

TAB 1.2 Strategic Planning

Strategic Planning

Section 1 *The State Bar of California Five-Year Strategic Plan 2012-*
*20162017*¹

¹ PHASE I PROPOSED CHANGE: Language revised throughout Tab 1.2 to streamline and update according to the current Strategic Plan.

Section 1 *The State Bar of California Five-Year Strategic Plan 2012-~~2016~~2017*

On October 2, 2011, Governor Brown signed SB 163 (Evans) into law. This bill requires the Board to complete and implement a five-year strategic plan that is to be updated every two years and requires the Board president to report annually to the Supreme Court, the Governor, and the Senate and Assembly Judiciary Committees on the steps taken to implement that strategic plan and to indicate any measures that the Board will need to take in the upcoming years to address the projected needs contained in the plan.

The Board of Trustees met on January 6 and 7, 2012, to ~~discuss the future of the State Bar, the future's implications to the Bar's public protection mission, the organization of the practice of law and lawyers' sense of professional responsibility and identity. The Board discussed the State Bar's core functions~~ and considered operational initiatives and concrete actions that would inform the development of the Five-Year Strategic Plan.

On February 10, 2012, and upon the recommendation of the Board Planning, Program Development, and Budget Committee, the Board adopted the Five-Year Strategic Plan. Adoption of the 2012 Five-Year Strategic Plan superseded the July 2008 Long Range Strategy in its entirety.

The State Bar submits its proposed final budget by February 15 annually, so that the budget can be reviewed and approved in conjunction with any bill that would authorize the imposition of membership dues. Pursuant to the requirements of SB 163, Ggoing forward, in conjunction with submission of the proposed final budget, the Bar President will also reports to the Supreme Court, the Governor, and the Senate and Assembly Judiciary Committees on the measures the Board has taken to implement the strategic plan and ~~would~~ indicate the measures the Board will need to take in the remaining years of the strategic plan to address projected needs contained in the strategic plan.

~~Adoption of the proposed 2012 Five-Year Strategic Plan supersedes superseded the July 2008 Long Range Strategy in its entirety.~~

To comply with Business and Professions Code sections 6001.2 and 6140.12 the State Bar's Board of Trustees annually holds a planning session to review the State Bar's progress in implementing its strategic plan and to consider and propose other measures to enhance its mission of public protection. As a result, the full Board, instead of only 7 its members as provided in Business and Professions Code section 6001.2, participates in the development of the measures and recommendations under both statutes.

At its January 23-24, 2015 Planning Meeting, the Board of Trustees began the discussion for producing draft strategic goals for the forthcoming 2016 Five-Year Strategic Plan. The Trustees left the session with a list of strategic goals that served as the foundation for our continued planning process and resulted in the completed State

Bar of California 2015 Strategic Planning Goals and Objectives that was adopted on July 24, 2015.

In keeping with the policy-oriented focus of the Board, the in-process State Bar of California 2015 Strategic Planning Goals and Objectives consists of high-level goals and objectives, and measures as required by statute. It is the Chief Executive Officer's task to collaborate with staff to examine the implementation issues and proceed as appropriate, within existing resources, towards additional development of internal work/action plans and an ongoing identification of measures and scheduling of staff reporting to Trustees.

Adoption of the State Bar of California 2015 Strategic Planning Goals and Objectives superseded the 2012 Strategic Plan in its entirety.

At its January 2016 Planning Meeting, the Board of Trustees reviewed preliminary goals and objectives for its next 2017-2022 Five-Year Plan. These were adopted in July, 2015 with the understanding that further review and the addition of metrics would be required before they become operational. The January 2016 review delayed implementation of the new 2017-2022 Five-Year Plan in order to take advantage of the final year of the current 2012-2017 Plan and to take advantage of the arrival of a new executive leadership team charged with a comprehensive review of the State Bar's operational systems and the need to implement the June 2015 State Audit recommendations. With these tasks completed, it will be possible for the Board to move forward with implementing the 2017-2022 Five-Year Plan.

As a result, at its January 2016 Planning Meeting the Board officially adopted an updated set of goals and objectives for the final year of its current 2012-2017 Five-Year Plan. Although these one year goals for 2016 anticipate the proposed goals for the next five year plan, they also reflect input from the Bar's staff leadership that a large number of significant non-discretionary initiatives currently underway must first be completed before beginning a new five year plan. They include the following:

1. Ensure a timely, fair, and appropriately resourced discipline and regulatory system and implement effective prevention and education strategies aimed at promoting public protection.
2. Proactively inform and educate stakeholders about the State Bar's responsibilities, initiatives, and accomplishments.
3. Improve fiscal and operational management, emphasizing integrity, transparency, and accountability.

1.4. Support Access to Justice and improvements in the Justice System

(Source: Board of Governors' Resolutions August 2002, July 2008; Board of Trustees Resolution February 2012; Board of Trustees Resolution July 2015; Board of Trustees Resolution February 1, 2016.)

Historical Note

In December 2001, the State Bar of California's Interim Strategic Plan was adopted by the then Board of Governors on January 25, 2002. In May 2002, the Board Planning, Program Development, and Budget Committee ("PPDB") authorized staff to circulate the Interim Strategic Plan for a further public comment period, pursuant to the provisions of section 3 of the Procedures for Adoption Amendment, or Repeal of State Bar Regulations. On August 24, 2002, the Board adopted the *State Bar of California's Long-Range Strategic Plan and related Planning Policies* to institutionalize and guide future planning activities of the State Bar of California.

In 2007, pursuant to one of the State Auditor's recommendations, State Bar finance staff developed and implemented a new State Bar budget development process that linked departmental budgets to departmental plans. The 2008 budget aligned the Bar's departmental and functional structures and presented basic workload and performance information in the Bar's major program areas. With the 2009 budget, staff continued to develop and report performance measures and activity measures for the Bar's major programs. The proposed Long Range Strategy set out the principal goals by functional areas, and linked them to the Bar's internal organizational and programmatic structure, and to the budget process.

In 2008, the *Long Range Strategy* document was created by revisiting existing strategic planning documents in order to simplify and clarify the structure, as well as reflect the noteworthy and important values articulated in the existing plan. The intended goals for revising the Strategic Plan were to:

- Provide for both a Long Range Strategy and a year-to-year Special Focus Areas (i.e., Board Annual Planning Session);
- Articulate both a vision and operational strategies that can be implemented;
- Separate big-picture Board-level strategy (Vision/Policy) from administrative detail;
- Continue to integrate the planning and budget processes.

Business and Professions Code section 6140.12 (added Stats. 2011, ch. 417, § 47) requires that the State Bar of California's Board of Trustees complete and implement a five-year strategic plan to be updated every two years and that each year by February 15, the State Bar president's report to the Supreme Court, the Governor, and the Senate and Assembly Committees on Judiciary on the measures the board has taken to implement the strategic plan and those measures the board will need to take in the remaining years of the strategic plan.