



The State Bar *of California*

OPEN SESSION AGENDA ITEM 41-1 NOVEMBER 2019

DATE: November 14, 2019

TO: Members, Board of Trustees

FROM: Leah T. Wilson, Executive Director

SUBJECT: Report from Executive Director

The November 2019 meeting of the Board of Trustees (Board) marks an important milestone in the structural reform of the State Bar. The end of the terms of the last two elected members of the Board in September, followed by the Governor's selection of his two remaining positions on the Board gives us a full complement of Trustees. For the first time, the Board will be operating with all 13 of its trustee positions filled in the new Board structure. When the Legislature reduced the size and changed the composition of the Board, it did so with the intent of ensuring that the State Bar retain a clear focus on its core mission of licensing, and regulation of attorneys while supporting efforts to improve access to and inclusion in the legal system.

Since the September meeting of the Board of Trustees the Governor signed Senate Bill 176 into law, enacting the first fee increase for the State Bar in 21 years. The significance of the fee increase to the State Bar cannot be understated. It will provide essential resources for the State Bar to continue its important work and also represents a vote of confidence in the reforms that the State Bar has undertaken over the last four years.

The fee increase should not, however, be considered cause for resting on our accomplishments or a validation of the status quo. State Bar staff, its leadership team, and the Board of Trustees should all expect to continue moving forward with the same energy and commitment that we have demonstrated in recent years; as a very clear reminder, the fee increase provided was only a proportion of that actually needed to fully fund the State Bar. We must continue to demonstrate progress, self-assessment and self-reform, in order to ensure the long-term health of the organization.

Keeping faith with our sister branches of government and the Supreme Court will require that we hew closely to the terms under which the fee increase was granted. These terms can be found in the audits conducted by the Bureau of State Audits (BSA) and the Legislative Analyst's Office (LAO). On today's agenda you will find an item that specifically addresses the need to closely and timely adhere to bases for which the fee increase was granted – staff seeks your approval to extend an equitable retiree health benefit to nonexecutive, nonunion staff, pursuant to the methodology supporting the licensing fee increase.

The BSA audit also made it clear that the State Bar will need to make smart capital investments to lay a foundation for future increases. While the State Bar has begun work on maximizing lease revenue, the Board will need to consider strategic investments in San Francisco building space consolidation which would realize two benefits – increased lease revenue and reduced per employee per square foot allocations. Staff will present proposed investments in this vein to the Board as part of the 2020 budget process.

The LAO review of the State Bar raised questions about the workload estimates that the State Bar used to determine the need for staff in the Office of Chief Trial Counsel (OCTC). The State Bar will need to address the LAO's concerns and reevaluate OCTC workload in 2020. A time study of OCTC will allow for the creation of differentiated case weights, as the LAO recommended, and also provide insights into the impact of the new case management system on the work of OCTC staff. This effort will also be reflected in staff's proposed 2020 State Bar budget.

In addition to the work that we will undertake to demonstrate our good stewardship of attorney licensing fees, the State Bar will need to continue building on the work that it has begun in the area of access and inclusion. In October, the State Bar held its second annual Diversity Summit, bringing together representatives from affinity bar associations, law firm diversity coordinators, the California Lawyers Association, and California Change Lawyers. The summit reaffirmed the need for the State Bar to continue collecting data on the demographic and sectoral composition of the attorney population. To that end, additional questions are being developed for the MyStateBar profile survey, and a new survey will be delivered late in 2019 to begin tracking the reasons that people leave the profession. This data will inform the first statewide report card on diversity of the legal profession which the State Bar will publish in January. The Board will be informally updated on inclusion and diversity data collection efforts and the report card development process over the lunch hour at today's meeting.

Another important aspect of work in the area of inclusion and diversity is on the Board's agenda today: the study of disparities in the discipline system. The report provides a rigorous empirical evaluation of disproportionate outcomes for males, attorneys of color, and solo practitioners in the discipline system, with a particular focus on the stark disparities between Black and White male attorneys, as well as the factors for these disparities which statistically explain differential outcomes while providing much for the Board to consider in terms of next steps. The State Bar, and the Board in particular, should be commended for its commitment to offering a transparent evaluation of an issue that has been anecdotally speculated about for years. Because we are blazing the trail – to my knowledge no other licensing agency has

conducted such an analysis - there are no clear, well-worn paths to follow. This does not mean however that we should sit idly by and let the status quo continue. Armed with data and information, we are well poised to develop a concrete response plan and will do so for the Board's consideration as part of the January 2020 planning session.

AUGUST AND SEPTEMBER PERFORMANCE ON THE METRICS

The August and September 2019 Metrics Report, which includes monthly metrics and metrics for the third quarter of the year, is provided as Attachment A.

Of the 52 State Bar metrics, performance targets were not met for the following 19:

- Metric OCTC-3, Maintain annual caseload clearance rate of 1.0 or higher
 - Target 1.0: August and September performance, .90 and .92 respectively.
- Metric OPC-1, Ethics Hotline: Maintain historical benchmark of a ratio of 60 percent new callers to 40 percent returning callers with a 10 percent variance
 - Target, 60 percent new callers, 40 percent returning callers; Q3 performance 38 percent and 62 percent.
- Metric OPC-2, For E-Learning Courses, Participants report that: (1) courses meet their expectations; and (2) courses contain significant practical content
 - Target, 85 percent; Q3 performance, 73 and 86 percent respectively.
- Metric SBC2-A, Hearing Department: 90 percent of cases reach final outcome within timelines
 - Target 90 percent; August and September performance, 83 and 66 percent respectively.
- Metric SBC2-B, Hearing Department: All cases reach final outcome within 150 percent of timelines
 - Target 100 percent; August and September performance, 98 and 93 percent respectively.

A report addressing the reasons for missing the targets on the above metrics is on the agenda of the Regulation and Discipline Committee. A brief explanation of the other metrics for which performance targets were not met is provided below.

- Metric ARCR-2, External callers report a high level of overall satisfaction with call center experience
 - Target, 75 percent; Q3 performance 73 percent.

Staff continues to work to improve performance on this metric and is now within 2 percent of the goal. Staff has engaged a consultant to review and edit call center scripts. This was the primary improvement recommendation offered by a "secret shopper" who called in to all of the State Bar's phone lines over a number of weeks earlier this year. We expect that, once script

modifications are implemented pursuant to this review and edit process, we will meet the desired performance target.

- Metric ARCR-5, Convert 20 percent of Law Corporations to a strictly online renewal process by Q3 2019
 - Target, 20 percent; Q3 performance 0 percent.

Unexpected delays in implementation of the online renewal process caused this metric to only roll out to small pilot group in Q3. Staff expects to be able to meet this target in the near future.

- Metric F-1, Provide accurate, timely and informed budget projections to enable efficient financial planning by client offices and the Executive Director
 - Target, 100 percent; Q3 performance, did not meet.

As mentioned in previous metrics reports, this is a manual, complex process that can be prone to error. The deployment of a new financial system in early 2020 will enhance management's ability to create reports and monitor budgets in real time.

- Metric F-3, Pay vendor invoices within 30 days of receipt by Q1 2019
 - Target, 90 percent; Q3 performance, 78 percent.

As discussed in September's metrics report, timely vendor payment is dependent on timely submission of invoices to the Office of Finance. Office of Finance staff will continue to remind other offices about the importance of prompt submission of invoices. The new financial system that is currently being implemented will also cut down on the time it takes Finance staff to process invoices, making it more likely that this metric will be met.

- Metric F-4, Process 100 percent monthly financial statements accurately and on time within 20 days of the close of the month
 - Target, 100 percent; August and September performance, did not meet.

Due to the manual nature of month end closing, staff was not able to meet this metric; staff does not anticipate meeting this metric until the deployment of the new financial system.

- Metric HR-2, Performance evaluations processed within 30 days of due date
 - Target, 100 percent; Q3 performance, 74 percent.

Performance evaluation completion remains a priority of executive management. The new policy tying executive merit increases to timely performance reviews was implemented during the current reporting period. The effect of the new policy will be monitored to determine if further steps are required to achieve this metric.

- Metric HR-3, Stay Interviews are conducted for 100 percent of new hires within 90 days of hire by Q2 2019
 - Target, 100 percent; Q2 performance, 95 percent.

Staff made significant improvement since Q1 in the timely administration of these interviews. The only interview not conducted within the timeframe was that of an employee out on a leave

of absence. The information gathered in these interviews continues to inform management's retention strategies and there will be a continued emphasis to meet this metric in Q4.

- Metric OAI-4, Roll out 75 percent 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 programs¹
 - Target, 75 percent; Q3 performance, did not meet.

Staff began implementation on one of the three previously identified key improvement opportunities in data collection. The one program that was implemented in pilot form is homelessness prevention. Resource issues, combined with the focus on the Justice Gap study, delayed the other two data collection improvements.

- Metric ORIA-1, 90 percent of all ORIA projects meet project milestones by Q2 2019
 - Target, 90 percent; Q3 performance, did not meet.

ORIA met milestones for 85 percent of its projects in Q3. 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 have been resolved. In Q3 there were several high stakes projects with firm deadlines that were prioritized. The Director will assess resources needed to get projects on track for completion.

- Metric ORIA-4, 90 percent of regular management reports and performance metrics are automated by Q2 of 2019
 - Target, 90 percent; Q3 performance, did not meet.

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.

Note that none of the Office of Probation metrics are available due to challenges with the categories used by the Office of Probation and the need to define these into more discrete measures that can capture the information needed for metric reporting. Staff continues to work closely with the Office of Probation on this issue and expects to report these metrics at the next meeting of the Board of Trustees.

ADJUSTMENTS NEEDED

As a technical clean up, the date at which the metric was first reported is eliminated in F-2, F-3, GS-1, HR-3, IT-1, IT-3, LAP-3, LAP-6, ORIA-1, ORIA-3, ORIA-4, P-1, P-2 and SBC-4.

¹ A listing of the data collection improvements can be found in Attachment B, page 11 – OIA3 notes column.

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

- Metric ORIA-4, 90 percent of regular management reports and performance metrics are automated by Q2 2019
 - Metric reporting requirement should be changed to quarterly, versus monthly reporting.

ATTACHMENT(S) LIST

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

State Bar Metrics Monthly Highlights

August and September 2019

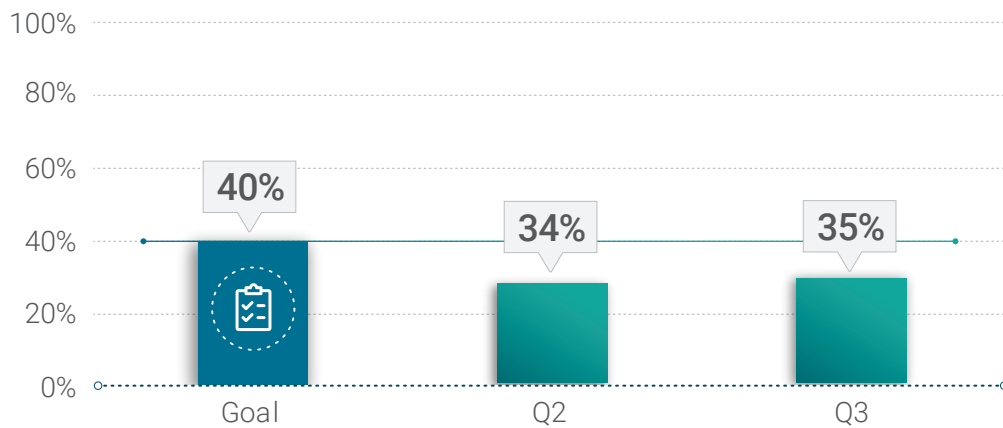


The State Bar of California



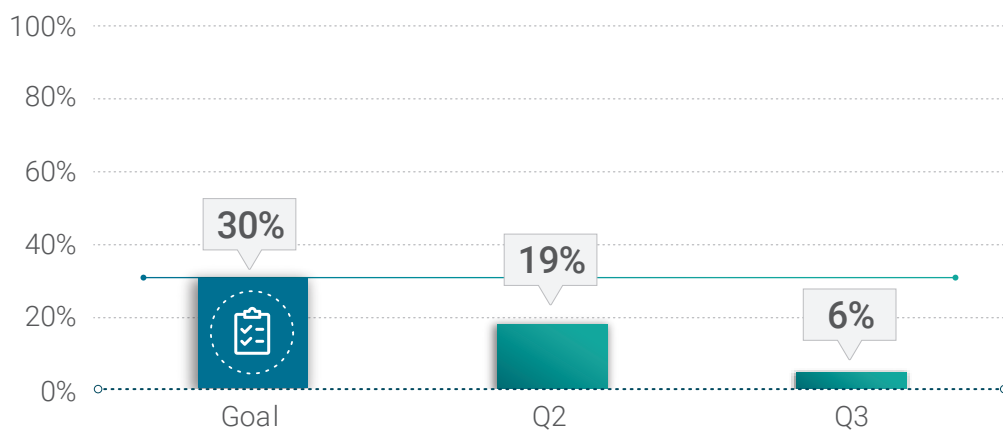
ARCR-1A

Less than 40% of Resource Center calls transferred out



ARCR-1B

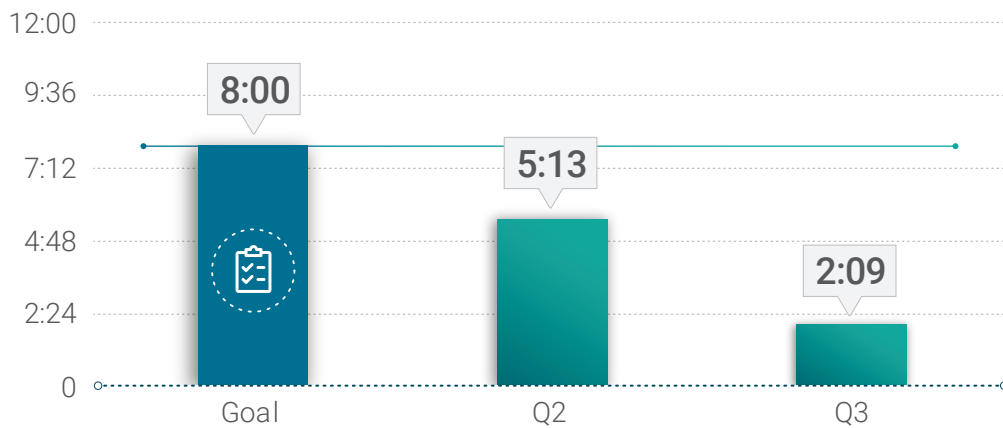
Less than 30% of calls abandoned





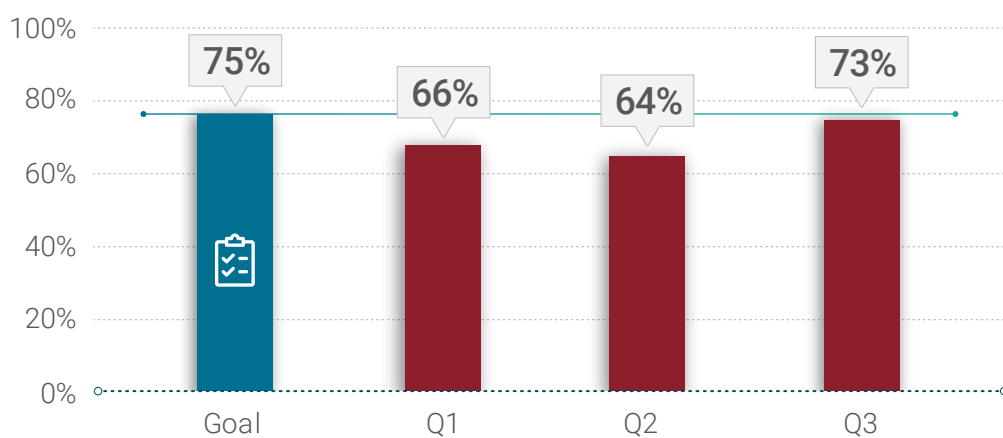
ARCR-1C

Average call wait time of less than 8 minutes



ARCR-2

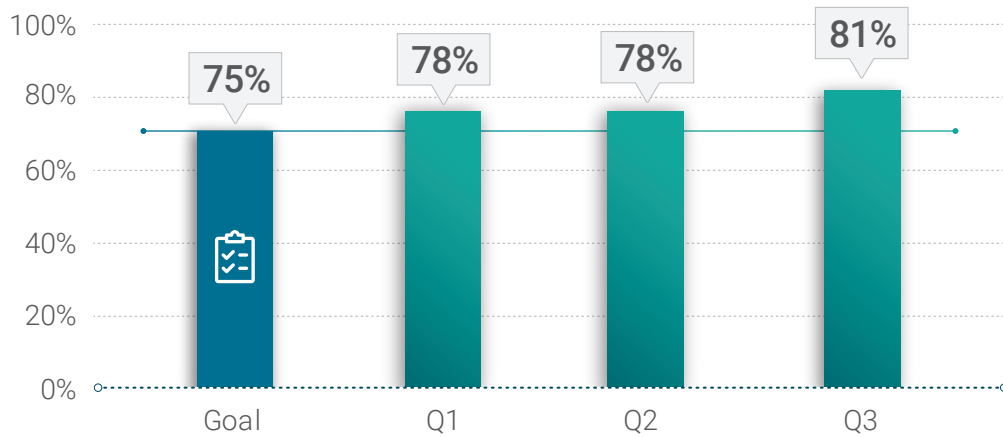
Callers report a high level of overall satisfaction with Resource Center experience





ARCR-3

Process 75% of MCLE applications within 30 days of receipt



ARCR-5

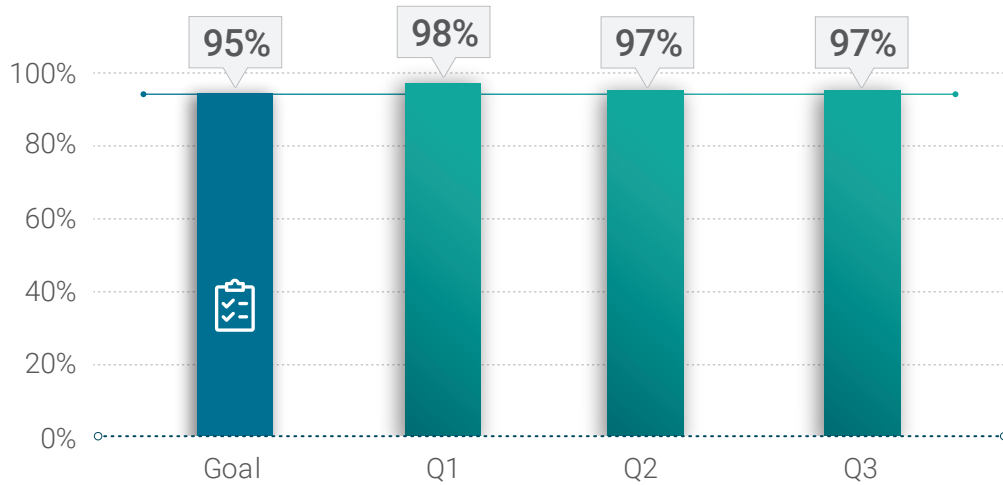
Convert 20% of Law Corporations to a strictly online renewal process by Q3 2019





ARCR-6

Fulfill 95% of requests for certificates of standing within 5 days of receipt



F-1

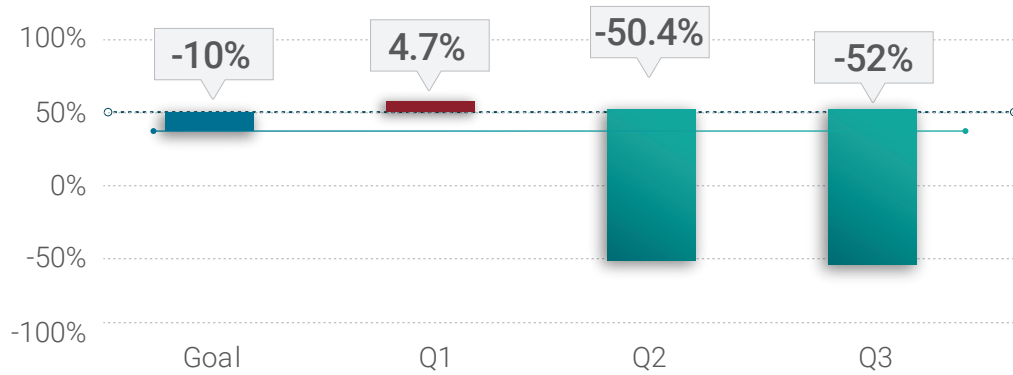
Provide accurate, timely and informed budget projections to enable efficient financial planning by client offices and Executive Director





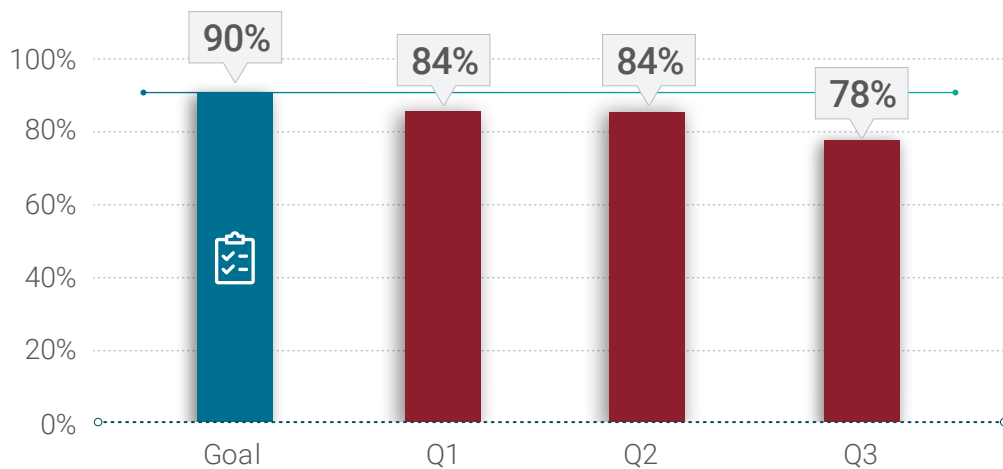
F-2

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



F-3

Pay 90% of vendor invoices within 30 days of receipt





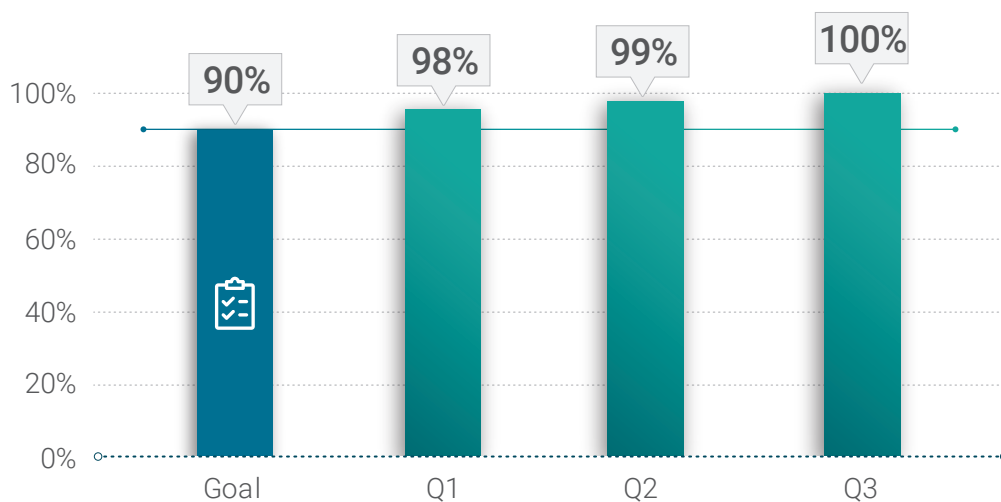
F-4

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



GS-1

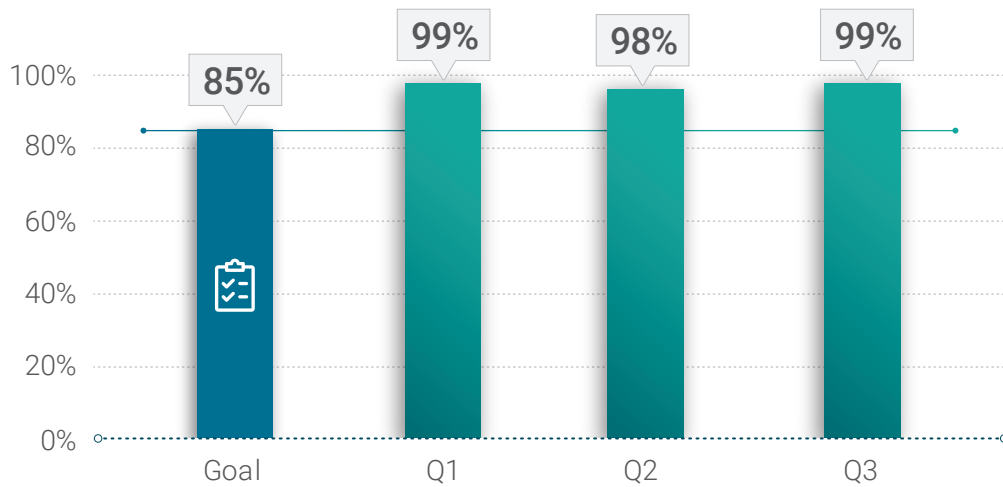
Process 90% of Procurement Requisitions with 100% accuracy within 3 days





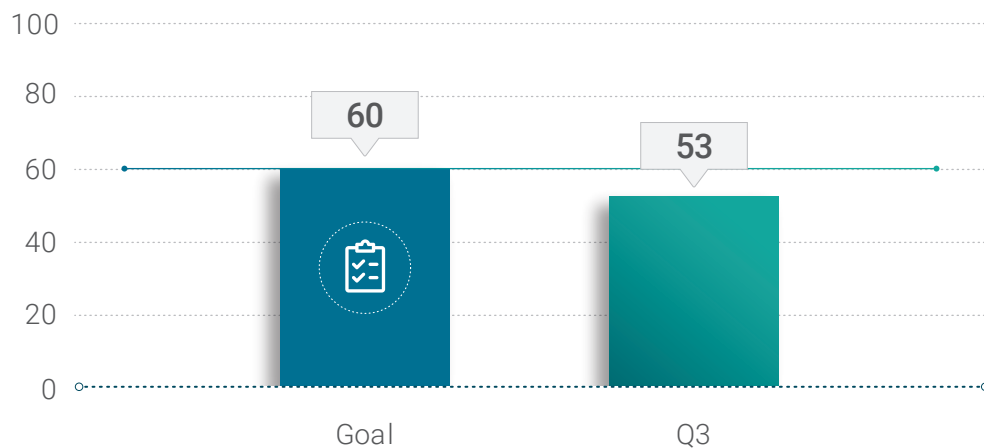
GS-2

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



HR-1

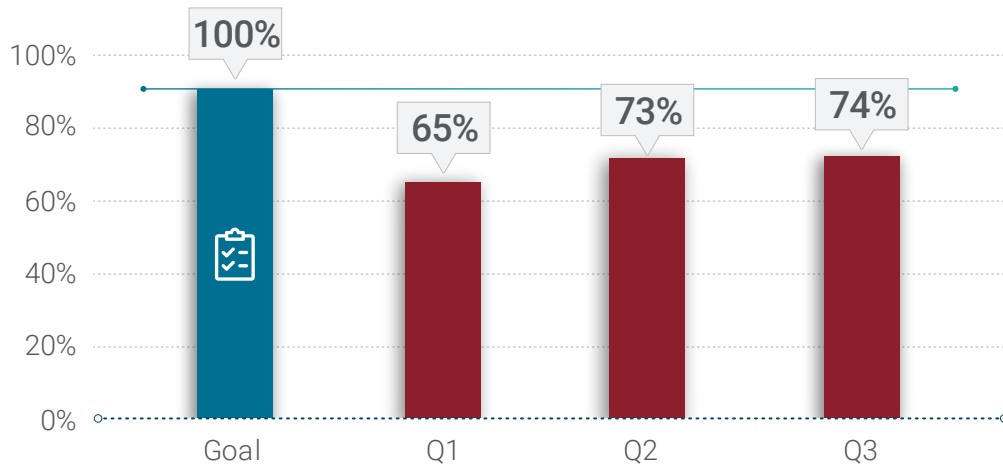
Reduce average time to hire to 60 days by Q3 2019





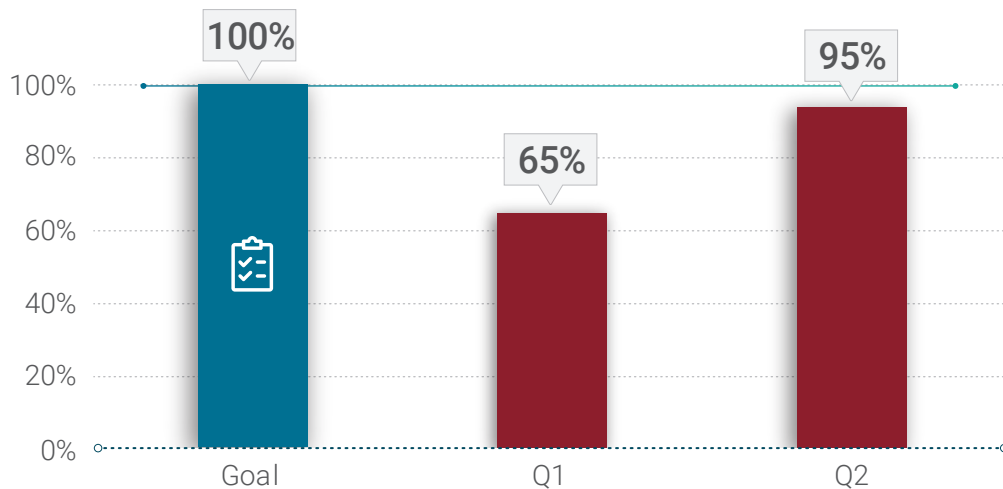
HR-2

Process performance evaluations within 30 days of due date



HR-3

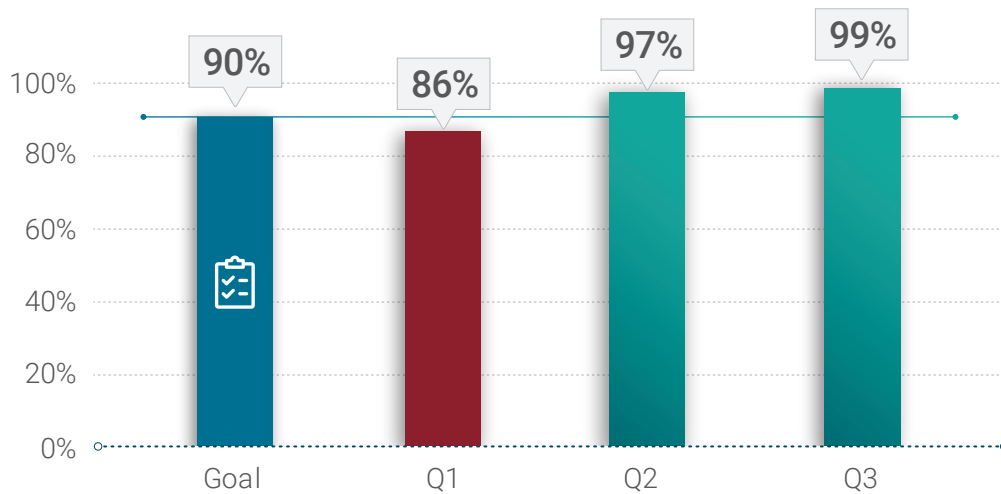
Stay interviews conducted for 100% of new hires within 90 days of hire by Q2 2019





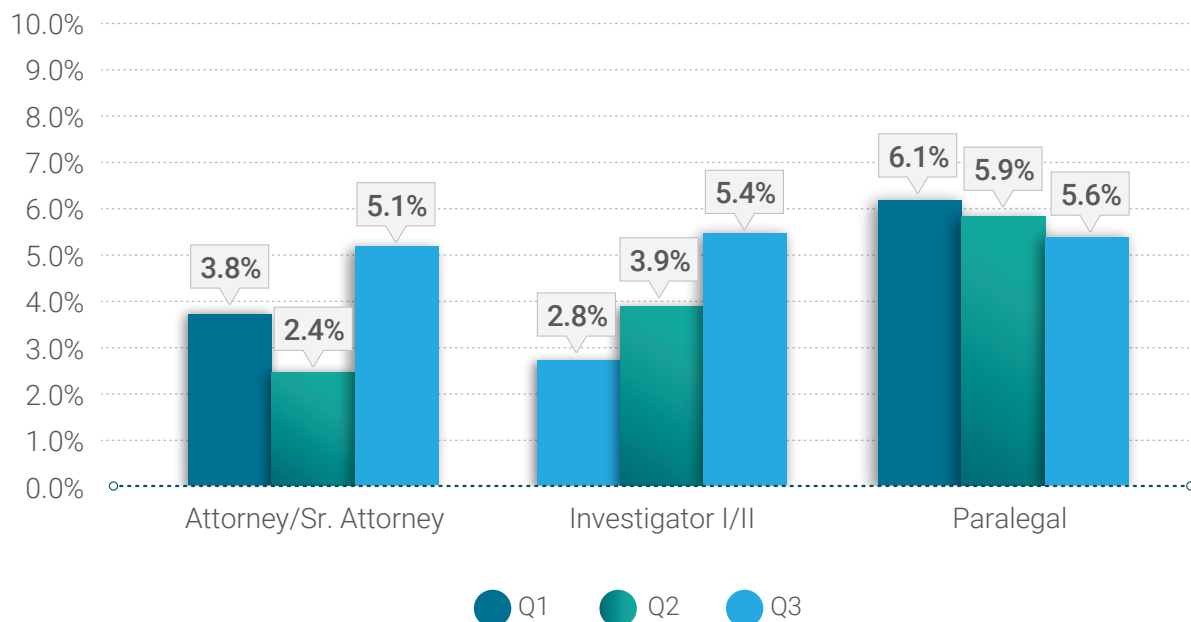
HR-6

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



HR-8A

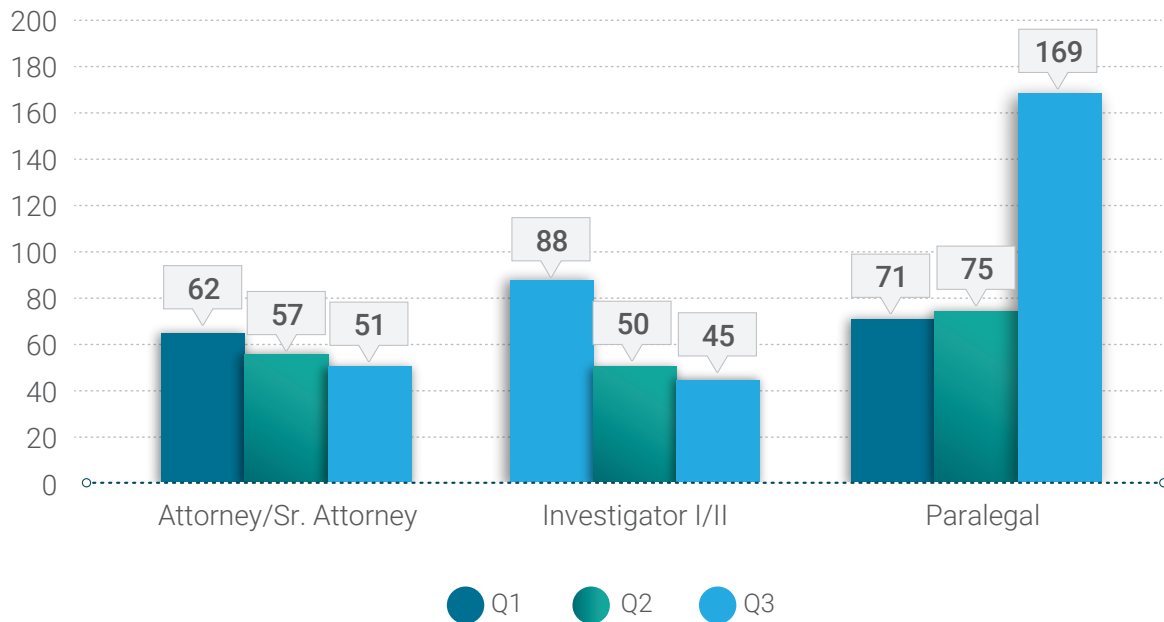
Key position turnover rate





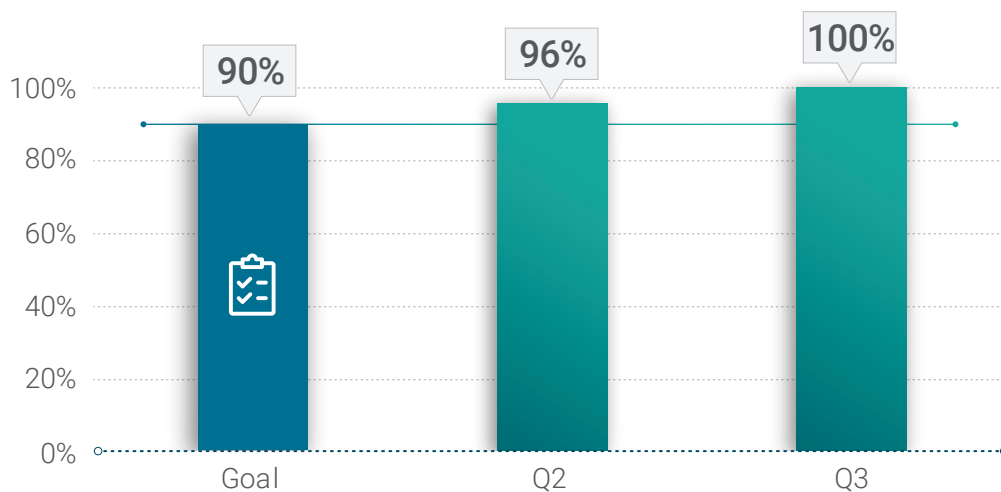
HR-8B

Key position time to fill (days)



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

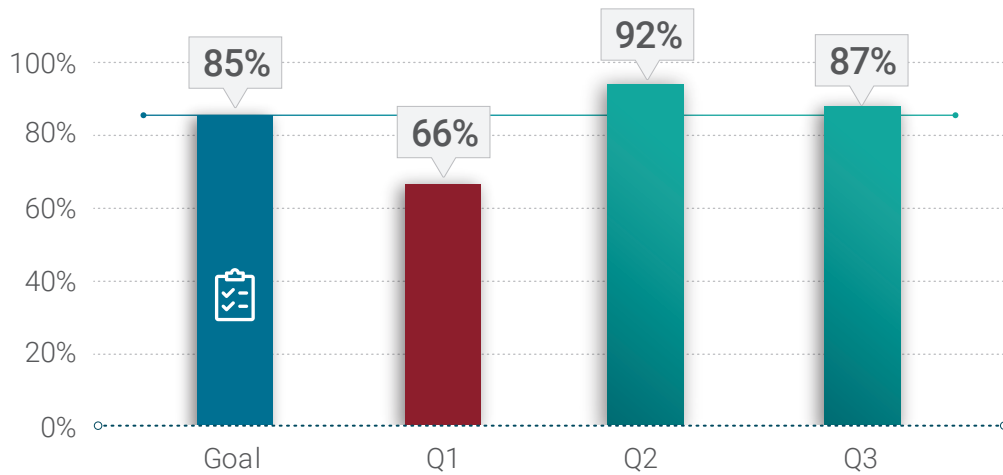
IT-1





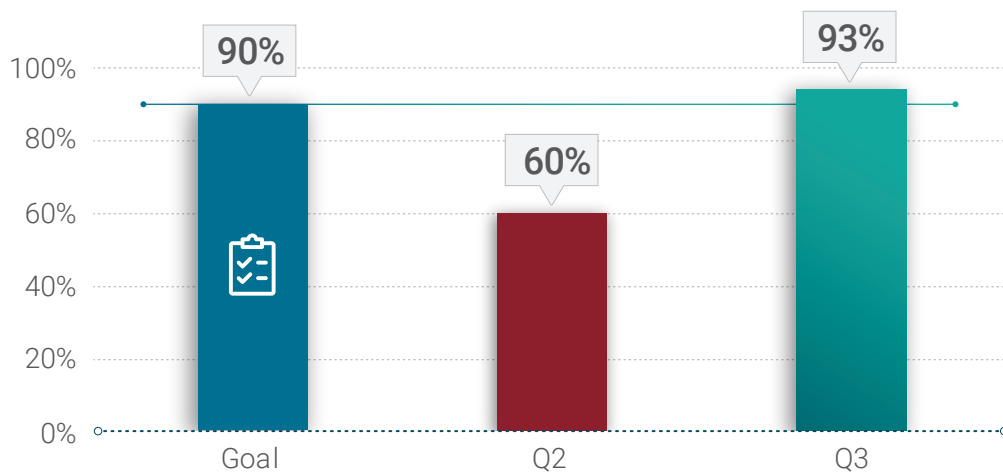
IT-2

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



IT-3

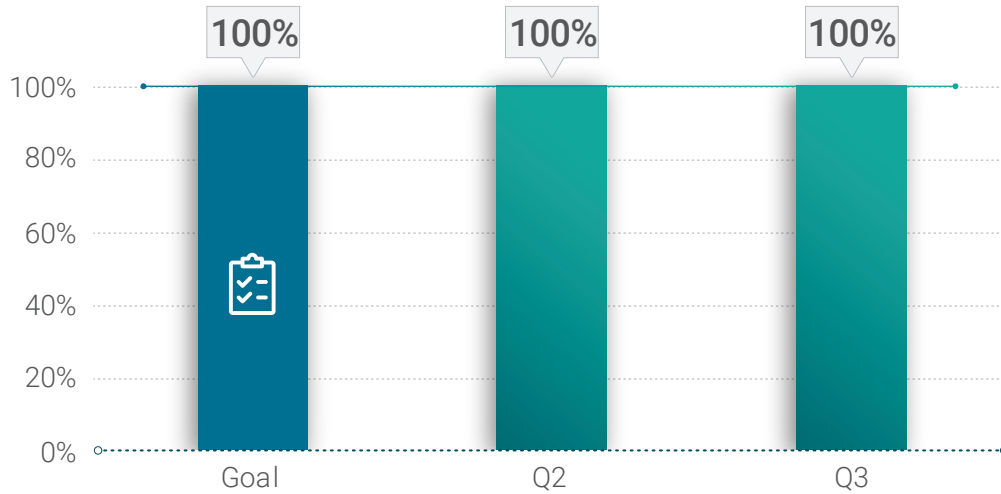
Complete 90% of planned major IT projects on schedule and on budget





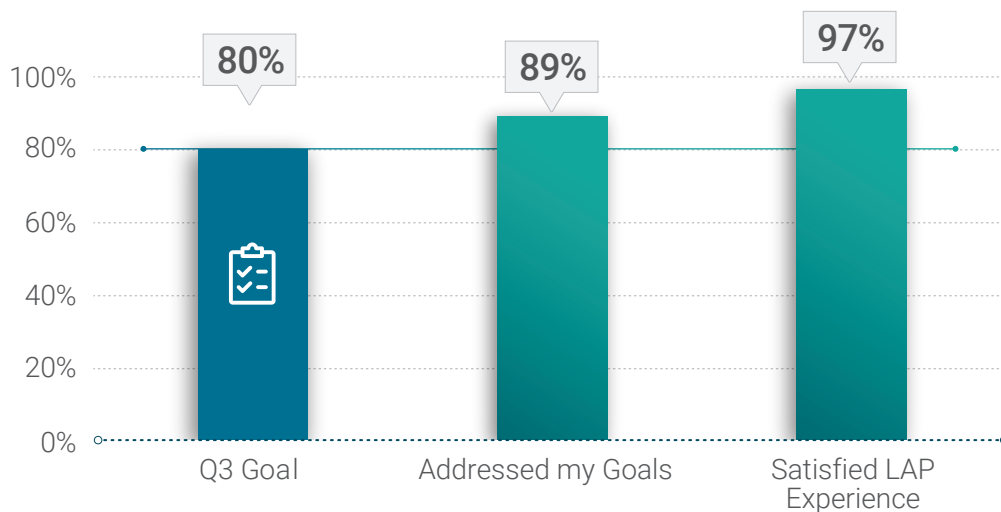
LAP-3

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



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

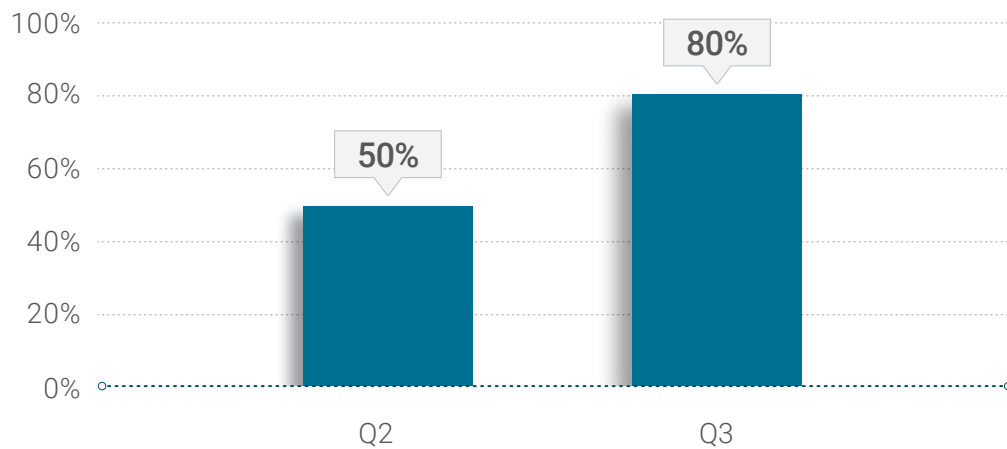
LAP-5





LAP-6

Successful completion rates for ADP cases



OAI-4

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





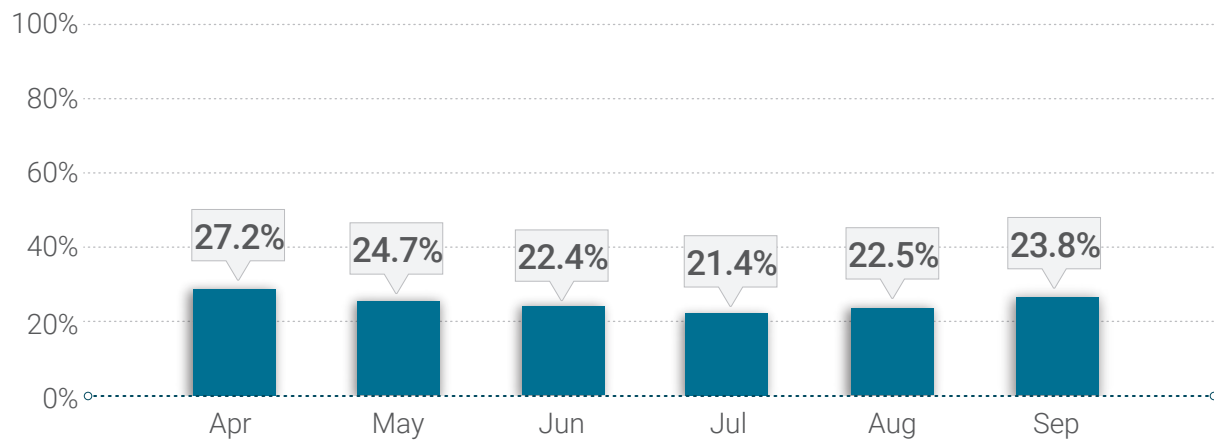
OAI-5

Monitor bank compliance with agreed upon interest rates



Minimize number of P-1 cases in backlog

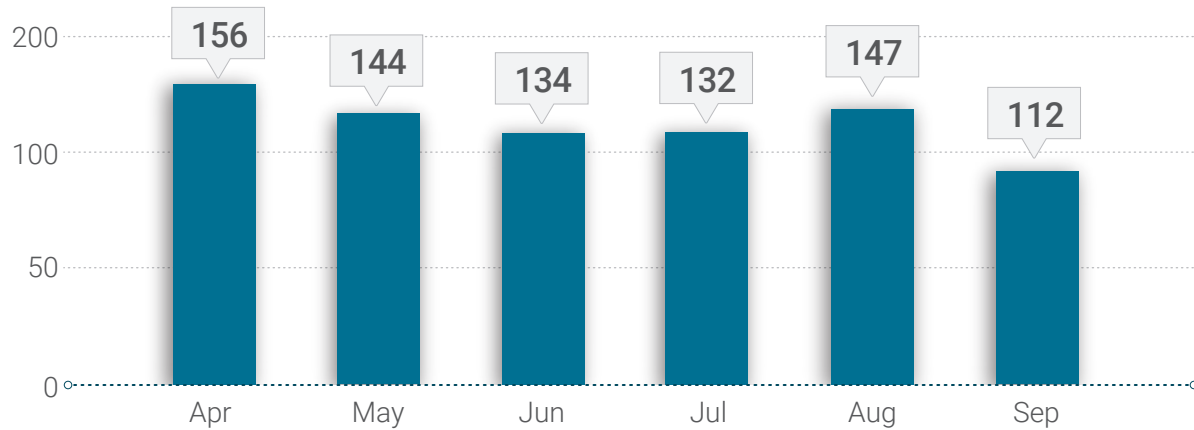
OCTC-1





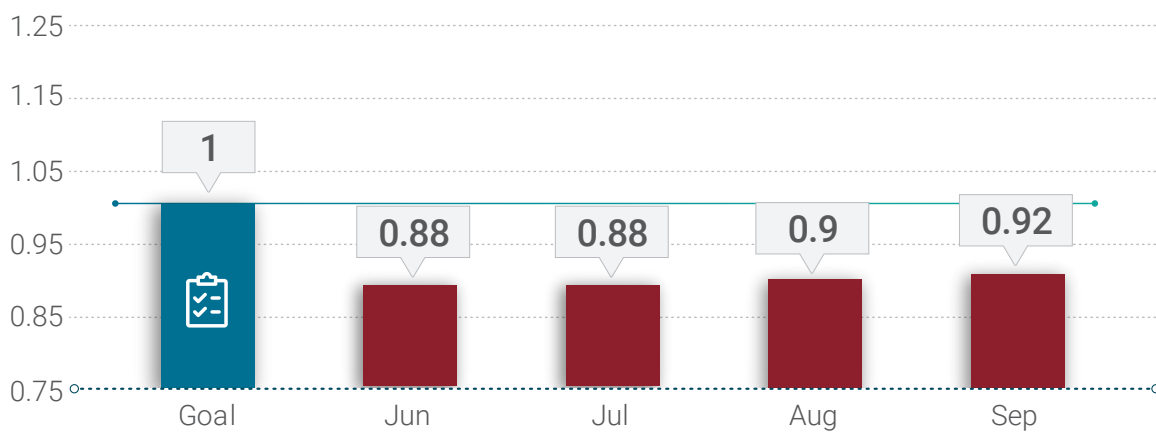
Ensure P-2 cases are processed in an expedited fashion (median number of days)

OCTC-2



Maintain annual caseload clearance rate of at least 1.0

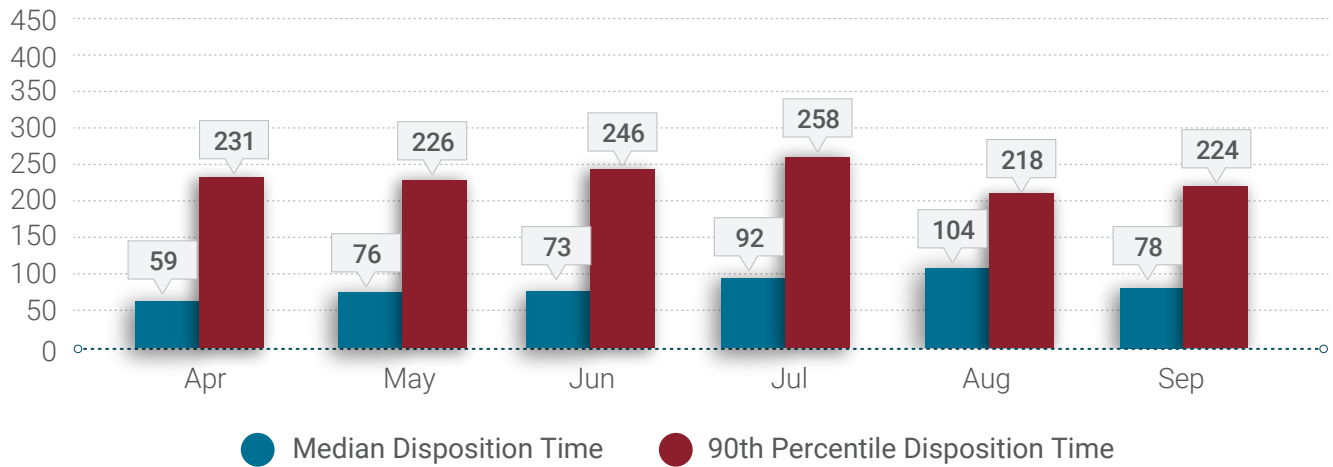
OCTC-3





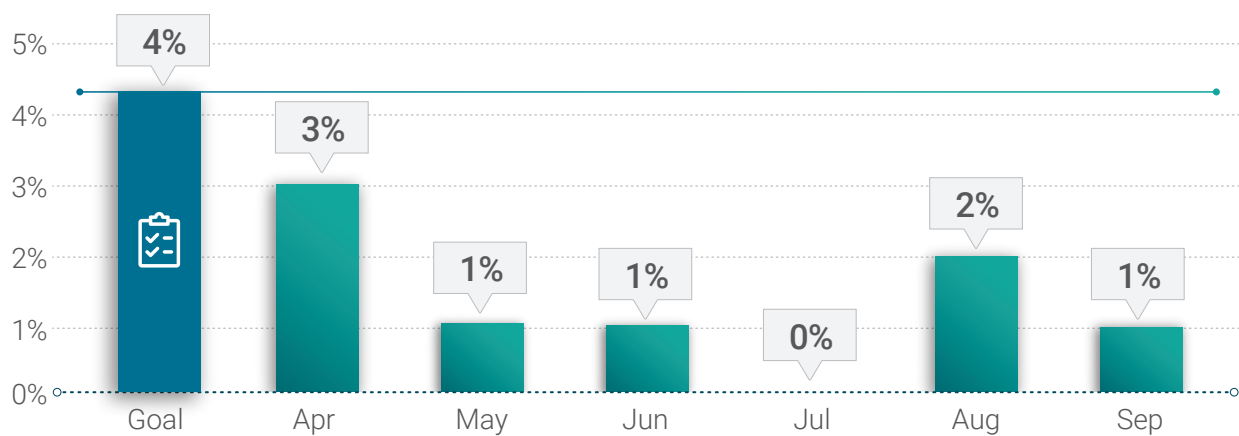
OCTC-4

Disposition Times



OCTC-5A

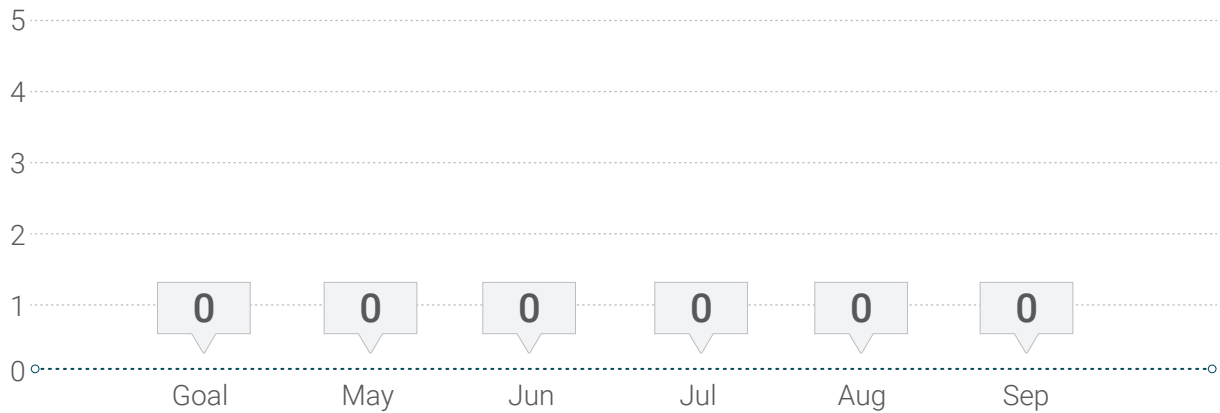
Maintain current level of CRU reopens for reasons other than new evidence





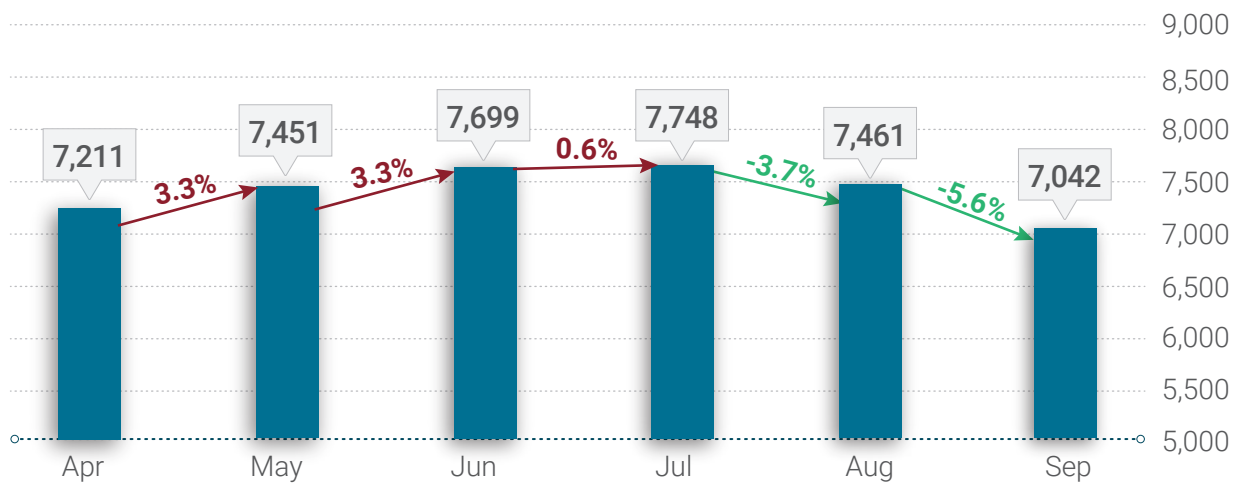
OCTC-5B

Maintain current level of Walker Petition reopens



OCTC-6

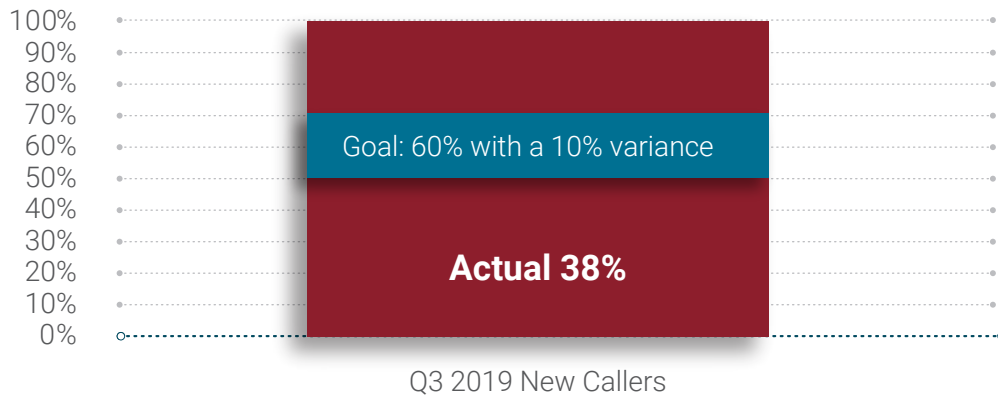
OCTC ADR Inventory





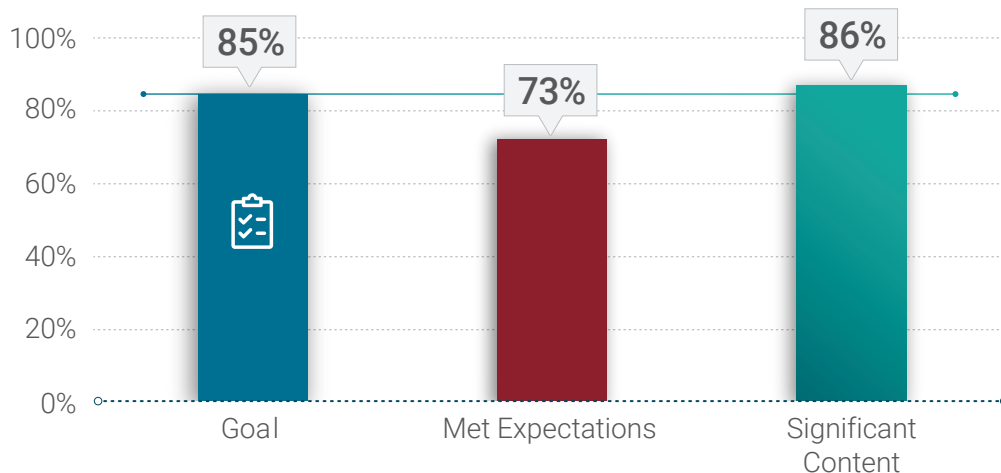
Ethics Hotline: Maintain historical benchmark of a ratio of 60% new callers to 40% return callers with a 10% variance for the ethics hotline

OPC-1



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

OPC-2





ORIA-1

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



ORIA-2

Compliance monitoring systems established with respect to statutes, rules, procedures, and policies by Q3 2019





ORIA-3

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



ORIA-4

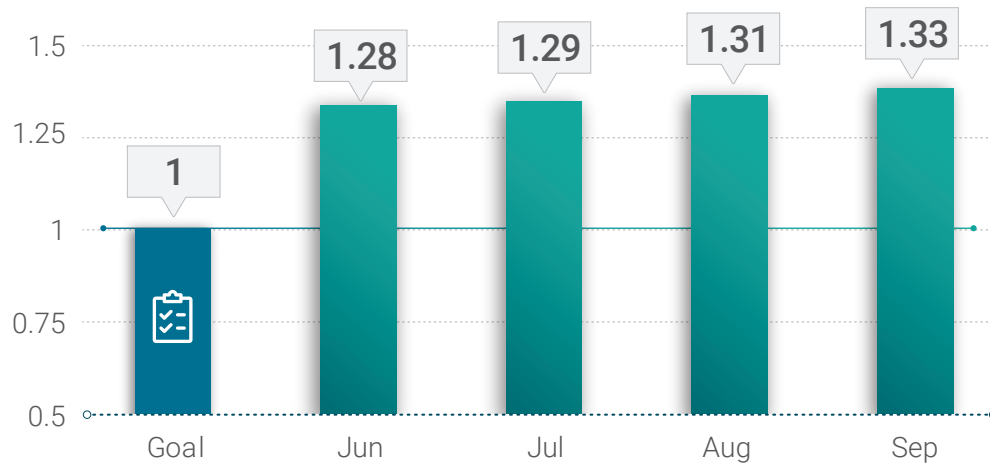
90% of regular management reports and performance metrics are automated by Q2 2019





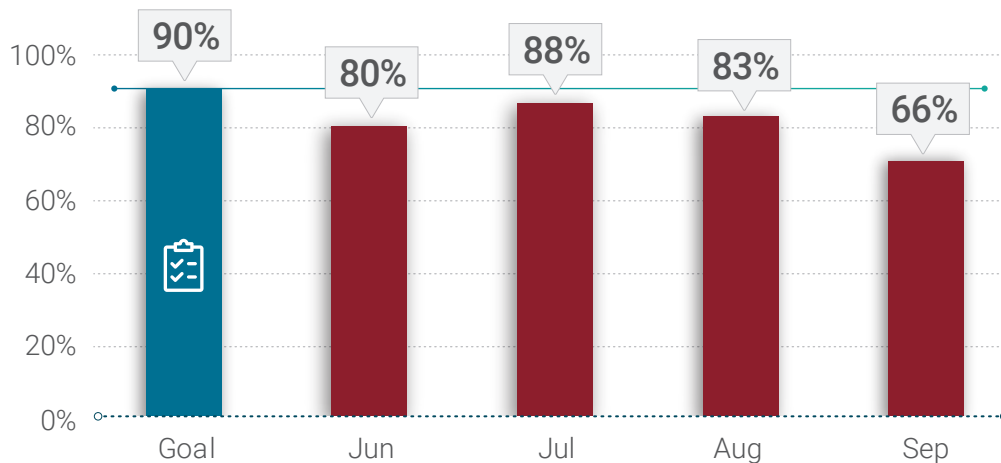
SBC-1

Maintain an annual caseload clearance rate of at least 1.0



SBC-2A

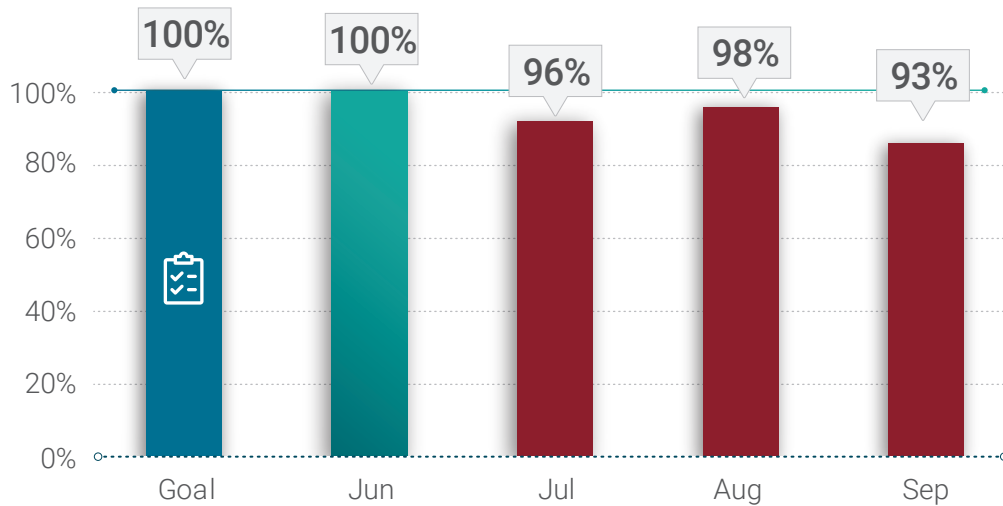
Hearing Department: 90% of cases reach final outcome within timelines





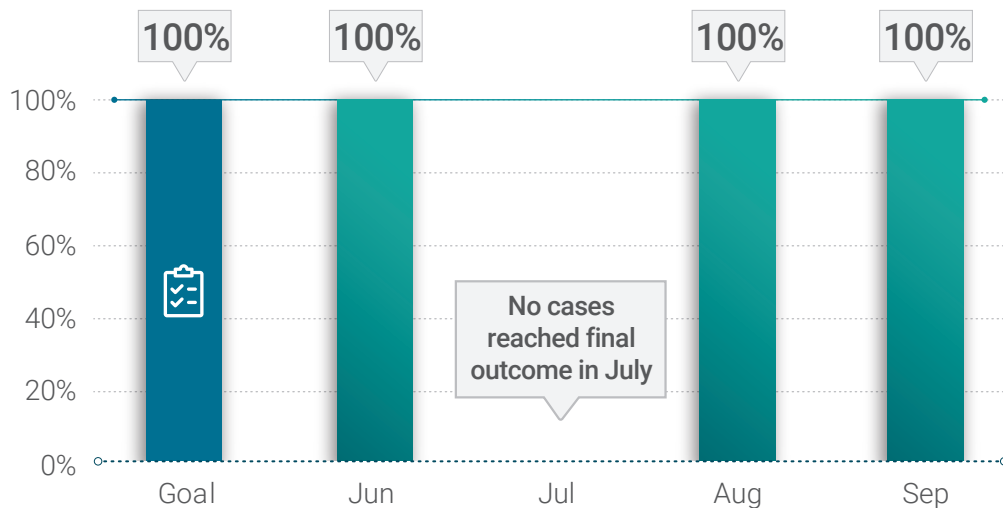
SBC-2B

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



SBC-2C

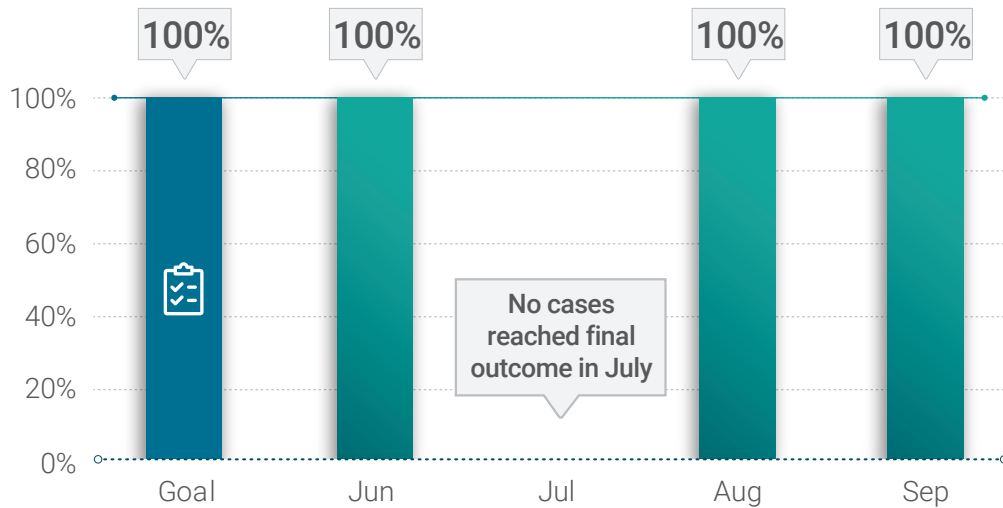
Review Department: 90% of cases reach final outcome within timelines





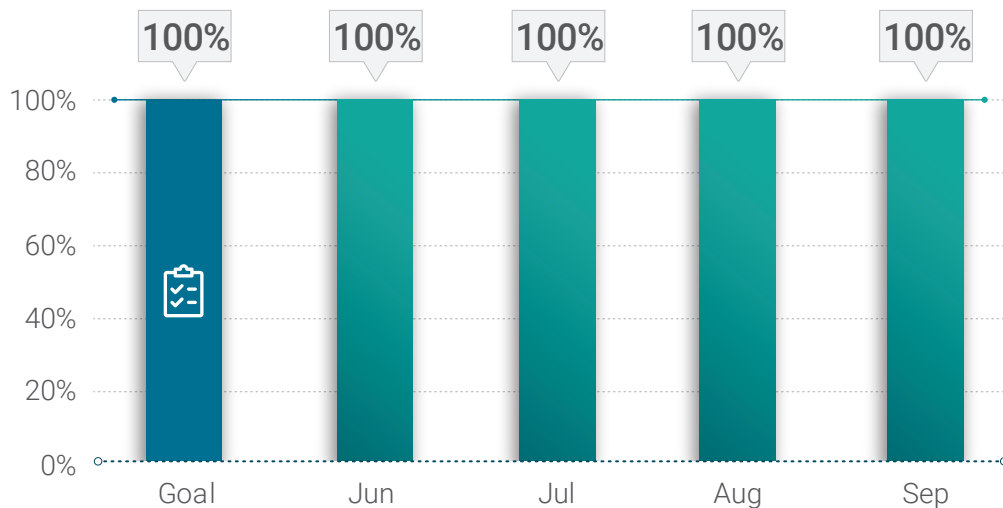
Review Department: All cases reach final outcome within 150% of timelines

SBC-2D



Effectuations: 100% of cases processed within established timeframes

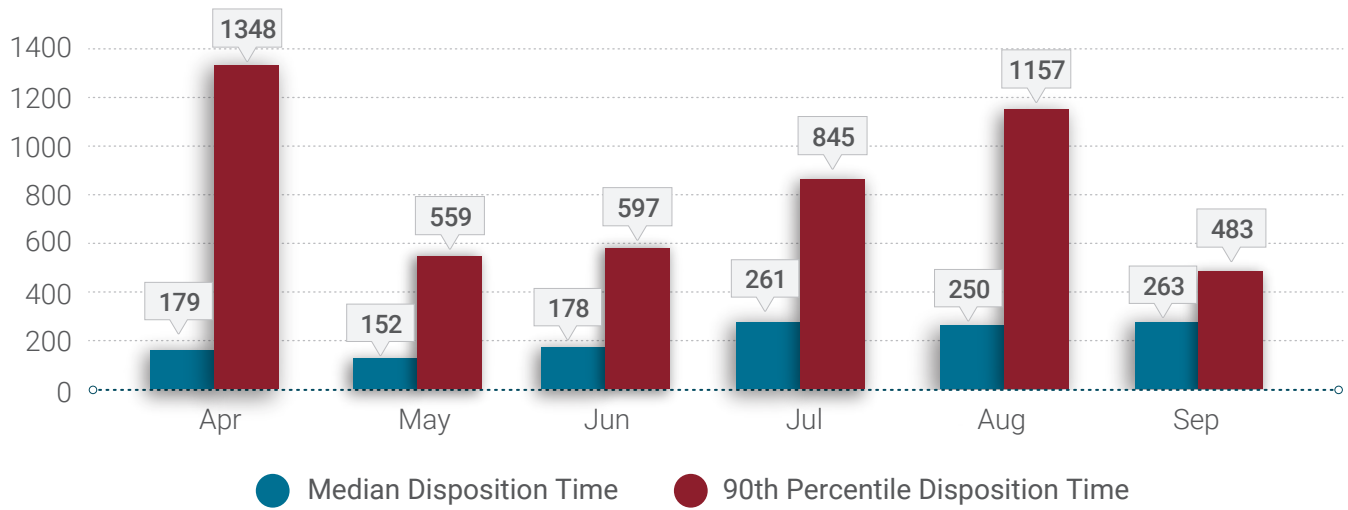
SBC-2E





SBC-3

Disposition Times



Performance Metrics

(November 14, 2019)

Division/Office: Programs -Admissions

Measurement Focus: Quality Control, Cycle Time, Cost Control

Data collection plan: AMY NUÑEZ

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

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	Notes:
ARCR1	By Q1 2019 develop targets for average wait times, calls abandoned, and % of calls transferred to other State Bar offices	Quarterly	
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	Results are from post call survey given to resource center callers.
ARCR3	Process 75% of MCLE applications within 30 days of receipt	Quarterly	Staff received 448 applications during the third quarter.
ARCR4	Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2019	Annually	
ARCR5	Convert 20% of Law Corporations to a strictly online renewal process by Q3 2019	One-Time	
ARCR6	Fulfill 95% of requests for certificates of standing within 5 business days of receipt	Quarterly	Staff received 2,123 requests during the third quarter.

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	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	Stakeholders defined as Board of Trustees.
BJA2	100% of JNE candidates evaluated within 90 days	Bi-annually	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	
BJA4	Develop standardized on- boarding process for all state bar sub-entities by Q4 2018	Annually	
BJA5	90% utilization of a standardized on-boarding process by all state bar entities by Q2 2019	Annually	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	

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

Division/Office: Finance

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

Data collection plan: JOHN ADAMS

Office metric #	Performance Target	Timing	Notes:
F1	Provide accurate, timely and informed budget projections to enable efficient financial planning by client department and the Executive Director	Quarterly	
F2	Reduce number of billing-related phone calls from attorneys to ARCR by 10% by Q1 2019	Quarterly	The number of billing phone calls dropped from 839 in Q3 2018 to 404 in Q3 2019.
F3	Pay 90% of vendor invoices within 30 days of receipt by Q1 2019	Quarterly	Finance processed 3,413 invoices in the third 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	
F5	90% of internal clients report a high level of overall satisfaction with finance services	Annually	

Division/Office: Administration – General Services/Procurement

Measurement Focus: Cycle Time, Quality

Data collection plan: MAYTE DIAZ

Office metric #	Performance Target	Timing	Notes
GS1	Process 90% Procurement Requisitions with 100% accuracy within 3 days by Q1 2019	Quarterly	There were 278 procurement requisitions in the third quarter.
GS2	Process 85% of all facilities requests (not requiring parts/equipment ordering) within three business days or less	Quarterly	There were 498 facilities requests in the third quarter.
GS3	Complete 90% of capital improvement projects on the annual capital improvement plan	Annually	
GS4	Process all capital improvement projects within budget	Annually	
GS5	90% of internal customers report a high level of overall satisfaction with services related to Procurement, Facilities and Administrative Support functions	Annually	

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	Notes
HR1	Reduce average time to hire to 60 days by Q3 2019	Quarterly	This metric did not include executives as their recruitment/hiring process is often different and takes much longer than bargaining unit and confidential staff.
HR2	Process performance evaluations within 30 days of due date	Monthly	
HR3	Stay Interviews are conducted for 100% of new hires within 90 days of hire by Q2-2019	Quarterly	There were 19 stay interviews conducted in the third quarter.
HR4	Increase % of internal hires Target: Identify baseline data for internal hires by Q1 2019	Annually	
HR5	90% of participants report a high level of overall satisfaction with the Training and Development (T&D) program and training	Bi-annually	
HR6	90% of participants report a high level of overall satisfaction with training	Quarterly	174 surveys were filled out after trainings in the third quarter.
HR7	90% of internal customers report a high level of overall satisfaction with services provided by Human Resources	Annually	
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	There was only one paralegal position that qualified for time to fill.

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

Measurement Focus: Efficiency, Customer Satisfaction/Service

Data collection plan: EDUARDO FRIAS

Office metric #	Performance Target	Timing	Notes
IT1	90% of stakeholders report a high level of overall satisfaction with new technology deployments by Q2 2019	Quarterly	
IT2	Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days or less	Quarterly	There were 257 request in the third quarter.
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	
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	

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

Measurement Focus: Utilization, Customer Service, Outreach

Data collection plan: MICHELLE HARMON

Office metric #	Performance Target	Timing	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	
LAP2	Increase intakes by 10% by Q4 2019	Annually	
LAP3	Respond to 100% of requests for presentations within 2 business days by Q1 2019	Quarterly	There were 16 requests in the third quarter.
LAP4	Complete 20 law school presentations and 10 Bar Association / law firm presentations in 2019	Annually	
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	There were 35 participants who responded to surveys in the third quarter.
LAP6	Track successful completion rates for ADP cases by Q2 2019 (and reasons for termination)	Quarterly	There were five cases that were eligible for success completion in the third quarter.

Division/Office: Programs – Office of Access & Inclusion

Measurement Focus: Efficiency (Operational Management), Compliance

Data collection plan: HELLEN HONG

Office metric #	Performance Target	Timing	Notes:
OAI1	Demonstrate full integration of grant-making, diversity, and legal services policy work by Q2 2019	Q2 and annually thereafter	
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	
OAI3	Identify 3-5 key improvement opportunities in data reporting and collection from the 2017 Main Benefits Report by Q1 2019	One time, Q2	<p>The key improvement opportunities identified were as follows:</p> <ol style="list-style-type: none"> 1. Improved current client demographic for “case summary” so data is detailed by client characteristic. Currently we only know race and age and then <u>separately</u> other characteristics such as veteran status, disability, LEP 2. Explore how we can actually track rural served or rural impact. We have narrative data for this but not consistent ways we are tracking rural populations served and who they are 3. Explore how we can better capture systems savings for avoiding unneeded filings in court that may be a benefit in Advice/Counsel. This is a way to capture impact from educational services

Office metric #	Performance Target	Timing	Notes:
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	
OAI5	Monitor bank compliance with agreed upon interest rates.	Quarterly	
OAI6	Complete Justice Gap Study by end of Q4 2019	One-Time	

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

Measurement Focus: Cycle Time, Quality

Data collection plan: MELANIE LAWRENCE

Office metric #	Performance Target	Timing	Notes:
OCTC1	Minimize number of P-1 cases in backlog	Monthly	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	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	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	Disposition times calculated as time between case origination and closure.
OCTC5A	Maintain current level of CRU reopens for reasons other than new evidence.	Monthly	

Office metric #	Performance Target	Timing	Notes:
OCTC5B	Maintain current level of Walker reopens.	Monthly	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	Reporting period of report is March 2018-August 2018
OCTC6	Case Inventory Trends	Monthly	Case Types included are those involving Other Jurisdiction matters (J) that are self-reported, Original (O), Probation Referrals (OPB), Reportable Action matters that do not originate from a third party, opposing counsel and the media , Rule 1-110 violations (H), State Bar Court Orders (OSB) and Rule 9.20 violations (N). These case types were selected due to their inclusion in the statutory Annual Discipline Report tables and their significance to OCTC operations.

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	Notes:
OGC1	Complete/resolve an average of 60 CRU cases per month by end of Q4 2019	Monthly	
OGC2	90% of clients report a high level of overall satisfaction with OGC services	Annually	
OGC3	Staff 100% of the attorney positions in the Office of General Counsel	Annually	

Division/Office: Programs – Professional Competence

Measurement Focus: Outreach/Access, Customer Satisfaction

Data collection plan: RANDALLDIFUNTORUM

Office metric #	Performance Target	Timing	Notes:
OPC1	Ethics Hotline: Maintain historical benchmark of a ratio of 60% new callers to 40% returning callers within a 10% variance	Quarterly	
OPC2	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	There are 10 courses that new Bar admittees are required to take upon obtaining their licensure. These results were determined from 269 post course surveys in the third quarter.

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	Notes:
ORIA1	90% of all ORIA projects meet project milestones by Q2 2019	Quarterly	
ORIA2	Compliance monitoring systems established with respect to statutes, rules, procedures and policies by Q3 2019	Quarterly	
ORIA3	95% on time distribution of Discipline Reports from ODY by Q2 2019	Monthly	
ORIA4	90% of regular management reports and performance metrics are automated by Q2 of 2019	Monthly Quarterly	

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

Measurement Focus: Outcomes

Data collection plan: TERRIE GOLDADE

Office metric #	Performance Target	Timing	Notes:
P1	Track successful completion rates and reasons for non-completion by Q2 2019	Quarterly	Probation data not available at this time and should return by the next reporting period.
P2	Track rates of successful satisfaction of restitution orders by Q2 2019	Annually	

Division/Office: State Bar Court

Measurement Focus: Efficiency, Cycle Time

Data collection plan: MICHELLE CRAMTON

Office metric #	Performance Target	Timing	Notes:
SBC1	Maintain an annual caseload clearance rate of at least 1.0 or above	Monthly	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	The percentage of cases closed that were processed within the given timelines.
SBC3	Case Disposition Times at median and 90th Percentile	Monthly	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	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.

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	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	
SCSE2	90% of stakeholders report a high level of OVERALL satisfaction with quality of internal communications	Annually	