



The State Bar *of California*

OPEN SESSION AGENDA ITEM 41-1 SEPTEMBER 2019

DATE: September 19, 2019

TO: Members, Board of Trustees

FROM: Leah T. Wilson, Executive Director

SUBJECT: Report from Executive Director

The September meetings of the Board of Trustees come at a time of palpable promise for the State Bar. First, the significance of our being on the precipice of a licensing fee increase for the first time in 21 years cannot be understated. Although we continue to await the Governor's signature on the fee bill, it is nonetheless appropriate to step back and recognize our collective accomplishment in getting this far. I believe that our success lies in the historic transformation of this organization that was inspired by the separation of the State Bar Sections and accelerated by a Board of Trustees with a laser focus on our mission. I, and the entire staff team, thank you for your leadership.

Speaking of mission focus, a tremendous amount of progress on key State Bar Strategic Plan initiatives has occurred since the last meeting of the Board of Trustees. The California Attorney Practice Analysis survey has been completed, with over 16,000 attorneys participating. The National Opinion Research Center at the University of Chicago has published the technical report component of the California Justice Gap Study, and the Task Force on Access Through Innovation of Legal Services has issued sweeping options for regulatory reform for public comment. You will be updated on each of these initiatives at the September Board meetings. In addition, later this month we will be hosting the State Bar's Second Annual Summit on Diversity in the Legal Profession. There we will engage representatives from affinity bar associations and law firm diversity coordinators in developing a template for the first statewide report card on diversity in the profession, to be published in January.

As we celebrate our successes we must honestly face remaining challenges. In my view the greatest of these is the pressing need to create a 21st Century workplace, one which attracts and retains a vibrant, analytical, engaged, and inquisitive workforce. This will require a transition to managing results and performance rather than the minutia of inputs – managing the product rather than how the product is made. As reflected in the attached metrics report,

we have taken an important step in generating data that can be used to assess our progress in this regard; this metrics report provides the Board with completion rates for a new “stay interview” process that has recently been put into place. These interviews, conducted within 90 days of hire, provide invaluable information as to how the State Bar is perceived by new talent coming in to the organization. In conjunction with the annual all staff survey, an anonymous employee suggestion box, and direct feedback, the stay interviews provide critical information for the Leadership Team as we begin to tackle the difficult challenge of modernizing the State Bar as an employer.

JUNE AND JULY PERFORMANCE ON THE METRICS

The June and July 2019 Metrics Report, which includes data regarding monthly metrics, those metrics with second quarter reporting requirements, and selected bi-annual metrics, is provided as Attachment A.

Of the 48 June and July metrics, performance targets were not met for the following 19:

- Metric A2, Advance 80 percent of Moral Character Applications from “received” to “filed” status within 60 days by Q2 2019
 - Target, 80 percent; bi-annual performance, 41 percent.
- Metric ARCR2, External callers report a high level of overall satisfaction with call center experience
 - Target, 75 percent; Q2 performance 64 percent, July performance 70 percent.
- Metric ARCR6, Fulfill 100 percent of requests for certificates of standing within five business days of receipt
 - Target, 100 percent; Q2 performance, 97 percent.
- Metric F1, Provide accurate, timely and informed budget projections to enable efficient financial planning by client offices and the Executive Director
 - Target, 100 percent; Q2 performance, did not meet.
- Metric F3, Pay vendor invoices within 30 days of receipt by Q1 2019
 - Target, 90 percent; Q2 performance, 84 percent.
- Metric F4, Process 100 percent monthly financial statements accurately and on time within 20 days of the close of the month
 - Target, 100 percent; July performance, did not meet.
- Metric HR2, Performance evaluations processed within 30 days of due date
 - Target, 100 percent; Q2 performance, 73 percent.

- Metric HR3, Stay Interviews are conducted for 100 percent of new hires within 90 days of hire by Q2 2019
 - Target, 100 percent; Q2 performance, 65 percent.
- Metric IT3, Complete 90 percent of planned major IT projects on schedule and on budget
 - Target, 90 percent; Q2 performance, 60 percent.
- Metric OCTC3, Maintain annual caseload clearance rate of 1.0 or higher
 - Target 1.0; June and July performance, .88 and .88 respectively.
- Metric OPC3, For E-Learning Courses, Participants report that: (1) courses meet their expectations; and (2) courses contain significant practical content
 - Target, 85 percent; Q2 performance, 68 and 68 percent respectively.
- Metric ORIA1, 90 percent of all ORIA projects meet project milestones by Q2 2019
 - Target, 90 percent; Q2 performance, did not meet.
- Metric ORIA4, 90 percent of regular management reports and performance metrics are automated by Q2 of 2019
 - Target, 90 percent; Q2 performance, did not meet.
- Metric SBC2-A, Hearing Department: 90 percent of cases reach final outcome within timelines
 - Target 90 percent; June and July performance, 80 and 88 percent respectively.
- Metric SBC2-B, Hearing Department: All cases reach final outcome within 150 percent of timelines
 - Target 100 percent; July performance, 96 percent.

The metrics failing to achieve targeted performance levels will be addressed by the Board Committee with oversight over the respective functional areas of the State Bar. A brief explanation of the ORIA performance metrics is provided below given that there is no Executive Committee meeting scheduled in September.

- Metric ORIA1, 90 percent of all ORIA projects meet project milestones by Q2 2019
 - Target, 90 percent; Q2 performance, did not meet.
- Metric ORIA4, 90 percent of regular management reports and performance metrics are automated by Q2 of 2019
 - Target, 90 percent; Q2 performance, did not meet.

ORIA met milestones for 75 percent of its projects in Q2. The biggest factor in not meeting project deadlines has been data management challenges, specifically the need to build out a

platform for pulling data out of the Odyssey case management system in order to generate discipline system reports.

With respect to automation of performance metrics reporting, although some performance metrics have been automated, the majority have not. The performance metrics come from nine different data systems and, in addition, require manual review of case files and spreadsheets. Staff continues to work to identify a solution that will automate these processes.

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 ARCR6, Fulfill 100 percent of requests for certificates of standing within 5 business days of receipt
 - Metric should be changed to 95 percent to account for outliers that currently make this metric difficult to meet, but do not reflect substantive performance concerns.
- Metric BJA5, 90 percent utilization of a standardized on-boarding process by all State Bar entities by Q2 2019
 - Metric should be changed from bi-annual to annual as on-boarding activity primarily occurs in the fall.
- Metric OPC2, Rules of Professional Conduct: Increase attorney awareness of the new Rules of Professional Conduct, effective November 1, 2018.
 - Metric should be removed as the rules are no longer new.
- Metric ORIA1, 90 percent of all ORIA projects meet project milestones by Q2 2019
 - Metric should be changed from monthly to quarterly to standardize it with other project monitoring metrics.
- Metric P-2, Track rates of successful satisfaction of restitution orders by Q2 2019
 - Metric should be changed from quarterly to annual as the volume is not sufficient for a quarterly report.

ATTACHMENT(S) LIST

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

State Bar Metrics

Monthly Metrics

June and July 2019

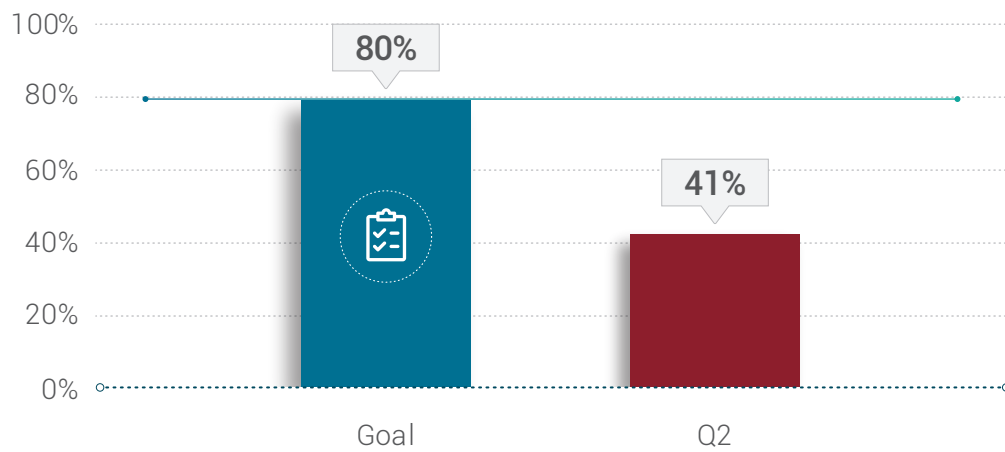


The State Bar of *California*



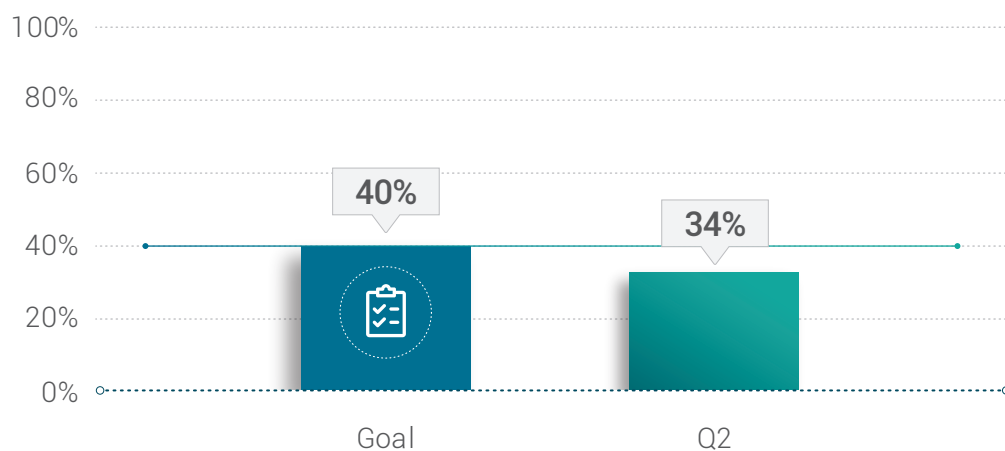
A2

Advance 80% of Moral Character applications from "received" to "filed" status within 60 days by Q2 2019



ARCR1-A

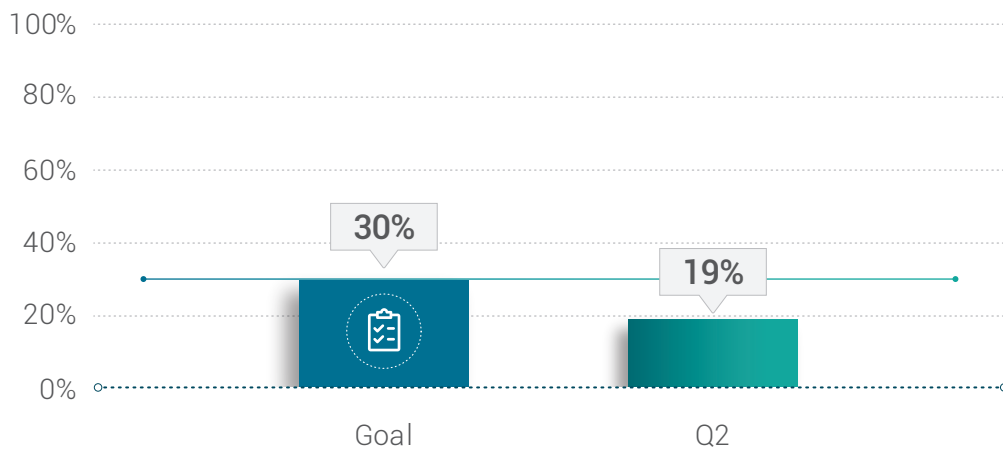
Less than 40% of Resource Center calls transferred out





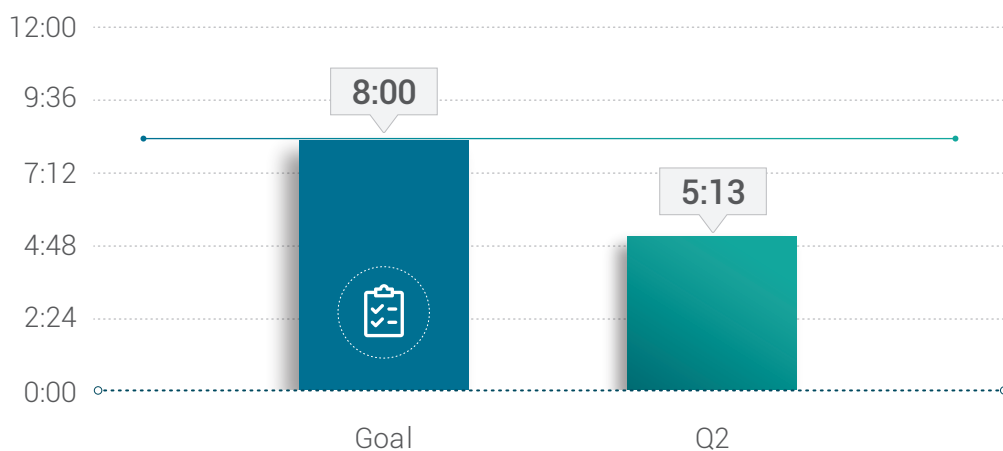
ARCR1-B

Less than 30% of calls abandoned



ARCR1-C

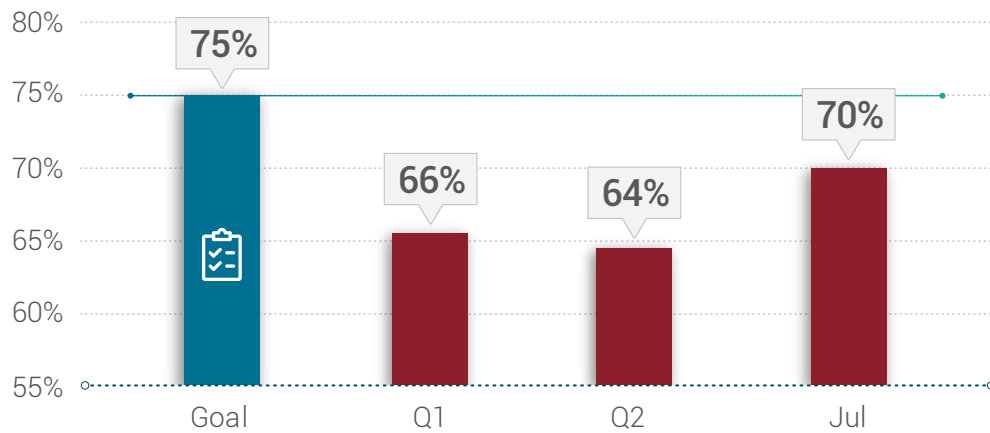
Average call wait time of less than 8 minutes





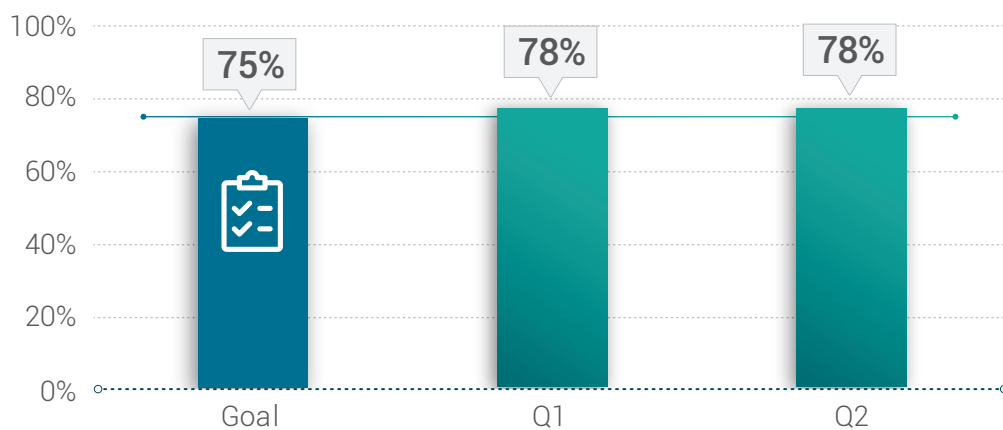
ARCR2

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



ARCR3

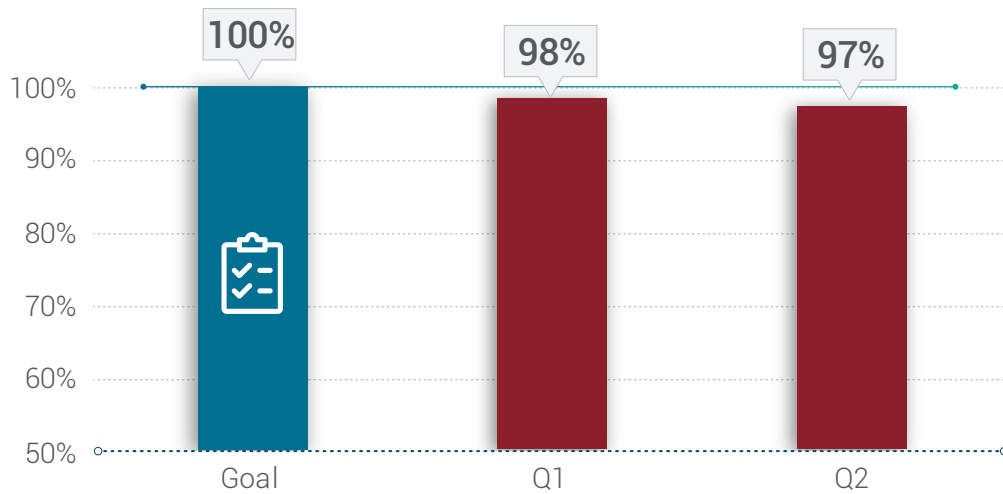
Process 75% of MCLE applications within 30 days of receipt





ARCR6

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



CSF1

Provide status update to 100% of applicants at least twice a year





F1

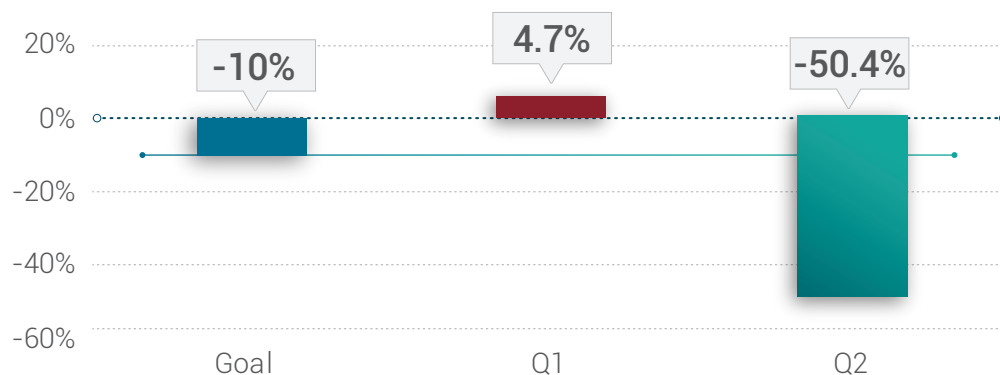
Provide accurate, timely and informed budget projections to enable efficient financial planning by client Offices and Executive Director



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F2

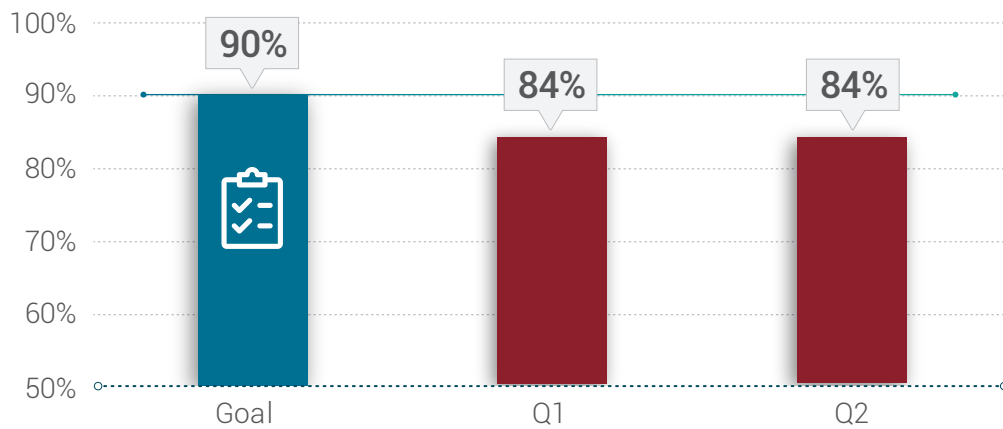
Reduce number of billing-related phone calls from attorneys to ARCR by 10% by Q1 2019





F3

Pay 90% of vendor invoices within 30 days of receipt



F4

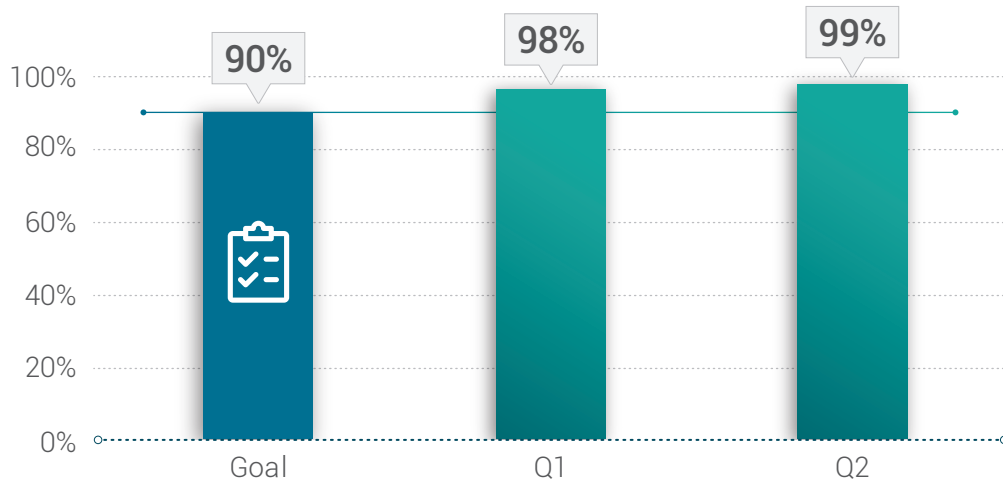
Process 100% monthly financial statements accurately and on time within 20 days of the close of the month





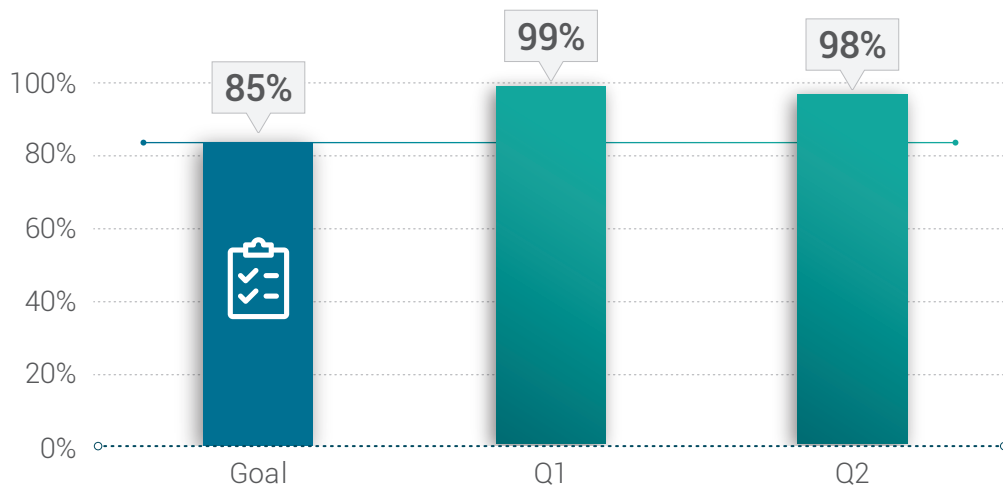
GS1

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



GS2

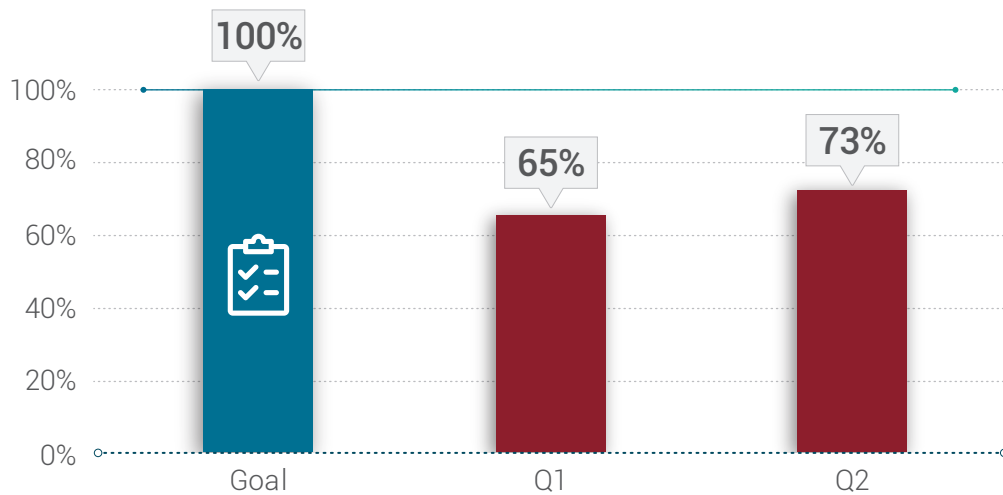
Process 85% of all facilities requests (not requiring parts/equipment ordering) within 3 days





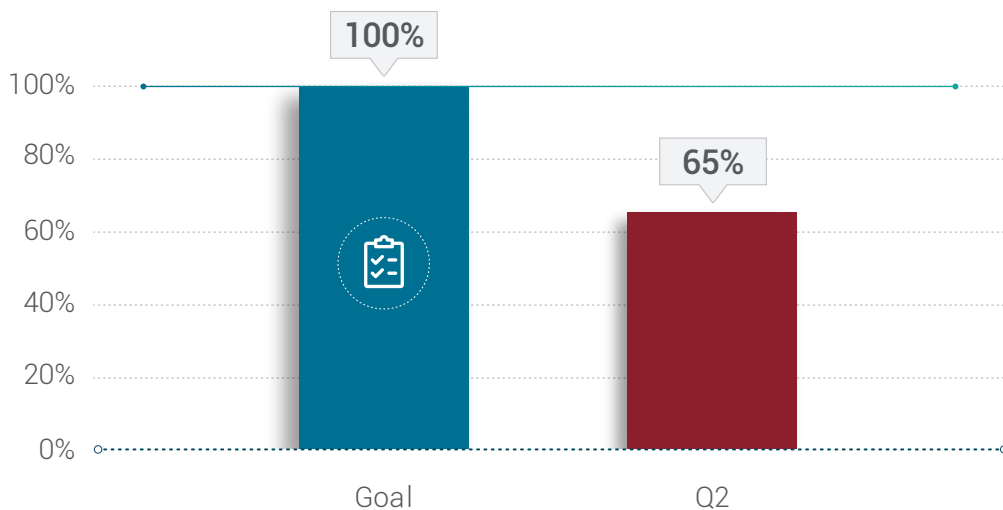
HR2

Process performance evaluations within 30 days of due date



HR3

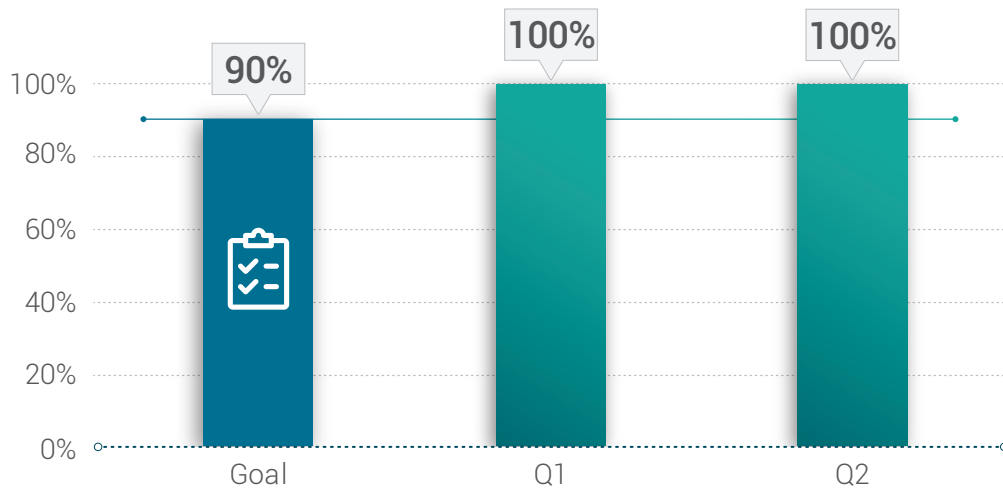
Stay interviews conducted for 100% of new hires within 90 days of hire by Q2 2019





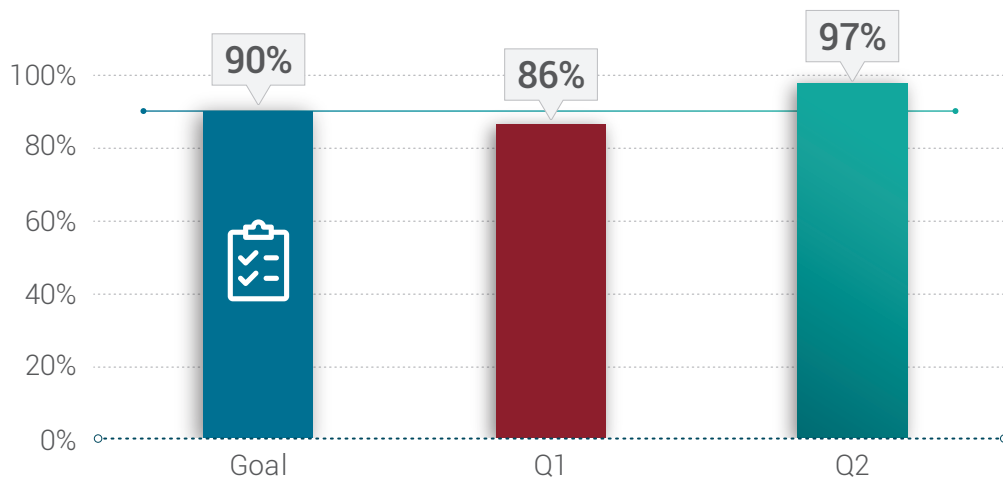
HR5

90% of participants report a high level of overall satisfaction with Training & Development Program



HR6

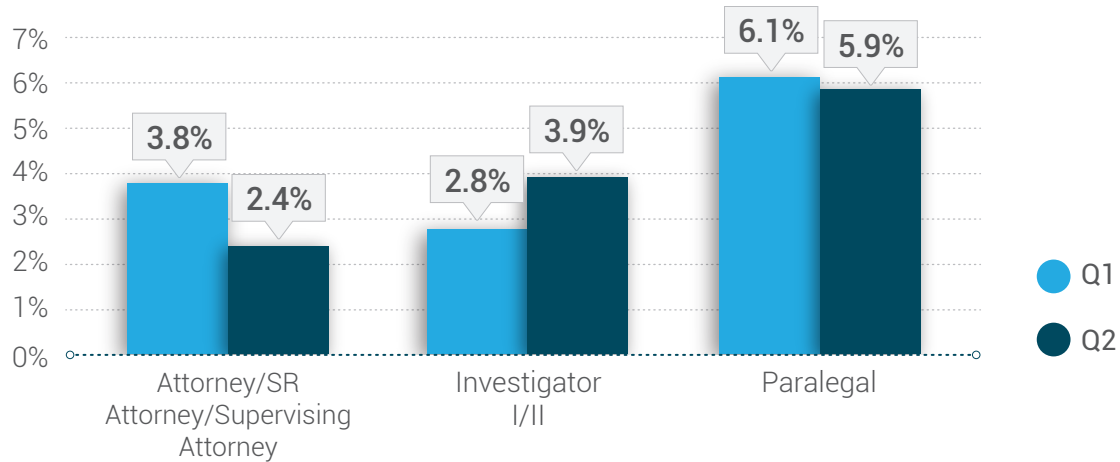
90% of participants report a high level of overall satisfaction with training





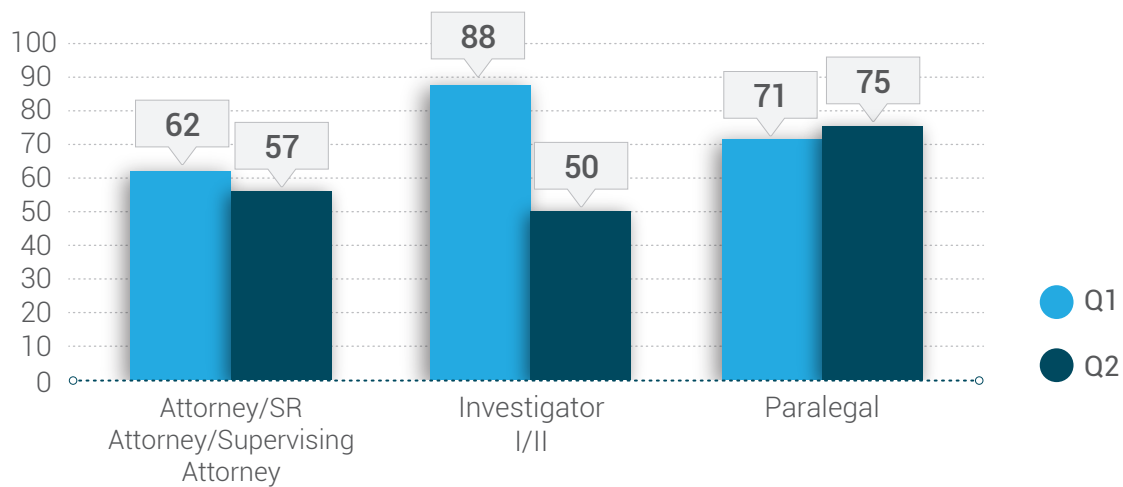
HR8-A

Key Position Turnover Rate



HR8-B

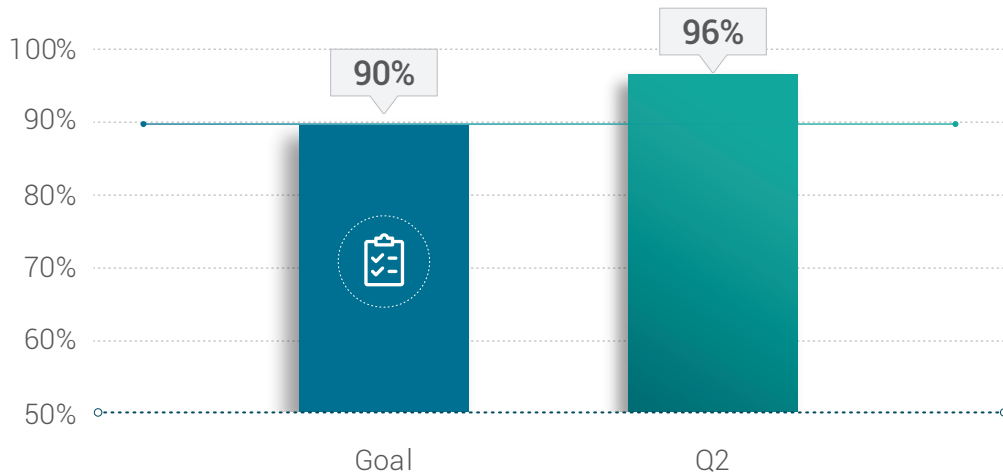
Key Position Time to Fill (days)





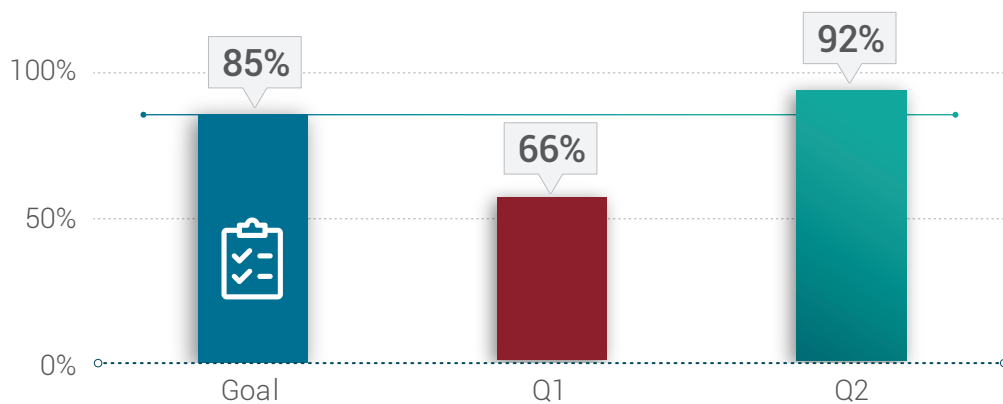
IT1

90% of stakeholders report a high level of satisfaction with new technology deployments by Q2 2019



IT2

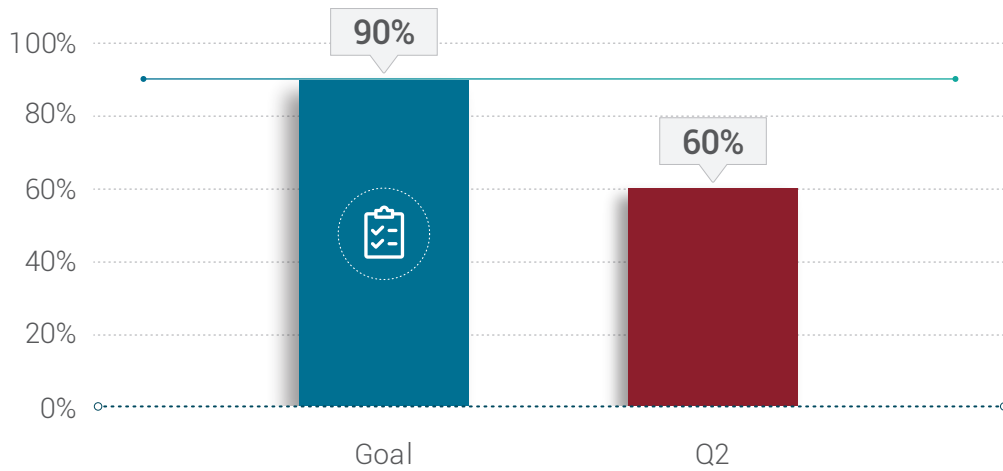
Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within 5 days





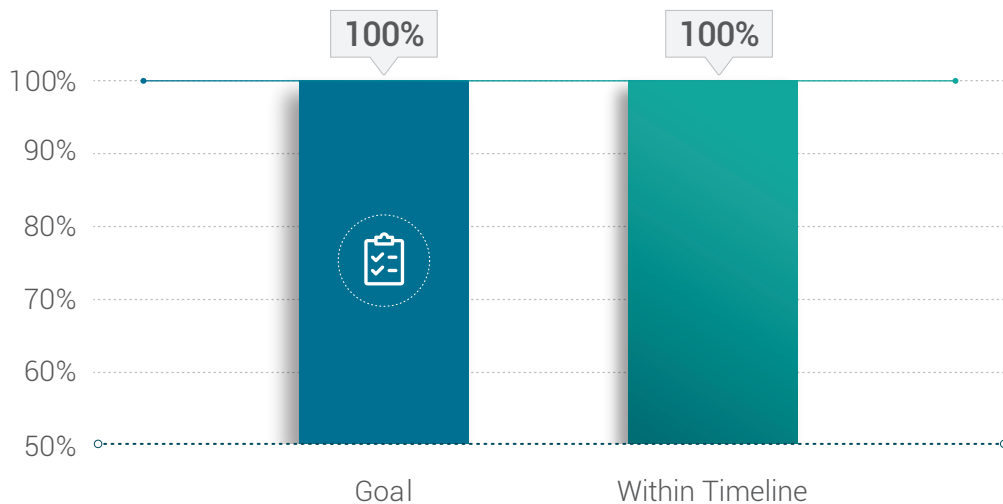
IT3

Complete 90% of planned major IT projects on schedule and on budget



LAP3

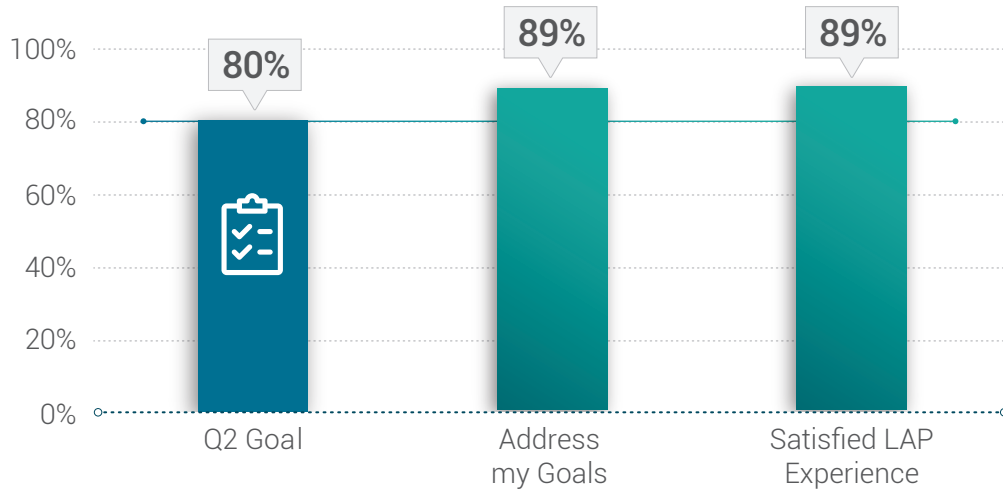
Respond to 100% of requests for LAP presentations within 2 days





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



LAP 6



Successful completion rates for **ADP cases**

50% Q2

OAI1

Demonstrate full integration of grant-making, diversity, and legal services policy work by Q2 2019





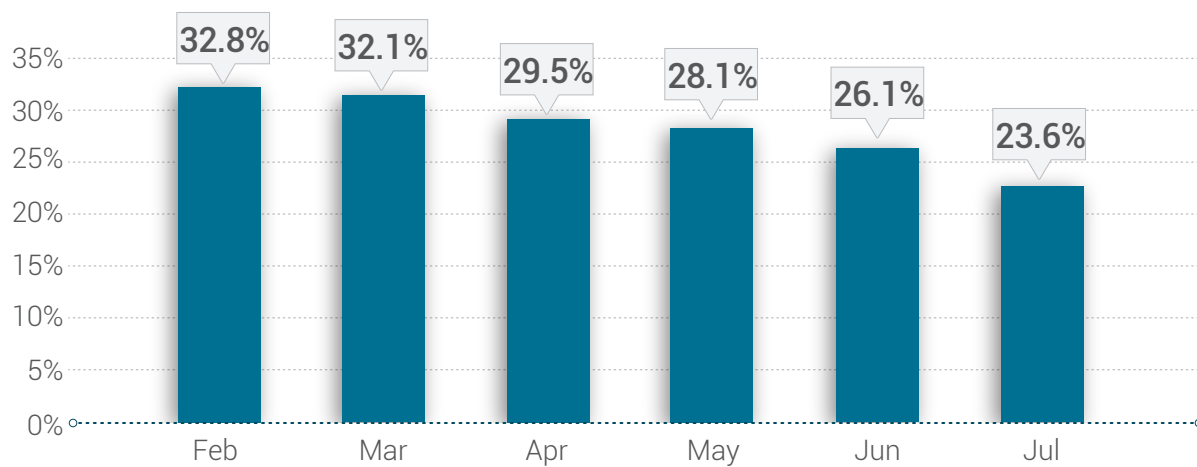
OAI5

Monitor bank compliance with agreed upon interest rates



Minimize number of P-1 cases in backlog

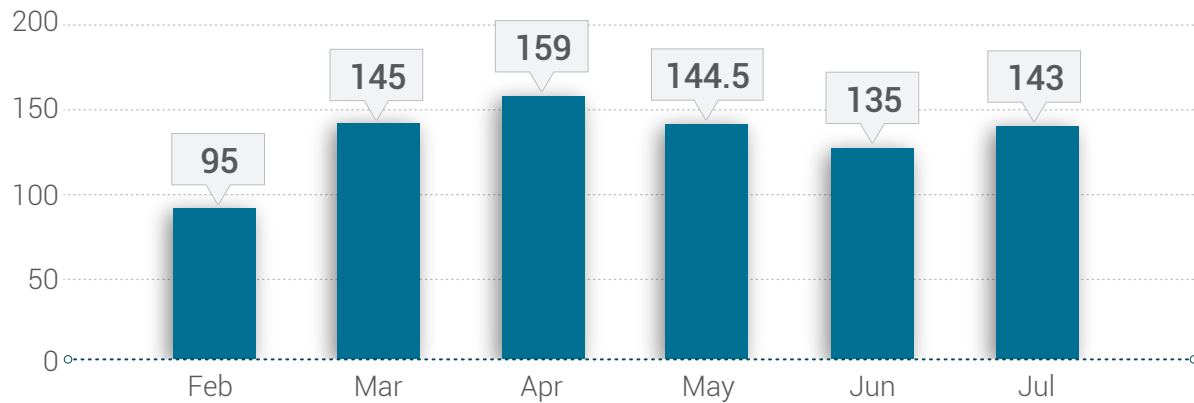
OCTC1





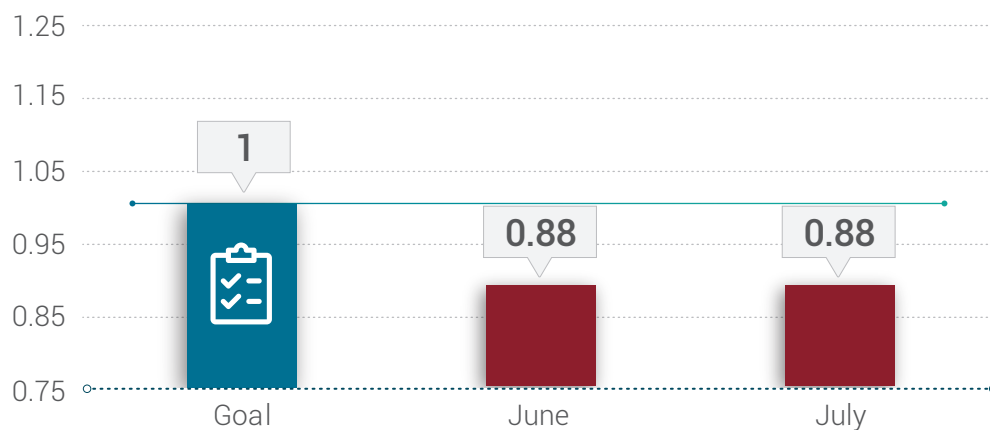
OCTC2

Ensure P-2 cases are processed in an expedited fashion (median number of days)



OCTC3

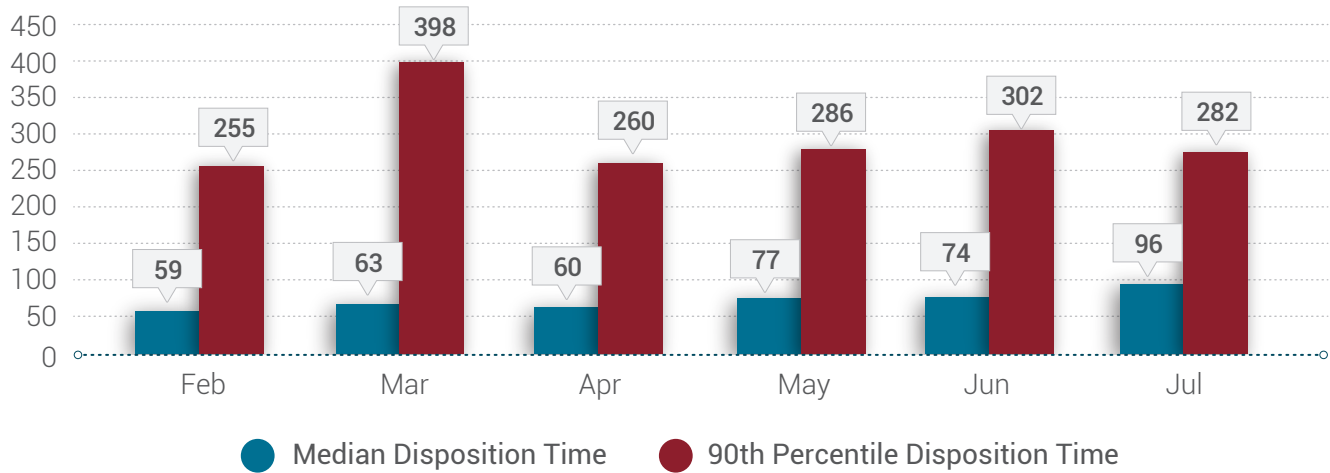
Maintain annual caseload clearance rate of at least 1.0





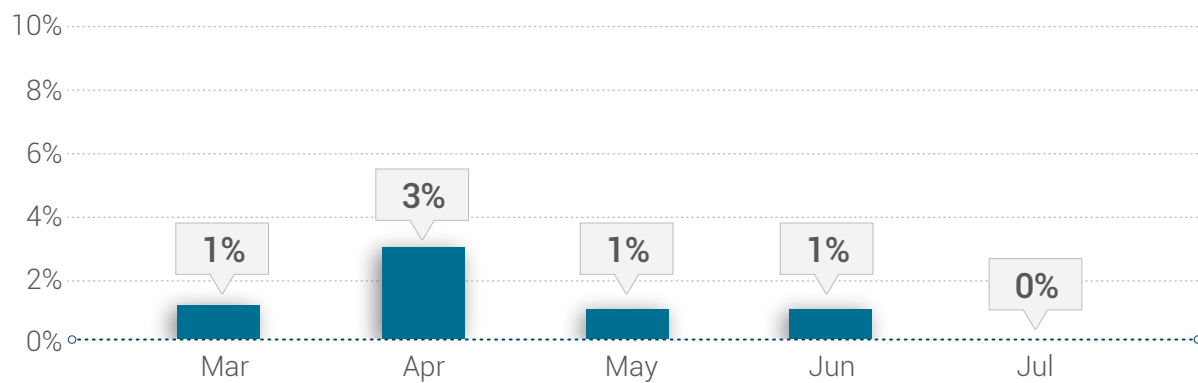
OCTC4

Disposition Times



Maintain current level of CRU reopens for reasons other than new evidence

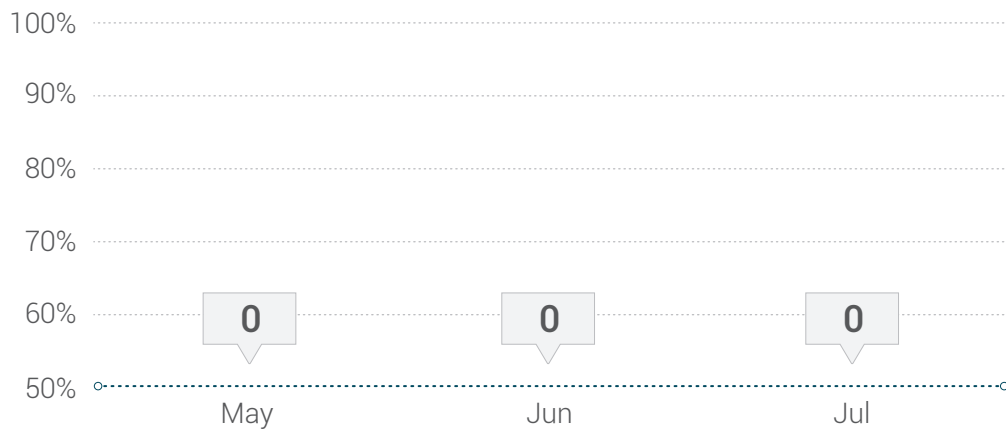
OCTC5-A





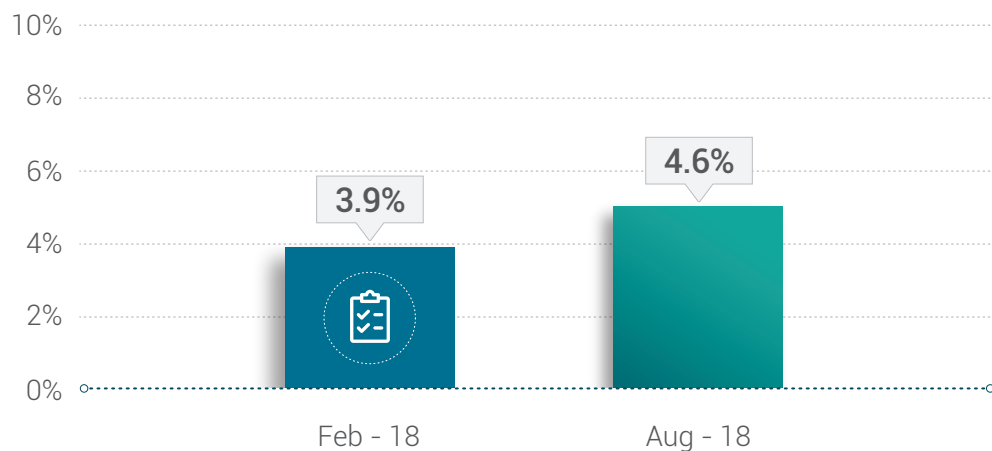
OCTC5-B

Maintain current level of Walker reopens



OCTC5-C

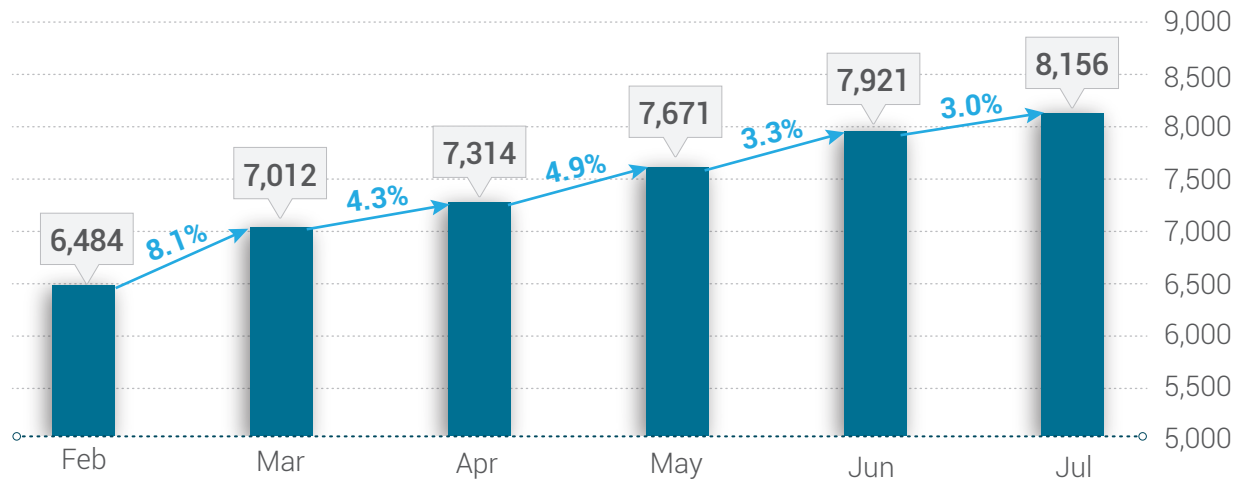
Decrease the number of random audit reopens for substantive reason





OCTC6

OCTC Inventory



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

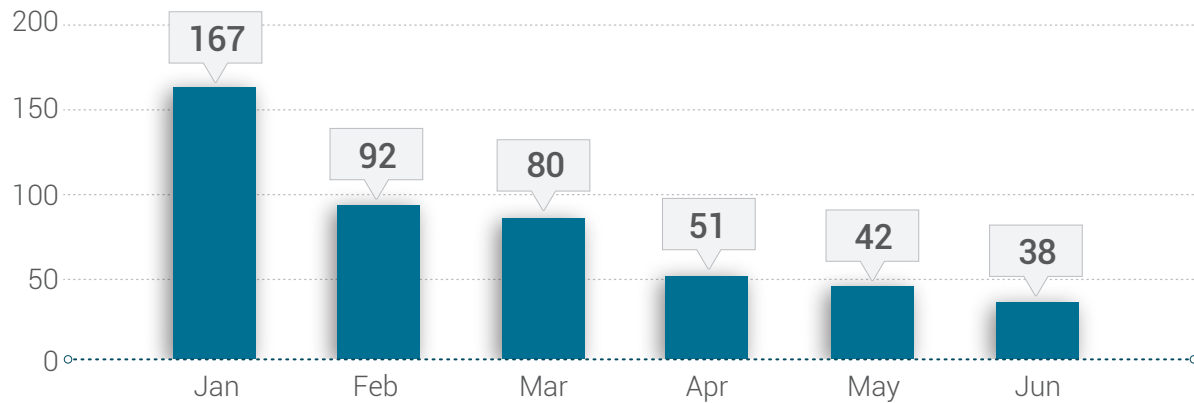
OPC1





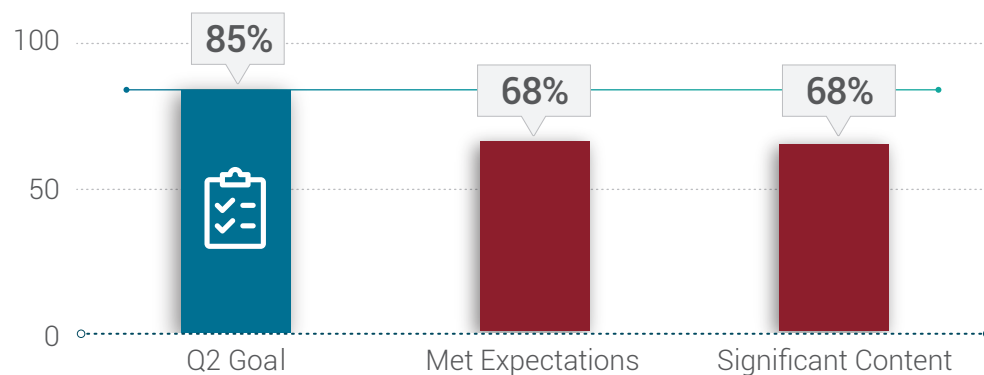
Increase attorney awareness of the new Rules of Professional Conduct, effective November 1, 2018: # of new rules calls

OPC2



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

OPC3





ORIA1

**90% of all ORIA projects
meet project milestones
by Q2 2019**



ORIA3

**95% on time distribution
of discipline reports from
ODY by Q2 2019**





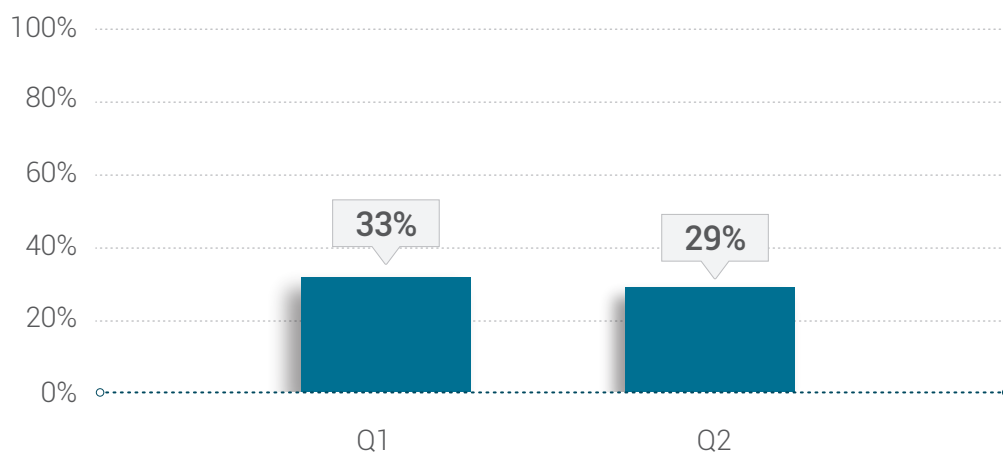
ORIA4

90% of regular management reports and performance metrics are automated by Q2 2019



P-1

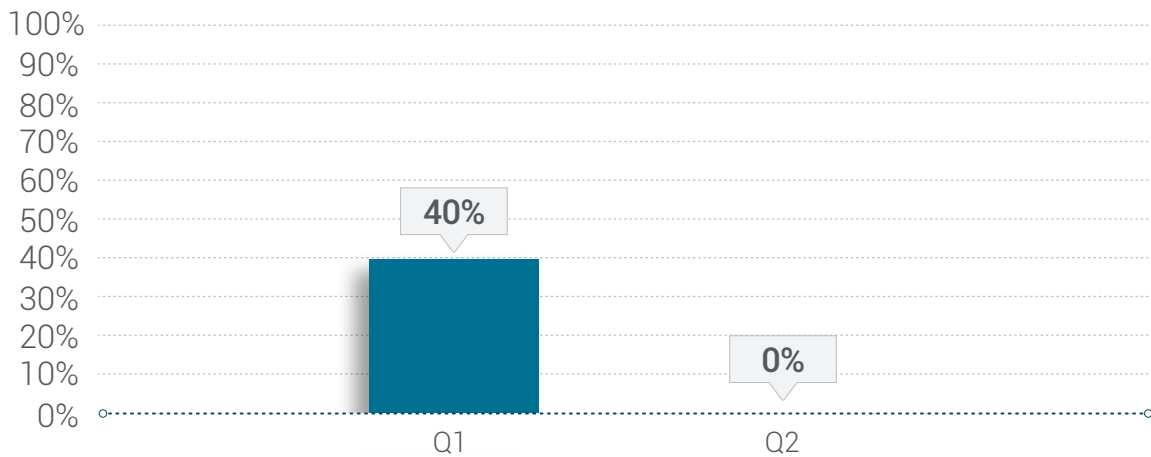
Probation Successful Completion Rate





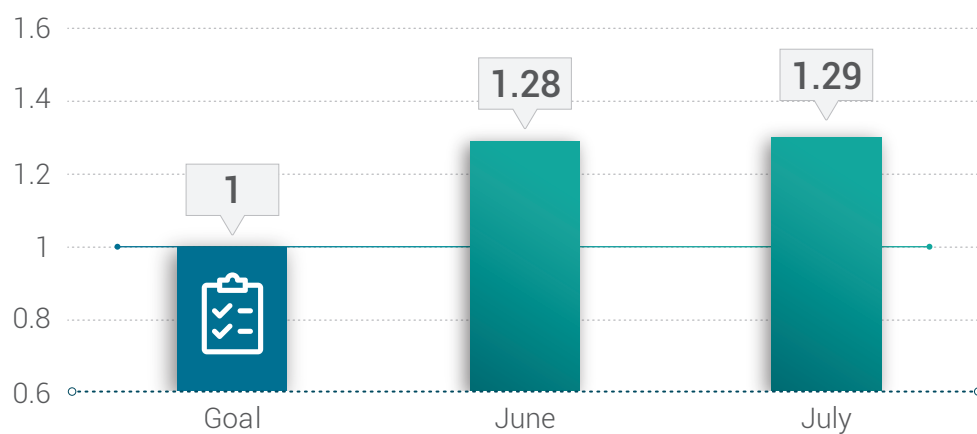
P-2

Probation Successful Completion of Restitution



SBC1

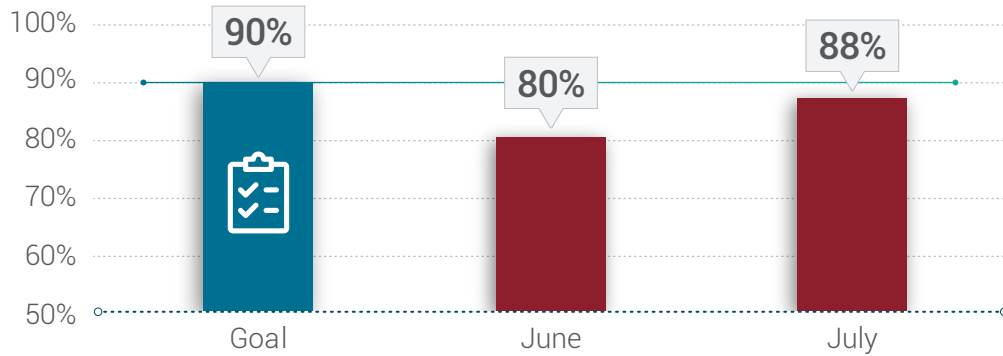
Maintain an annual caseload clearance rate of at least 1.0





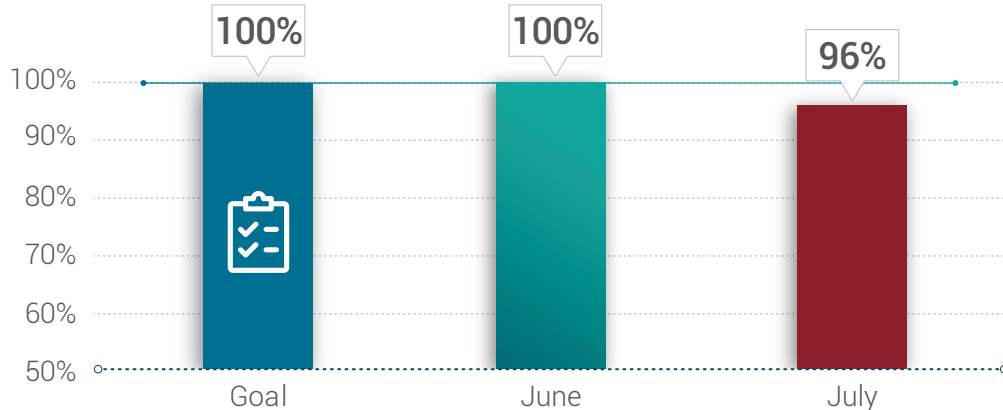
SBC2-A

Hearing Department: 90% of cases reach final outcome within timelines



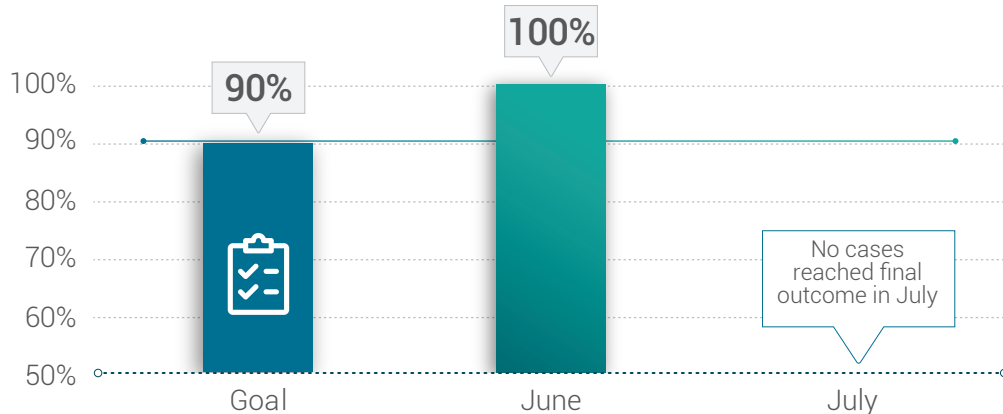
SBC2-B

Hearing Department: All cases reach final outcome within 150% of timelines



SBC2-C

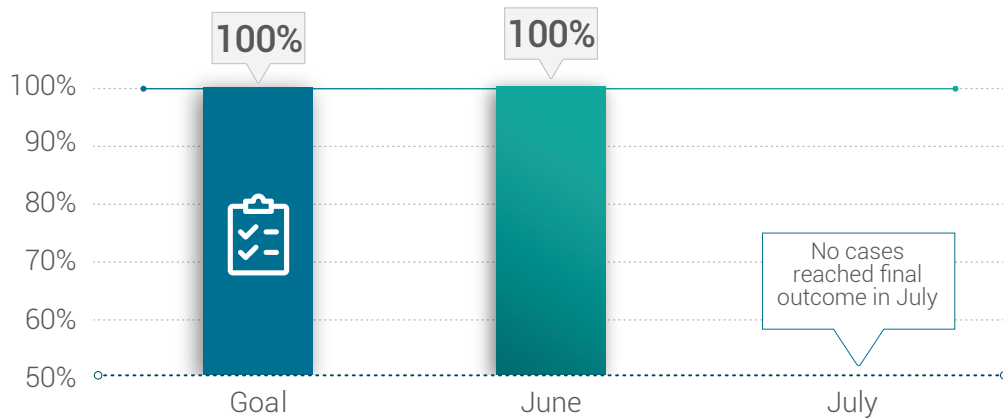
Review Department: 90% of cases reach final outcome within timelines





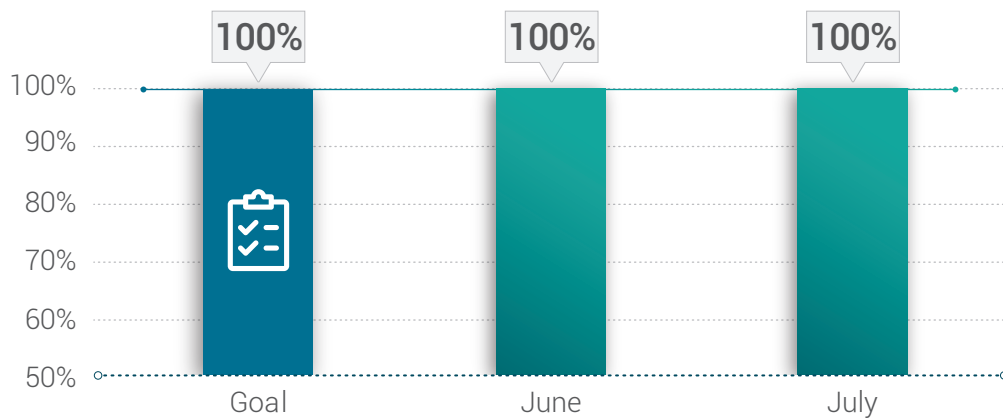
SBC2-D

Review Department: All cases final outcome within 150% of timelines



Effectuations: 100% of cases processed within established timeframes

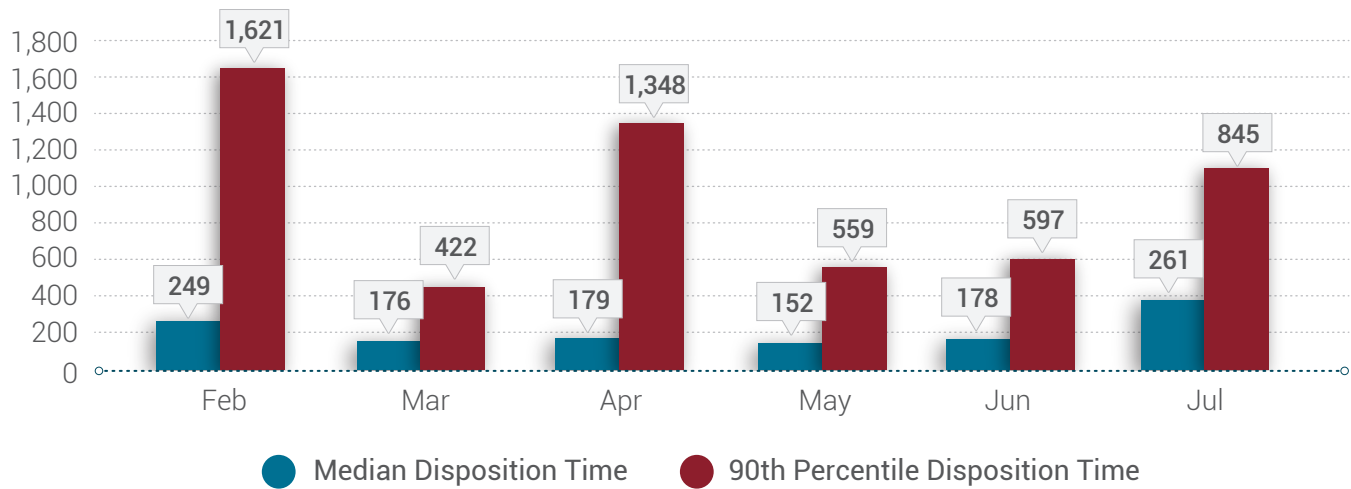
SBC2-E





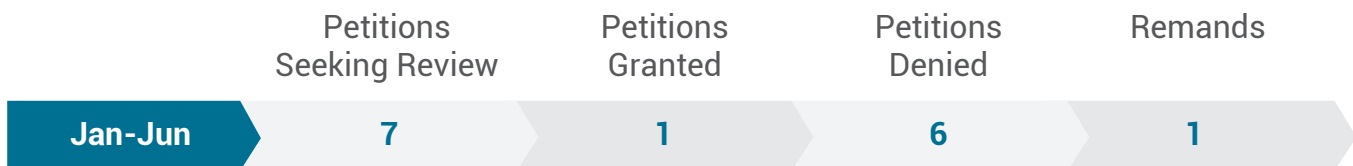
SBC3

Disposition Times



Track number of appeals filed by Q2 2019; maintain current levels of reversals and remands

SBC4



Performance Metrics

(September 19, 2019)

Division/Office: Administration – General Services/Procurement

Measurement Focus: Cycle Time, Quality

Data collection plan: MAYTE DIAZ

Office metric #	Performance Target	Timing	Board Committee	Notes
GS1	Process 90% Procurement Requisitions with 100% accuracy within 3 days by Q1 2019	Quarterly	Finance and Planning	There were 225 procurement requisitions in quarter 2.
GS2	Process 85% of all facilities requests (not requiring parts/equipment ordering) within three business days or less	Quarterly	Finance and Planning	There were 411 facilities requests in quarter 2.
GS3	Complete 90% of capital improvement projects on the annual capital improvement plan	Annually	Finance and Planning	
GS4	Process all capital improvement projects within budget	Annually	Finance and Planning	
GS5	90% of internal customers report a high level of overall satisfaction with services related to Procurement, Facilities and Administrative Support functions	Annually	Finance and Planning	

Division/Office: Administration – Human Resources Including TED

Measurement Focus: Efficiency, Cycle Time, Engagement, Organizational Capacity, Customer Satisfaction

Data collection plan: JENNIFER AGUILAR

Office metric #	Performance Target	Timing	Board Committee	Notes
HR1	Reduce average time to hire to 60 days by Q3 2019	Quarterly	Finance and Planning	
HR2	Process performance evaluations within 30 days of due date	Monthly	Finance and Planning	
HR3	Stay Interviews are conducted for 100% of new hires within 90 days of hire by Q2 2019	Quarterly	Finance and Planning	
HR4	Increase % of internal hires Target: Identify baseline data for internal hires by Q1 2019	Annually	Finance and Planning	
HR5	90% of participants report a high level of overall satisfaction with the Training and Development (T&D) program and training	Bi-annually	Finance and Planning	
HR6	90% of participants report a high level of overall satisfaction with training	Quarterly	Finance and Planning	
HR7	90% of internal customers report a high level of overall satisfaction with services provided by Human Resources	Annually	Finance and Planning	
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 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	Quarterly	Finance and Planning	

Division/Office: Administration – Office of Information Technology (IT)

Measurement Focus: Efficiency, Customer Satisfaction/Service

Data collection plan: EDUARDO FRIAS

Office metric #	Performance Target	Timing	Board Committee	Notes
IT1	90% of stakeholders report a high level of overall satisfaction with new technology deployments by Q2 2019	Quarterly	Finance and Planning	
IT2	Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days or less	Quarterly	Finance and Planning	
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	Quarterly	Finance and Planning	There were 5 projects that qualified for this metric.
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	Annually	Finance and Planning	

Division/Office: Programs -Admissions

Measurement Focus: Quality Control, Cycle Time, Cost Control

Data collection plan: AMY NUÑEZ

Office metric #	Performance Target	Timing	Board Committee	Notes
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	Quarterly	Programs	
A2	Advance 80% of Moral Character applications from “received” to “filed” status within 60 days by Q2 2019	Bi-annually	Programs	Staff reviewed 2,248 cases submitted in the first six months of 2019.
A3	Reduce exam costs by 5% by Q3 2019	Annually	Programs	
A4	Reduce time to grade bar exams from 11 weeks to 9 weeks by Q4 2019	Bi-annually	Programs	

Division/Office: Programs - Attorney Regulation & Consumer Resources (ARCR)

Measurement Focus: Efficiency (Operational Management), Cycle Time

Data collection plan: DINA DILORETO

Office metric #	Performance Target	Timing	Board Committee	Notes:
ARCR1	By Q1 2019 develop targets for average wait times, calls abandoned, and % of calls transferred to other State Bar offices	Quarterly	Programs	
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	Monthly	Programs	Results are from post call survey given to resource center callers.
ARCR3	Process 75% of MCLE applications within 30 days of receipt	Quarterly	Programs	Staff received 770 applications during the second quarter.
ARCR4	Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2019	Annually	Programs	
ARCR5	Convert 20% of Law Corporations to a strictly online renewal process by Q3 2019	One-Time	Programs	
ARCR6	Fulfill 100% 95% of requests for certificates of standing within 5 business days of receipt	Quarterly	Programs	Percentage will change from 100% to 95% to allow for outliers that do not reflect on operational performance. Staff received 2,872 requests during the second quarter.

Division/Office: Programs – Case Management and Supervision (LAP)

Measurement Focus: Utilization, Customer Service, Outreach

Data collection plan: MICHELLE HARMON

Office metric #	Performance Target	Timing	Board Committee	Notes:
LAP1	Finalize and implement detailed operational plan reflecting BOT's November 2018 direction regarding separation of a portion of LAP by Q1 of 2019	One-Time	Regulation and Discipline	
LAP2	Increase intakes by 10% by Q4 2019	Annually	Regulation and Discipline	
LAP3	Respond to 100% of requests for presentations within 2 business days by Q1 2019	Quarterly	Regulation and Discipline	
LAP4	Complete 20 law school presentations and 10 Bar Association / law firm presentations in 2019	Annually	Regulation and Discipline	
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."	Quarterly	Regulation and Discipline	
LAP6	Track successful completion rates for ADP cases by Q2 2019 (and reasons for termination)	Quarterly	Regulation and Discipline	There were only two cases that were eligible for success completion in Q2. One participant withdrew after the terms of his ADP were fulfilled and the other participant quit participating in LAP after being terminated by ADP.

Division/Office: Programs – Case Management and Supervision (Probation)

Measurement Focus: Outcomes

Data collection plan: TERRIE GOLDADE

Office metric #	Performance Target	Timing	Board Committee	Notes:
P1	Track successful completion rates and reasons for non-completion by Q2 2019	Quarterly	Regulation and Discipline	“Successful Completion” tracks whether the respondent timely completed the ordered conditions (including "During Actual" and "And Until" conditions, except for Standard 1.2(c)(1)) for case types 9.20 matters without Supreme Court numbers, Probation, and Reapproval.
P2	Track rates of successful satisfaction of restitution orders by Q2 2019	Quarterly Annually	Regulation and Discipline	Successful Completion of Restitution” tracks timely full payment of the restitution ordered for case types ADP, Other, Probation, and Reapproval. There were 3 respondents who should have completed their restitution in Q 2. Metric will change timing from quarterly to annual due to low volume of data.

Division/Office: Programs – Client Security Fund

Measurement Focus: Customer Satisfaction, Efficiency, Cost Control, Cycle Time

Data collection plan: LORI MELOCH

Office metric #	Performance Target	Timing	Board Committee	Notes:
CSF1	Provide status update to 100% of applicants at least twice a year	Bi-annually	Regulation and Discipline	Update letters or emails went out to approximately 2,500 applicants.
CSF2	Ensure timely, accurate budget allocations for reimbursements	Annually	Regulation and Discipline	
CSF3	Develop and monitor annual benchmarks for number of cases to be resolved based on annual budget and pending inventory by Q1 annually	Annually	Regulation and Discipline	
CSF4	Develop and monitor target for time to payout after final disposition based on resource availability by Q1 annually	Annually	Regulation and Discipline	
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	Annually	Regulation and Discipline	

Division/Office: Programs – Office of Access & Inclusion

Measurement Focus: Efficiency (Operational Management), Compliance

Data collection plan: HELLEN HONG

Office metric #	Performance Target	Timing	Board Committee	Notes:
OAI1	Demonstrate full integration of grant-making, diversity, and legal services policy work by Q2 2019	Q2 and annually thereafter	Programs	
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	Q4 2019	Programs	
OAI3	Identify 3-5 key improvement opportunities in data reporting and collection from the 2017 Main Benefits Report by Q1 2019	One time, Q2	Programs	
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	One time, Q3 and Q4	Programs	
OAI5	Monitor bank compliance with agreed upon interest rates.	Quarterly	Programs	
OAI6	Complete Justice Gap Study by end of Q4 2019	One-Time	Programs	

Division/Office: Programs-Professional Competence

Measurement Focus: Outreach/Access, Customer Satisfaction

Data collection plan: RANDALLDIFUNTORUM

Office metric #	Performance Target	Timing	Board Committee	Notes:
OPC1	Ethics Hotline: Maintain historical benchmark of a ratio of 60% new callers to 40% returning callers within a 10% variance	Quarterly	Regulation and Discipline	
OPC2	Rules of Professional Conduct: Increase attorney awareness of the new Rules of Professional Conduct, effective November 1, 2018	Monthly	Regulation and Discipline	Metric is being discontinued as the rules are no longer new.
OPC 3 -2	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	Quarterly	Regulation and Discipline	There are 9 courses that new Bar admittees are required to take upon obtaining their licensure. These results were determined from 225 post course surveys.

Division/Office: Finance

Measurement Focus: Fiscal Management/Operational Efficiency, Quality, Cycle Time

Data collection plan: JOHN ADAMS

Office metric #	Performance Target	Timing	Board Committee	Notes:
F1	Provide accurate, timely and informed budget projections to enable efficient financial planning by client department and the Executive Director	Quarterly	Finance and Planning	
F2	Reduce number of billing-related phone calls from attorneys to ARCR by 10% by Q1 2019	Quarterly	Finance and Planning	The number of billing phone calls dropped from 6,314 in 2018 to 3,134 in 2019.
F3	Pay 90% of vendor invoices within 30 days of receipt by Q1 2019	Quarterly	Finance and Planning	Finance processed 2,501 invoices in the second quarter.
F4	Process 100% monthly financial statements accurately and on time within 20 days of the close of the Month	Monthly, effective June 1 annually	Finance and Planning	
F5	90% of internal clients report a high level of overall satisfaction with finance services	Annually	Finance and Planning	

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

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

Data collection plan: SARAH COHEN

Office metric #	Performance Target	Timing	Board Committee	Notes:
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	Quarterly	Executive	Stakeholders defined as Board of Trustees.
BJA2	100% of JNE candidates evaluated within 90 days	Bi-annually	Executive	Metric not reported at this time as the Governor has cancelled all JNE meetings in the first six months of 2019 to reevaluate the process.
BJA3	Ensure diversity of Board and committee applicant pool by establishing baseline data of applicant pool by Q1 2019	Annually	Executive	
BJA4	Develop standardized on- boarding process for all state bar sub-entities by Q4 2018	Annually	Executive	
BJA5	90% utilization of a standardized on- boarding process by all state bar entities by Q2 2019	Bi-annually Annually	Executive	Metric reporting will change to correspond to the on-boarding activities that primarily occur in the fall.
BJA6	All Board Committee Coordinators and sub-entity coordinators trained and oriented on standardized meeting management procedures by Q4 2019	Quarterly	Executive	

Division/Office: Mission Advancement and Accountability – Research and Institutional Accountability

Measurement Focus: Efficiency (Operational Management)

Data collection plan: LISA CHAVEZ

Office metric #	Performance Target	Timing	Board Committee	Notes:
ORIA1	90% of all ORIA projects meet project milestones by Q2 2019	Monthly Quarterly	Executive	Milestones were met in 24 of 32 projects. Metric will change from monthly to quarterly to standardize it with other project monitoring metrics.
ORIA2	Compliance monitoring systems established with respect to statutes, rules, procedures and policies by Q3 2019	Quarterly	Executive	
ORIA3	95% on time distribution of Discipline Reports from ODY by Q2 2019	Monthly	Executive	
ORIA4	90% of regular management reports and performance metrics are automated by Q2 of 2019	Monthly	Executive	

Division/Office: Strategic Communications and Stakeholder Engagement

Measurement Focus: Outreach (Brand Image, Public Perception), Customer Satisfaction

Data collection plan: TERESA RUANO

Office metric #	Performance Target	Timing	Board Committee	Notes:
SCSE1	<p>Increase positive narrative about the State Bar by effectively communicating regarding key State Bar initiatives</p> <p>Target: identify 2019 initiatives by Q1 2019</p>	One-Time, Q1	Executive	
SCSE2	90% of stakeholders report a high level of OVERALL satisfaction with quality of internal communications	Annually	Executive	

Division/Office: Office of Chief Trial Counsel (OCTC)

Measurement Focus: Cycle Time, Quality

Data collection plan: MELANIE LAWRENCE

Office metric #	Performance Target	Timing	Board Committee	Notes:
OCTC1	Minimize number of P-1 cases in backlog	Monthly	Regulation and Discipline	Case Types included in OCTC metrics are those involving Other Jurisdiction matters (J), Original, Probation Referrals (OPB), Reportable Action matters (O), Rule 1-110 violations (H), Rule 9.20 violations (N), and Unauthorized Practice of Law matters (NA). These case types were selected due to their inclusion in the statutory Annual Discipline Report tables and their significance to OCTC operations. NA cases are not included in the backlog metric.
OCTC2	Ensure P-2 cases are processed in an expedited fashion Target: identify appropriate P-2 timeframe goal by end of Q1 2019	Monthly	Regulation and Discipline	P2 processing times include time spent before assignment to P2 as well as time spent before the creation of the prioritization system. Cases that do not originate as P2 Cases often are due to lack of resources. Includes cases where the respondent is ineligible to practice.
OCTC3	Maintain annual caseload clearance rate of 1.0 or higher	Monthly	Regulation and Discipline	This metric is calculated using a 12 month rolling average to smooth out month to month fluctuations. It is a ratio of cases closed to cases opened in a month.
OCTC4	Case Disposition Times at median and 90th Percentile	Monthly	Regulation and Discipline	Disposition times calculated as time between case origination and closure.
OCTC5A	Maintain current level of CRU reopens for reasons other than new evidence.	Monthly	Regulation and Discipline	Data from before Feb-19 is extracted from AS400. Data from after Feb-19 is extracted from ODY. Data from Feb-19 is not included.

Office metric #	Performance Target	Timing	Board Committee	Notes:
OCTC5B	Maintain current level of Walker reopens.	Monthly	Regulation and Discipline	Cases are searched on https://www.courts.ca.gov/supremecourt.htm to obtain this metric.
OCTC5C	Decrease the number of random audit reopens for substantive reasons	Bi-annually	Regulation and Discipline	Reporting period of report is March 2018-August 2018
OCTC6	Case Inventory Trends	Monthly	Regulation and Discipline	Cases inventory at month end.

Division/Office: Office of General Counsel (OGC)

Measurement Focus: Cycle Time, Customer Satisfaction, Organizational Capability

Data collection plan: VANESSA HOLTON

Office metric #	Performance Target	Timing	Board Committee	Notes:
OGC1	Complete/resolve an average of 60 CRU cases per month by end of Q4 2019	Monthly	Regulation and Discipline	
OGC2	90% of clients report a high level of overall satisfaction with OGC services	Annually	Finance and Planning	
OGC3	Staff 100% of the attorney positions in the Office of General Counsel	Annually	Finance and Planning	

Division/Office: State Bar Court

Measurement Focus: Efficiency, Cycle Time

Data collection plan: MICHELLE CRAMTON

Office metric #	Performance Target	Timing	Board Committee	Notes:
SBC1	Maintain an annual caseload clearance rate of at least 1.0 or above	Monthly	Regulation and Discipline	This metric is calculated using a 12 month rolling average to smooth out month to month fluctuations. It is a comparison of the number of cases closed to the number of cases filed. Case Types included in SBC are all cases except those regarding Resignations without Charges Pending (W), Resignations With Charges Pending (Q), and Prefiling (PF).
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	Monthly	Regulation and Discipline	The percentage of cases closed that were processed within the given timelines.
SBC3	Case Disposition Times at median and 90th Percentile	Monthly	Regulation and Discipline	Calculated at median and 90th percentile, the number of days between case filing in State Bar Court and the final State Bar Court disposition.
SBC4	Track number of appeals filed by Q2 2019; maintain current level of reversals and remands	Bi-annually	Regulation and Discipline	Supreme Court granted respondent's request for rehearing and remanded the case to address evidence that had not been presented in the State Bar Court Hearings.