

# State Bar Metrics

March 2021



The State Bar of California



# Overview

This report contains results for 52 State Bar metrics. The majority of these metrics are reported for Q3 and Q4 2020, while others are semiannual and annual metrics reported for the later part of 2020. Metrics that were phased out going forward are also included in this report for their final reporting.

Of the 52 metrics reported, 47 have targets for accountability purposes. As detailed on pages 11-20, 19 of these metrics did not meet their targets. Metrics for the Office of Chief Trial Counsel, State Bar Court, Office of Probation, and Client Security Fund will be published in a separate report after the 2020 Annual Discipline Report is published in late April 2021.

At its January 2021 meeting, the Board approved the revised plan to bring the full metrics report to the Board in March, July, and November of each year to allow for a more meaningful discussion of the metrics. The metrics reported will be consistent with the table below.

All data and metric names in this report supersede those previously reported.

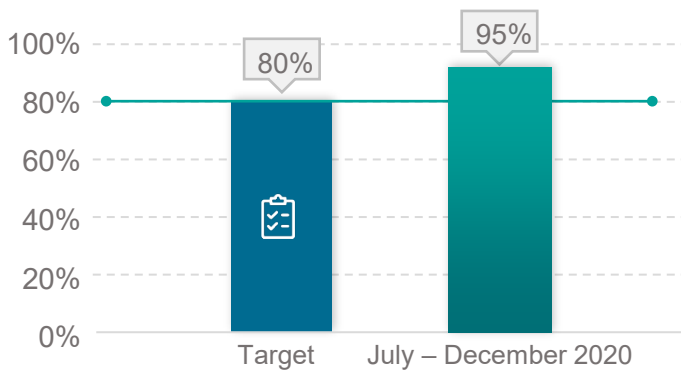
	March 2021	July 2021	November 2021
Monthly Metrics	November, December 2020, January 2021	February through May 2021	June through September 2021
Quarterly Metrics	Q4 2020	Q1 2021	Q2, Q3 2021
Semiannual Metrics	July–December 2020		January–June 2021
Annual Metrics	2020		

Note: a special report on discipline system metrics will be published in May 2021.



Conduct initial review of 80% of Moral Character applications within 90 days of receipt

A-1



Reduce time to grade the July Bar Exam from 16 weeks to 14 weeks by Q4 2020

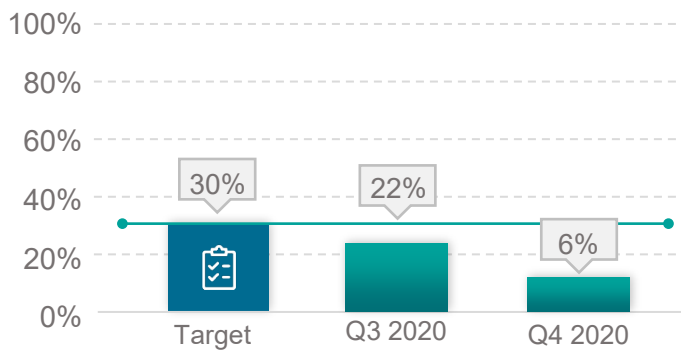
A-3B



Note: Due to the pandemic, the July 2020 bar exam was administered in October 2020.

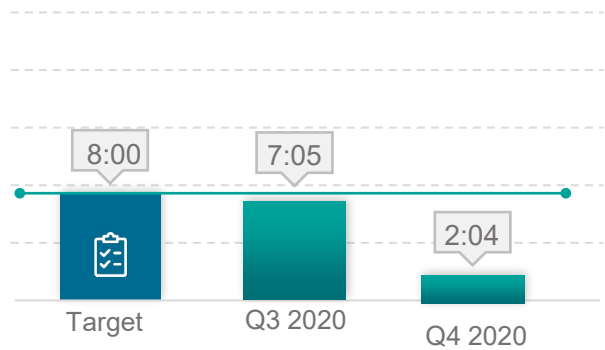
Less than 30% of calls abandoned

ARCR-1B



Average call wait time is fewer than eight minutes

ARCR-1C





100% of Judicial Nominees Evaluation candidates evaluated within 90 days

BJA-2



All Board Committee Coordinators and subentity coordinators trained and oriented on standardized meeting management procedures by Q4 2020

Phased Out



90% utilization of a standardized onboarding process by all State Bar sub entities by Q4 2019

Phased Out



Provide accurate, timely, and informed budget projections to enable efficient financial planning by client division/office and the executive director

F-1





Process 90% of procurement requisitions with 100% accuracy within three business days



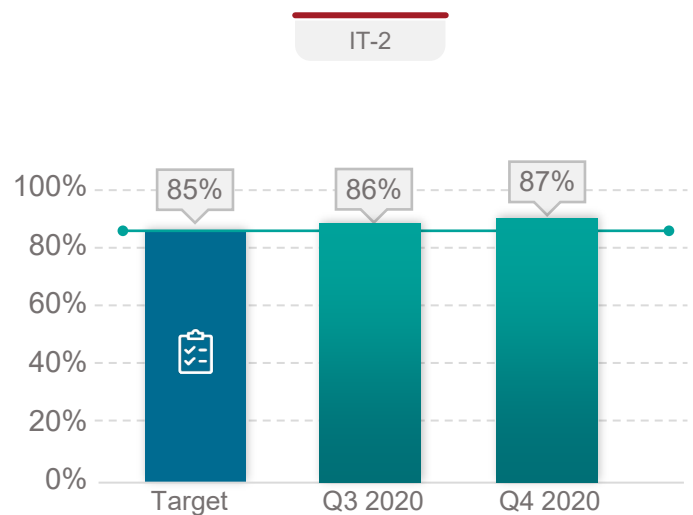
Process 85% of all facilities requests (not requiring parts/equipment ordering) within three business days or less



90% of stakeholders report a high level of overall satisfaction with new technology deployments



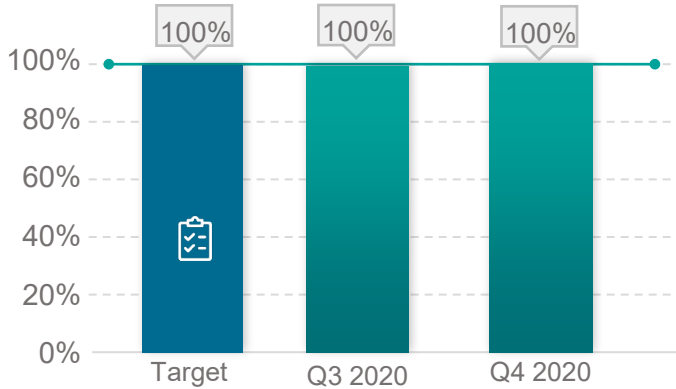
Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days or less





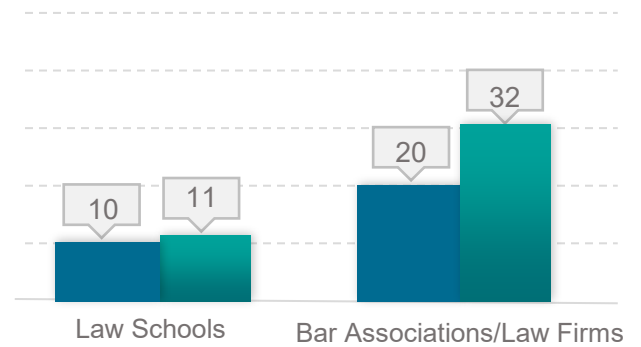
Respond to 100% of requests for presentations within two business days

LAP-2



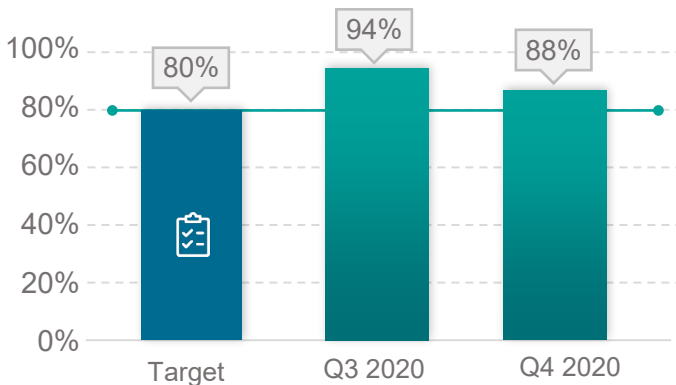
Complete 10 law school presentations and 20 Bar Association/law firm presentations in 2020

LAP-3



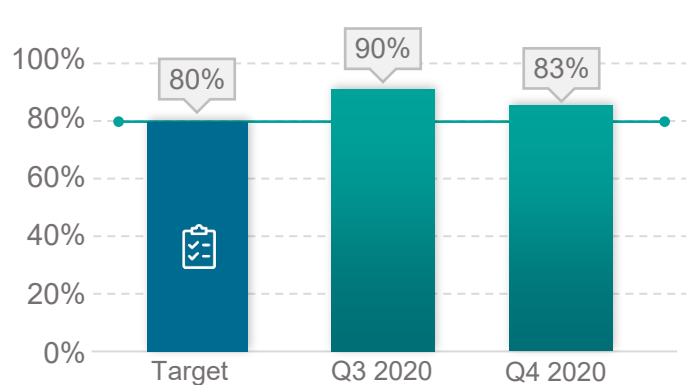
80% of survey participants report that the Lawyer Assistance Program addressed their goals

LAP-4A



80% of survey participants are satisfied with their Lawyer Assistance Program experience

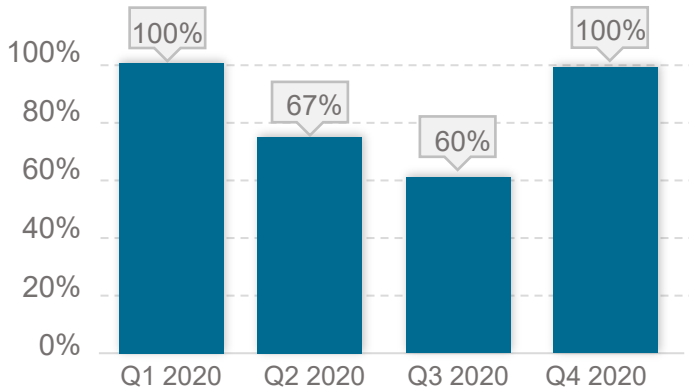
LAP-4B





Track successful completion rates for Alternative Discipline Program cases

LAP-5



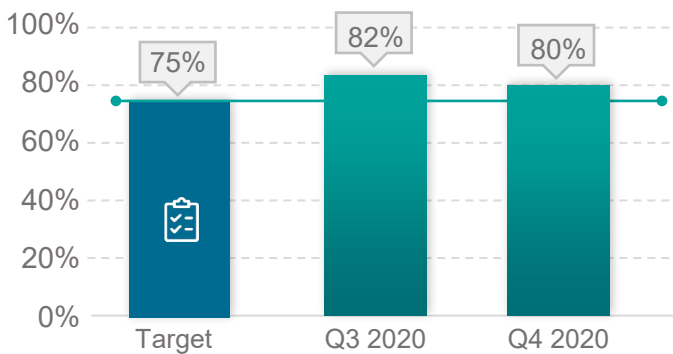
Demonstrate full integration of grantmaking, diversity, and legal services policy work

Phased Out



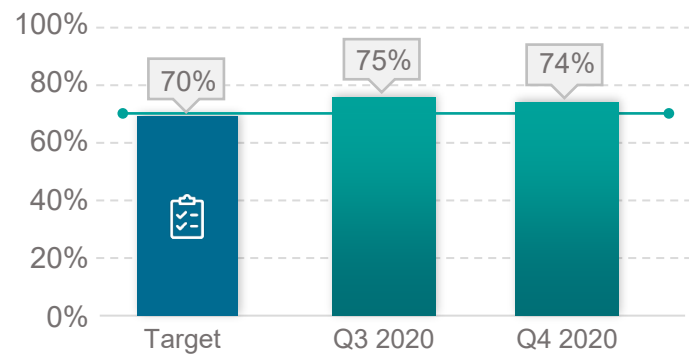
75% of callers report a high level of overall satisfaction with the Ethics Hotline experience

OPC-1



Mandatory e-Learning courses: 70% of participants report these courses met their expectations

OPC-2B





Voluntary e-Learning courses: 85% of participants report that courses contained significant practical content



Mandatory e-Learning courses: 70% of participants report these courses contained significant content



90% of all ORIA projects met project milestones



95% on-time distribution of discipline reports from Odyssey







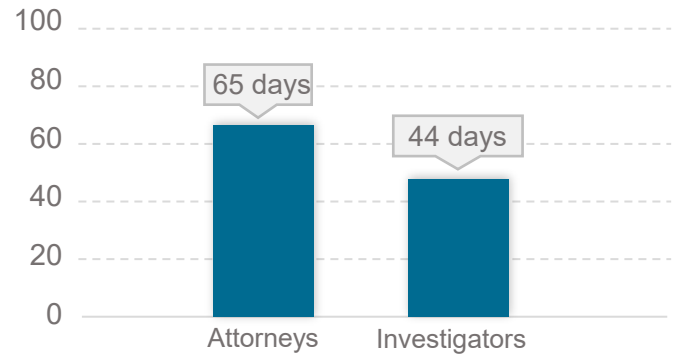
90% of regular management reports and performance metrics are automated

Phased Out



Average number of days to fill OCTC positions

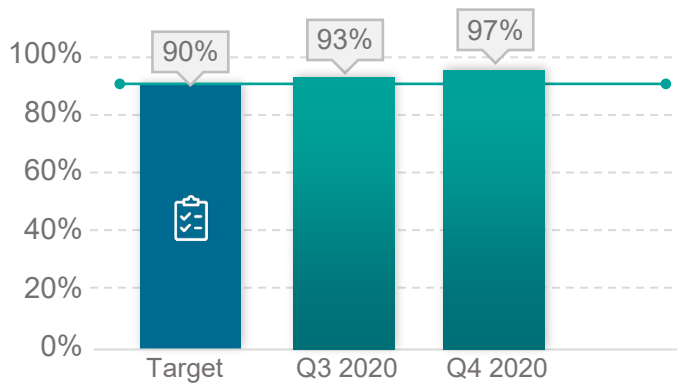
RR-3 & RR-4



Note: Data represents average number of days to fill attorney and investigator positions in OCTC for Q4 2020

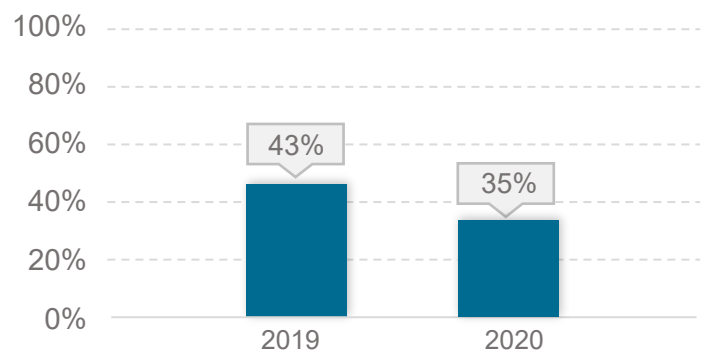
90% of participants report a high level of overall satisfaction with trainings

RR-6



Percent of internal hires

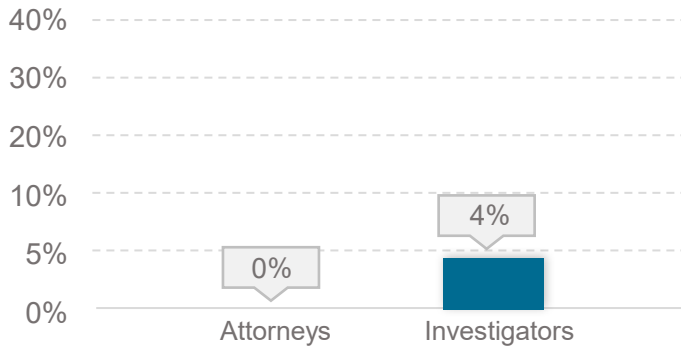
RR-7





### Turnover rate among OCTC Attorneys and Investigators

RR-8 & RR-9



Note: Metrics represents turnover rate among attorneys and investigators in OCTC for Q4 2020.

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

Phased Out



### 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

Phased Out

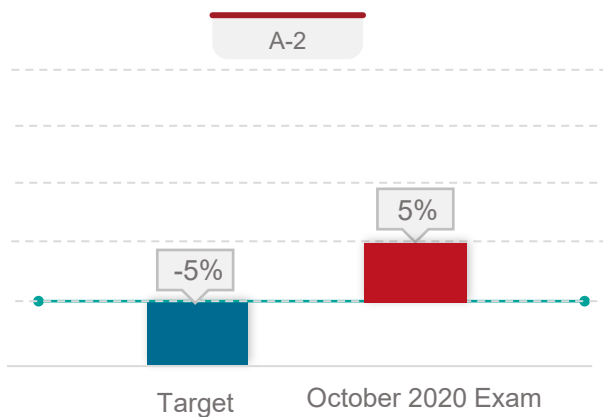




# Metrics That Did Not Meet Targets

The following pages list the 19 metrics that did not meet their targets in at least one of the time periods analyzed. Accompanying each metric is a narrative that provides context for the results.

## Reduce exam costs by 5% by Q4 2020

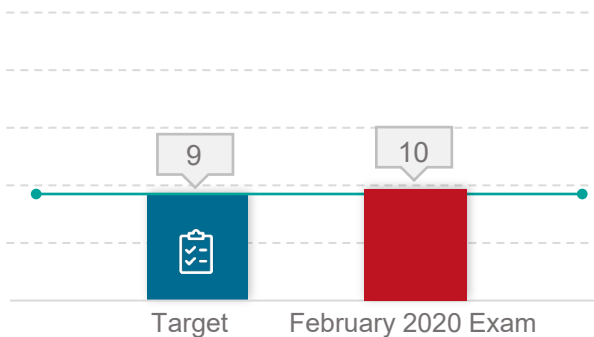


The cost for administering the October 2020 bar exam was \$2,729,942 for 9,301 applicants. This compares to \$2,298,274 for 8,206 applicants for the July 2019 bar exam. The average cost per applicant for the October 2020 bar exam was 4.6% higher than the July 2019 bar exam (\$293.51 compared to \$280.07). Although the facilities costs were less in October 2020 than July 2019 (6 sites compared to 16 and no conference space), and proctor costs were reduced, the cost reduction was offset by increased costs for remote proctoring software, more individual hotel rooms, as well as exam-related expert and legal consultant services that were significantly higher for the first-ever remote bar exam than it would be for a typical administration. In addition to the usual psychometric services, the State Bar worked with communications and technology experts to ensure that the October 2020 bar exam was a success. The 1,000 person increase in the number of test takers also significantly impacted software costs.



### Reduce time to grade February Bar Exam from 11 weeks to 9 weeks by Q4 2020

A-3A



Admissions staff reduced the 11-week grading process to 10 weeks for the February 2020 bar exam. The first three weeks were spent processing answer files and the remaining seven weeks were spent grading.

As noted in Metric A-3D, the amount of time to grade the October 2020 bar exam was reduced to 14 weeks despite the higher number of applicants, thereby meeting that metric's target. This was largely due to grading changes approved by the Committee of Bar Examiners and the Board of Trustees prior to the October 2020 bar exam. These changes included elimination of the third phase of grading, reducing the regrade bandwidth (from 50-pt to 40-pt), and increasing the number of graders. Applying some or all of these changes to the February 2020 bar exam should further reduce the time for grading going forward.

### Implement 100% of Board of Trustees Appendix I adopted reforms by Q4 2019

Phased Out



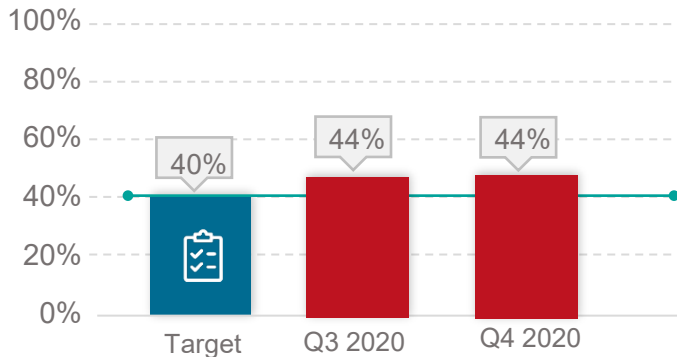
Metric will be completed once the accreditation rules are adopted.



### Less than 40% of Resource Center calls transferred out

ARCR-1A

Attorney Regulation and Consumer Resources call center staff continued to deal with complex admissions issues, particularly those connected to the Provisional Licensure Program, which frequently required transfer to those more knowledgeable.

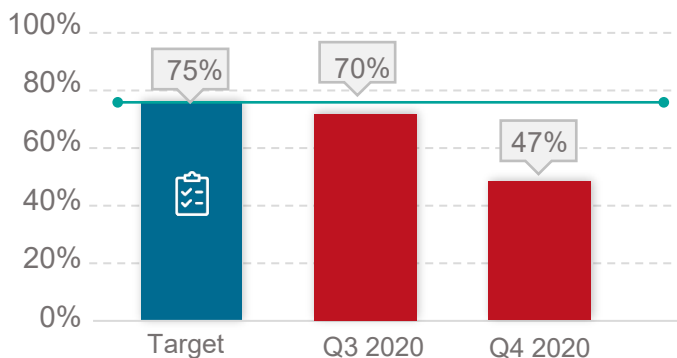


Note: The Resource Center received 26,709 calls in Q3 2020 and 23,479 calls in Q4 2020.

### Process 75% of Minimum Continuing Legal Education (MCLE) applications within 30 days of receipt

ARCR-3

In Q3 2020, 70 percent of applications were processed within 30 days and 78 percent of applications were processed within 32 days. This was due to higher volumes and issues processing paper applications. In Q4 2020 there were a higher number of denials than usual (approximately 20 percent) which delayed processing.

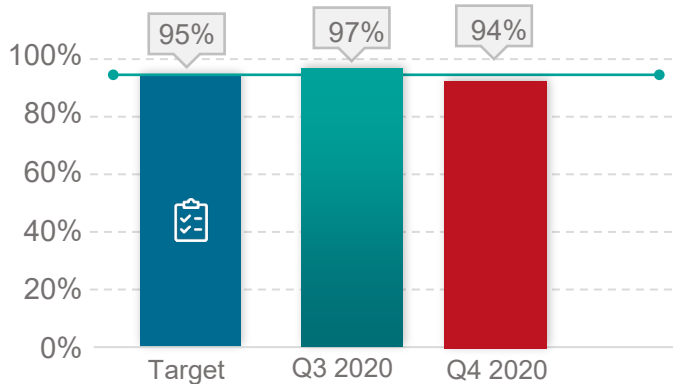


Note: 529 MCLE applications were processed during Q3 2020 and 347 MCLE applications were processed during Q4 2020.



### Fulfill 95% of requests for certificates of standing within five days of receipt

ARCR-5



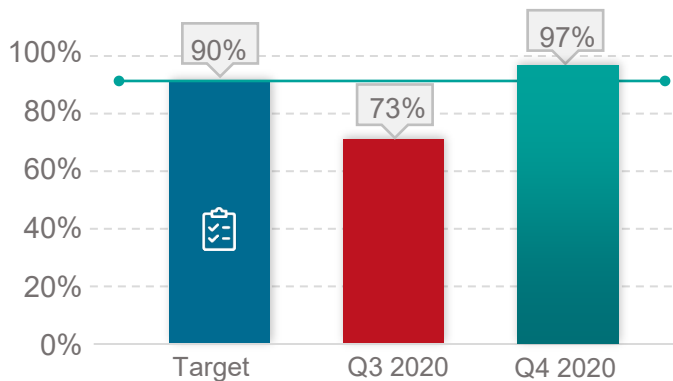
Note: ARCR received 2,316 requests for certificates of standing during Q3 2020 and 2,335 during Q4 2020.

The office encountered a variety of issues in Q4 2020 that impacted this work. When stakeholders order notarized certificates, the State Bar takes these certificates to the UPS store where their notaries witness our signature and stamp the documents. However, during the last quarter of the year, staff discovered a problem with the stamp's wording, and it took 10 days to procure a new stamp. This delayed the production of approximately 30 certificates (1 percent).

In addition, a key staff member had two periods where they were required to work at home. As a result, certificate processing slowed as responsibilities were shifted to cross trained staff. Since then, the office has trained an additional staff member and is in the process of training one more to provide additional coverage.

### Pay 90% of vendor invoices within 30 days of receipt

F-2



COVID-19 has impacted the amount of time it takes for offices to submit invoices to the Office of Finance however there has been improvement. For example, the average number of days from receipt of invoice date to submission to Finance was 17 days in Q3 2020 compared to 34 days in Q2 2020.

The Office of Finance processed 98 percent of invoices within 30 days of receipt. The average number of days from submission to Finance to check date was eight days.

The Office of Finance will continue working with offices on timely invoice submissions.



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

F-3



The timely production of monthly financial reports remains a primary focus in the Office of Finance. Staff have instituted weekly meetings to go over month-end checklists to monitor progress towards the 20-business day goal. The office has made improvements and expects to meet this metric by the end of Q1 2021.

Complete 90% of capital improvement projects on the annual capital improvement plan

Phased Out

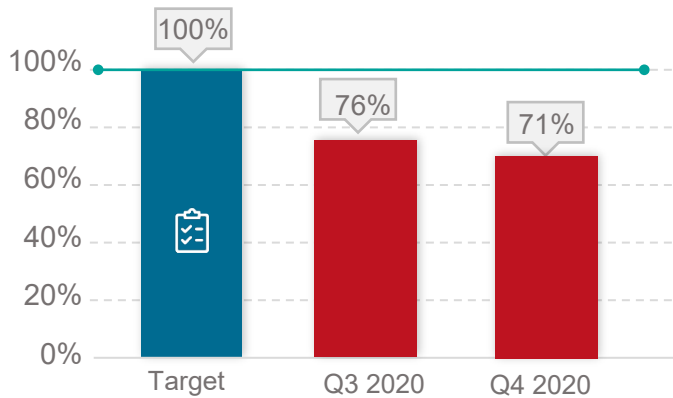


The capital improvement program was largely suspended in 2020 as the State Bar assessed funding strategies. This was necessary because the 2020 licensing fee increase funded capital improvements over a 10-year period which did not provide sufficient funds for 2020. As part of the 2021 budget the Board approved obtaining a bank loan to fund the capital improvement projects; the capital improvement program will therefore resume in 2021. The annual amounts collected from licensee fees for capital improvements will be used to repay the loan at the rate at which they are collected.



### Process performance evaluations within 30 days of due date

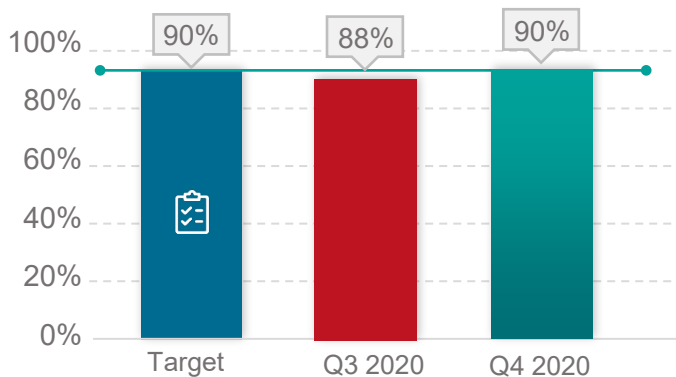
HR-1



Human Resources (HR) continues to work with office directors, managers, and supervisors to facilitate the timely completion of performance evaluations (PEs). HR sends a monthly report to each office director showing PEs due within 60 days, as well as PEs that are overdue. HR also provides direct support and guidance to managers and supervisors in writing PEs, when necessary. The importance of effective performance management will continue to be emphasized in training for supervisors and managers.

### Complete 90% of planned major Information Technology projects on schedule and on budget

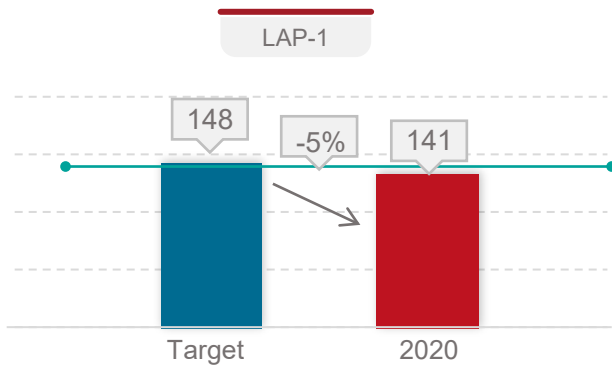
IT-3



In Q3 2020 four IT projects were scheduled to be completed and one project, the Admissions Provisional Licensure Application, was delayed. The work was completed on time, but the time required to receive and review public comments caused a delay in the project's deployment which caused a slight increase in the budget.

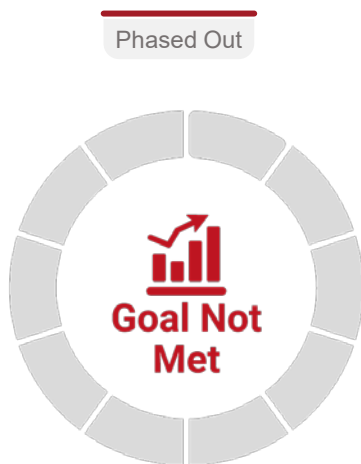


### Increase intakes by 10%



Lawyer Assistance Program (LAP) intakes decreased by 5 percent in 2020 compared to this metric's 2018 baseline. LAP programs across the nation have reported level or decreased enrollment suggesting that people in 2020 were deprioritizing efforts to help themselves due to the need to prioritize issues caused by the pandemic (i.e., financial instability, homeschooling, caring for elderly family members, etc.).

### 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



The Office of Access & Inclusion requires grantees to submit a variety of reports including a Case Summary Report, Main & Economic Benefits Report, and the Impact Litigation & Advocacy Work Report. For the 2019 and 2020 reporting years, the office updated its grantee reporting handbook to streamline questions regarding nonlitigation-based categories of legal services provided including legal workshops and “know your rights” clinics. Because substantive changes to reporting requirements may cause hardships to grantees, the office did not implement all identified data reporting and collection improvements. The office will continue to look for opportunities to improve data collection to be able to effectively communicate about the work funded through this program.



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 100% of identified changes by Q4 2021

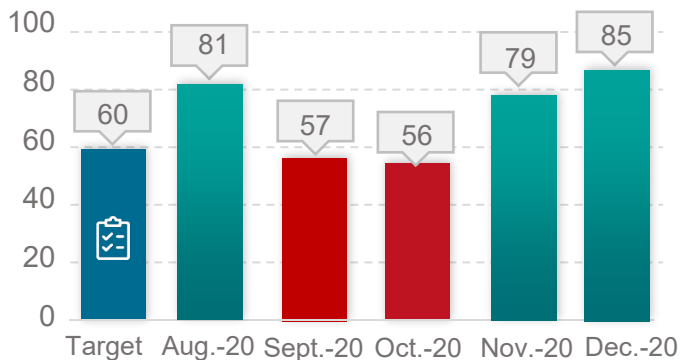
Phased Out



This metric has not been met as the rule revision is still in process.

Complete/resolve an average of 60 Complaint Review Unit (CRU) cases per month

OGC-1

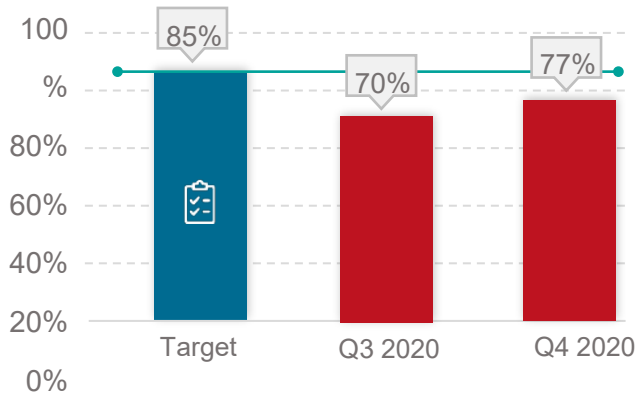


The decrease in the number of CRU cases resolved in September and October was due to staffing changes. Two Office of General Counsel (OGC) attorneys assigned to CRU left the State Bar and other staff members were dedicated to other assignments given the high OGC workload. Performance returned to more typical levels in November and December.



### Voluntary e-Learning courses: 85% of participants report that courses met their expectations

OPC-2A

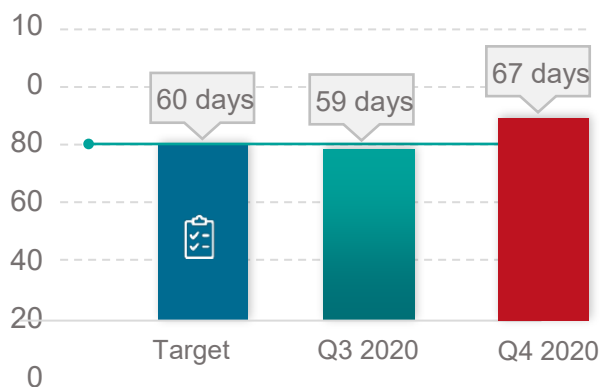


Based on the comments provided in the open comment field of the survey form, we believe that the lower “overall” satisfaction ratings are the result of course functionality issue experienced by some users. Courses are delivered on an Internet-based application and can be periodically affected by users’ Internet browsers, browser settings, and the operating systems of the many devices participants use to take the e-Learning course.

These issues are not experienced by most users. However, those who encounter these issues are more likely to submit a satisfaction survey and this negative experience influences their overall experience, even if their rating of the course content was favorable. Staff will continue to analyze survey responses to learn more about what changes may be made to improve participants’ experiences.

### Reduce average time to hire to 60 days or fewer

RR-1

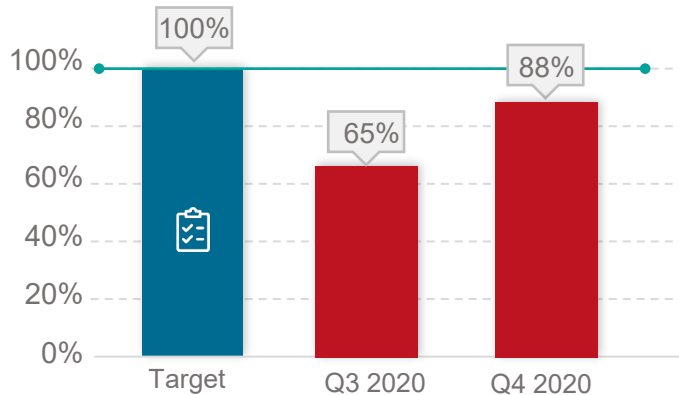


Three offices (Office of Research & Institutional Accountability, Office of Professional Competence, and Office of Access & Inclusion) posted analyst positions that required specialized skills and knowledge. Such positions, on average, take longer to fill.



Stay interviews are conducted for  
100% of new hires within 90 days of  
hire

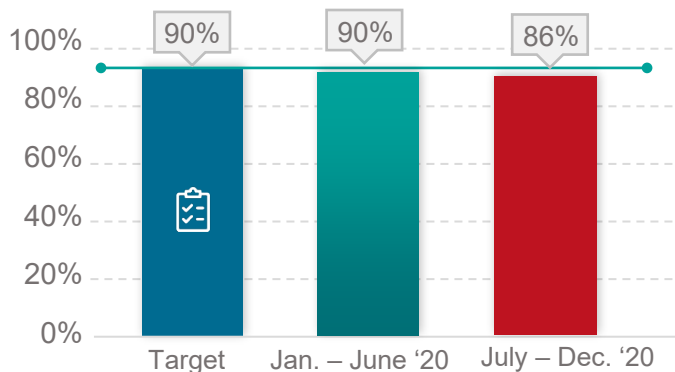
RR-2



A senior recruiter left the State Bar on September 12, 2020. This staff member was responsible for conducting the Stay Interviews. This responsibility was transitioned to another analyst who was also providing support for the October 2020 bar exam including recruiting exam day proctors and post exam proctors that monitored flagged exam recordings. Due to the new and additional requirements of the October 2020 bar exam, staff were unable to conduct 100 percent of stay interviews within 90 days.

90% of participants report a high level of  
overall satisfaction with the Training and  
Development (T&D) program

RR-5



All but two of the seven respondents during the last half of 2020 indicated complete satisfaction with the Training & Development program in their assignment summaries.



# State Bar Metrics

Organized by office, the list below contains all metrics the State Bar will track and report in 2021. All metric IDs below supersede those previously reported.

## ADMISSIONS

**Metric Focus:** Quality Control, Cycle Time, Cost Control

Metric ID	Name	Timing	Notes
A-1	Conduct initial review of 80% of Moral Character applications received within 90 days of receipt	Semiannually	
A-2	Reduce exam costs by 5%	Annually	
A-3A	Reduce time to grade the February Bar Exam from eleven weeks to nine weeks by Q4 2021	Semiannually	
A-3B	Reduce time to grade the July Bar Exam from sixteen weeks to 14 weeks by Q4 2021	Semiannually	
A-4	Complete processing of 75% of applications for the Provisional Licensure Program with two weeks of receipt of a complete application	Quarterly	

## ATTORNEY REGULATION & CONSUMER RESOURCES

**Metric Focus:** Efficiency (Operational Management), Cycle Time

ARCR-1A	Less than 40% of Resource Center calls transferred out	Quarterly	Performance target will change to 38% after Q2 2021 with the goal of reaching 35% by Q1 2022.
ARCR-1B	Less than 25% of calls abandoned	Quarterly	
ARCR-1C	Average call wait time of less than seven minutes	Quarterly	

**ATTORNEY REGULATION & CONSUMER RESOURCES (CONTINUED)**

Metric ID	Name	Timing	Notes
ARCR-2	75% of participants completing phone system survey report a high level of overall satisfaction with their call center experience	Monthly and Quarterly	Reporting of this metric will be paused until Q3 2021. ARCR will implement a new phone system that will allow them to better evaluate overall satisfaction and get higher participation rates. (Results are generated from post call survey given to resource center callers.)
ARCR-3	Process 75% of MCLE applications within 30 days of receipt	Quarterly	
ARCR-4	Continue implementation of LLP online renewal with a goal of 90% LLPs completing online by Q4 2021	Annually	
ARCR-5	Fulfill 95% of requests for certificates of standing within five business days of receipt	Quarterly	
ARCR-6	Convert 20% of Law Corporations to a strictly online renewal process by Q3 2022	One-time	
ARCR-7	For Q1 and Q2, 2021, send three email blasts and conduct eight trainings per quarter of the new MCLE provider management system for providers	Quarterly	

**BOARD SUPPORT JNE COMMISSION, AND APPOINTMENTS****Metric Focus:** Efficiency (Operational Management)

BJA- 1	90% of Board of Trustees report a high level of overall satisfaction with quality of operational support provided	Annually	
BJA-2	100% of JNE candidates evaluated within 90 days	Semiannually	
BJA-3	Standardize public comment process (timelines, submission form/template, and style guides) by Q4 2021	One-time	

**CLIENT SECURITY FUND****Metric Focus:** Customer Satisfaction, Efficiency, Cost Control, Cycle Time

Metric ID	Name	Timing	Notes
CSF-1	Resolve at least 1,350 cases in 2021	Semiannually	
CSF-2	Decrease time to payout after final discipline by 5%	Annually	

**FINANCE****Metric Focus:** Fiscal Management/Operational Efficiency, Quality, Cycle Time

F-1	Provide budget, projections to enable efficient financial planning by client division/office and the Executive Director	Quarterly	
F-2	Pay 90% of vendor invoices within thirty days of receipt	Quarterly	
F-3	Process 100% monthly financial statements accurately and on time within 20 business days of the close of the month	Monthly	Due to the fiscal calendar this metric is reported for the months of June through December.
F-4	90% of internal clients report a high level of overall satisfaction with services provided by finance staff	Annually	

**GENERAL SERVICES****Metric Focus:** Cycle Time, Quality

GS-1	Process 90% procurement requisitions with 100% accuracy within three days	Quarterly	
GS-2	Process 85% of all facilities requests (not requiring parts/equipment ordering) within three or fewer business days	Quarterly	

**GENERAL SERVICES (CONTINUED)****Metric Focus:** Cycle Time, Quality

Metric ID	Name	Timing	Notes
GS-3	90% of internal customers report a high level of overall satisfaction with services provided by General Services staff	Annually	
GS-4	Advance capital improvement projects per capital improvement plan by Q4 2021 including <ul style="list-style-type: none"> <li>• Complete HVAC/Chiller project;</li> <li>• Execute contract for Generator project and prepare site for 2022 installation;</li> <li>• Execute contract for Elevator Modernization project for 2022–2024 phased upgrade</li> </ul>	One-time	

**HUMAN RESOURCES****Metric Focus:** Cycle Time, Customer Satisfaction

HR-1	Conduct 80% of performance evaluations by anniversary date or, for executives, the due date	Monthly/Quarterly	
HR-2	90% of internal customers report a high level of overall satisfaction with services provided by Human Resources staff	Annually	

**INFORMATION TECHNOLOGY****Metric Focus:** Efficiency, Customer Satisfaction

IT-1	90% of stakeholders report a high level of overall satisfaction with new technology deployments	Quarterly	
IT-2	Process 85% of all IT service requests (not requiring parts/equipment ordering or software development) within five business days or less	Quarterly	
IT-3	Complete 90% of planned major IT projects on schedule and on budget	Quarterly	
IT-4	90% of internal customers report a high level of overall satisfaction with services provided by IT staff	Annually	





## LAWYER ASSISTANCE PROGRAM

**Metric Focus:** Utilization, Customer Satisfaction, Outreach

Metric ID	Name	Timing	Notes
LAP-1	Increase intakes by 10%	Annually	
LAP-2	Respond to 100% of requests for presentations within two business days	Quarterly	
LAP-3	Complete 10 law school presentations and 20 Bar Association/law firm presentations in 2020	Annually	
LAP-4A	80% of survey participants report that the Lawyer Assistance Program addressed their goals	Quarterly	
LAP-4B	80% of survey participants report they are satisfied with their Lawyer Assistance Program experience	Quarterly	
LAP-5	Track successful completion rates for Alternative Discipline Program cases (and reasons for termination)	Annually	This metric will be modified in 2021 after office completes strategic planning.

## OFFICE OF ACCESS & INCLUSION

**Metric Focus:** Efficiency (Operational Management), Compliance

OAI-1	Closely monitor IOLTA rates, including continued strategy around Leadership Bank Program, to stabilize funding	Quarterly	
OAI-2	Issue report on law school retention by Q3 2021	One-time	
OAI-3	Provide commissioners meeting materials five to seven days in advance at least 80% of the time	Semiannually	
OAI-4	Issue 80% of monitoring visit and fiscal visit findings within 60 days	Semiannually	

**OFFICE OF CHIEF TRIAL COUNSEL****Metric Focus:** Cycle Time, Quality

Metric ID	Name	Timing	Notes
OCTC-1	Decrease P-1 cases in backlog for respondents with active law licenses	Monthly	
OCTC-2	Resolve 100% of P-2 cases within 120 days	Quarterly	
OCTC-3	Maintain annual caseload clearance rate of 1.0 or higher	Monthly	
OCTC-4A	Case disposition: median	Monthly	
OCTC-4B	Case disposition: 90th percentile	Monthly	
OCTC-5A	Maintain current level of CRU reopens for reasons other than new evidence	Semiannually	
OCTC-5B	Maintain current level of Walker reopens	Annually	This metric will be reported as a percentage moving forward.
OCTC-5C	Decrease the number of random audit reopens for substantive reasons	Semiannually	
OCTC-6	Case inventory	Monthly	
OCTC-7	Percent of respondents that retain representation	Quarterly	This metric will be based on closed cases of all types that reached the investigation stage.

**OFFICE OF GENERAL COUNSEL****Metric Focus:** Cycle Time, Customer Satisfaction, Organizational Capability

OGC-1	Complete/resolve an average of 60 Complaint Review Unit (CRU) cases per month	Monthly	
OGC-2	90% of clients report a high level of overall satisfaction with services provided by the Office of General Counsel staff	Annually	

**OFFICE OF PROFESSIONAL COMPETENCE****Metric Focus:** Outreach/Access, Customer Satisfaction

Metric ID	Name	Timing	Notes
OPC-1	80% of callers report a high level of overall satisfaction with the Ethics Hotline experience	Quarterly	
OPC-2A	Voluntary e-Learning courses: 85% of participants report these courses met their expectations	Quarterly	
OPC-2B	Mandatory e-Learning courses: 70% of participants report these courses met their expectations	Quarterly	
OPC-3	80% of all annual Lawyer Referral Service Recertification applications processed within 60 days of receipt of a completed submission	Annually	
OPC-4	90% of requests for arbitration of attorney-client fee disputes are served on the responding attorney within 10 business days of receipt of a completed submission	Annually	

**OFFICE OF RESEARCH & INSTITUTIONAL ACCOUNTABILITY****Metric Focus:** Efficiency (Operational Management)

ORIA-1	90% of all ORIA projects met project milestones	Quarterly	
ORIA-2	Publish 2nd annual diversity report card in online interactive dashboard format by Q2 2021	One-time	

**PROBATION****Metric Focus:** Outcomes

Metric ID	Name	Timing	Notes
P-1	Track successful completion rates and reasons for noncompletion	Quarterly	
P-2	Track rates of successful satisfaction of restitution orders	Annually	
P-3	80% of courtesy reminder letters are provided to respondents within three weeks of case initiation	Quarterly	

**RECRUITMENT & RETENTION****Metric Focus:** Efficiency, Cycle Time, Organizational Capacity, Customer Satisfaction

RR-1	Reduce average time to hire to 60 days or fewer	Quarterly	
RR-2	Stay interviews are conducted for 100% of new hires within 90 days of hire	Quarterly	Because this metric cannot be calculated until 90 days after the last day of a quarter, this metric's Q4 results will be reported in July 2021.
RR-3	Average number of days to fill OCTC attorney positions	Quarterly	
RR-4	Average number of days to fill OCTC investigator positions	Quarterly	
RR-5	90% of participants report a high level of overall satisfaction with the Training & Development Program	Semiannually	

**RECRUITMENT & RETENTION (CONTINUED)**

Metric ID	Name	Timing	Notes
RR-6	90% of participants report a high level of overall satisfaction with trainings	Quarterly	
RR-7	Percent of internal hires	Annually	
RR-8	Turnover rate among OCTC attorneys	Quarterly	
RR-9	Turnover rate among OCTC investigators	Quarterly	

**STATE BAR COURT****Metric Focus:** Efficiency, Time Cycle

SBC-1	Maintain an annual caseload clearance rate of at least 1.0 or above	Monthly	
SBC-2A	Hearing Department: 90% of cases to be processed within case type timeline	Monthly	
SBC-2B	Hearing Department: 100% of cases to be processed within 150% of case type timeline	Monthly	
SBC-2C	Review Department: 90% of cases to be processed within case type timeline	Monthly	
SBC-2D	Review Department: 100% of cases to be processed within 150% of case type timeline	Monthly	
SBC-2E	Effectuations: 100% of cases to be processed within timeline	Monthly	
SBC-3A	Number of petitions seeking review	Semiannually	
SBC-3B	Number of petitions granted	Semiannually	

**STATE BAR COURT (CONTINUED)**

Metric ID	Name	Timing	Notes
SBC-3C	Number of petitions denied	Semiannually	
SBC-3D	Number of remands	Semiannually	

**COMMUNICATIONS**

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

SCSE-1	90% of stakeholders report a high level of overall satisfaction with quality of internal communications	Annually	
SCSE-2	Number of social media followers	Quarterly	
SCSE-3	Expand communications engagement with Spanish-speaking audiences through a campaign involving paid social media placements and radio public service announcements	Annually	