



The State Bar *of California*

OPEN SESSION AGENDA ITEM 41-1 MAY 2019

DATE: May 17, 2019

TO: Members, Board of Trustees

FROM: Leah T. Wilson, Executive Director

SUBJECT: Report from Executive Director

This is an exciting time at the State Bar. As you know, the Task Force on Access Through Innovation of Legal Services (ATILS) is reaching the mid-point of its work. ATILS will generate recommendations for the Board of Trustees to consider addressing the question of how the State Bar's regulatory framework might be modified to support the expanded use of technology to increase access to legal services. Concurrently, the State Bar itself is evolving, with two emerging Artificial Intelligence (AI) efforts soon to be underway. The first is a project that will explore whether AI can be developed to facilitate the initial review of attorney complaints. The second is the launch of AI proctoring, which will be piloted at the First Year Law Students Exam in June. The State Bar is truly entering the modern age, and, in the process, gaining real-world experience with the types of challenges and opportunities that technology presents.

On a related note, last month I attended a convening on risk-based regulation hosted by the Institute for the Advancement of Legal Studies. Risk-based regulation constitutes an entirely different approach, one which scales proactive regulation based on the level and types of risk presented, factors which are determined by characteristics of the clients being served (for example individual or institutional, low or high net worth) and legal services model (individual person-to-person lawyering versus online legal advice for example). A risk-based approach asks: "what are the potential risks of this practice type, provider type, and client profile?" and fashions a proactive regulatory response accordingly. In this scenario, the regulatory system is not complaint driven, but instead based on active oversight activity that is tailored to particular risks. While we have not begun to consider such a system here in California, this approach is used in the United Kingdom and is taking hold in other sectors in the United States. The proliferation of technology only accelerates the need to think broadly about the nature of our existing regulatory structures, which were designed for the shingle-hanging attorney providing

services to a small group of mostly local clients. I look forward to engaging the Board in grappling with these “big” ideas in the months ahead.

FIRST QUARTER PERFORMANCE ON THE METRICS

The First Quarter 2019 Metrics Report, which includes data regarding monthly metrics, those metrics with first quarter reporting requirements, and selected annual metrics, is provided as Attachment A.

Of the 29 First Quarter Metrics, performance targets were not met for the following 12:

- Metric ARCR2, External callers report a high level of overall satisfaction with call center experience
 - Target, 75 percent; Q1 Performance 66 percent.
- Metric ARCR6, Process requests for certificates of standing within five business days of receipt
 - Target 100 percent; Q1 Performance, 98 percent.
- Metric F1, Provide accurate, timely and informed budget projections to enable efficient financial planning by client office and the Executive Director
 - Target, 100 percent; Q1 Performance, did not meet.
- Metric F2, Reduce number of billing-related phone calls from attorneys to Attorney Regulation and Consumer Resources
 - Target, 10 percent reduction; Q1 Performance, increase of 4.7 percent as compared to Q1 2018.
- Metric F3, Pay vendor invoices within 30 days of receipt by Q1 2019
 - Target, 90 percent; Q1 Performance, 84 percent.
- Metric HR2, Performance evaluations processed within 30 days of due date
 - Target, 100 percent; Q1 Performance 68 percent.
- Metric HR6, Participants report a high level of overall satisfaction with training
 - Target 90 percent; Q1 Performance 77 percent.
- Metric IT2, Process all Information Technology service requests (not requiring parts ordering or software development) within five business days of receipt
 - Target, 85 percent; Q1 Performance, 66 percent.
- Metric LAP1, Finalize and implement detailed plan reflecting the Board’s November 2018 separation of a portion of the Lawyer Assistance Program by Q1
 - Target, Completion; Q1 Performance, did not complete.

- Metric OAI5, Monitor bank compliance with agreed upon interest rates
 - Target, implement monitoring; Q1 Performance, not implemented.
- Metric OPC1, For the Ethics Hotline, maintain historical benchmark of a ratio of new callers to returning callers with a small variance
 - Target, 60/40 ratio with 10 percent variance; Q1 Performance, 75 percent new callers.
- Metric OPC3, For E-Learning Courses, Participants report that: (1) courses meet their expectations; and (2) courses contain significant practical content
 - Target, 85 percent; Q1 Performance, 68 and 69 percent respectively.

Note that there are no metrics available for the Office of the Chief Trial Counsel or the State Bar Court due to challenges with retrieval of data from the new Odyssey case management system (CMS). The CMS project manager has reinitiated meetings of the project's Executive Steering Committee to accelerate resolution of Odyssey data retrieval and reporting issues.

The metrics failing to achieve targeted performance levels will be addressed by the Board Committee with oversight over the respective functional areas of the Bar.

ADJUSTMENTS NEEDED

As staff works through the metrics we have identified adjustments that are needed to make the reporting requirements more sensible; these changes are detailed below. A revised set of metrics reflecting these changes is provided as Attachment B.

- Metric BJA6, Develop standardized on-boarding processes for all State Bar sub-entities by Q4 2018
 - Metric should be changed to Q4 2019. Rule and other changes were necessary to effectuate this metric. As such Q4 2018 was never a realistic due date.
- Metric GS3, Complete 90 percent of capital improvement projects on the annual capital improvement plan
 - Metric notes a quarterly due date however an annual due date is more appropriate.
- Metric GS4, Process all capital improvement projects within budget
 - Metric notes a quarterly due date however an annual due date is more appropriate.
- Metric SCSE2, Stakeholders report a high level of satisfaction with quality of internal communications

- Metric notes a Q1 due date however this is an annual metric that will be captured as part of the Annual All Staff Survey.

ATTACHMENT(S) LIST

- A.** Metrics Report
- B.** Updated Listing of All the Metrics



The State Bar of California

Metrics

37.91%

31.86%

30.23%

LINE ITEMS	16.15 MS
SHIPPING	0.15 MS
TAXES	0%
TOTAL	16.3 MS

LINE ITEMS	13.5 MS
SHIPPING	0.2 MS
TAXES	0%
TOTAL	13.7 MS

LINE ITEMS	13.00 MS
SHIPPING	0\$
TAXES	0%
TOTAL	13.00 MS



A1

Implement **100% of Governance Reforms by Q4 2019**: develop project plan for codifying all new **Office of Admissions standards by Q1 2019**



ARCR1

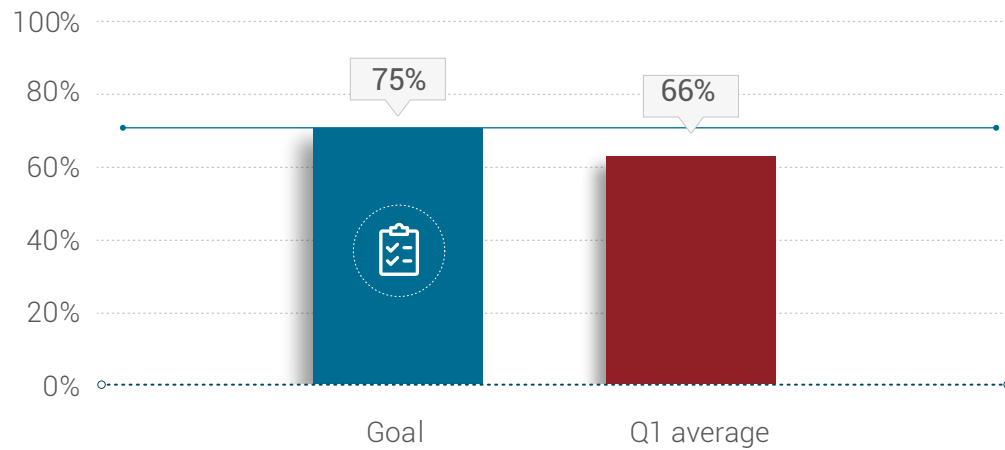
Develop targets for **Resource Center average wait times**, calls abandoned, and **% of calls transferred to other State Bar offices by Q1**





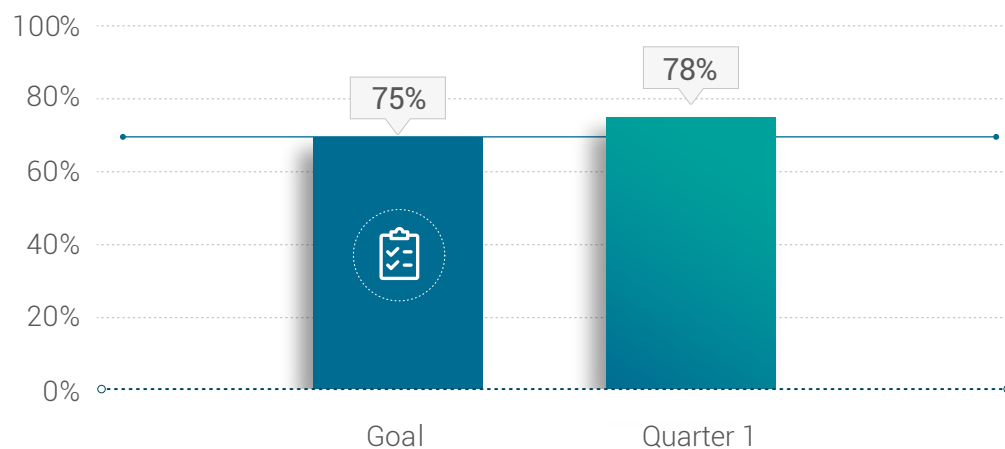
ARCR2

Callers report a high level of overall satisfaction
with **Resource Center experience**



ARCR3

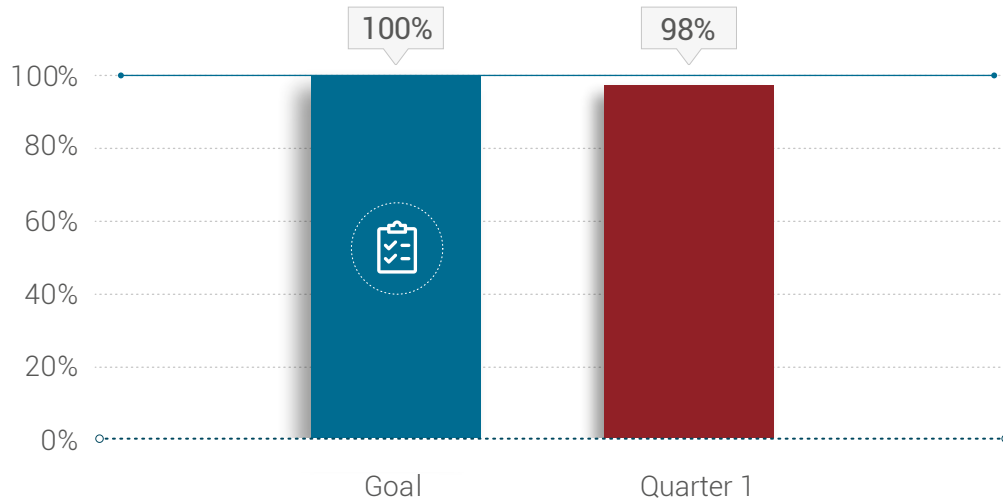
Process 75% of MCLE applications within
30 days of receipt





ARCR6

Fulfill 100% of requests for certificates of standing within 5 days of receipt



BJA1

90% of stakeholders report a high level of overall satisfaction with quality of operational support provided, by Q4 2019
define stakeholders by Q1





BJA3

Ensure diversity of Board and committee applicant pool by establishing baseline data about existing appointees and applicants by Q1 2019



CSF3

Develop and monitor annual benchmarks for number of CSF cases to be resolved based on resource availability by Q1





CSF4

Develop and monitor target time to CSF payout after final disposition based on resource availability by Q1



F1

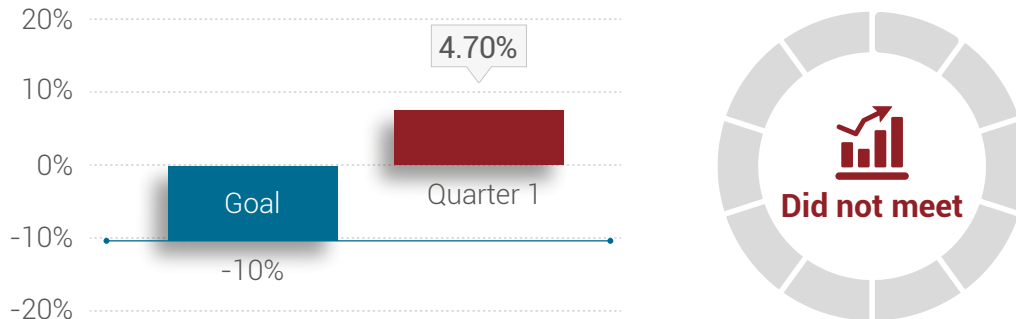
Provide accurate, timely and informed budget projections to enable efficient financial planning by client Offices and the Executive Director





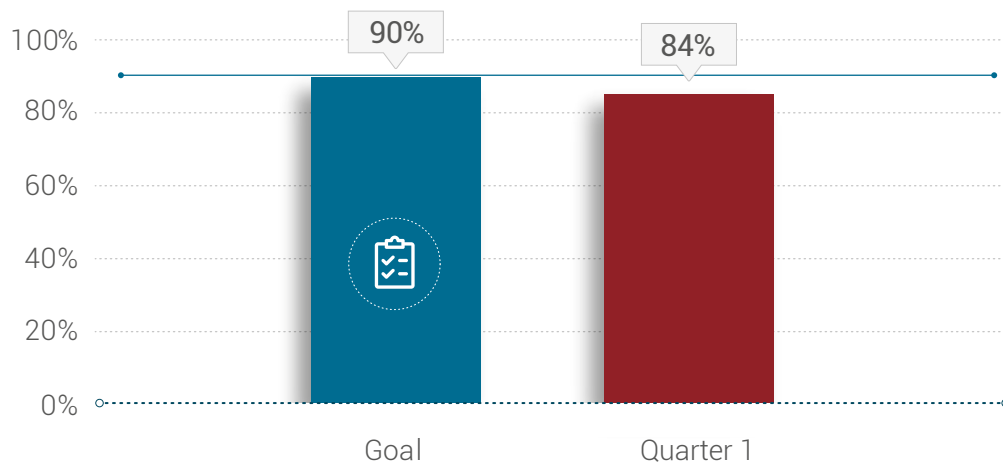
F2

Reduce number of billing-related phone calls from attorneys to ARCR by 10% by Q1



F3

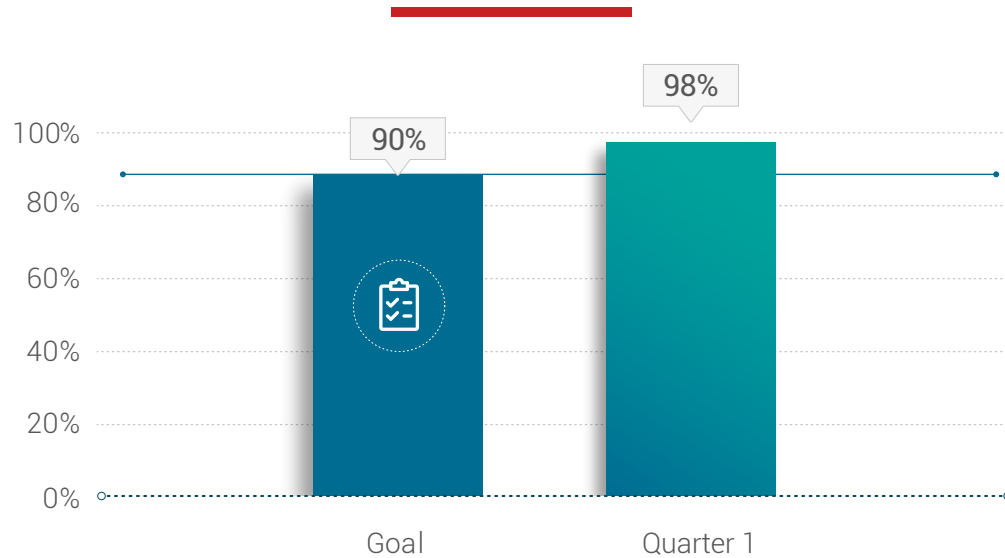
Pay 90% of vendor invoices within 30 days of receipt by Q1 2019





GS1

Process 90% of Procurement Requisitions with 100% accuracy within 3 days



GS2

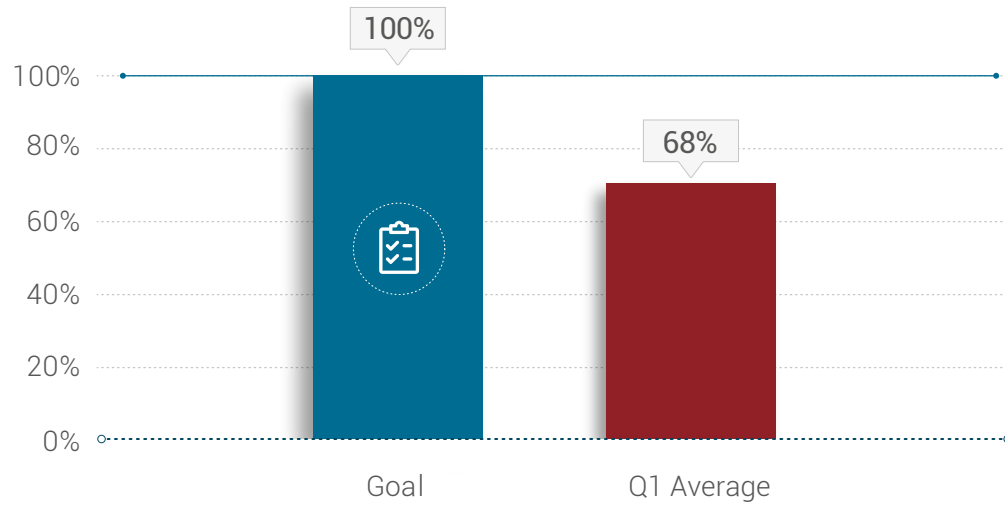
Process 85% of all facilities requests (not requiring parts/equipment ordering) within 3 days





HR2

Process performance evaluations within 30 days of due date



HR4

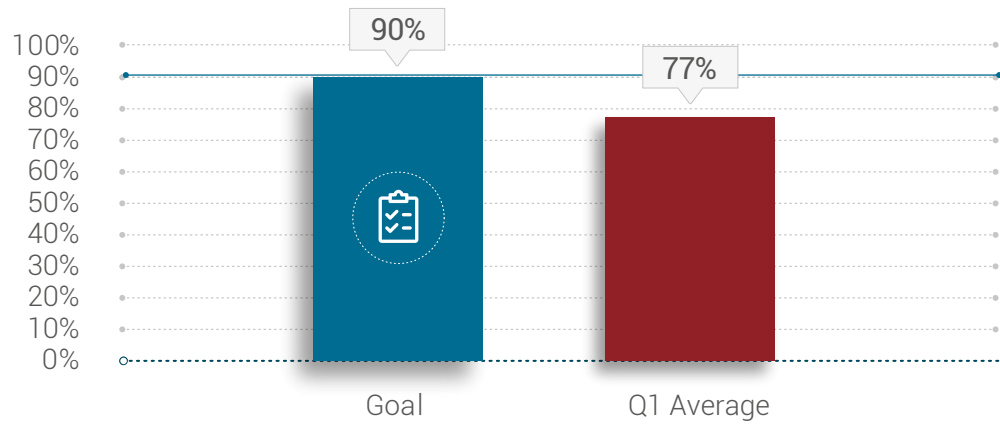
Increase % of internal hires:
identify baseline data for
internal hires





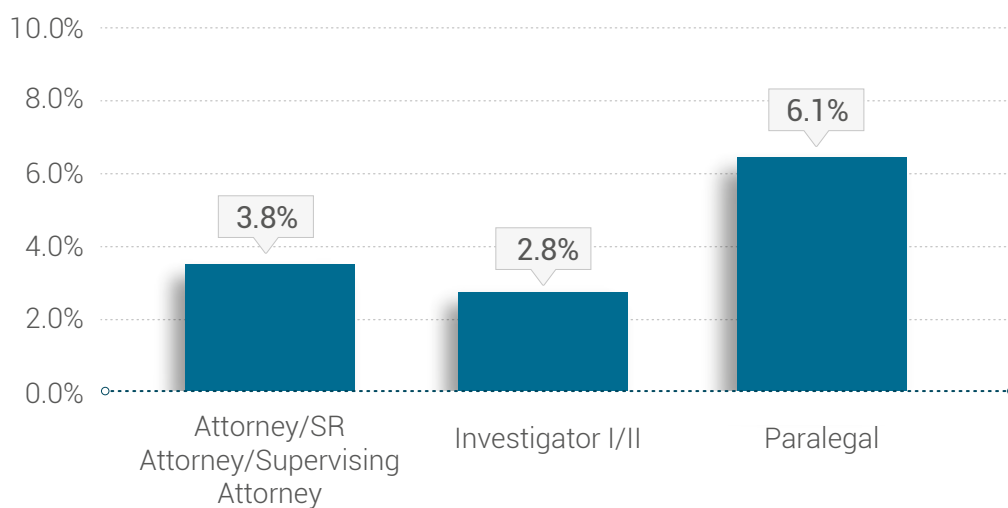
HR6

90% of participants report a high level of overall satisfaction with training



HR8

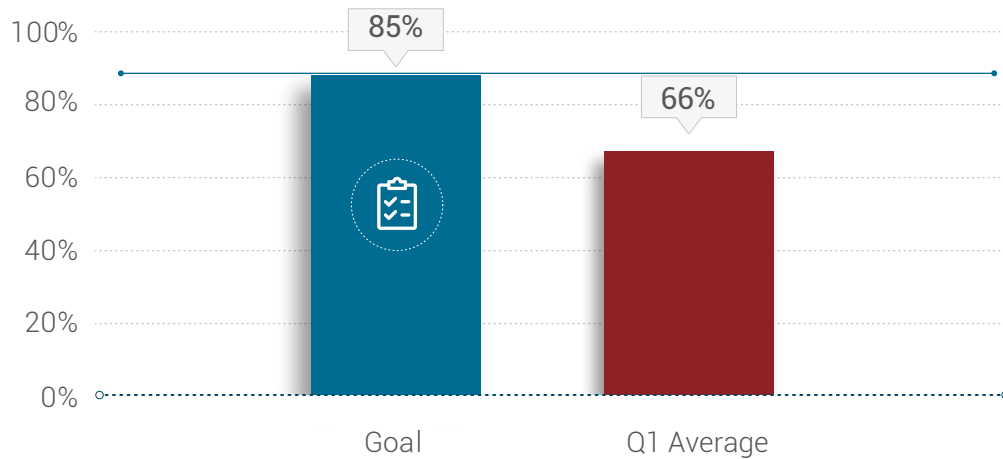
Identify key position turnover rate by Q1





IT2

Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days



IT3

Complete 90% of planned major IT projects on schedule and on budget: finalize annual schedule for IT projects by Q1





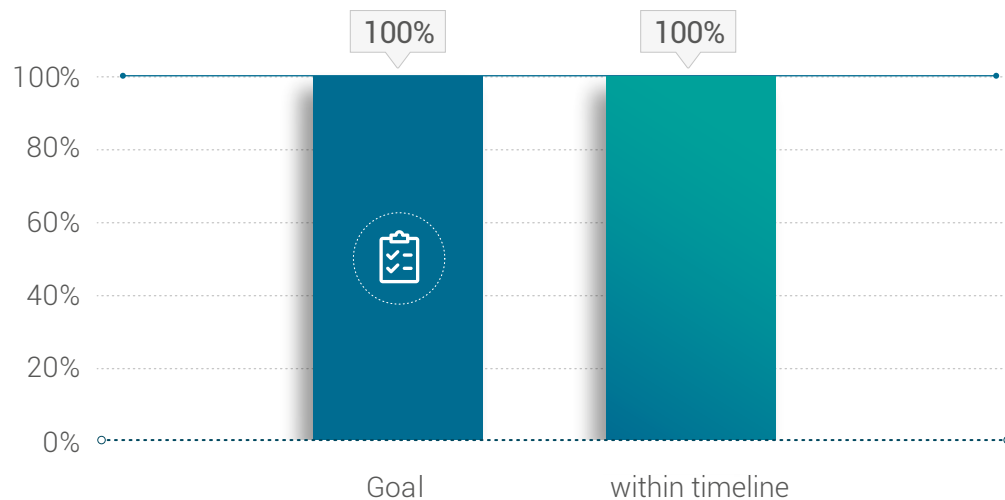
LAP1

Finalize and implement detailed plan for separation of voluntary LAP by Q1



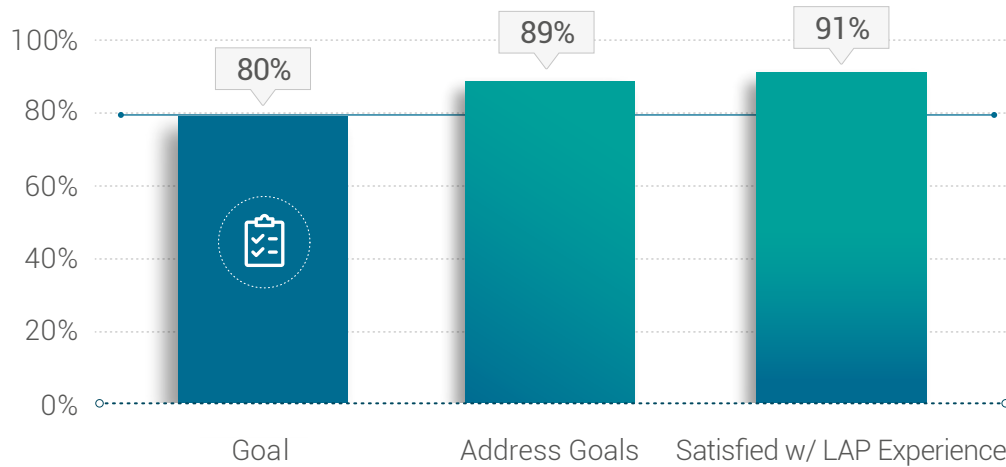
LAP3

Respond to 100% of requests for LAP presentations
within 2 business days by Q1



LAP5

80% of participants agree or strongly agree that the information and services provided by LAP effectively and appropriately address personal goals and reported being overall satisfied



OAI3

Identify 3-5 key improvement opportunities in IOLTA/EAF grantee data reporting and collection from the 2017 main benefits report by Q1





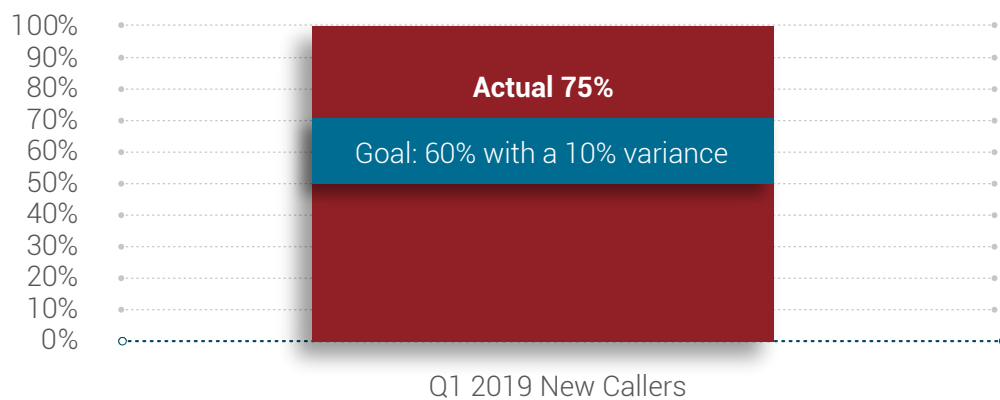
OAI5

Monitor bank compliance with agreed upon interest rates



OPC1

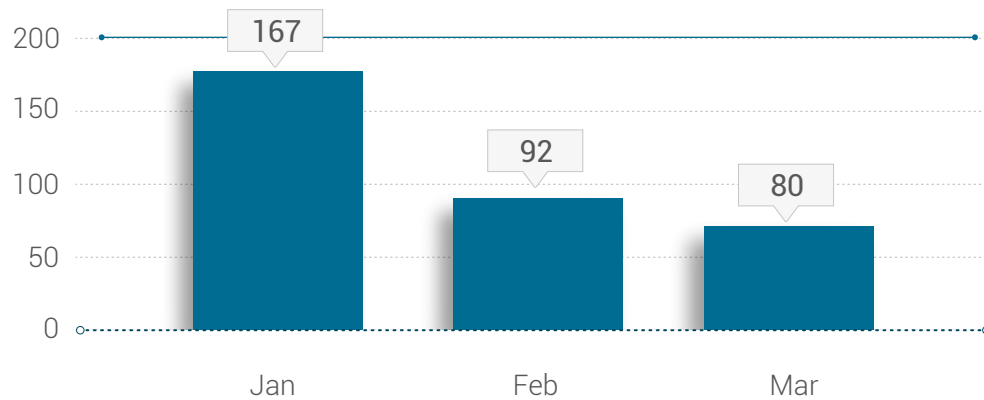
Maintain historical benchmark of a ratio of 60% new callers to 40% returning callers with a 10% variance for the ethics hotline





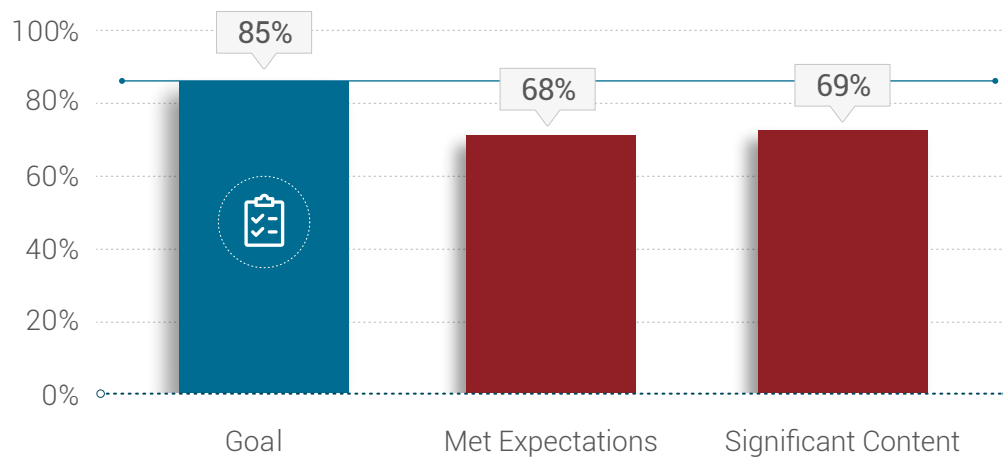
OPC2

Increase attorney awareness of the new Rules of Professional Conduct, effective November 1, 2018:
of new rules calls



OPC3

E-Learning Courses: 85% of participants report that courses met their expectations and contained significant practical content





SCSE1

Increase positive narrative about the State bar by effectively communicating regarding key State Bar initiatives: identify 2019 initiatives by Q1



Performance Metrics

(May 17, 2019)

DATA COLLECTION PLAN - MAYTE DIAZ

Division/Office: Administration – General Services/Procurement

Measurement Focus: Cycle Time, Quality

	Performance Target	Data Sources	Data Collection Method	Timing	Responsible
GS1	Process 90% Procurement Requisitions with 100% accuracy within 3 days by Q1 2019	Procurement Team	Oracle system Excel Tracking Sheet	Quarterly	General Services
GS2	Process 85% of all facilities requests (not requiring parts/equipment ordering) within three business days or less	Facilities Team	Angus Work Order Request System	Quarterly	General Services
GS3	Complete 90% of capital improvement projects on the annual capital improvement plan	Facilities Team	CBRE Reports	Annually	General Services
GS4	Process all capital improvement projects within budget	Facilities Team	CBRE Reports Oracle system	Annually	General Services
GS5	90% of internal customers report a high level of overall satisfaction with services related to Procurement, Facilities and Administrative Support functions	Staff Survey	Annual Staff Survey	Annually	ORIA

DATA COLLECTION PLAN—JENNIFER AGUILARDivision/Office: Administration—Human Resources Including TEDMeasurement Focus: Efficiency, Cycle Time, Engagement, Organizational Capacity, Customer Satisfaction

	Performance Target	Data Sources	Data Collection Method*	Timing	Responsibilities
HR1	Reduce average time to hire to 60 days by Q3 2019	Human Resources	Requisition logs Employment records	Quarterly	Human Resources
HR2	Process performance evaluations within 30 days of due date	Human Resources	Monthly HR reports	Monthly	Human Resources Supervisors and Managers
HR3	Stay Interviews are conducted for 100% of new hires within 90 days of hire by Q2 2019	Human Resources	Stay Interviews	Quarterly	Human Resources
HR4	Increase % of internal hires Target: Identify baseline data for internal hires by Q1 2019	Human Resources	Human Resources	Annually	Human Resources Supervisors and Managers
HR5	90% of participants report a high level of overall satisfaction with the Training and Development (T&D) program	Participants surveys	Participant surveys at onset and conclusion of T&D's	Semi-Annually	Human Resources Supervisors and Managers
HR6	90% of participants report a high level of overall satisfaction with training	Participant surveys	Participant surveys	Quarterly	
HR7	90% of internal customers report a high level of overall satisfaction with services provided by Human Resources	Staff Survey	Annual Staff Survey	Annually	ORIA
HR8	Track and report on retention of key positions (i.e. investigator positions) by Q1 2019; provide strategies to Supervisors and Managers designed to increase retention Target: identify other targeted job classifications by end of Q1 2019. Target: Identify baseline data for time to hire and/or turnover for all key positions where retention effort may be needed by Q1 2019)	Human Resources	Human Resources	Quarterly	Human Resources

ATTACHMENT B

DATA COLLECTION PLAN - RESTY BUENAVIDEZDivision/Office: Administration – Office of Information Technology (IT)Measurement Focus: Efficiency, Customer Satisfaction/Service

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
IT1	90% of stakeholders report a high level of overall satisfaction with new technology deployments by Q2 2019	User survey	Project Management Reports, SDLC and Agile deliverables, post project surveys, Annual Staff Survey, Service or Help Desk Tickets	Quarterly	IT ORIA
IT2	Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days or less	IT Team	Footprints ticketing system	Quarterly	IT
IT3	Complete 90% of planned major IT projects on schedule and on budget Target: by Q1 2019, finalize an annual inventory/schedule for IT projects	State Bar Strategic Plan specific to IT projects and services, and IT Technology Plan	Project Management Reports, SDLC and Agile deliverables, Project Inventory Report	Quarterly	IT CAO
IT4	90% of internal customers report a high level of overall satisfaction with desktop and network support, and applications and project management services provided by IT	Staff Survey	Annual Staff Survey	Annually	ORIA

ATTACHMENT B

DATA COLLECTION PLAN – AMY NUÑEZDivision/Office: Programs -AdmissionsMeasurement Focus: Quality Control, Cycle Time, Cost Control

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
A1	Implement 100% of Sept 2018 BOT adopted reforms by Q4 2019 Target: Develop project plan, with quarterly target dates, for codifying all new standards by Q1 2019	Board reports BOT	Track against implementation plan / project plan	Quarterly	Admissions
A2	Advance 80% of Moral Character applications from “received” to “filed” status within 60 days by Q2 2019	Moral Character applications Admissions Case Management system	Number of filed Moral Character applications	Bi-annually	Admissions
A3	Reduce exam costs by 5% by Q3 2019	Average exam cost, per taker, per accommodation Oracle Financial System	Review of exam costs per exam taker	Annually	Admissions
A4	Reduce time to grade bar exams from 11 weeks to 9 weeks by Q4 2019	Reviewer input Graded Bar exams	Number of graded Bar exams Process time averages for graded Bar exams	Bi-annually	Admissions

ATTACHMENT B

DATA COLLECTION PLAN - DINA DILORETODivision/Office: Programs - Attorney Regulation & Consumer Resources (ARCR)Measurement Focus: Efficiency (Operational Management), Cycle Time

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
ARCR1	By Q1 2019 develop targets for average wait times, calls abandoned, and % of calls transferred to other State Bar offices	ARCR Admissions OCTC Websites	Survey/feedback from ARCR, Admissions, OCTC, and General Services	Quarterly	ARCR
ARCR2	75% of participants completing phone system survey report a high level of OVERALL satisfaction with a "4" or above rating (on a scale of 1 to 5, with 5 being the highest rating) with their call center experience	Reports from Cisco System ARCR, IT	Cisco System report	Monthly	ARCR
ARCR3	Process 75% of MCLE applications within 30 days of receipt	ARCR	AS400 reports and queries	Quarterly	ARCR
ARCR4	Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2019	ARCR IT	Online renewal system	Annually	ARCR
ARCR5	Convert 20% of Law Corporations to a strictly online renewal process by Q3 2019	ARCR IT	Online renewal system	One-Time	ARCR
ARCR6	Fulfill 100% of requests for certificates of standing within 5 business days of receipt	ARCR	ARCR database	Quarterly	ARCR

DATA COLLECTION PLAN – MICHELLE HARMONDivision/Office: Programs – Case Management and Supervision (LAP)Measurement Focus: Utilization, Customer Service, Outreach

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
LAP1	Finalize and implement detailed operational plan reflecting BOT's November 2018 direction regarding separation of a portion of LAP by Q1 of 2019	BOT	TBD*	One-Time	LAP
LAP2	Increase intakes by 10% by Q4 2019	LAPIS	LAP data collection system	Annually	LAP ORIA
LAP3	Respond to 100% of requests for presentations within 2 business days by Q1 2019	LAP	Number of presentation requests	Quarterly	LAP
LAP4	Complete 20 law school presentations and 10 Bar Association / law firm presentations in 2019	LAP	Number of presentations to students at CA law schools	Annually	LAP
LAP5	80% of participants responding to quarterly satisfaction survey report they agree or strongly agree with the following statements: "The information and services provided by LAP effectively and appropriately address my goals"; "Overall I am satisfied with my LAP experience."	LAP	Satisfaction surveys	Quarterly	LAP
LAP6	Track successful completion rates for ADP cases by Q2 2019 (and reasons for termination)	LAP	LAP data collection system	Quarterly	LAP ORIA

DATA COLLECTION PLAN – TERRIE GOLDADEDivision/Office: Programs – Case Management and Supervision (Probation)Measurement Focus: Outcomes

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
P1	Track successful completion rates and reasons for non-completion by Q2 2019	ODY, AS400, Spreadsheets	ORIA Probation	Quarterly Annually	Probation ORIA
P2	Track rates of successful satisfaction of restitution orders by Q2 2019	ODY, AS400, Spreadsheets	ORIA Probation	Quarterly Annually	Probation ORIA

DATA COLLECTION PLAN – LORI MELOCHDivision/Office: Programs – Client Security FundMeasurement Focus: Customer Satisfaction, Efficiency, Cost Control, Cycle Time

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
CSF1	Provide status update to 100% of applicants at least twice a year	CSF Discipline System Metrics	Status update distribution records	Bi-annually	CSF
CSF2	Ensure timely, accurate budget allocations for reimbursements	CSF/Finance	Reimbursements and budget tracked through CSF and Finance	Annually	CSF Finance
CSF3	Develop and monitor annual benchmarks for number of cases to be resolved based on annual budget and pending inventory by Q1 annually	CSF ORIA	CSF data report Adopted budgets	Annually	CSF ORIA
CSF4	Develop and monitor target for time to payout after final disposition based on re, source availability by Q1 annually	CSF ORIA	ODY AS 400 CSF report	Annually	CSF ORIA
CSF5	Develop and monitor annual benchmarks for cases resolved by staff to monitor caseload clearance rate, caseload inventory, and improvements in efficiency after transitioning Tentative Decisions to staff	CSF	AS 400	Annually	CSF

DATA COLLECTION PLAN – DONNA HERSHKOWITZDivision/Office: Programs – Office of Access & InclusionMeasurement Focus: Efficiency (Operational Management), Compliance

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
OAI1	Demonstrate full integration of grant- making, diversity, and legal services policy work by Q2 2019	Staff assignments Policy outputs	Staff survey Assignment review	Q2 and annually thereafter	A&I
OAI2	Develop detailed operational plan for Legal Services Trust Fund & Access Commissions based on BOT decisions in January 2019, with a target goal for implementation of 90% of identified changes by Q4 2019	BOT adopted changes for these two sub-entities	Review documentation re implementation	Q4 2019	A&I
OAI3	Identify 3-5 key improvement opportunities in data reporting and collection from the 2017 Main Benefits Report by Q1 2019	2017 Main Benefits Report	Data analysis of reporting needs and gaps	One time, Q2	A&I
OAI4	Roll out 75% of identified data reporting and collection improvements by Q2 2019 for changes involving State Bar only, and by Q3 2019 for changes impacting data collection by legal services programs for collection beginning 2020	2017 Main Benefits Report	Data collection report reviews	One time, Q3 and Q4	A&I
OAI5	Monitor bank compliance with agreed upon interest rates.	Bank remittances Agreement letters	Review remittances and compare against agreed rates	Quarterly	A&I
OAI6	Complete Justice Gap Study by end of Q4 2019	Household Panel telephone and online surveys Intake Census Law School Focus Groups / surveys Young Lawyer surveys	Manager contract with NORC; review and analyze intake census data; review law school and new lawyer data	End of Q4	A&I NORC Legal Services Providers ORIA

DATA COLLECTION PLAN – RANDALL DIFUNTORUMDivision/Office: Programs-Professional CompetenceMeasurement Focus: Outreach/Access, Customer Satisfaction

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
OPC1	Ethics Hotline: Maintain historical benchmark of a ratio of 60% new callers to 40% returning callers within a 10% variance	Hotline users OPC staff	AS400 computer database Survey	Quarterly	OPC
OPC2	Rules of Professional Conduct: Increase attorney awareness of the new Rules of Professional Conduct, effective November 1, 2018	Hotline users provide data via online survey	Online survey AS400 - Track number of calls prompted by changes to the rules or newly adopted rules; daily call logs	Monthly	OPC
OPC3	E-learning courses: 85% of participants completing evaluation report that courses met their expectations and contained significant relevant with a “4” or above rating (on a scale of 1 to 5, with 5 being the highest rating) on course feedback	Online evaluation forms	Learning Management System (LMS)	Quarterly	OPC

DATA COLLECTION PLAN – JOHN ADAMSDivision/Office: FinanceMeasurement Focus: Fiscal Management/Operational Efficiency, Quality, Cycle Time

	PerformanceTarget	DataSources	DataCollection Method	Timing	Responsibilities
F1	Provide accurate, timely and informed budget projections to enable efficient financial planning by client department and the Executive Director	Oracle	Financial statements	Quarterly	Finance
F2	Reduce number of billing-related phone calls from attorneys to ARCR by 10% by Q1 2019	ARCR to collect number of attorney calls related to billing matters	Call logs Billing records Invoices	Quarterly	ARCR Finance
F3	Pay 90% of vendor invoices within 30 days of receipt by Q1 2019	Info available after Oracle upgrade	Invoices Oracle reports (Need to have invoices sent to Finance first, then distributed for approval)	Quarterly	Finance
F4	Process 100% monthly financial statements accurately and on time within 20 days of the close of the Month	Month end monthly financial information	Financial statements distribution records	Monthly, effective June 1 annually	Finance
F5	90% of internal clients report a high level of overall satisfaction with finance services	Staff survey	Annual Staff Survey	Annually	ORIA

ATTACHMENT B

DATA COLLECTION PLAN – SARAH COHEN

Division/Office: Mission Advancement and Accountability – Board Support JNE Commission and Appointments

Measurement Focus: Efficiency (Operational Management), Diversity/Inclusion

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
BJA1	90% of stakeholders report a high level of overall satisfaction with quality of operational support provided, by Q4 2019 Target: define stakeholders by Q1 2019	Board, stakeholders	Survey	Annually	MAA
BJA2	100% of JNE candidates evaluated within 90 days	JNE data system	Records Review	Bi-annually	MAA
BJA3	Ensure diversity of Board and committee applicant pool by establishing baseline data of applicant pool by Q1 2019	Board and committee applicants	Survey	Ongoing	MAA
BJA4	Develop standardized on-boarding process for all state bar sub-entities by Q4 2018	Onboarding material	Review material	Annually	MAA OGC Sub-entity lead staff
BJA5	90% utilization of a standardized on-boarding process by all state bar entities by Q2 2019	Onboarding records Survey	Records review Survey	Bi-annually	MAA OGC Sub-entity lead staff
BJA6	All Board Committee Coordinators and sub-entity coordinators trained and oriented on standardized meeting management procedures by Q2 2019	Board committee coordinators and sub-entity coordinators	Board support staff	Quarterly	Board Committee Coordinators Sub-Entity lead staff MAA

DATA COLLECTION PLAN – HATEM KHALEKDivision/Office: Mission Advancement and Accountability – Research and Institutional AccountabilityMeasurement Focus: Efficiency (Operational Management)

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
ORIA1	90% of all ORIA projects meet project milestones by Q2 2019	ORIA project plans	Project plan review	Monthly Quarterly Annually	ORIA
ORIA2	Compliance monitoring systems established with respect to statutes, rules, procedures and policies by Q3 2019	Compliance tracking spreadsheet and other related reports.	ORIA performance audits and self-reporting.	Quarterly Annually	ORIA/MAA
ORIA3	95% on time distribution of Discipline Reports from ODY by Q2 3019	Discipline reports	ODY	Ongoing	MAA
ORIA4	90% of regular management reports and performance metrics are automated by Q2 of 2019	ODY, AS400, financial databases	SQL, Stata	Monthly Quarterly Annually	ORIA

DATA COLLECTION PLAN – TERESA RUANODivision/Office: Strategic Communications and Stakeholder EngagementMeasurement Focus: Outreach (Brand Image, Public Perception), Customer Satisfaction

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
SCSE1	Increase positive narrative about the State Bar by effectively communicating regarding key State Bar initiatives Target: identify 2019 initiatives by Q1 2019	Strategic Plan BOT ED	Communication project plans developed and implemented	Q1	Communications
SCSE2	90% of stakeholders report a high level of OVERALL satisfaction with quality of internal communications	State Bar staff	Annual staff survey Number of newsletter views or comments Pulse polls (tbd)	Annually	Communications ORIA

DATA COLLECTION PLAN – MELANIE LAWRENCEDivision/Office: Office of Chief Trial Counsel (OCTC)Measurement Focus: Cycle Time, Quality

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
OCTC1	Minimize number of P-1 cases in backlog	ODY, AS400 OCTC documentation of reasons for P-1 cases in backlog	ORIA	Monthly	OCTC ORIA
OCTC2	Ensure P-2 cases are processed in an expedited fashion Target: identify appropriate P-2 timeframe goal by end of Q1 2019	ODY, AS400	ORIA	Monthly	OCTC ORIA
OCTC3	Maintain annual caseload clearance rate of 1.0 or higher	ODY, AS400	ORIA Rolling annual clearance rate to be generated monthly.	Monthly	ORIA
OCTC4	Case disposition time at median and 90 th percentile.	ODY, AS400	ORIA Rolling annual median and 90 th percentile to be generated monthly.	Monthly	ORIA
OCTC5	Maintain current level of CRU reopens for reasons other than new evidence; maintain current level of Walker reopens; decrease the number of random audit reopens for substantive reasons	OGC; OCTC Calibration Manager	Manual counts	Monthly	OCTC
OCTC6	Case inventory trends	ODY, AS400	ORIA	Monthly	ORIA

DATA COLLECTION PLAN – VANESSA HOLTONDivision/Office: Office of General Counsel (OGC)Measurement Focus: Cycle Time, Customer Satisfaction, Organizational Capability

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
OGC1	Complete/resolve an average of 60 CRU cases per month by end of Q4 2019	OGC system	OGC review	Monthly	OGC
OGC2	90% of clients report a high level of overall satisfaction with OGC services	Staff survey	Annual Staff Survey	Annually	ORIA
OGC3	Staff 100% of the attorney positions in the Office of General Counsel	Oracle	Oracle review	Annually	OGC Human Resources

DATA COLLECTION PLAN – ANTONIA G. DARLINGDivision/Office: State Bar CourtMeasurement Focus: Efficiency, Cycle Time

	Performance Target	Data Sources	Data Collection Method	Timing	Responsibilities
SBC1	Maintain a caseload clearance rate of at least 1.0 or above	ODY, AS400	ORIA Rolling annual clearance rate to be generated monthly.	Monthly	SBC ORIA
SBC2	Hearing and Review: 90% of cases reach final outcome within timelines. All cases final outcome within 150% of timelines Effectuations: 100% of cases processed within established timeframes	ODY, AS400	ORIA	Monthly	SBC ORIA
SBC3	Case disposition time at median and 90 th percentile	ODY, AS400	ORIA Rolling annual median and 90 th percentile to be generated monthly.	Monthly	SBC ORIA
SBC4	Track number of appeals filed by Q2 2019; maintain current level of reversals and remands	OGC Supreme Court	Manual	Bi-annually	SBC OGC