



The State Bar of California

OPEN SESSION

AGENDA ITEM

704 JANUARY 2023

DATE: January 19, 2023

TO: Members, Board of Trustees

FROM: Leah T. Wilson, Executive Director

SUBJECT: Progress Update on the 2022–2027 Strategic Plan

EXECUTIVE SUMMARY

The Board of Trustees adopted the 2022–2027 State Bar Strategic Plan (Strategic Plan) at its meeting on March 24–25, 2022. The plan can be found [here](#). Staff has developed two operational plans to support implementation of the Strategic Plan. This item presents those operational plans and provides the Board with an update on Strategic Plan implementation progress.

BACKGROUND

The State Bar Board of Trustees is responsible for setting the strategic direction of the organization. It executes this responsibility in part through the adoption of strategic plans every five years; these plans are revisited annually to see if any amendments or modifications are needed. The most recent Strategic Plan was adopted in March 2022.

DISCUSSION

The Strategic Plan is organized around four goals. Each goal has multiple Implementation Steps (steps). Although these steps provide clear direction regarding the specific activities to be undertaken to advance each goal, a more detailed tactical roadmap is needed to actually ensure that all objectives are achieved. To that end, staff has developed a Strategic Operational Plan (SOP) outlining the specific activities that will be taken to advance each Implementation Step outlined in the plan. The SOP, which will ultimately be accessible via a link in the Strategic Plan, is provided as Attachment A.

Because the Strategic Plan does not specifically address the infrastructure or backbone needed to support its successful achievement, namely Human Resources, Information Technology, and other administrative services, staff also developed a Core Operational Plan (COP). The COP complements both the Strategic Plan and the SOP, reflecting an understanding that without a healthy organizational foundation the organization will not be able to fulfill its mission. The COP is provided as Attachment B.

Attachment C provides the Board with an overview of progress on the Strategic Plan through the fourth quarter of 2022. As the dashboard reflects, over 75 percent of both SOP and COP activities were timely completed during this period, with the remaining items currently in progress.

KEY ACCOMPLISHMENTS INCLUDE

- Submitted a proposal to the California Supreme Court to extend the Provisional Law Licensure program; program extended to 2025.
- Secured a Spanish-language ad agency to facilitate more effective outreach to those populations most likely to be impacted by UPL.
- Established a Regulatory Division which is responsible for, among other things, management of the [Client Trust Account Protection Program](#) initiative.
- Published the [Report Card on the Diversity of California's Legal Profession](#).
- Submitted a proposal for new discipline system case processing standards pursuant to Senate Bill 211.
- Completely redesigned the State Bar [recruitment](#) page to better attract talented and sought after applicants.
- Rolled out e-signature for the “top 5” manual signature processes.

Staff anticipates modifying the SOP and COP during the first quarter of 2023 to reflect the Board adopted budget; the number of IT projects outlined in the plans in particular, currently totaling over 110 for 2023 alone, will need to be revisited once the resource level available for this function is finalized. Staff will update the Board at its September meeting.

FISCAL/PERSONNEL IMPACT

None

AMENDMENTS TO RULES

None

AMENDMENTS TO BOARD OF TRUSTEES POLICY MANUAL

None

STRATEGIC PLAN GOALS & IMPLEMENTATION STEPS

- Goal 1. Protect the Public by Strengthening the Attorney Discipline System
- Goal 2. Protect the Public by Enhancing Access to and Inclusion in the Legal System
- Goal 3. Protect the Public by Regulating the Legal Profession
- Goal 4. Protect the Public by Engaging Partners

RECOMMENDATIONS

None

ATTACHMENTS LIST

- A.** Strategic Operational Plan
- B.** Core Operational Plan
- C.** Overview of Progress on the Strategic Plan through the Fourth Quarter of 2022

**The State Bar of California
Strategic Operational Plan
2022-2027**

2022-2027 Strategic Plan Goals

The State Bar's mission is rooted in protecting the public. The strategic goals reflect the organization's vision for realizing that mission over the next five years. As a foundational principle, the State Bar is committed to advancing diversity, equity, and inclusion with respect to both its own operations and the legal profession itself.

1. **Protect the Public by Strengthening the Attorney Discipline System:** Administer an attorney discipline system that is efficient, accountable, and transparent.
2. **Protect the Public by Enhancing Access to, and Inclusion in, the Legal System:** Increase access to the legal system through public outreach and education, improved access to legal advice and services, and a legal profession that reflects the diversity of California.
3. **Protect the Public by Regulating the Legal Profession:** Promote the ethical and competent practice of law and prevent misconduct by providing education, resources, and support for the legal profession.
4. **Protect the Public by Engaging Partners:** Engage partners and stakeholders to enhance public protection and restore the State Bar's credibility, reputation, and impact.

Goal 1: **Protect the Public by Strengthening the Attorney Discipline System:** Administer an attorney discipline system that is efficient, accountable, and transparent.

Vision: *The State Bar discipline system is, and is recognized as, effective, fair, and timely.*

Strategies:

- **Effectiveness:** Adopt new case processing standards and improved operational practices to focus resources on cases posing the most significant risks of harm and reduce the backlog of unresolved disciplinary cases.
- **Consumer Focus:** Assist the public in navigating the complaint process and seeking fair, appropriate, and timely resolution.
- **Diversity, Equity, and Inclusion:** Continue to address any racial, or other, disparities in the attorney discipline system.
- **Policy and Systems Change:** Respond to emerging issues regarding attorney misconduct and promote solutions to increase public protection.

Goal 1 Implementation Steps and Operational Activities:

Strategy	Implementation Steps	Operational Activities
Effectiveness	Support accountability in the attorney discipline system through the development and implementation of new case processing standards that ensure complaints are processed in a timely manner; evaluate and report performance against the case processing standards.	<ul style="list-style-type: none"> Identify and address OCTC processes that contribute to prolonged case processing times [Q4 2022 and annually thereafter] [OCTC] Develop new case processing standards as outlined in Senate Bill 211 [Q4 2022] [MAAD & OCTC] Develop new discipline system reporting metrics in alignment with new case processing standards and with consideration of feedback from the Ad Hoc Commission, Special Discipline Case Audit, and stakeholder feedback [Q4 2022] [MAAD] Begin reporting based on new metrics and standards [Q1 2023] [MAAD] Develop new case processing standards for CRU cases to include prioritization and related time standards [Q2 2023] [OGC] Assess the relevance and practicality of new OCTC case processing standards in relation to factors including case processing time and outcomes, complexity, and recidivism [Q4 2023 and annually thereafter] [MAAD]
	Secure additional funding for the attorney discipline system.	<ul style="list-style-type: none"> Identify existing resources that can be reallocated to support the Office of the Chief Trial Counsel [Q4 2022 and annually thereafter] [ED] Assess need for additional funding based on: (a) new case processing standards which account for increased efficiency in OCTC; (b) results of RA/CTA pilot; and(c) any other newly mandated activities [Q4 2022 and annually thereafter] [ED] Increase collections rate for outstanding debt [Q4 2023] [Finance]
	Sustain a well-resourced, motivated, and accountable, prosecutorial workforce.	<ul style="list-style-type: none"> Develop and implement policy and procedures for documenting conflict checks by investigators and attorneys at assignment and prior to taking action to close or resolve any case [Q3 2022] [OCTC] Identify follow up action steps related to OCTCs 2020 Culture Report and develop implementation timeline [Q4 2022] [OCTC] Complete review of key elements of workforce planning redesign and identify any needed changes to OCTC structure or processes in light of that assessment [Q4 2022] [MAAD] Assess the relevance and effectiveness of training offered to OCTC staff [Q4 2022 and annually thereafter] [OCTC]

Strategy	Implementation Steps	Operational Activities
		<ul style="list-style-type: none"> Assess need for and implement as warranted compensation adjustments for key OCTC positions pursuant to collective bargaining process [Q1 2023] [CAO]
	Maximize the efficiency of the discipline case management system and make technological, resource, and other investments as needed to increase the accuracy, comprehensiveness, and timeliness of the investigation and prosecution of attorney misconduct complaints.	<ul style="list-style-type: none"> Successfully launch e-filing [Q1 2023] [IT] Enhance the online complaint form to capture additional and more useful information on the front-end to support identification of patterns and trends [Q1 2023] [OCTC] Ensure timely upgrades to current version of ODY [Q2 2023 and ongoing] [IT] Analyze data to identify patterns of complaints; relative priority of complaint patterns; and to predict attorneys who will be the subject of multiple complaints [Q2 2023] [MAAD] Develop a plan for resolving backlog of CRU cases and present to the Board of Trustees [Q2 2023] [OGC] Develop a comprehensive and current list of outstanding ODY upgrades/modifications/add-ons [Q3 2022] [IT] Implement ODY upgrades/modifications/add-ons [Q3 2023] [IT] Resolve backlog of CRU cases and meet identified time standards going forward. [Q1 2025] [OGC] Conduct a cost/benefit analysis of the ODY system [2026] [IT]
	Reduce the time from Client Security Fund (CSF) application to payout by reassessing rules and policies, streamlining processes, and increasing funding as necessary.	<ul style="list-style-type: none"> Streamline and automate notifications of closed cases from OCTC to CSF staff on a monthly basis to determine cases over which CSF has jurisdiction [Q3 2022] [OCTC] Assess existing processes for case management, establish target timelines and prioritization guidance for processing cases [Q4 2022] [PSCP] Once updated case management processes are in place, assess current requirement for formal discipline prior to payout and determine if changes should be made [Q4 2023] [PSCP] Implement new case management system for CSF [Q4 2023] [IT] Update CSF application and make it available in multiple languages [Q4 2023] [IT] Make it possible to submit the CSF application and supporting documents via an on-line portal [Q4 2023] [IT]

Strategy	Implementation Steps	Operational Activities
Consumer Focus	Assist members of the public needing assistance in submitting complaints and resolving problems by providing clear information about how the system works, outlining what constitutes a viable complaint, and facilitating connections with other resources where consumer issues do not warrant attorney discipline.	<ul style="list-style-type: none"> • Finalize the design of, and parameters for, the Office of the Public Trust Liaison [Q1 2023] [PTL] • Launch the Office of the Public Trust Liaison [Q1 2023] [PTL] • Ensure that Call Center staff are trained on current policies and procedures [Q1 2023 and quarterly thereafter] [Call Center] • Conduct plain language review of complaint forms and instructions; implement improvements based on results [Q1 2023] [PTL] • Launch a formal consumer education campaign [Q2 2023] [PTL] • Assess feasibility and value of contracting with legal service provider/s to provide direct technical assistance to people needing help filing complaints [Q2 2023] [PTL] • Conduct research on Complaining Witnesses to identify gaps between complainants' understanding of what the State Bar can do compared to actual State Bar capabilities [Q2 2023] [MAAD] • Reevaluate/revise the CRU process to make it more customer friendly [Q2 2023] [OGC] • Identify ways to expand the efficiency, reach, and accessibility of mandatory fee arbitration [Q3 2023] [PSCP] • Develop and deploy a portal complainants can access to get updates on the status of their complaints [Q4 2024] [IT]

Strategy	Implementation Steps	Operational Activities
	Educate communities most likely to be subject to the unauthorized practice of law (UPL) to reduce the incidence of victimization.	<ul style="list-style-type: none"> Engage ad agency to develop a unified branding/messaging campaign for Spanish speakers: integrated digital/social ads and radio ads/PSA [Q4 2022] [ED] Implement Public Trust Liaison’s consumer education plan and expand unified messaging campaign in English/Spanish for billboards and TV [Q2 2023 and annually thereafter] [ED] Expand current metrics for digital campaigns; use results to measure impact quarterly and refine outreach approaches on semiannual basis [Q2 2023 and semi-annually thereafter] [ED]
Diversity, Equity, and Inclusion	Implement reforms and recommendations to reduce inequities identified in the 2019 report: <i>Discrepancies by Race and Gender in Attorney Discipline by The State Bar of California: An Empirical Analysis</i> .	<ul style="list-style-type: none"> Finalize Ad Hoc Commission on the Discipline System recommendations and submit to the Board of Trustees [Q1 2023] [MAAD] Provide implicit bias training for decision-makers to OCTC and SBC staff [Q1 2023 and annually thereafter] [HR] Analyze impact of modifying and expanding reach of RA Bank Matter Letters to include an analysis of attorney representation rates [Q3 2023] [MAAD] Develop a Pro Per Practice Guide for unrepresented respondents [Q4 2023] [SBC] Analyze the impact of archiving closed complaints [Q4 2024] [MAAD]
	Conduct a follow up study of racial disparities in attorney discipline, identify areas for improvement, and implement recommendations.	<ul style="list-style-type: none"> Complete updated study on racial disparities in attorney discipline [Q4 2024] [MAAD]
	Identify and implement strategies to address other disparities in discipline rates and outcomes, including those related to solo and small firm practitioners.	<ul style="list-style-type: none"> Determine whether there are discipline disparities based on firm size and/or practice type and attempt to identify causes of any disparities [Q4 2024] [MAAD] Determine whether there are any other discipline disparities to be addressed [Q4 2024] [MAAD]

Strategy	Implementation Steps	Operational Activities
		<ul style="list-style-type: none"> Develop training and additional resources designed to address factors contributing to disparities [Q1 2025] [OPC]
Policy & Systems Change	Align and implement recommendations of the Special Discipline Case Audit Committee and the Ad Hoc Commission on the Discipline System.	<ul style="list-style-type: none"> Review recommendations of the Special Discipline Case Audit Committee and the Ad Hoc Commission on the Discipline System and provide Board with recommendations for alignment and adoption [Q1 2023] [ED]
	Develop strategies to effectively investigate and prosecute attorneys who commit misconduct, regardless of the nature of their practice, including attorneys in large organizations and firms.	<ul style="list-style-type: none"> Assess OCTC staffing structure and processes to assess capacity for investigating and prosecuting attorneys in large firms/sophisticated actors [Q2 2023] [OCTC]

Goal 2: Protect the Public by Enhancing Access to and Inclusion in the Legal System: Increase access to the legal system through public outreach and education, improved access to legal advice and services, and a legal profession that reflects the diversity of California's communities.

Vision: *All California residents have access to high quality, affordable, and culturally competent legal advice and services.*

Strategies:

- **Effectiveness:** Increase representation through the State Bar's existing regulatory and oversight authority including special admissions and pro bono practice programs.
- **Consumer Focus:** Increase public education, outreach, and awareness to close the knowledge gap and connect consumers to relevant legal resources.
- **Diversity, Equity, and Inclusion:** Support the law school to profession pipeline to foster a diverse legal profession representative of California's communities, particularly as related to race, ethnicity, and socio-economic status.
- **Policy and Systems Change:** Identify and advocate for innovative policy and regulatory reforms needed to increase access to legal services, particularly by disenfranchised, underserved, and rural communities.

Goal 2 Implementation Steps and Operational Activities:

Strategy	Implementation Steps	Operational Activities
Effectiveness	Increase the number of attorneys admitted through special admissions programs.	<ul style="list-style-type: none"> Identify factors contributing to low numbers of Registered Legal Aid Attorneys [Q1 2023] [OAI/Admissions] Revise rules to eliminate unnecessary hurdles for all special admissions programs [Q1 2024] [Admissions] Increase awareness of Registered Military Spouse and Registered Legal Aid Attorney programs through an outreach and education campaign [Q2 2024] [Admissions] Develop metrics to track impact of rule revisions and outreach campaign. [Q4 2024] [OAI]
	Revise the bar admissions requirements to be more relevant to the practice of law, in alignment with the recommendations of the Blue Ribbon Commission on the Future of the Bar Exam.	<ul style="list-style-type: none"> Submit final Blue Ribbon Commission report and recommendations to the Board of Trustees and Supreme Court [Q2 2023] [Admissions]
	Incentivize and support licensees and law firms to increase the number of pro bono hours provided to underserved groups.	<ul style="list-style-type: none"> Develop a pro bono policy for State Bar attorneys [Q4 2023][OGC] Track numbers of pro bono hours provided by CA attorneys annually [Q1 2024][IT] Identify strategies for increasing the number of pro bono hours provided by CA attorneys [Q4 2025] [OAI]
	Administer the Attorney Census annually.	<ul style="list-style-type: none"> Deploy Attorney Census separately from billing cycle [Q1 2023] [MAAD]
Consumer Focus	Continue to analyze data points to identify the root causes of inequities in accessing legal services and reduce the access to legal services gap.	<ul style="list-style-type: none"> Complete a new CA Justice Gap Study [Q3 2024] [MAAD]

Strategy	Implementation Steps	Operational Activities
	Better understand the knowledge gap and develop strategies to address the barriers consumers face in securing legal advice.	<ul style="list-style-type: none"> Implement communications plan to address knowledge gap, informed by Access Commission recommendations [Q2 2024] [ED]
	Keep abreast of the legal services market and how changes in the market impact individual consumers.	<ul style="list-style-type: none"> Conduct focus groups with LRS administrators, local bar associations and affinity bar associations to understand programming and potential regulatory barriers to offering referrals to clients seeking legal services [Q4 2022] [OPC] Finalize stratification of firms by size to enable meaningful comparisons of people vs. business law serving entities [Q1 2023] [MAAD] Conduct an analysis of legal market trends focused on understanding both the “people” law and business law markets [Q4 2023] [MAAD]
	Make the State Bar a leader in connecting the public to legal representation by enhancing public awareness of the resources available and continually enhancing those resources.	<ul style="list-style-type: none"> Prepare a public comment proposal for revisions to the State Bar Rules pertaining to LRS certification to require data gathering and reporting and establishing access to affordable legal services as a goal of the program [Q1 2023] [OPC] Increase awareness of the importance certified specialists through public education and outreach [Q4 2023] [Admissions] Work with LAAC to improve functionality of lawhelpca.org including expanding beyond IOLTA-funded organizations and self-help centers [Q4 2024] [OAI]
Diversity, Equity, and Inclusion	Publish an annual report card on workforce diversity and retention trends in the legal profession.	<ul style="list-style-type: none"> Add questions to the inactive transfer form to support better understanding of reasons for transition to inactive status [Q3 2022] [MAAD] Produce a report on diversity, equity, and inclusion issues based on extended attorney census [Q3 2022; Q3 2025] [MAAD] Analyze 10-year trends in inactive data to identify any demographic or geographic patterns [Q2 2023] [MAAD]
	Increase the numbers of diverse attorneys in the legal profession through diversity pipeline programs	<ul style="list-style-type: none"> Implement revised testing accommodation rules, processes, and outward facing materials to streamline the process, ensure compliance with the ADA, improve timeliness, reduce

Strategy	Implementation Steps	Operational Activities
	that support aspiring attorneys in graduating from law school and passing the bar exam.	<p>reliance on outside medical professionals, and improve the experience for applicants [Q2 2023] [Admissions]</p> <ul style="list-style-type: none"> • Publish law school retention data [Q3 2023 and annually thereafter] [MAAD] • Survey students on their experiences with law school retention programs [Q3 2024] [MAAD] • Identify set of recommended metrics for law school retention programs and share results [Q3 2024] [MAAD] • Analyze impact of implemented changes in testing accommodations and produce tracking metrics [Q4 2024] [MAAD]
	Identify data-supported practices that promote retention and advancement of a diverse and inclusive legal profession and share those practices through toolkits and other resources.	<ul style="list-style-type: none"> • Develop resource guide/toolkit to amplify calls to action [Q3 2022; Q3 2025] [OAI] • Review innovative DEI practices from other industries that may be adaptable to the legal profession [Q4 2023] [OAI] • Implement any identified practices that involve support LAP or the development of new MCLE content [Q1 2024] [OPC] • Develop resources page on State Bar Website to host resource guide/toolkit for employers [Q2 2024] [OAI]
	Engage DEI leaders and other stakeholders to encourage legal employers to set and publicly commit to measurable diversity, equity, and inclusion goals through the State Bar Diversity Leadership Seal Program.	<ul style="list-style-type: none"> • Launch Leadership Seal Program [Q3 2022] [OAI] • State Bar to pursue Leadership Seal [Q3 2022 and quarterly thereafter][HR] • Develop 5-year implementation plan for Leadership Seal program [Q4 2022] [OAI]
	Continue the Mindsets in Legal Education Initiative and evaluate the merits of expanding the program.	<ul style="list-style-type: none"> • Explore the feasibility of expanding the Mindsets in Legal Education Initiative to first-year law student examinees [Q2 2023] [Admissions] • Engage law schools to encourage participation in the program [Q4 2023] [Admissions]

Strategy	Implementation Steps	Operational Activities
	Conduct an equity and cost focused analysis of the impact of various options for administration of the bar exam on pass rates, including remote and open-book formats.	<ul style="list-style-type: none"> Complete the AccessLex Study on bar exam administration modalities [Q1 2024] [MAAD]
	Provide implicit bias trainings for bar exam proctors and graders to reduce any potential bias.	<ul style="list-style-type: none"> Provide implicit bias training annually for bar exam proctors and graders [Q1 and Q3 2023 and annually thereafter] [Admissions] As part of the onboarding process for exam graders, share guidelines for eliminating bias on exam questions [Q1 and Q3 2023 and annually thereafter] [Admissions]
	Continue to diversify the exam development and grading pool.	<ul style="list-style-type: none"> Develop pipeline from grader pool to exam developer pool [Q4 2025] [Admissions] Report grader and exam developer demographics as part of State Bar Annual Report [Q2 2023 and annually thereafter][Admissions]
Policy & Systems Change	Create a policy foundation for regulatory reform to increase access to affordable legal advice and services.	<ul style="list-style-type: none"> Keep abreast of ways in which other jurisdictions are innovating to increase access to legal services and produce periodic reports on these efforts [Q1 2023 and annually thereafter][OAI]
	Collaborate with legislative and other stakeholders to establish a law school student loan forgiveness program to make legal aid an attractive and sustainable career goal.	<ul style="list-style-type: none"> Explore strategies for launching a self-funded LRAP program that will support as many public interest and underrepresented attorneys as possible [Q1 2024] [OAI] Encourage and provide technical assistance to legal aid organizations and law schools to develop LRAPs to support public interest and underrepresented attorneys [Q4 2025] [OAI]
	Collaborate with stakeholders and law schools to improve the law school accreditation process.	<ul style="list-style-type: none"> Develop comprehensive performance metrics for California accredited and unaccredited law schools and report on performance to the Board of Trustees annually [Q2 2023 and annually thereafter] [Admissions] Implement recommendations from law school retention study [Q4 2024] [Admissions]

Strategy	Implementation Steps	Operational Activities
		<ul style="list-style-type: none"> Undertake a comprehensive review of the rules and guidelines for unaccredited law schools to emphasize both access to educational opportunity and consumer protection [Q4 2024] [Admissions]

Goal 3: Protect the Public by Regulating the Legal Profession: Promote the ethical and competent practice of law and prevent misconduct by providing education, resources, and support for the legal profession.

Vision: *State Bar licensees exemplify excellence and personal responsibility in the practice of law.*

Strategies:

- **Effectiveness:** Use data to identify attorneys most at-risk of misconduct complaints and to develop the resources and supports needed to prevent misconduct.
- **Consumer Focus:** Develop and deploy self-assessment modules, minimum continuing legal education (MCLE), practice tools, and other resources to support attorneys in continued education, professional development, and the competent practice of law.
- **Diversity, Equity, and Inclusion:** Support retention, development, and advancement of a diverse legal profession, with a focus on preventative measures to address disproportionate complaint and discipline rates.
- **Policy and Systems Change:** Explore and implement regulations to address and deter actions that pose significant risks of public harm.

Goal 3 Implementation Steps and Operational Activities:

Strategy	Implementation Steps	Operational Activities
Effectiveness	Develop metrics for assessing the impact of the State Bar’s prevention and proactive risk-based management work.	<ul style="list-style-type: none"> Develop a multi-year workplan for all of the preventative and proactive regulation activities included in the 2022-2027 Strategic Plan to include performance metrics and associated funding needs [Q1 2023] [OPC] Implement ASAR redesign, including using a supervision strategies assessment tool. Collect data on dynamic risk factors to further refine the assessment tool [Q2 2024] [MAAD]
Consumer Focus	Implement the Office of Professional Competence’s 5-year plan for preventative education e-learning and self-assessment modules.	<ul style="list-style-type: none"> Update 5-year plan to reflect proactive and preventative regulation workplan and other revisions as needed [Q1 2023] [OPC] Establish online payment for State Bar-provided MCLE [Q2 2023] [IT] Develop a fee policy for State Bar provided/generated MCLE [Q2 2023] [OPC]
	Position the State Bar as a trusted resource and increase interactions with licensees beyond admitting attorneys into the profession, collecting fees, and monitoring MCLE compliance.	<ul style="list-style-type: none"> Expand outreach efforts to increase individualized utilization of LAP services. [Q3 2022 and ongoing] [OPC] Develop new resources, including presentations, on substance abuse, mental health, competency, practice management, and aging [Q3 2022 and quarterly thereafter] [OPC]
	Provide effective support for attorneys experiencing practice management and other challenges that affect competency.	<ul style="list-style-type: none"> Implement practice management support activities outlined in the multiyear preventative and proactive regulation workplan [Q2 2023 and ongoing] [OPC]
	Collaborate with the California Lawyers Association (CLA) and other bar associations on	<ul style="list-style-type: none"> Provide tools and content for CLA, the State Bar, and other providers to use in creating high quality MCLE and other programming [Q2 2023 and ongoing thereafter] [OPC]

Strategy	Implementation Steps	Operational Activities
	providing programming and continuing education content to licensees.	
	Create a licensee resource page on the State Bar website to provide information and tools on emerging topics and issues including mental health, financial literacy, and navigating imposter syndrome in the workplace.	<ul style="list-style-type: none"> • Design and launch a licensee resource page [Q2 2023] [OPC] • Collaborate with COAF to develop imposter syndrome training and resources [Q2 2023] [OPC]
Diversity, Equity, and Inclusion	Support attorneys from disenfranchised and underserved communities who may experience unique practice management and other challenges.	<ul style="list-style-type: none"> • Identify specific needs of attorneys from disenfranchised and underserved communities and begin offering assistance through support LAP and targeted MCLE and online resources [Q4 2023] [OPC]
	Identify competency related factors that drive disparate voluntary departures from the legal profession by race and gender.	<ul style="list-style-type: none"> • Ensure that the inactive survey includes questions regarding competency issues [Q4 2024] [MAAD]
Policy & Systems Change	Implement the Client Trust Account Protection Program.	<ul style="list-style-type: none"> • Establish the State Bar Division of Regulation to house the CTAPP [Q4 2022] [ED] • Implement CTAPP licensee reporting requirements [Q1 2023] [Regulation] • Enforce licensee noncompliance with CTAPP licensee reporting requirements [Q4 2023] [Regulation]

Goal 4: Protect the Public by Engaging Partners: *Engage partners and stakeholders to enhance public protection and restore the State Bar’s credibility, reputation, and impact.*

Vision: *Partners and stakeholders are actively involved in and supportive of the State Bar’s public protection initiatives, achievements, programs, and services.*

Strategies:

- **Effectiveness:** Increase public trust and consumer awareness by demonstrating competence, consistency, and transparency.
- **Consumer Focus:** Establish collaborative relationships with community and consumer facing organizations and engage partners in collaborative workgroups.
- **Diversity, Equity, and Inclusion:** Ensure that communications materials and resources are accessible to California’s diverse communities.
- **Policy and Systems Change:** Partner with stakeholders to increase public protection and attorney regulation through legislation and policy change.

Goal 4 Implementation Steps and Operational Activities:

Strategy	Implementation Steps	Operational Activities
Effectiveness	Increase access to State Bar data and performance outcomes.	<ul style="list-style-type: none"> Establish a section on the public website to display data visualizations and statistics on major areas of the State Bar and develop a comprehensive data analytics strategy and build a platform for supporting self-serve analytics, insights, and data-driven decisions [Q3 2023] [MAAD]
	Ensure that licensees are aware of the work of the State Bar and how the bar supports competent and ethical practice.	<ul style="list-style-type: none"> Develop a plan for growing an influencer network of attorneys on social media [Q1 2023] [ED] Implement plan to grow an influencer network [Q2 2023] [ED] Implement increased communications plan [Q3 2023 and quarterly thereafter] [ED]
	Enhance visibility of and accessibility to State Bar meetings.	<ul style="list-style-type: none"> Monitor other bodies' handling of remote proceedings and determine if additional changes needed to State Bar or State Bar Court processes [Q3 2022 and quarterly thereafter] [ED] Implement 2 meetings/year in person, subentity and ad hoc body email addresses, and track public participation [Q4 2022 and quarterly thereafter] [ED] Improve and promote guidelines for public participation at meetings [Q1 2023] [ED] Revisit ADA accessibility for remote/hybrid meetings, develop consistent agencywide guidelines [Q2 2023] [HR] Deploy new agenda management system which will enable easier to access agendas and meeting materials and meeting calendars [Q4 2023] [ED]
	Serve as an incubator for innovation, share successes and best practices, and support implementation efforts in other organizations.	<ul style="list-style-type: none"> Create innovation center on website and/or on citizen engagement platform [Q1 2024][ED] As part of program/event planning for 100th anniversary, develop event or recognition related to innovation [Q4 2026] [ED]
Consumer Focus	Create and sustain partnerships with other organizations, entities, and stakeholder groups.	<ul style="list-style-type: none"> Launch proactive communication with stakeholders (e.g. opt-in email list; quarterly updates [Q4 2023] [ED] Conduct a landscape analysis accredited representative services and hosting organizations [Q4 2023][OAI] Use 100th anniversary planning and events as a way to build and reinforce partnerships [Q1 2025-Q4 2025]

Strategy	Implementation Steps	Operational Activities
		<ul style="list-style-type: none"> Establish partnerships with organizations providing accredited representative services [Q4 2023] [OAI] Evaluate feasibility of using AIMS to support interactions with law schools related to accreditation (e.g., submission of major change requests, updates to administration information, monitoring visit self-study, and payment of fees). [Q4 2025] [IT]
	Demonstrate transparency and, within constraints imposed by law, maximize disclosure in public communication.	<ul style="list-style-type: none"> Formalize media/spokesperson/social media policies [Q1 2023] [ED] As part of annual communications planning, include section on proactive visibility planning for leadership, including semiannual pressers, social media presence, speaking, podcasts, etc. [Q1 2023 and annually thereafter] [ED] Conduct media training of leadership team [Q2 2023 and annually thereafter] [ED] Engage independent consultant for communications audit on message clarity and adherence to best practices [Q3 2023] [ED]
Diversity, Equity, and Inclusion	Expand multilingual content and outreach.	<ul style="list-style-type: none"> Implement changes to State Bar website, including Google Translate widget on all public outreach content [Q4 2022] [ED] Assess multilingual content best practices (beyond Google Translate) and website analytics for highly trafficked consumer-focused webpages to inform multilingual strategies after website redesign [Q1 2024] [ED] Expand digital outreach campaign methods beyond Spanish to other frequently spoken languages in immigrant communities [Q4 2024][ED]
	Increase the number and variety of stakeholders to include affinity bar associations and a broad range of organizations invested in the mission of the State Bar.	<ul style="list-style-type: none"> State Bar offices to identify law-affiliated and community-based organizations relevant to their work [Q2 2023] [ED] State Bar offices to develop plan for engaging at least one law-affiliated and community-based organization identified [Q2 2023][ED] Strategic Communications and Stakeholder Engagement to track engagement [Q3 2023 and quarterly thereafter] [ED]
	Engage diverse voices in the development and evaluation of State Bar policy.	<ul style="list-style-type: none"> Expand outreach on subentity appointment opportunities to support long-range goal of diversifying subentity membership [Q1 2023 and annually thereafter] [ED]

Strategy	Implementation Steps	Operational Activities
		<ul style="list-style-type: none"> • Redesign public comment invitation procedure to incorporate plain language review, toolkit of options for general public outreach on invitations of broad public relevance, metrics reporting as part of comments compilation/analysis [Q2 2023] [ED] • Redesign Leadership Bank Program to include additional criteria such as social responsibility and diversity, equity, and inclusion goals [Q4 2023][OAI] • Implement changes to Leadership Bank Program [Q2 2024] [OAI]
Policy & Systems Change	Collaborate with the Legislature and other stakeholders to increase public protection and support the State Bar's mission.	

**The State Bar of California
Core Operational Plan
2022-2027**

2022-2027 Core Operational Strategies

The State Bar’s mission is rooted in protecting the public. To achieve this mission, the core operations strategies reflect how the State Bar can support the organization to achieve the goals laid out in the strategic operational plan. As a foundational principle, the State Bar is committed to advancing diversity, equity, and inclusion with respect to both its own operations and the legal profession itself.

Strategies:

- **Investing in Our People:** Develop staffing opportunities within the organization, further develop staff skillsets through training, and improve opportunities for existing staff for retention.
- **Diversity, Equity, and Inclusion:** Continue to address any racial, or other disparities, within the State Bar and assess opportunities to improve inclusivity.
- **Transparency and Accountability:** Keep staff informed of changes within the organization and continue updating core systems through IT to ensure staff operations are supported.
- **Fiscal Responsibility:** Refine financial operations to ensure efficiency in current process while also maintaining budget for key projects and staff functions.
- **Consumer Focus:** Continue development of processes to ensure ease of access for the public.

Strategy	Operational Activities
Investing in Our People	Implement Organizational Values <ul style="list-style-type: none"> • All staff are knowledgeable about the State Bar’s organizational values [Q2 2023] [State Bar Leadership Team]
	Recruit talent <ul style="list-style-type: none"> • Improve recruitment process through the following: <ul style="list-style-type: none"> ○ Improve organization, structure, and functionality of job postings in Oracle and on the State Bar website [Q4 2022] [HR] ○ Create candidate pools and share resumes and applications between offices [Q4 2022] [HR]

	<ul style="list-style-type: none"> ○ Emphasize remote work/hybrid work environment on job postings and in interviews [Q4 2022] [HR] ○ Develop and maintain targeted recruitment strategies and sites by classification or classification groupings or Office [Q1 2023] [HR] ○ Incorporate State Bar Values into recruitment processes [Q2 2023] [HR] • Increase number of internships and professionalize and standardize the intern experience [Q4 2023] [HR] • Create and publish recruitment dashboard with metrics, including: [Q4 2023] [HR] <ul style="list-style-type: none"> ○ Time to hire by Office and classification ○ Retention ○ Applicant and selected candidate demographics • Develop consistent and clear understanding of terms such as “retention” and “turnover” [Q4 2023] [HR] <hr/> <p>Develop talent</p> <ul style="list-style-type: none"> • Update NEO to include the following: [Q3 2023] [HR] <ul style="list-style-type: none"> ○ Overview of office templates and style guide ○ Overview of process and explanation of values related to internal promotions and staff development • Expand internal training offerings for staff, particularly around technology tools, including: [Q3 2023] [IT] <ul style="list-style-type: none"> ○ Microsoft suite of programs ○ Zoom ○ Electronic signature process (DocuSign) • Update, promulgate, and provide training on guidelines for Office onboarding and support implementation [Q2 2024] [HR] <hr/> <p>Retain talent</p> <ul style="list-style-type: none"> • Explore expansion of T&D program: [Q2 2023] [HR] <ul style="list-style-type: none"> ○ Assess feasibility of waiving educational requirements or extending duration of T&Ds to help employees meet MQs for higher-level positions ○ Increase T&D opportunities for administrative staff ○ Publicize and set expectations for supervisors and managers to encourage staff to participate • Assess effectiveness of existing promotion-in-place and entry-to-journey mechanisms and address issues that may be found [Q3 2023] [HR] <ul style="list-style-type: none"> ○ Explore developing a universal 1:1 structure
--	--

	<ul style="list-style-type: none"> • Create and publish retention dashboard with metrics including: [Q3 2023] [HR] <ul style="list-style-type: none"> ○ Number of employees promoted in place ○ Number of employees promoted ○ Number of employees participating in T&D program <ul style="list-style-type: none"> ▪ Number of employees changing positions after a T&D ○ Staff ratings of 1:1's as reflected in supervisor PEs ○ Turnover rate by office, classification, Bar-wide ○ Demographics for all • Invest in making remote work “work” [Q4 2023] [HR] <ul style="list-style-type: none"> ○ Monitor implementation of a permanent remote work policy, with the goals of providing employees worksite flexibility while at the same time maintaining employee engagement. ○ Assess feasibility to provide funding for team building activities on in-office days ○ Provide additional training for all staff on how to make in-office days effective • Explore development of pipeline programs for difficult to recruit and/or retain positions like paralegals and investigators that may or may not include a formal T&D [Q4 2023] [HR] • Identify “retention risks” and develop employee-specific retention plans [Q4 2023] [Each Office] • Make effective 1:1s part of the culture [Q4 2023] [HR] • Provide supervisors and employees with tools to help employees express and achieve career goals: [Q2 2024][HR] <ul style="list-style-type: none"> ○ Assess expanding OCTC-style mentoring program to other offices and classifications. ○ Assess effectiveness of optional objective in new PEs ○ Provide supervisors with resources and tools to help employees set meaningful goals and design roadmap to achieve them
Diversity, Equity, and Inclusion	<p>Walk the Talk</p> <ul style="list-style-type: none"> • Track and publish State Bar staff demographic data [Q2 2023 and annually thereafter] [HR] <ul style="list-style-type: none"> ○ By office and classification ○ Barwide • Revise the procurement manual to reflect best practices in inclusive procurement [Q2 2023 and Q2 2025] [CAO] <ul style="list-style-type: none"> ○ Complete prior to any significant spend on new building

	<ul style="list-style-type: none"> • Begin asking contracted law firms for routine reporting about their efforts around and commitment to DEI [Q2 2023] [OGC] • Expand current DEI and unconscious bias training offerings [Q3 2023] [HR] <ul style="list-style-type: none"> ○ With a particular focus on supervisors and managers <ul style="list-style-type: none"> ▪ How to include and engage all staff ▪ How to compose hiring panels ▪ How to tackle bias in candidate selection ○ With a particular focus on State Bar decision-makers <ul style="list-style-type: none"> ▪ OCTC and State Bar Court staff addressed in Goal 1 ▪ Admissions staff in the operational plan ▪ OA&I grantmaking staff ▪ LSTFC • Assess the need to establish an Equal Employment Opportunity Office [Q1 2024] [HR] • Revise investment policy to reflect DEI and social responsibility goals and standards [Q4 2024] [Finance] • Conduct a procurement disparities analysis [Q4 2024] [ED]
Transparency and Accountability	<ul style="list-style-type: none"> • Make cybersecurity part of everyday culture <ul style="list-style-type: none"> ○ Keep IT footprint updated with security best practices <ul style="list-style-type: none"> ▪ Implement quarterly review [Q3 2022 and quarterly] [IT] ▪ IT employee training for security best practices [Q4 2022 and annually] [IT] ○ Regularly educate and enable employees on cybersecurity trends and remediation <ul style="list-style-type: none"> ▪ Cybersecurity month activities [Q4 2022 and annually after that] [IT] ▪ Phishing email exercise and review [Q4 2022 and quarterly] [IT] ▪ Update and publish security policies [Q4 2022 and annually] [IT] ▪ Rollout employee mandatory training course [Q4 2022 and annually] [IT] ○ Perform periodic audits for security and execute remediation <ul style="list-style-type: none"> ▪ External IT application security audit [Q1 2023, Q1 2025] [IT] ▪ Remedy IT application security audit findings [Q2 2023, Q2 2025] [IT] ▪ External IT network security assessment [Q2 2023, Q2 2025] [IT]

	<ul style="list-style-type: none"> ▪ Remedy IT network security assessment findings [Q3 2023, Q2 2025] [IT] ▪ External Audit of IoT devices and network [Q1 2023] [IT] ▪ Remedy IOT devices and network audit findings [Q3 2023] [IT] • Ensure compliance with standards – PCI, PII, ADA, and HIPAA with periodic audits and remediation <ul style="list-style-type: none"> ○ PCI compliance remediation – [Q2 2023 and annually] [IT] ○ PCI compliance audit – [Q3 2022 and annually] [IT] ○ PII data encryption, tagging and governance assessment – [Q1 2023] [IT] ○ PII Data encryption, tagging, governance remediation – [Q3 2023] [IT] ○ Website redesign- [Q4 2023] [IT] • Launch Office of Compliance and finalize 24-month workplan [Q1 2023] [MAAD] • Replace intranet with Sharepoint site and make it a robust tool for information sharing [Q4 2023] [HR/IT]
	<p>Automation</p> <ul style="list-style-type: none"> • Further automation of all processes related to HR and recruiting [Q2 2023] [HR] <ul style="list-style-type: none"> ○ Automated e-mails alerts to employees via Oracle for various HR items, including Exceeds Requirements Personal Day, salary updates, 457b plan eligibility, and other HR changes ○ Automated offboarding checklist through Journeys will be sent to employees planning to separate ○ Implementation of the Oracle Performance Management Module, which will include automated notifications regarding upcoming performance evaluation due dates, and streamline review and signature process for supervisors and managers • Create an online payment portal on the State Bar website (e.g., MCLE provider applications and payments, certificate of good standing, law school inspections, and other manual check and credit card processing) <ul style="list-style-type: none"> ○ Define the approach for the payment portal [Q4 2022] [IT] ○ MCLE payment integration with portal [Q2 2023] [IT] ○ Others [Q4 2023] [IT] • Elimination of manual processes <ul style="list-style-type: none"> ○ Discovery and POC of docusign forms – [Q3 2022] [IT] ○ Top 5 opportunities for e-signature forms – [Q4 2022] [IT] ○ Top 25 opportunities for e-signature forms – [Q2 2023] [IT]

	<ul style="list-style-type: none"> ○ Integration with other systems to automate complete flow for the top 25 opportunities – [Q4 2023] [IT] • Online payments <ul style="list-style-type: none"> ○ Define the approach for the payment portal [Q4 2022] [IT] ○ Build platform capabilities for online payments [Q2 2023] [IT] • E-submission of all documents <ul style="list-style-type: none"> ○ Opportunity assessment (other than e-Filing for SBC) - [Q1 2023] [IT] • Acquire new Board of Trustees agenda management system <ul style="list-style-type: none"> ○ Replace current system – [Q1 2023] [IT] • Develop an organization-wide data and analytics strategy [Q4 2024] [MAAD and IT] • Collaboration and modernization - M365 - Sharepoint, Teams voice <ul style="list-style-type: none"> ○ Sharepoint2/t rollout to all offices and common drives - [Q4 2022] [IT] • Automation of manual processes used across multiple business functions <ul style="list-style-type: none"> ○ Discovery of manual processes and prioritization [Q2 2023] [IT] ○ Automation of prioritized manual processes [Q2 2023] [IT]
	<p>Staff Deployment</p> <ul style="list-style-type: none"> • Determine the right division of labor for staffing committees [Q4 2023] [ED] • Streamline grant making processes and procedures including codifying and revising, as necessary, all of the decision points and considerations that are used [Date TBD] [OAI]
	<p>Ensure Core Systems are Up to Date and High Functioning</p> <ul style="list-style-type: none"> • Oracle <ul style="list-style-type: none"> ○ Improve Oracle functioning and staff knowledge – Hire product manager for Oracle [Q3 2022] [IT] ○ Reduce expenditures on third-party support [Q2 2023] [IT] • AIMS <ul style="list-style-type: none"> ○ Implement changes identified from assessment [Q2 2023] [IT] • ODY <ul style="list-style-type: none"> ○ Explore alternate solutions to Odyssey enhancements requests - [Q4 2022] [IT] ○ Odyssey upgrade to v 2022 [Q2 2023] [IT] ○ Develop automated testing capability for Odyssey [Q2 2023] [IT]

	<ul style="list-style-type: none"> ○ Implement alternate solutions identified for Odyssey enhancement request - [Q2 2023] [IT] ○ Odyssey enhancement requests that don't have alternate solutions - [Q2 2024] [IT] ○ Odyssey upgrade to v 2023 [Q2 2024] [IT] • Create comprehensive monitoring for applications: <ul style="list-style-type: none"> ○ Application-level monitoring for critical applications availability and health [Q1 2023] [IT] ○ Critical Infrastructure monitoring for security and health [Q1 2023] [IT] • Continue replacement of legacy applications <ul style="list-style-type: none"> ○ ARIS <ul style="list-style-type: none"> ▪ RFP [Q1 2023] [IT] ▪ Implementation of ARIS solution [Q3 2025] [IT] ○ Replace Lyris with HubSpot [Q2 2023] [IT] ○ CSF module replacement [Q4 2023] [IT] ○ Replacement of Cognos reporting - [Q2 2024] [IT] ○ Replacement of Mirror database apps; [Q1 2025] [IT] ○ Rest of the AS400 systems - [Q3 2026] [IT] • Continue transition to the Cloud <ul style="list-style-type: none"> ○ Move all the applications and related infrastructure out of SF data centers to Azure cloud - [Q1 2023] [IT] ○ Move all the applications and related infrastructure out of LA data centers to Azure cloud - [Q2 2023] [IT] ○ Modernize the applications and leverage cloud-native capabilities - [Q4 2024] [IT] • Strengthen support teams for critical applications <ul style="list-style-type: none"> ○ Recruit Oracle functional expert [Q3 2022] [IT] ○ Recruit Salesforce experts and train additional team members [Q3 2022] [IT] ○ Train additional resources on the Odyssey to augment the current dedicated team [Q2 2023] [IT] • Create comprehensive framework for application and infrastructure monitoring [Q3 2023] [IT]
	<p>How We Use Capital Assets</p> <ul style="list-style-type: none"> • Sell 180 Howard Street and move into new Nor Cal location [Q4 2024][CAO] <ul style="list-style-type: none"> ○ Modern design supportive of hybrid work culture and engaging to staff

	<ul style="list-style-type: none"> Complete an occupancy analysis and recommend a strategy for southern California office space including possible relocation to a smaller space in light of the Bar's hybrid remote work model [Q4 2026] [CAO]
Fiscal Responsibility	Accuracy <ul style="list-style-type: none"> Continue to assess projection versus actuals on a regular basis and refine and improve the method for developing projections [Q4 2022 and annually thereafter] [Finance] Streamline expense coding process to reduce errors [Q1 2023] [Finance] Create protocol for coding zero-based budget and Board/subentity related expenses and train staff on how to comply [Q2 2023] [Finance] <ul style="list-style-type: none"> Professional services Travel Training Catering Disable unused accounts [Q3 2023] [Finance]
	Efficiency <ul style="list-style-type: none"> Streamline processes for capturing and reporting time spent by OAI staff by funding source [Q4 2022] [OAI] Assess the feasibility and impact of outsourcing payroll [Q2 2023] [Finance] Implement State Bar rule 2.11 and increase rate of compliant payments/reduce use of overtime and/or contractors during billing period [Q4 2022] [Finance]
	Effectiveness <ul style="list-style-type: none"> Zero-base discretionary accounts annually and continue to identify operational savings [Q4 2022 and annually thereafter] [Finance] Maximize drawdown of non-General Fund funds to free up costs to support attorney discipline system [Q4 2023 and annually thereafter] [Finance] Develop a meaningful performance-based budgeting methodology [Q4 2022 preliminary and Q3 2023 next budget year)] [Finance]

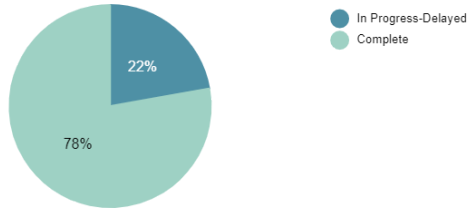
Consumer Focus	<ul style="list-style-type: none"> • Improve experience for applicants for admission <ul style="list-style-type: none"> ○ Develop an applicant dashboard [Q2 2023] [Admissions + IT] ○ Add an announcement board with outstanding tasks and deadlines- [Q2 2023] [Admissions + IT] • Redesign the website to improve organization, usability, and functionality, and to make updates more flexible and efficient [Q4 2023] [IT] • Develop mobile app-based versions of public facing applications [Q4 2023] [IT] • Enable technology to make it easier for public, licensees, and others to reach State Bar support (to be discussed – metrics): <ul style="list-style-type: none"> ○ Improve navigation of all 800 numbers [Q2 2023] [ARCR + IT] ○ Launch a multi-channel contact center [Q3 2023] [ARCR + IT] ○ Explore expanded use of CRM system to serve more customer-facing programs including ethics hotline [Q4 2023] [ARCR +IT]
-----------------------	--



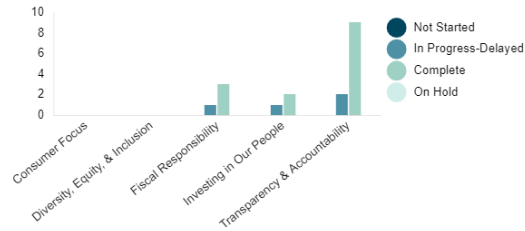
Core Operational Plan 2022-2027

DASHBOARD

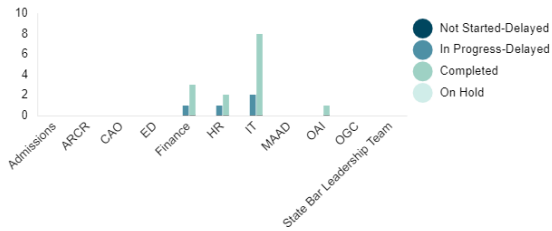
Q4 2022 (Reporting): Project Status



Q4 2022 (Reporting): Project Status by Goal



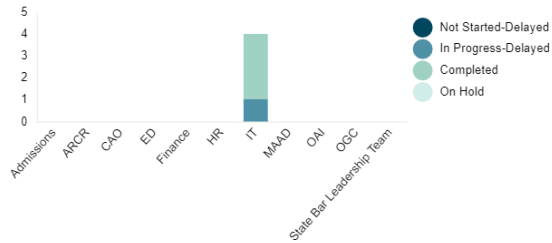
Q4 2022 (Reporting): Project Status by Team



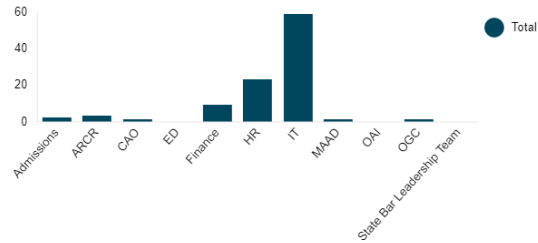
Q4 2022 (Reporting): Projects that Need Attention

Lead Team	Comments	Project
HR	Manual process implemented, more formalized and automated process being developed.	Create Candidate Pools and Share Resum
Finance	Consultant hired to support, unclear if this is viable for 2023.	Develop Budgeting Methodology(2022Q4
IT	New resource engaged, additional training for staff in progress.	Recruit Salesforce Experts (2022Q3)
IT	Deferred to Q1 2023 due	Alternate Solution Odyssey Enhancemen

Q3 2022 (Previous): Project Status by Team



2023 Upcoming Projects by Team

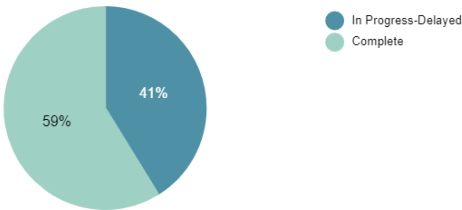




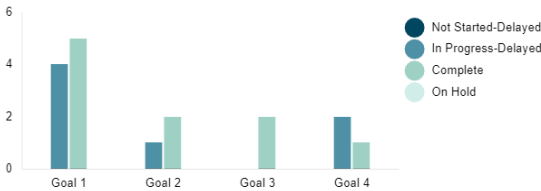
Strategic Operational Plan 2022-2027

DASHBOARD

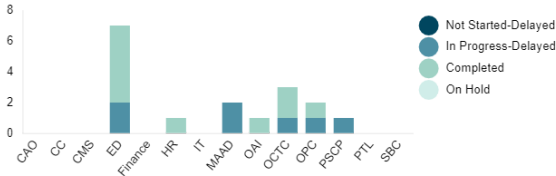
Q4 2022 (Reporting): Project Status



Q4 2022 (Reporting): Project Status by Goal



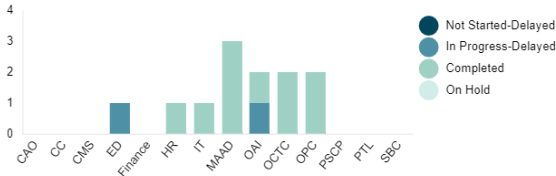
Q4 2022 (Reporting): Project Status by Team



Q4 2022 (Reporting): Projects that Need Attention

Lead Team	Comments	Project
ED	This has been completed for the State Bar; assessment for State Bar Court still needed.	Changes to State Bar/State Bar Court pr
ED	Delayed	Implement changes to State Bar website
ED	This has been completed for the State Bar; assessment for	Changes to State Bar/State Bar Court pr

Q3 2022 (Previous): Project Status by Team



2023 Upcoming Projects by Team

