Management System, Attorney Registration System, and DocuWare. In 2018, the Board continued its commitment to operating all offices at their most efficient by embracing and utilizing technologies.

Committee Progress Reports

In addition to their adjudicatory duties, Board members serve on Board Committees. Each of the committees undertook significant and meaningful projects and assignments. In addition to the appointed committee members, the Board Chair and Vice-Chair serve as ex-officio members on all committees. In 2018, the Committees met four times in person, coinciding with scheduled Board Meetings, and numerous times electronically and telephonically.

RULES

COMMITTEE:

David A. Fitzsimons, Chair
P. Brennan Hart
Dion G. Rassias
Christopher M. Miller

FINANCE & PERSONNEL

COMMITTEE:

John F. Cordisco, Chair
James C. Haggerty
John P. Goodrich

EDUCATION & COMMUNICATIONS

COMMITTEE:

Stefanie B. Porges, MD, Co-Chair
P. Brennan Hart, Co-Chair
Jerry M. Lehocky
Hon. Robert L. Repard

Rules Committee

The Rules Committee oversees the consideration of amendments to existing rules and the drafting of new rules in the Rules of Professional Conduct, Pennsylvania Rules of Disciplinary Enforcement, and Disciplinary Board Rules.

Requests for rule amendments and new rules come from various places, including, but not limited to: internally from the Office of Disciplinary Counsel; Disciplinary Board Members and staff; the Supreme Court of Pennsylvania; lawyers; bar associations; and the general public. Any recommendation received is placed on the Committee's agenda and is discussed.

Although each situation is unique, generally, once the Committee and the Board agree to propose a rule amendment, the Board publishes a Notice of Proposed Rulemaking in the Pennsylvania Bulletin explaining the proposal, providing the proposed amendment language, and requesting public comment. Once the comment period closes, the Board thoroughly reviews and discusses the comments before taking further action, typically submitting a final proposal to the Court.

The following rule changes were approved by the Supreme Court of Pennsylvania in 2018:

RPC 1.1 and 1.6 - Order dated April 23, 2018, effective July 1, 2018: amendments to the comments to 1.1, relating to attorney competence, and 1.6, relating to confidentiality. These amendments require an attorney to be familiar with the policies and rules of courts in which the attorney practices, which include the Case Records Public Access Policy of the Unified Judicial System of Pennsylvania.

Pa.R.D.E. 403 - Order dated May 9, 2018, effective June 8, 2018: new rule creating an emeritus status for attorneys who retire from the practice of law and seek to provide pro bono services through legal aid organizations.

Pa.R.D.E. 219(k) - Order dated June 29, 2018, effective July 29, 2018: amending the requirements for an inactive attorney who has been administratively suspended to return to inactive status, by requiring the payment of the annual fee that was due in the year in which the attorney was administratively suspended.

RPC 7.3 - Order dated July 30, 2018, effective September 28, 2018: amendment adds new paragraph (b)(4) to provide that a lawyer may contact, or send written communication to, the target of the solicitation for the purpose of obtaining professional employment unless the communication is a solicitation to a party who has been named

as a defendant or respondent in a domestic relations action. In such cases, the lawyer shall wait until proof of service appears on the docket before communicating with the named defendant or respondent. The commentary is amended to add new comment [8] to explain the reason for requiring a lawyer to withhold solicitation in domestic relations actions until after proof of service on the docket, specifically noting that the risk of violent confrontations may increase in these matters if a defendant or respondent is solicited prior to service of the action.

Pa.R.D.E. 219(b) - Order dated September 24, 2018, effective immediately: this amendment removed reference to the former Philadelphia Traffic Court.

Pa.R.D.E. 208 and 218 - Order dated October 17, 2018, effective November 16, 2018: this amendment established a schedule of administrative fees to be charged to attorneys subject to disciplinary sanctions and a schedule of filing fees for formerly admitted attorneys who seek reinstatement.

In addition to these rule changes, the Committee drafted and published Notices of Proposed Rulemaking for five other rules during 2018, including amendments to the rules to reflect the realignment of the Board's Executive Office, which occurred in late September 2018.

Education Committee

The role of the Education Committee is to propose and carry out education and training opportunities for Hearing Committee members and Board members.

The Committee planned and implemented a regional Hearing Committee training in Pittsburgh on April 10, 2018. Attendees received two hours of Continuing Legal Education (CLE), presented by Board members and senior Hearing Committee members. The theme of the program was "Developing the Record."

On June 5 and 6, 2018, newly appointed Hearing Committee members came to Harrisburg to participate in a New Member Hearing Committee Training. Participants stayed overnight at the Crowne Plaza Hotel and enjoyed a group dinner with Board members and Board staff in downtown Harrisburg. The next morning, participants attended a three and a half hour training session, which included presentations by Board members; Board staff; Chief Disciplinary Counsel and staff; Respondent's Counsel, Ellen Brotman; and LCL Executive Director, Laurie Besden. The program was devoted to educating new members about the disciplinary system and their responsibilities.

The Committee will continue regional training and new member training in 2019.

The Committee crafted and implemented a CLE opportunity for the entire Board at the July meeting, the theme of which was "Lawyer Succession Planning." As a result of this educational session and discussion that flowed therefrom, the Board will gather information related to succession planning on the annual registration form.

In addition to these educational training sessions, Board members had the opportunity to participate at conferences related to disciplinary matters.

Former Board Chair Douglas Leonard along with Board Prothonotary Marcee Sloan, attended The National Council of Lawyer Disciplinary Boards' 15th Annual Meeting in Vancouver, Canada, on February 1 and 2, 2018. Mr. Leonard gave a well-received and well-rated presentation entitled "The Devil Made Me Do It (Why Motivation and Behavior is Important in Disciplinary Matters)."

On May 30 and 31, 2018, former Board Member and Education Committee Chair Tracey McCants Lewis and former Board Secretary (current Special Counsel) Julia Frankston-Morris attended a conference of law school deans, held

in Mechanicsburg, Pa. The conference was organized by Lawyers Concerned for Lawyers and the topics included extensive discussion on mental health and substance abuse issues involving law school students.

Board Members participated in numerous CLE presentations throughout the year. Board Chair Brian Cali gave presentations on the Disciplinary Board and Pennsylvania Disciplinary Process to the Lackawanna County Bar Association and the American Academy of Matrimonial Lawyers, and participated in a panel for the PBA Conference of County Bar Leaders. David Fitzsimons gave presentations on the Rules of Professional Conduct focusing, in particular, on the Bridge the Gap program.

Finance and Personnel Committee

The Finance and Personnel Committee oversees the Board's assets, including financial, human, and technological, to develop an appropriate fiscal and operational strategy that furthers the mission of the Board.

In pursuit of its task, the Committee reviewed and approved the proposed Budget for fiscal year 2018-2019, and reviewed and approved the external audit of fiscal year 2017-2018, which was completed by Trout, Ebersole & Groff. The Committee also asked the Rules Committee to work on multiple initiatives, including the assessment of administrative fees, penalties for outstanding obligations to the Board, and the compression of the attorney registration timeline.

Among many other personnel related matters, the Committee approved and the Board implemented an organizational realignment designed to modernize the operations of the Board and more efficiently move cases through the system.

Committee Chair Cordisco now serves as the Board's current representative to the Investment Advisory Board (IAB), established by the Supreme Court, and participated in the semi-annual meeting in December 2018. Board Chair Cali previously served as the Board's representative to the IAB and participated in the semi-annual meetings in April and December 2018.

Communications Committee

The role of the Communications Committee is to increase visibility and to explore ways of improving communications with attorneys and the public, specifically through the Board's media platforms. The Committee led the Board in the development of the new website and the new social media strategy.

One of the significant tasks of this Committee is the crafting and distribution of the Board's Attorney Newsletter. In 2018, the Board distributed a redesigned quarterly newsletter that has a new look and includes content that makes the system more transparent. At year end, there were 70,124 subscribers to the newsletter.

Under Committee Chair Porges' leadership, the Board uses social media and its website to share information and articles which may be beneficial to the profession. In addition to sourcing and authoring these interactions, the Board coordinates with other Court Boards and Committees to share information with the profession that is relevant.

In 2018, the Board continued to publicize openings and vacancies for Court Boards and Committees in its newsletter, on the website, and via social media. AOPC personnel advised that these efforts have resulted in increased numbers of applicants for these positions.

Finance and Budget

Financial Highlights of FYE June 30, 2018

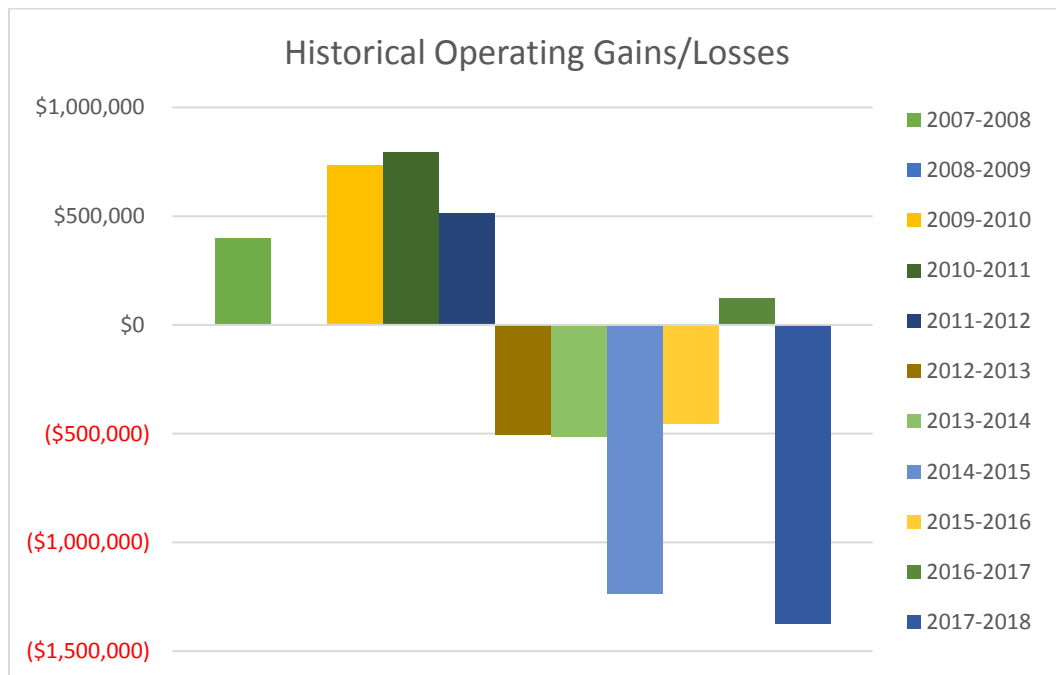
Operating Revenue:	\$9,694,711
Expenses:	(\$11,066,295)
Operating Income:	(\$1,371,584)
Non-Operating Revenue:	\$423,831
Change in Net Position:	(\$947,753)
Net Position as of 6/30/18:	\$11,311,167
Reserve Funds (IAB):	\$10,554,766.91

Operating Revenue: Annual fees plus administrative fees

Non-Operating Revenue: Gains or losses on the Board’s investments with the IAB Fund

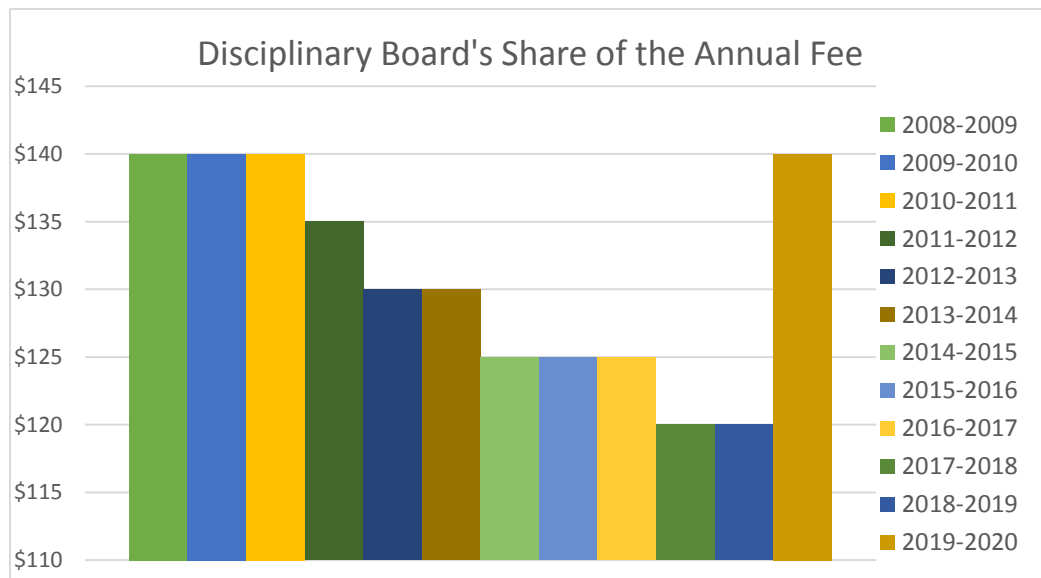
Change in Net Position: Operating Income plus Non-Operating Revenue

Reserve Funds (IAB): These funds, defined on page 15, constituted 93% of the Board’s net position.



On November 21, 2017, the Board participated in the annual Lawyer Assessment Committee (LAC) telephone conference call. At that time, the Board submitted a tentative Budget for Fiscal Year 2018-2019, proposing a 1% increase in its Budgeted Revenues and a 0.99% increase in its Budgeted Expenses. The submitted Budget projected that expenses would exceed revenues by \$910,450, or approximately 10% of revenue, based on an annual fee allocation to the Disciplinary Board of \$120 per Active Pennsylvania Attorney.

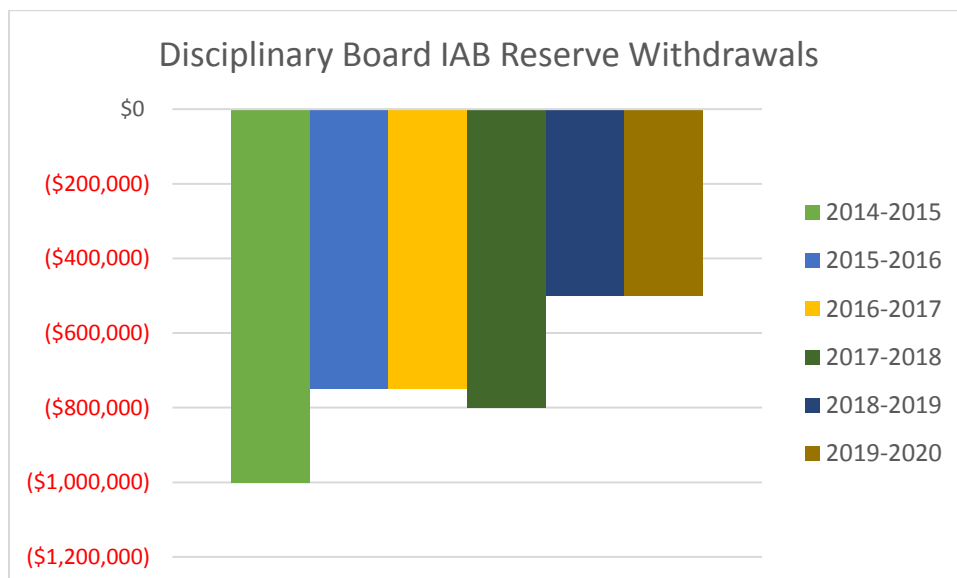
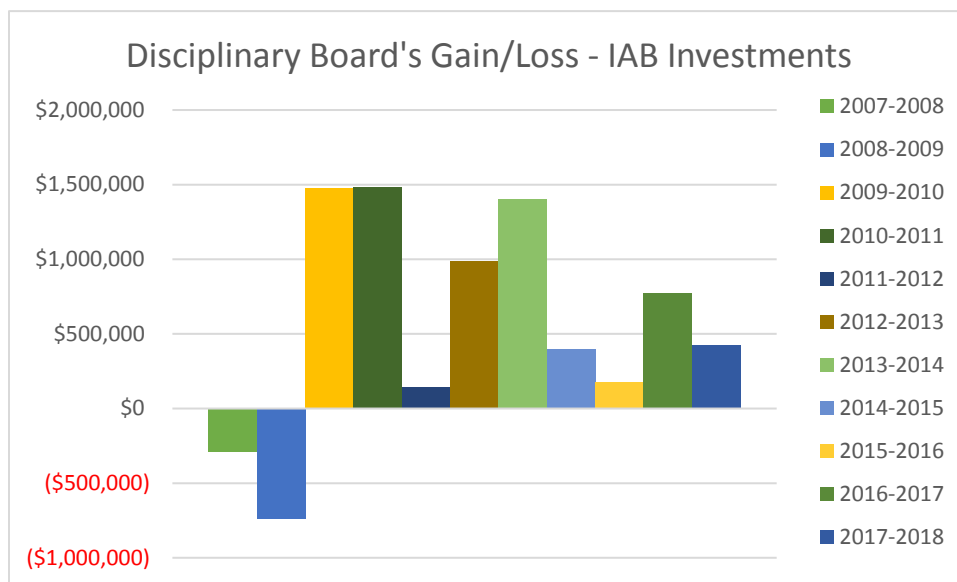
By Supreme Court Order dated February 7, 2019, the Court revised the allocation of the annual fee for Active attorneys to be shared as follows: \$140 to the Disciplinary Board, \$60 to the Pennsylvania Lawyers Fund for Client Security, and \$25 to the to the IOLTA Board. The annual fee for Active attorneys remains at \$225 per attorney. By Supreme Court Order dated February 15, 2017, the Court set the fee for Inactive attorneys to \$100, a fee which provides income only to the Disciplinary Board.



At the direction of the Court and in an ongoing effort to be an asset to the legal profession, in conjunction with the Pennsylvania Lawyers Fund for Client Security, the Disciplinary Board provides a portion of its revenue to fund Lawyers Concerned for Lawyers (LCL), an organization whose mission is “to provide a caring peer assistance program to save the lives and restore the health and professional competence of Pennsylvania’s judges and lawyers, members of their families, and law students who are at risk as a result of alcohol and drug use, gambling, depression, or other serious mental illness.” LCL’s budget is approved annually during the LAC telephone conference call. For additional information about LCL, or to obtain assistance, please visit their website at www.lclpa.org.

Non-Operating Revenue (Investment Gain/Loss)

The Board’s non-operating revenue consists of its investment gains or losses for any given year. The Investment Advisory Board (IAB) was formed in 2005 to pool the reserves of multiple Court boards in an effort to provide enhanced leverage of resources. Since inception, the Board’s reserve fund has achieved a Net Return on Investment (ROI) of approximately 5%. As evidenced by the Disciplinary Board’s Gain/Loss - IAB Investments chart, the Board’s investment growth has been meaningful in light of the Board’s need in recent years to make significant withdrawals from the IAB reserve to fund operations.



Independent Auditor's Report

See attached (for Court-use only).

Reorganization

The Disciplinary Board's reorganization began more than 2 years ago and was borne of necessity. Then-Board Secretary, Elaine M. Bixler, announced her retirement after more than 37 years with the Board. Without hesitation, she was the backbone of the Board's operations and handled much of the administration. In anticipation of her retirement, the Board underwent a review of operations to determine an appropriate structure for the future. During this review, the Board came to fully understand the nuances affecting the system's operations and the methods that could be improved. From the Board's perspective, it was clear that changes were necessary.

Recognizing the need to modernize, including the development of new processes and technology, the Board focused on efficiently evaluating cases and bringing them to their ultimate conclusion in a timely manner. This resulted in Board members and management expending hundreds of hours on research and development to present a reorganization plan, hire a new Board Secretary, develop new roles, and put in place new reporting requirements. At the same time, the Board recognized that this process must never become stagnant – that continuous improvement must become the Board's mantra.

Since the reorganized structure was put in place more than two years ago, the Board has continually monitored and evaluated it. In 2018, then-Chair Douglas W. Leonard and then-Vice Chair Brian J. Cali led the Board through the next phase of its reorganization, which was the realignment of its Executive Office. Mr. Leonard, Mr. Cali, and current Vice Chair Andrew J. Trevelise worked with the Board and management to further streamline policies and procedures, reporting structures, and lines of communication. This realignment was put in place effective September 24, 2018.

The Board has eliminated the Board Secretary position, a role that is simply no longer necessary or warranted. The Board now has an Executive Director, Jesse G. Hereda, reporting directly to the Board. Mr. Hereda's responsibilities include oversight of the Attorney Registration Office, communications, finance, human resources, technology, and the Board Prothonotary's Office. The Board continues to maintain the roles of Board Prothonotary, Counsel to the Board, and Chief Disciplinary Counsel.

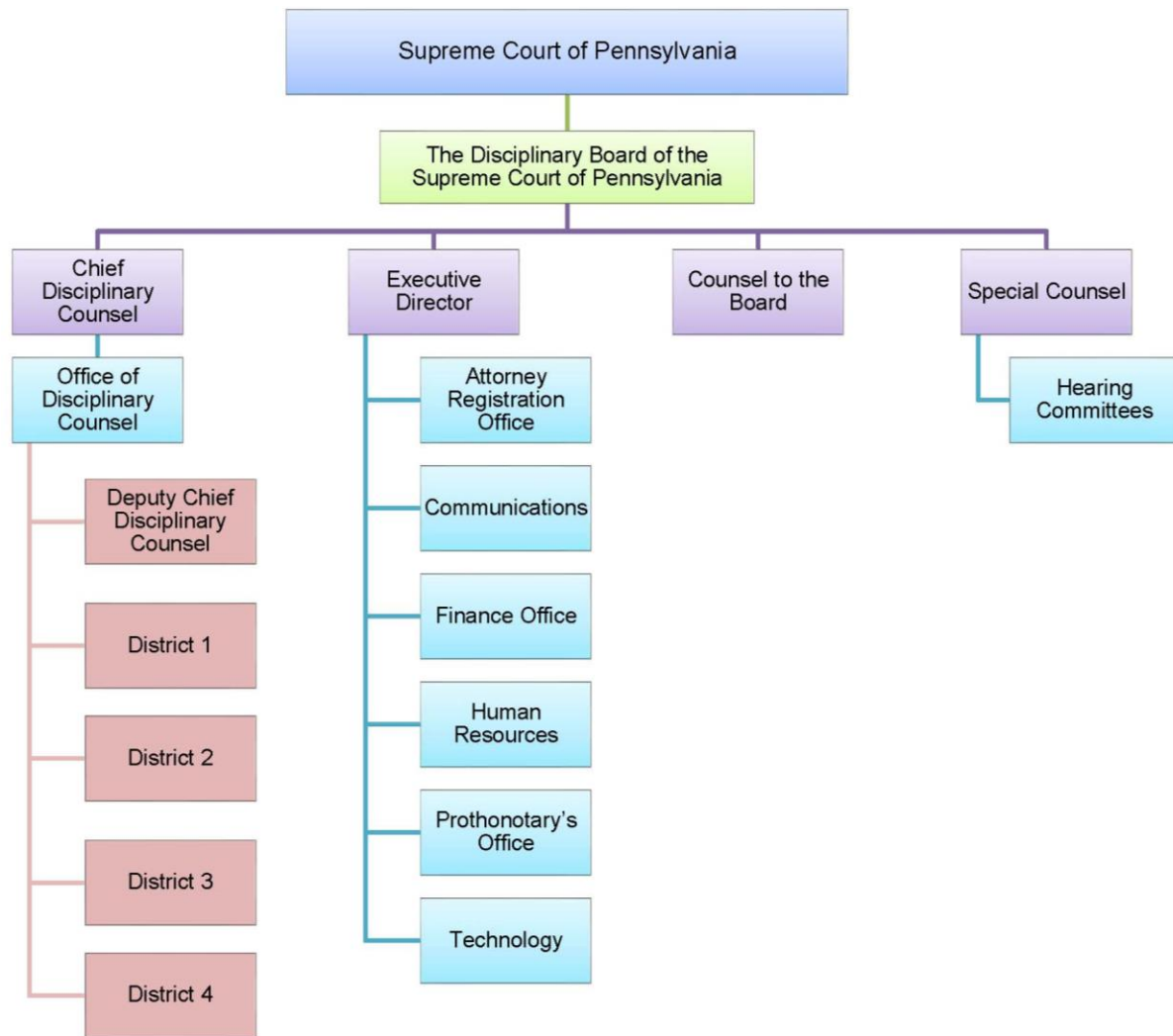
The Board also created a new role, Special Counsel, which has been filled by the Board's former Secretary, Julia M. Frankston-Morris, Esquire. Ms. Frankston-Morris was part of the team charged with developing the realignment (the team also included Board Members, the current Executive Director, Counsel to the Board, and the Board Prothonotary). The Special Counsel role was developed to, among other things, assist hearing committee members in the performance of their duties. In recent years, the Board has provided more training sessions for hearing committee members than it has ever previously done. The role of the hearing committees remains unchanged. Special Counsel will provide these members with procedural guidance, monitor the progress of the cases, and provide relevant research for the committees to enhance consistency of discipline. The authority and responsibility to author and file reports and recommendations continues to reside solely with the committees.

In addition, the Board sought to expand the ability for the Board to appoint Senior Hearing Committee Members and Special Counsel to serve as Special Masters.

The goal of the Board's reorganization efforts is to move cases through the system in a more efficient and effective manner. This Board is committed to ensuring cases do not languish within the system and the elimination of unnecessary delays.

Our self-regulatory system is thriving and its continuous evolution is necessary to maintain such an organization. The system is more professional than ever with talented and dedicated staff, management, and Board members. The staff are better trained for the important roles they fill for the citizens of the Commonwealth and for the more than 75,000 Pennsylvania attorneys. A complacent view of our regulatory system is simply not a solution to the ever-changing needs of the profession – continuous review and constructive change is. The Board seeks to assure the public, the profession, and the Court that it will continually evaluate our organization to maintain it as one of the finest Attorney Regulatory systems in the nation.

Organizational Chart



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