

State Bar Operational Metrics Report

2024



The State Bar of California



Introduction

The State Bar's operational metrics are designed to evaluate core performance objectives such as operational efficiency, customer responsiveness, and compliance. This report presents data for 54 operational metrics the State Bar has identified as key to achieving organizational goals. Results reflect 2024 performance.

Of the 53 operational metrics analyzed, the majority (46) had performance targets and seven are reported for tracking purposes only. Within the subset of metrics that had performance targets, 30 metrics, representing 65 percent, successfully met those targets.* Narratives that provides context for performance and plans for improvement accompany metric results for those metrics that fell short of their targets.

A comprehensive list of the operational metrics presented in this report is provided in Appendix A.

* The 2023 State Bar Operational Metrics Report reported on 53 metrics. Since then, two metrics were added, and two metrics are under review. The new metrics are: "Decrease recidivism rates overall" and "Increase the percentage of respondents who retain representation."



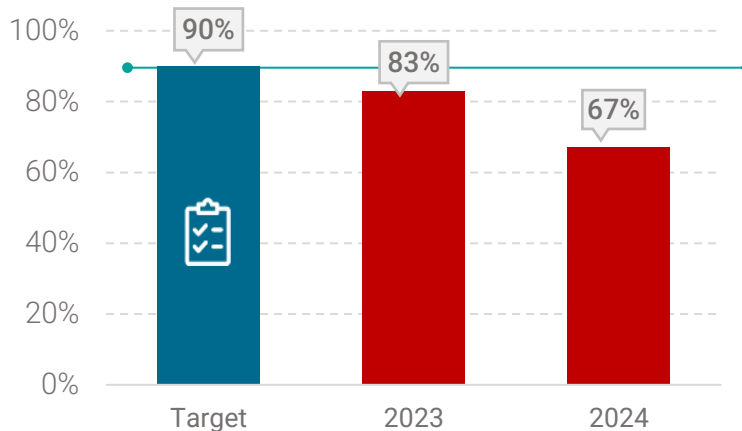
Client Security Fund

Project the number of Client Security Fund cases to be resolved at the beginning of the year and track the number of resolved cases

Time period	Number of cases projected to be resolved	Number of cases resolved
2020	...	1,319
2021	...	894
2022	...	917
2023	...	619
2024	875	1,162

Note: Client Security Fund staff project they will resolve at least 700 cases in 2025. This data is not available from 2020 through 2023 as the metric was updated to report on the number of cases projected to be resolved, starting with 2024.

Resolve 90 percent of Client Security Fund cases within 365 days of the jurisdiction date



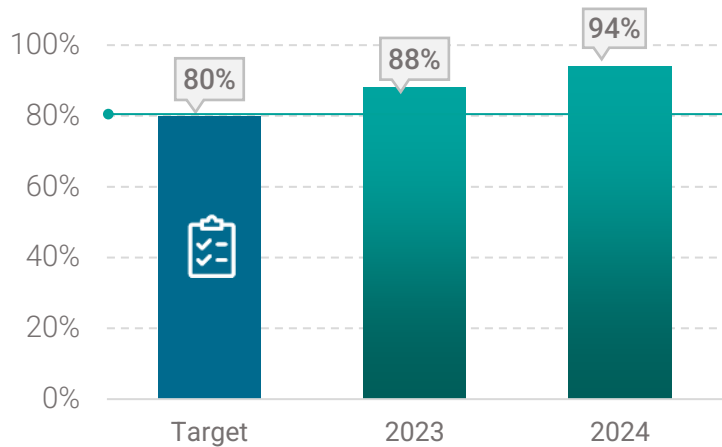
Note: 1,162 cases were resolved in 2024.

The Client Security Fund (CSF) office is committed to providing all parties with sufficient time to submit evidence and present their cases. Prioritizing cases eligible for reimbursement, CSF strives to compensate victims of attorney theft as quickly as possible. However, some cases require extensive investigation, leading to longer resolution times. In 2024, CSF resolved 1,162 cases, exceeding its projected target of 875. While CSF did not achieve its goal of resolving 90 percent of these cases within 365 days, the office has steadily reduced the average resolution time for reimbursement cases. The average resolution time for reimbursement cases decreased from 929 days in 2018 to 220 days in 2024—a 76.3 percent reduction. Additionally, resolution times improved by another 1 percent between 2023 and 2024. CSF remains committed to further improving its processes and efficiency, including utilizing electronic case management tools to streamline operations.

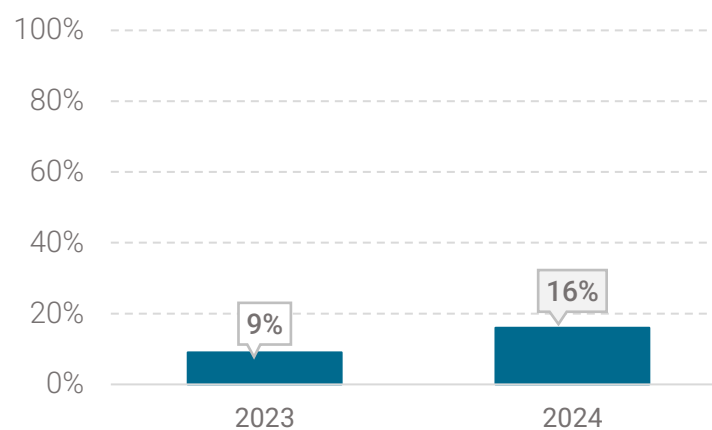


Lawyer Assistance Program

80 percent of survey participants report the Lawyer Assistance Program met their goals



Track successful completion rates for Monitored Lawyer Assistance Program

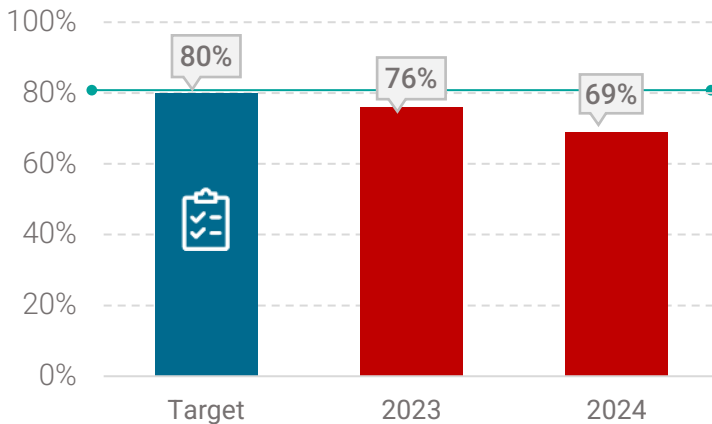


Note: In 2024, 83 cases were closed.



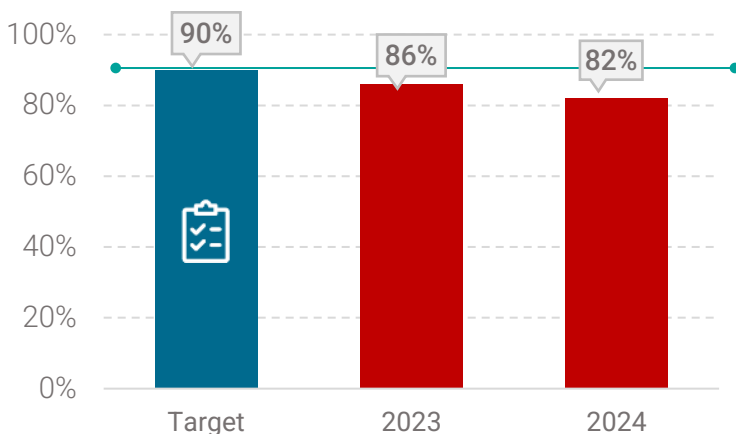
Mandatory Fee Arbitration

80 percent of clients and attorneys report satisfaction with the service received by the Mandatory Fee Arbitration Program



A survey was distributed to 216 clients and attorneys whose cases were closed between January and December 2024, with a 21 percent response rate. Of those who responded, 69 percent expressed satisfaction with the Mandatory Fee Arbitration (MFA) Program, based on multiple survey measures. The MFA office is in the process of selecting a vendor to develop and launch an online dispute resolution platform, expected to go live by early 2026. This initiative is designed to improve program efficiency and customer satisfaction by adding fee mediation services and expediting the resolution of attorney-client fee disputes. Automation of key stages of the arbitration and mediation, such as arbitrator appointments and hearing scheduling, will help reduce case processing times. A mobile-friendly, 24/7 online platform will further enhance accessibility for participants with varying schedules.

Assign 90 percent of matters to arbitrators within 110 days after application completion



Note: 116 matters were assigned to arbitrators in 2024.

In 2024, the MFA Office assigned 116 cases to arbitrators or arbitration panels. Of these, 95 cases (82 percent) were assigned within 110 days of the arbitration request being filed, down from 86 percent in 2023. Several factors contributed to delays in case assignments. MFA filings increased by 43 percent, rising from 107 in 2023 to 153 in 2024. Other challenges affecting the 110-day assignment timeframe included processing fee waiver requests, addressing jurisdictional challenges, adding necessary parties, handling challenges to arbitrators, and managing the MFA program's office relocation in August 2024. Despite these challenges, the MFA Office remains committed to timely case processing and is actively exploring ways to improve efficiency. Efforts include implementing a new case management system, expected to be operational in 2026, which will eliminate manual processes, reduce reliance on outdated systems, and enhance customer satisfaction while streamlining workflows.



Mission Advancement & Accountability Division

Complete quarterly dashboards used by the Board's Discipline Liaisons to oversee the performance of OCTC, 2201 cases, and the Complaint Review Unit cases



Provide actionable data, analytic, and compliance support to the Executive Director, OCTC, State Bar Court, Regulation, and Admissions



Note: This was measured by a questionnaire provided to the heads of these divisions/offices. See Appendix A for details.

Publish at least two comprehensive research reports to strengthen the State Bar's influence on issues of diversity, equity, and inclusion in and access to the legal system



MAAD published the 2023 Diversity Report Card in March 2024. Publication of the 2024 California Justice Gap Study was postponed to spring 2025 to address additional research needs.

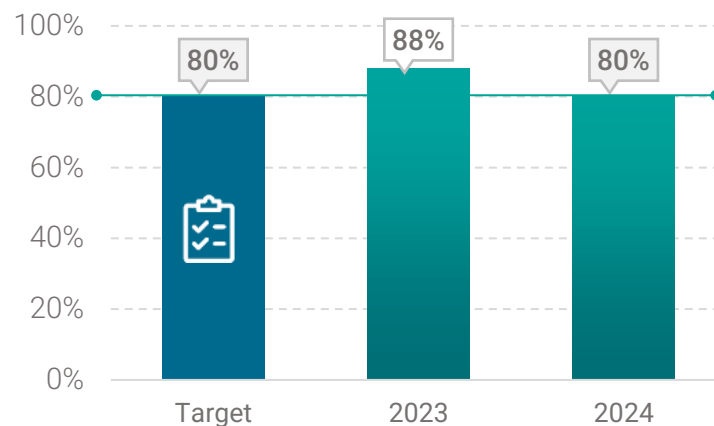


Office of Access & Inclusion

Disseminate electronically or publish online at least one set of grant evaluation data semiannually to the Judicial Council of California, grantees, and other stakeholders



Issue 80 percent of grantee monitoring visit and fiscal visit findings within 60 days

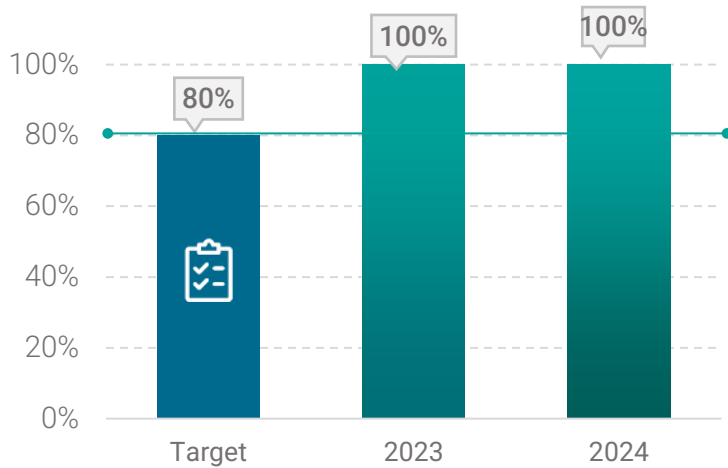


Note: Staff conducted 45 monitoring visits in 2024.



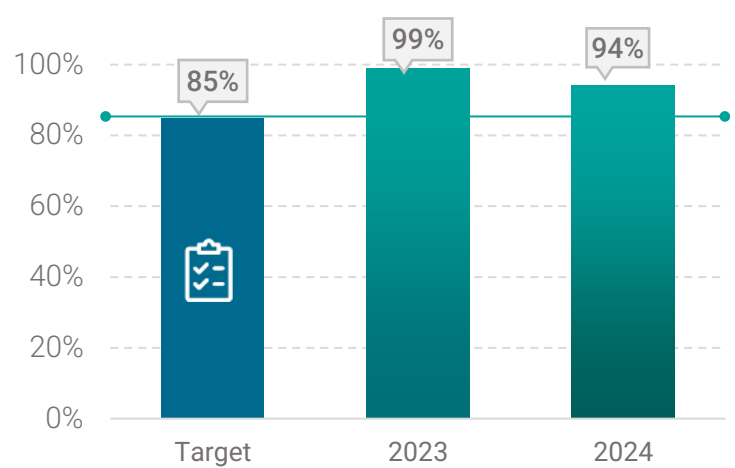
Office of Admissions

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



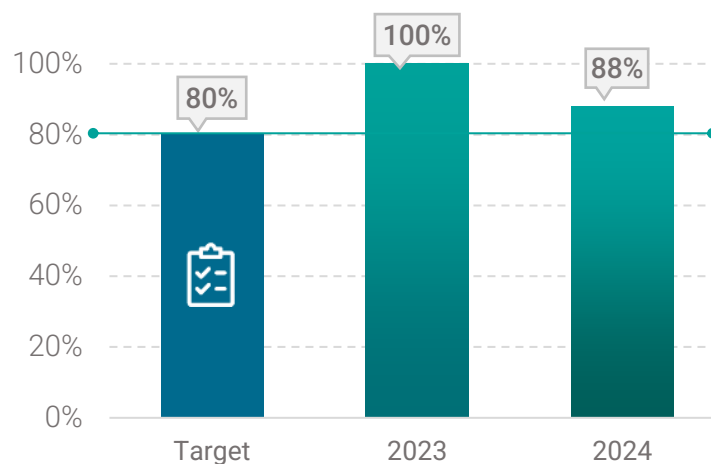
Note: 5,614 moral character applications were received in 2024.

Conduct initial review of 85 percent of Testing Accommodation applications received within 30 days of receipt by notifying applicants that additional information is required or confirming the application is complete



Note: 1,248 Testing Accommodation applications were received in 2024.

Respond to 80 percent of general requests within two business days of receipt

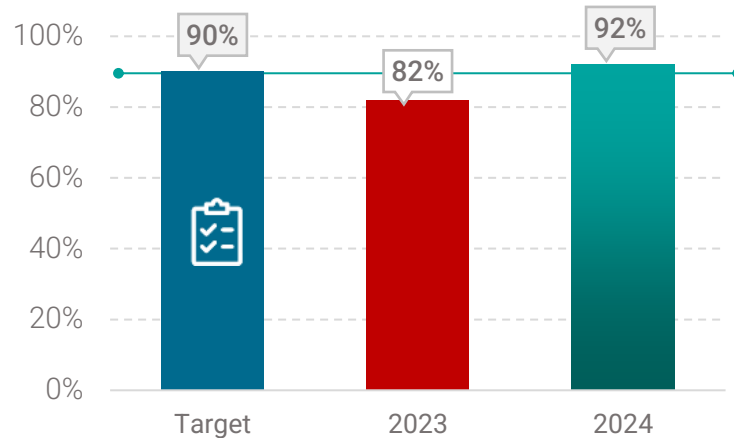


Note: 1,217 general requests for information were received in 2024.



Office of Finance

90 percent of internal clients report a high level of overall satisfaction with services provided by Finance staff



Note: This metric is measured by the 2024 State Bar staff engagement survey.

Complete monthly adjusting journal entries and close the books timely & accurately within 20 business days after the end of the month

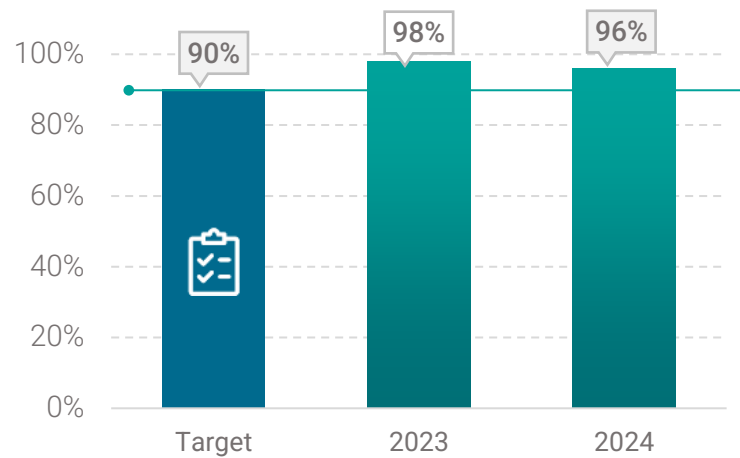


The Office of Finance met the target for this metric in 9 out of 12 months. From January to February 2024, the team prioritized fiscal year-end closing tasks and the audit by the California State Auditor's Office. From March through November 2024, the Office of Finance successfully closed the books within the required 20 business days. In December, the team again focused on fiscal year-end closing activities, impacting the metric for that month.



Office of Finance (continued)

**Pay 90 percent of vendor invoices
within 30 business days of receipt**



Note: 35,939 vendor invoices were processed in 2024.

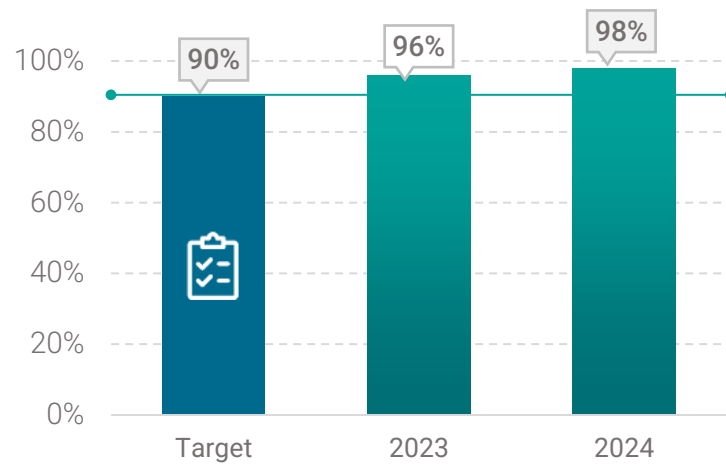
**Provide monthly fiscal year-to-date budget
vs. actual analysis reports after the close of
the books to enable efficient and effective
financial management by division/office and
the Executive Director**





Office of General Counsel (OGC)

90 percent of internal clients report a high level of overall satisfaction with services provided by the Office of General Counsel staff

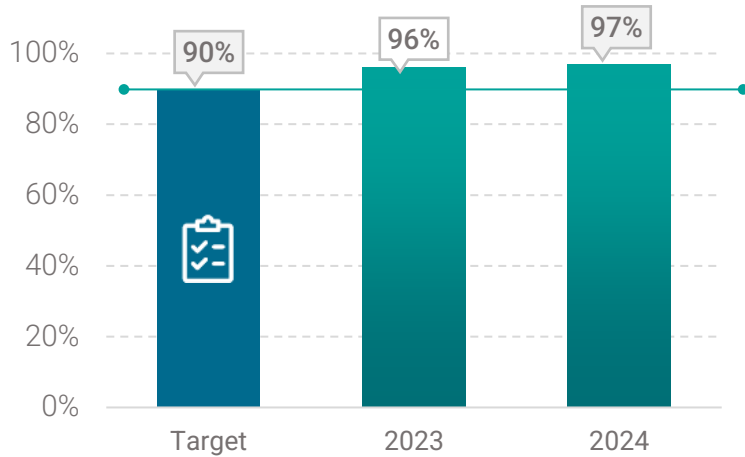


Note: This metric is measured by the 2024 State Bar staff engagement survey.



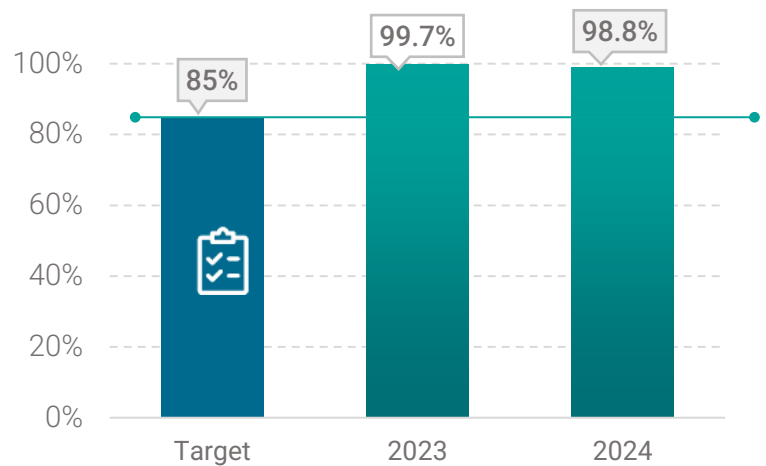
Office of General Services

90 percent of internal customers report a high level of overall satisfaction with services provided by General Services staff



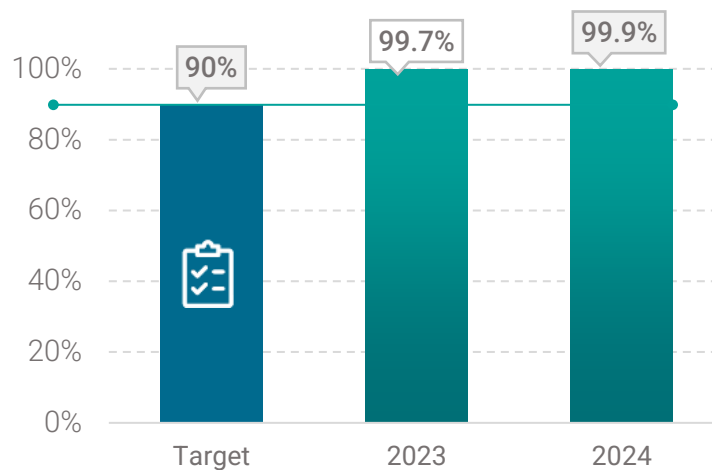
Note: This metric is measured by the 2024 State Bar staff engagement survey.

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



Note: There were 822 facilities requests in 2024.

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

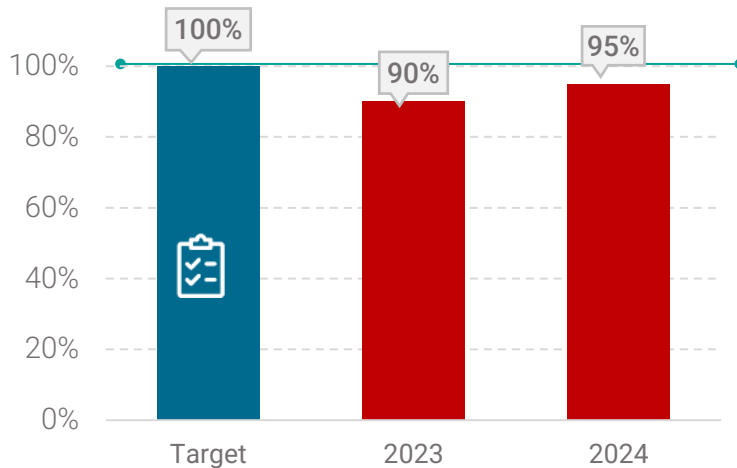


Note: 923 procurement requisitions were received in 2024.



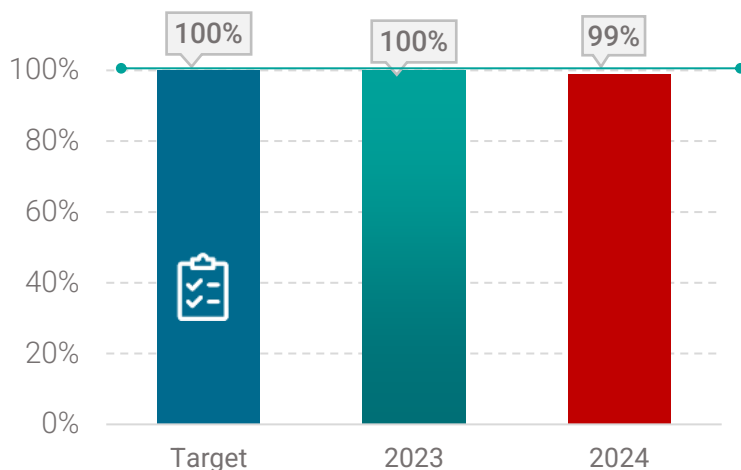
Office of Human Resources

100 percent of State Bar staff and contractors designated in the Conflicts of Interest Code complete and timely file Form 700 annually, and, when applicable, within 30 days of assuming or leaving a designated position



This metric achieved a 95 percent compliance rate, a 5-percentage point improvement from the previous year. This progress reflects ongoing collaboration with the Office of General Counsel to establish formal procedures for addressing noncompliance. These procedures include consistent follow-ups after filing deadlines and the issuance of corrective action memos. Notably, this was the first year the Office of Human Resources (HR) implemented these procedures for outreach before referring individuals to the Fair Political Practices Commission. HR anticipates that these improvements will further increase compliance, bringing it closer to 100 percent next year. Additionally, HR clarified the roles of staff responsible for liaising with consultants, Special Deputy Trial Counselors, and external auditors to ensure they understand their follow-up responsibilities and the potential consequences of noncompliance, including disciplinary actions and contract cancellation.

100 percent of State Bar staff complete and renew Form 2201 annually and, when applicable, within 30 days of assuming office

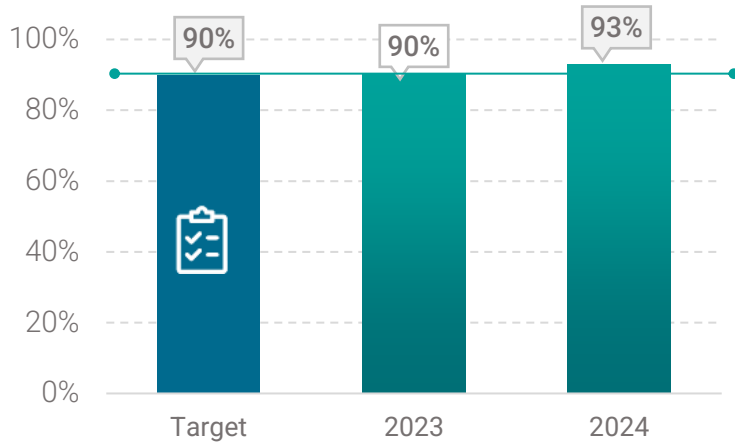


In 2024, HR achieved 99 percent compliance with Rule 2201 reporting, slightly down from 100 percent last year. Four employees did not complete the requirement on time and were issued corrective action memos warning that failure to submit Form 2201 could result in disciplinary action, up to and including termination.



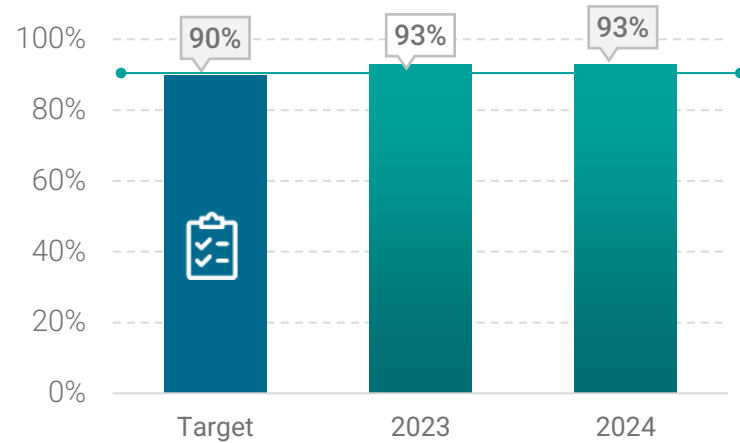
Office of Human Resources (continued)

90 percent of internal customers report a high level of overall satisfaction with services provided by Human Resources staff

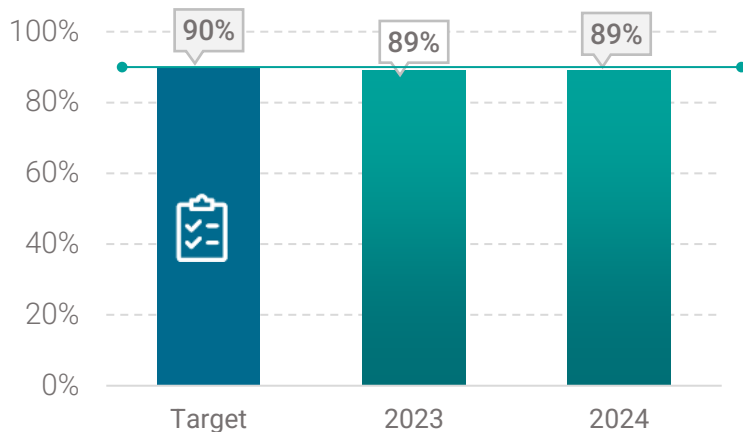


Note: This metric is measured by the 2024 State Bar staff engagement survey.

90 percent of participants report a high level of overall satisfaction with DEI initiatives, speakers, and workshops



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



Note: This metric reflects survey results for 8 participants. Due to the small number, this metric was considered to have met its target.

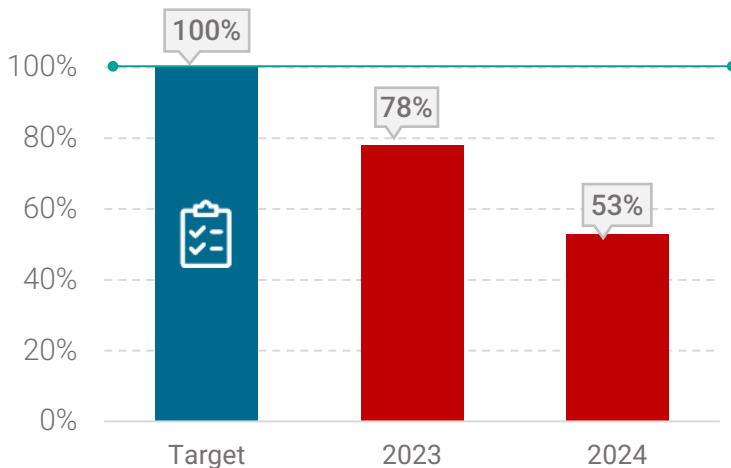
Track the number of staff who experience a promotion due to participation in the Training and Development (T&D) program

Time period	Number
2023	7
2024	4



Office of Human Resources (continued)

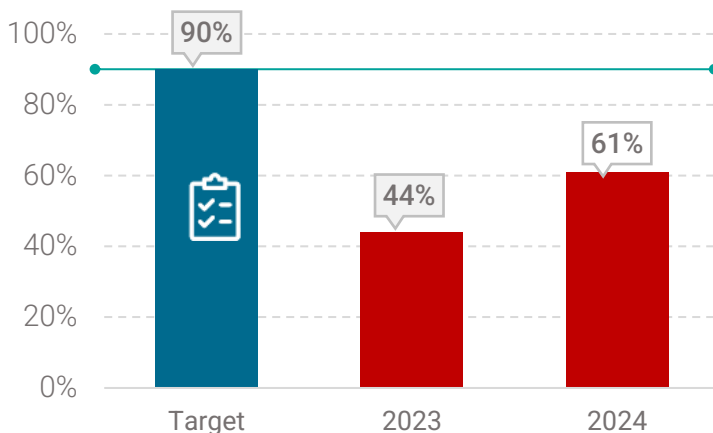
Conduct 100 percent of stay interviews within 100 days of hire, identify key themes, and facilitate quarterly discussions with the Leadership Team on issues identified



Note: 74 stay interviews were conducted in 2024.

From January to September 2024, the Office of Human Resources completed 39 out of 74 stay interviews within 100 days. Most scheduling delays were due to employee calendar conflicts. During this period, 84 percent of stay interviews were completed within 107 days or less.

Complete 90 percent of all recruitments within 72 days or less from posting date to offer letter



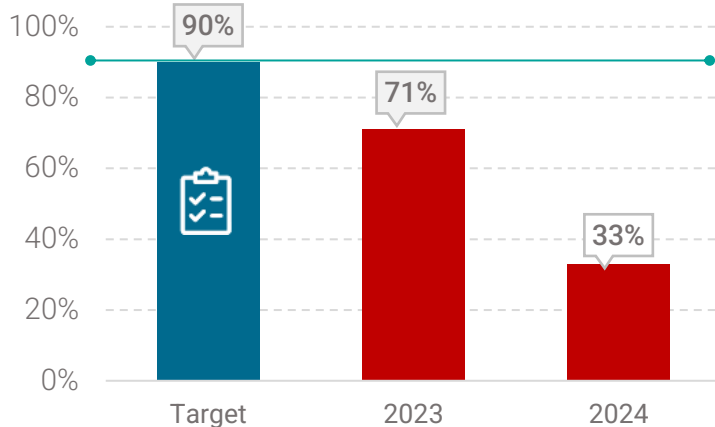
Note: 57 positions were filled in 2024.

In 2024, 61 percent of the 57 recruitments were completed within 72 days or less from the posting date to the offer letter. While this fell short of the 90 percent target, this represents an improvement over 2023. Among the 22 recruitments that exceeded the 72-day timeframe, 10 required candidates with specialized skill sets, which extended the recruitment timeline, 4 experienced offer rejections from initial candidates which necessitated additional selection processes, 4 were delayed due to large candidate pools or limited candidate availability, and 4 were impacted by scheduling constraints related to panel availability. Moving forward, the Recruitment and Retention team will continue to facilitate and expedite the hiring process by actively engaging with hiring managers.



Office of Information Technology

Complete 90 percent of projects identified in the Strategic and Core Operational Plans for each year

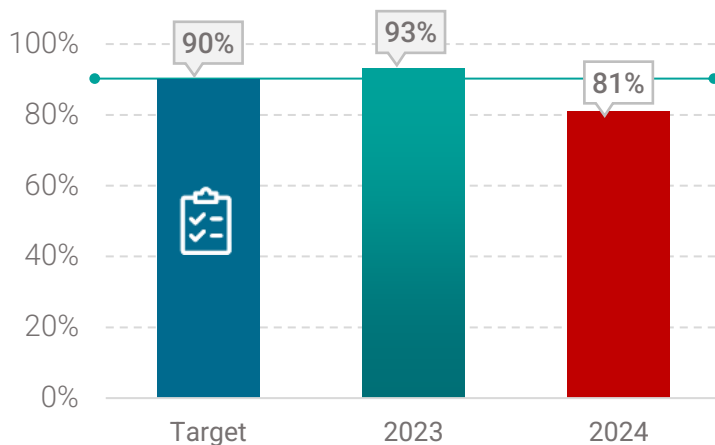


Note: IT had 12 projects planned for completion in 2024 and 7 remain in progress.

In 2024, transitions within the Information Technology (IT) leadership team disrupted project planning and execution. Project prioritization and timeline estimates did not fully consider team capacity, leading to unrealistic expectations. As a result, only 4 out of 13 projects (33 percent) were completed.

The IT leadership responsible for the original 2024 portfolio planning is not with the State Bar. The project portfolio appears to have been intentionally scoped to prioritize improvements to IT knowledge and processes with a focus on executing only mandatory projects. Additional challenges included the initiation of several efforts that were not part of the original strategic and core operational plans for 2024, including a comprehensive overhaul of the billing applications.

90 percent of internal customers report a high level of overall satisfaction with services provided by IT staff



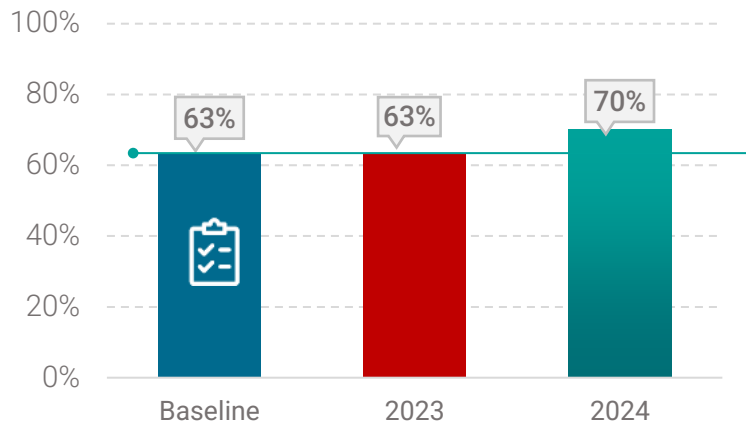
Note: This metric is measured by the 2024 State Bar staff engagement survey.

Overall satisfaction with IT's services declined from 93 percent to 81 percent. This drop can be attributed to several factors: changes in IT management resulting in shifting priorities, limited visibility into ongoing IT work, and outdated systems. With new IT leadership now in place, efforts are underway to better align IT initiatives with organizational priorities, improve communication and visibility around IT activities, and respond to concerns more effectively.



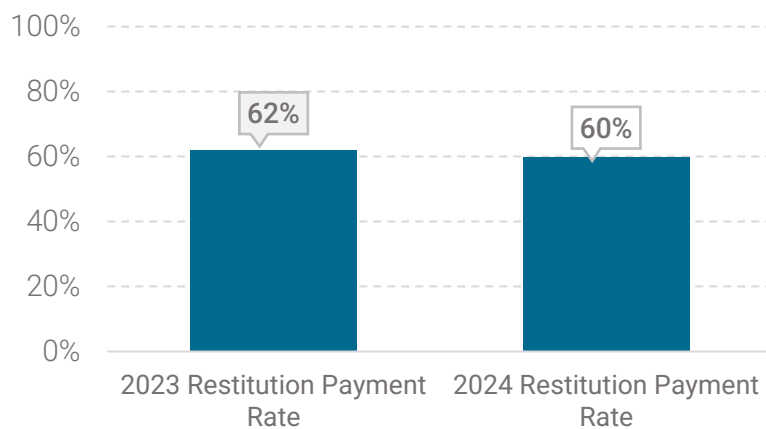
Office of Probation

Increase successful completion rates by five percentage points



Note: The baseline is the average completion rates from 2019 to 2022.

Track the number and the rate of successful satisfaction of restitution orders

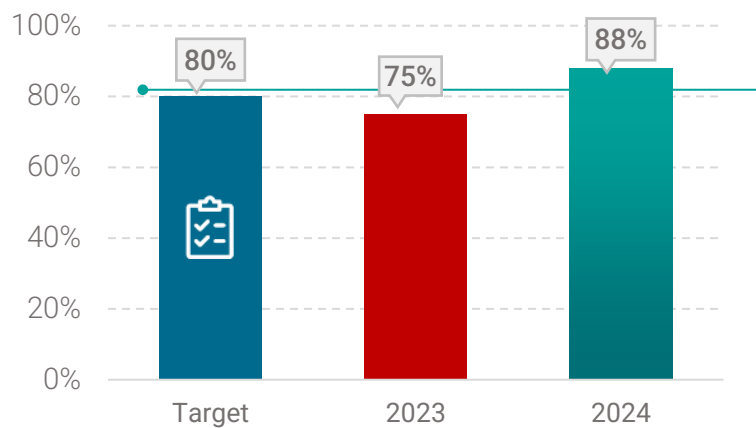


Note: In 2024, 9 of 15 restitution orders were completely paid..

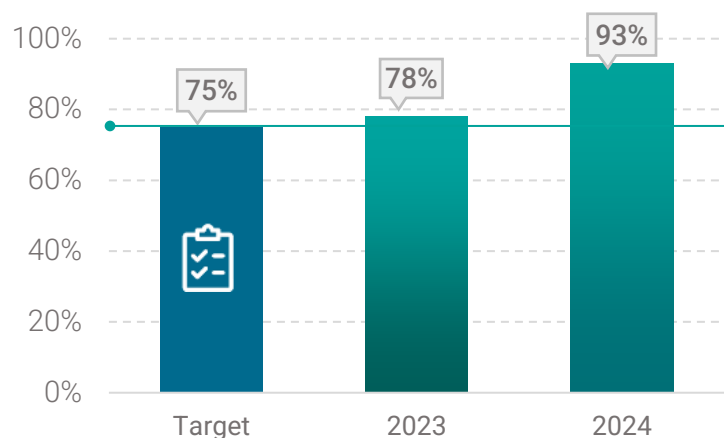


Office of Professional Competence

80 percent of lawyers who contact the Ethics Hotline report receiving helpful assistance in providing ethical and competent representation of their clients



Process 75 percent of all applications from individuals and organizations seeking approval to provide education within 45 days of receipt of a completed submission

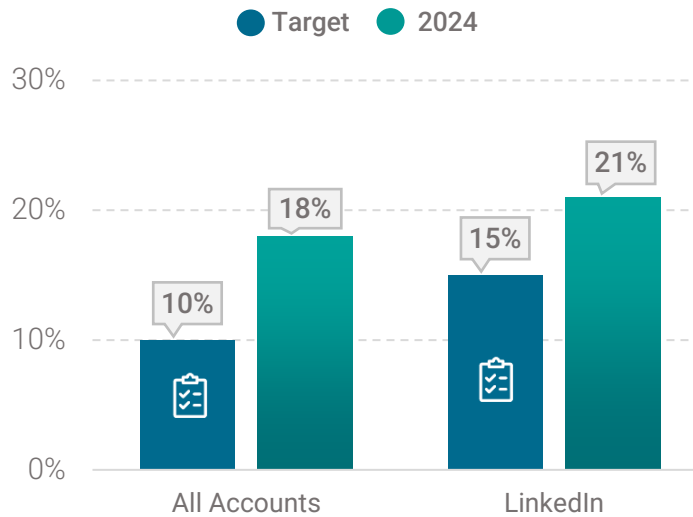


Note: 1,708 provider applications were received in 2024.



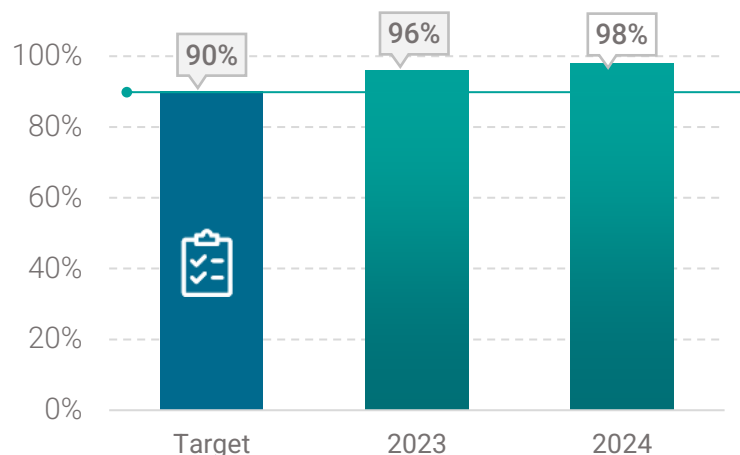
Office of Strategic Communications & Stakeholder Engagement

Increase the combined total of social media followers across all active State Bar accounts (LinkedIn, Twitter, Facebook, Instagram, and YouTube) by at least 10 percent and at least 15 percent on LinkedIn



Note: At the end of 2024, the State Bar had a total of 71,847 followers across all platforms and 42,918 followers on LinkedIn.

90 percent of the staff report a high level of overall satisfaction with the Office of Communications

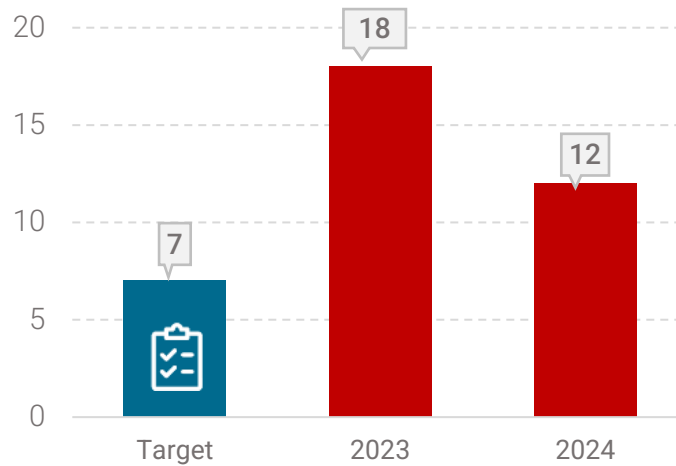


Note: This metric is measured by the 2024 State Bar staff engagement survey.



Public Trust Liaison

The average Contact Center call wait time is seven minutes or less



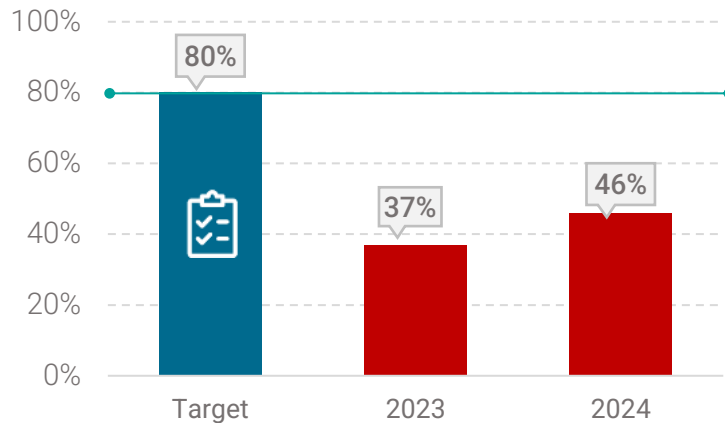
Note: In 2024, the Contact Center handled over 165,000 calls. Average call wait time for 2024 reflects data from April to December.

The Contact Center's target time of 7 minutes or less was established when the Contact Center had 10 Public Trust Representatives (PTRs). Currently, the contact center operates with a team of 6 PTRs. In 2024, the Contact Center expanded its support to additional areas related to the Office of Chief Trial Counsel (OCTC), Conviction Review Unit (CRU), Division of Regulation, and Admissions. PTRs now handle a broader range of inquiries from attorney discipline and complaint updates to licensing, Minimum Continuing Legal Education requirements, and bar admissions. They also provide technical assistance and provide guidance during peak times like the annual fee cycle. To manage this increased scope with a smaller team, an internal guideline was introduced encouraging PTRs to resolve calls within 15 minutes. This has helped reduce caller wait times from 18 minutes in 2023 to 12 minutes in 2024.



Public Trust Liaison

80 percent of survey participants report satisfaction with the Public Trust Liaison



The satisfaction target for individuals personally assisted by the Public Trust Liaison (PTL) was originally set at 80 percent when the office was first established. In 2024, the satisfaction rate reached 46 percent, up from 37 percent in 2023. While this reflects progress, it remains below the established goal. In 2024, a total of 758 surveys were sent to individuals who had direct contact with the PTL, with 194 responses received, a 26 percent response rate. Many of these individuals reached out during periods of heightened concern or frustration, which can affect satisfaction levels even when support is provided.

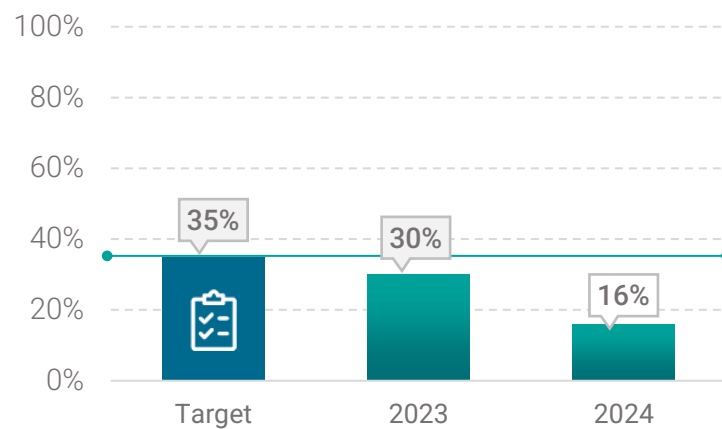


Public Trust Liaison (continued)

Track the number of client matters resolved through interaction with the Public Trust Liaison

Time period	Number
2023	531
2024	959

Transfer fewer than 35 percent of calls

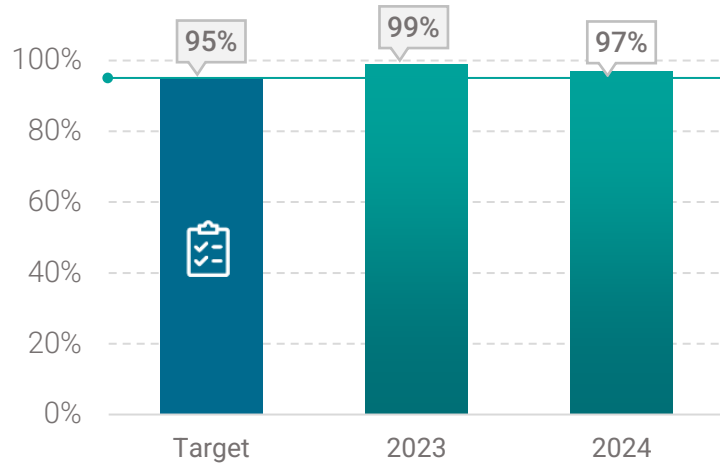


Note: In 2024, the Contact Center handled over 165,000 calls.

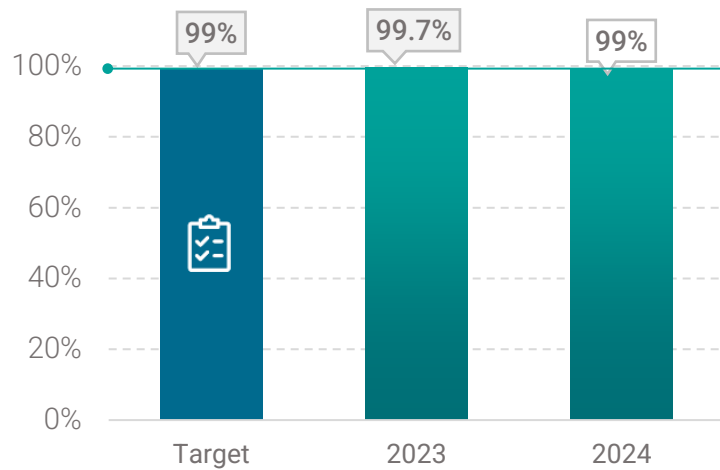


Regulation Division

95 percent of licensees comply with Client Trust Account Protection Program (CTAPP) reporting requirements by June 30



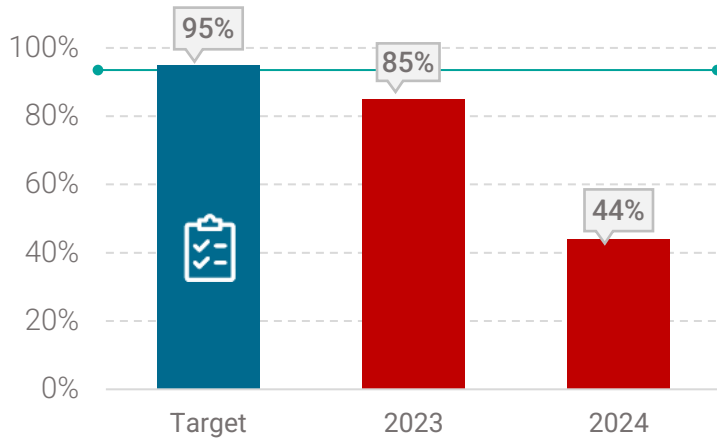
99 percent of active licensees will be in compliance with license fee obligations by June 30





Regulation Division (continued)

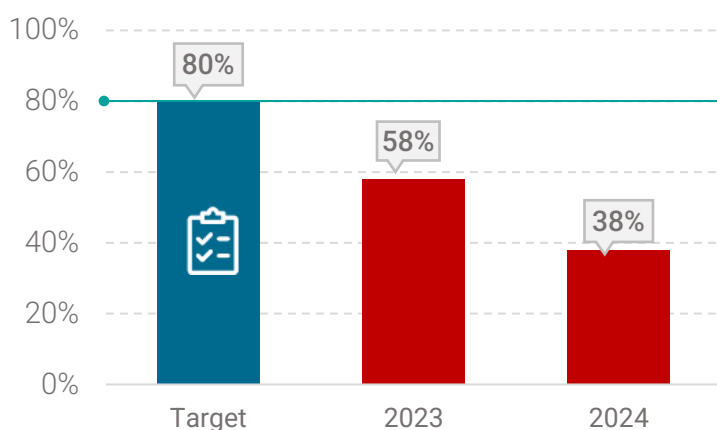
Issue 95 percent of certificates of standing within five business days from the request received date



Note: The Regulation Division received 11,023 requests for certificates in standing.

In 2024, the Division of Regulation (DOR) received over 11,000 requests for certificates of standing and faced challenges in meeting the goal of issuing 95 percent of certificates of standing within five business days. Only 44 percent were issued within this timeframe, with an average processing time of seven days. Delays were due to staffing issues, as the personnel assigned to this task encountered difficulties keeping up with the volume and processing requests efficiently. To address this, the DOR worked with IT to automate the certificate of standing process, introducing a self-service feature on the State Bar public website in 2025. This enhancement will significantly reduce processing times.

Respond to 80 percent of email inbox inquiries within two business days of receipt

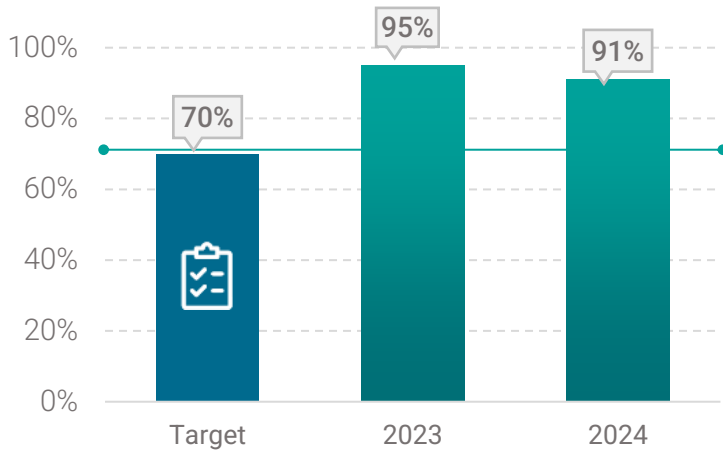


In 2024, the Division of Regulation (DOR) team faced challenges in responding to 80 percent of email inquiries within two business days. Only 38 percent of the tickets received during this period were addressed within the desired timeframe. The primary cause of the delays was understaffing. To address this, three new analysts were hired in January 2025. The additional resources are expected to help streamline workflows and may lead to the establishment of a more realistic metric for licensee communication.



The State Bar*

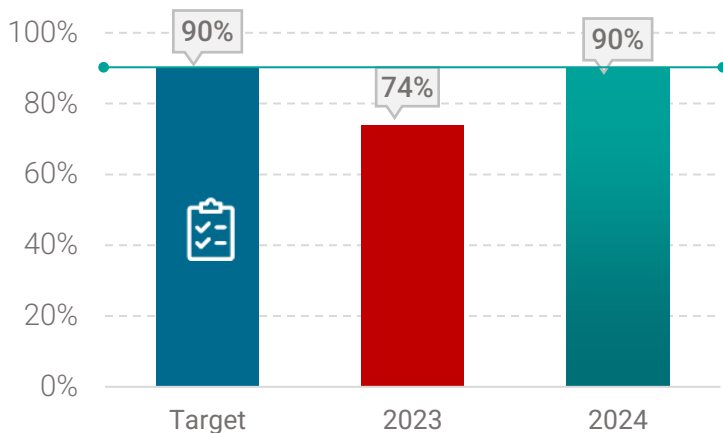
70 percent of media coverage of the State Bar is neutral to positive



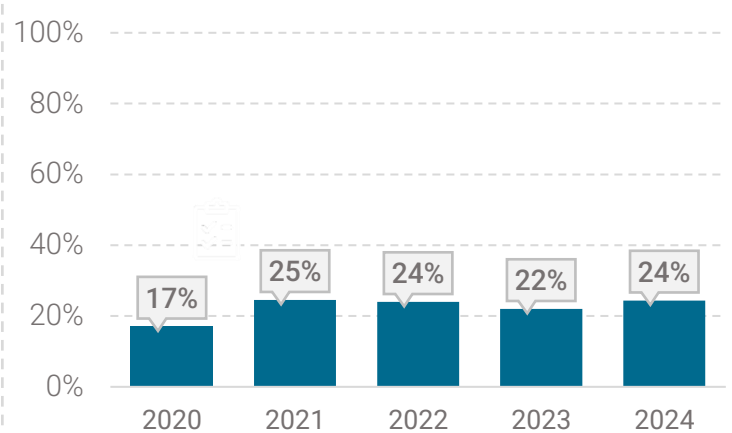
At least three media articles express a positive view of the State Bar



Conduct 90 percent of performance evaluations within 60 days of the due date



Increase the percentage of respondents who retain representation



Note: Staff conducted 609 performance evaluations in 2024.

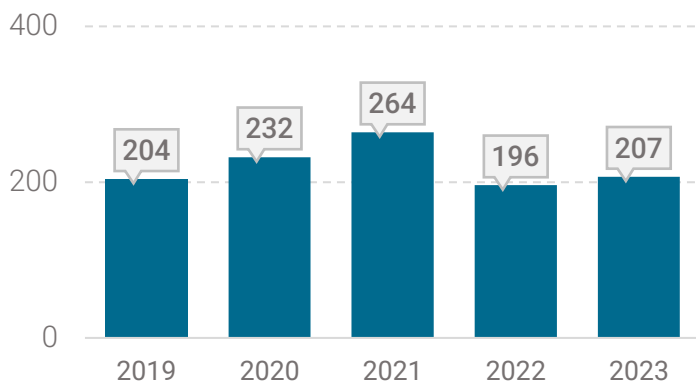
* Most operational metrics are assigned to offices or divisions. The metrics in this section pertain to the State Bar as an organization. In 2024, two metrics related to counsel representation and recidivism rates were transferred from the case processing metrics report to the annual operational metrics report.



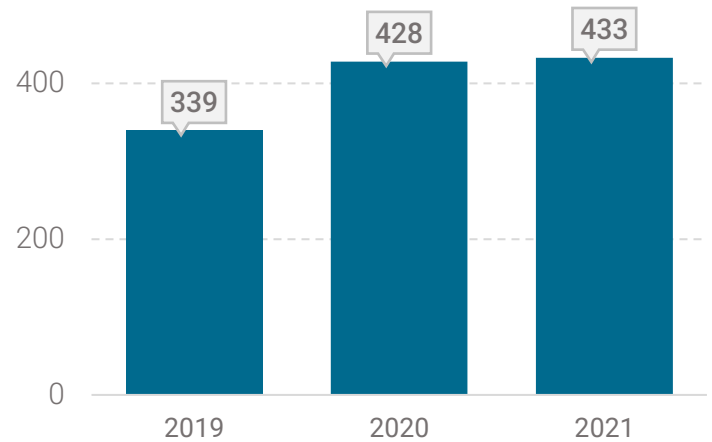
The State Bar (continued)

Decrease recidivism rates - overall

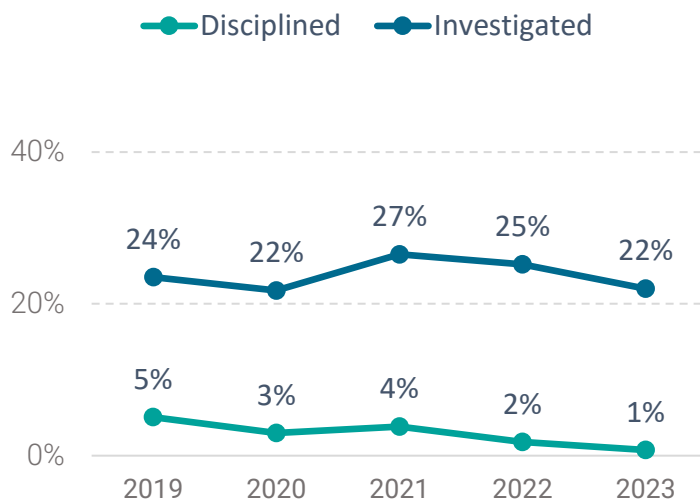
Number of attorneys investigated within one year of disposition



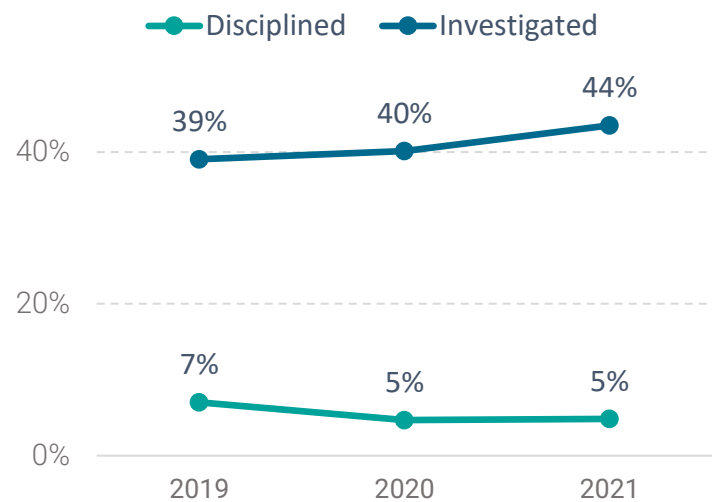
Number of attorneys investigated within three years of disposition



Recidivism rate within one year of disposition



Recidivism rate within three years of disposition





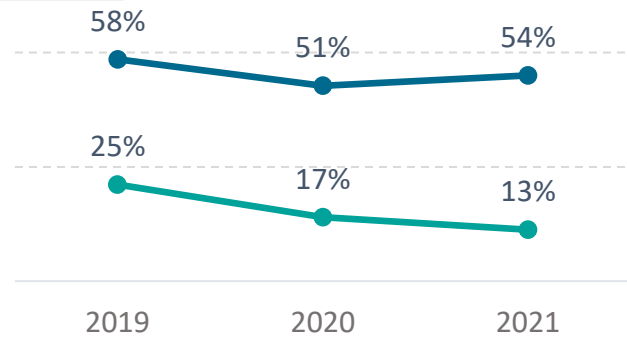
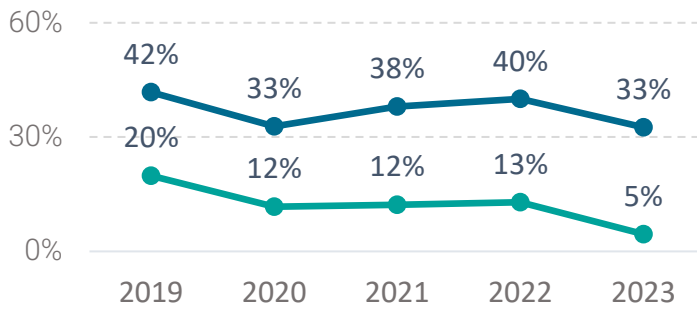
The State Bar (continued)

Recidivism rate within one year of disposition

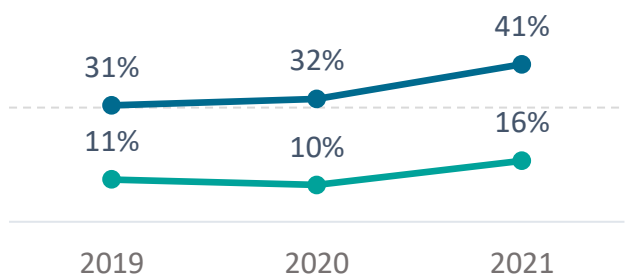
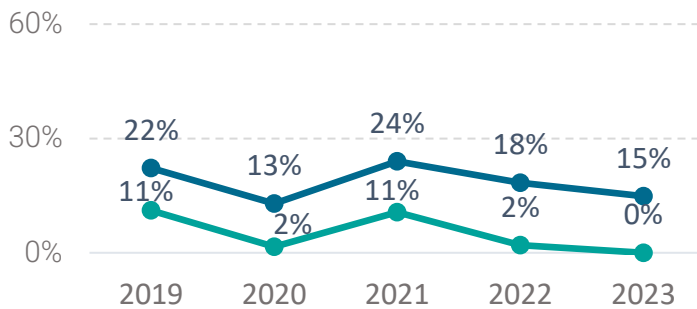
Recidivism rate within three years of disposition

Disciplined Investigated

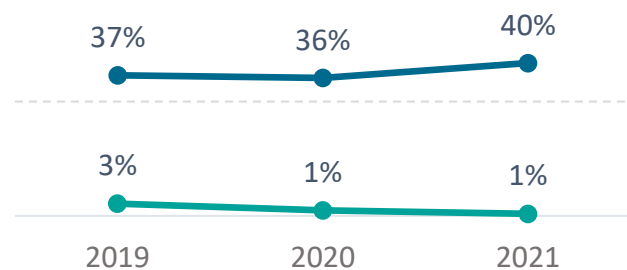
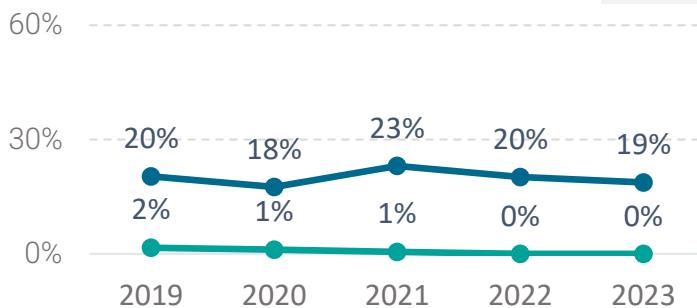
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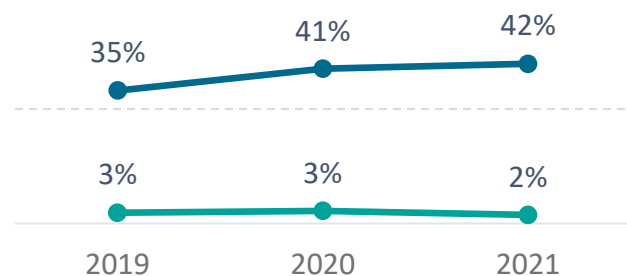
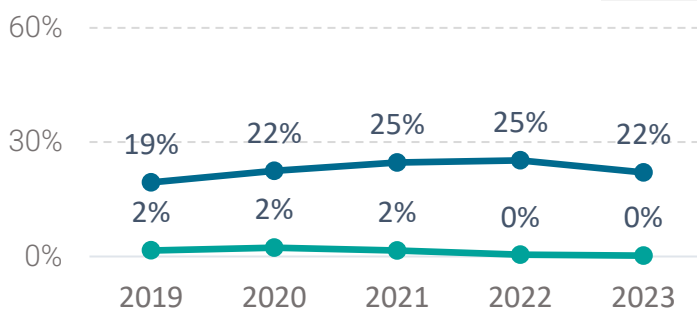
Reproval



Resource Letter



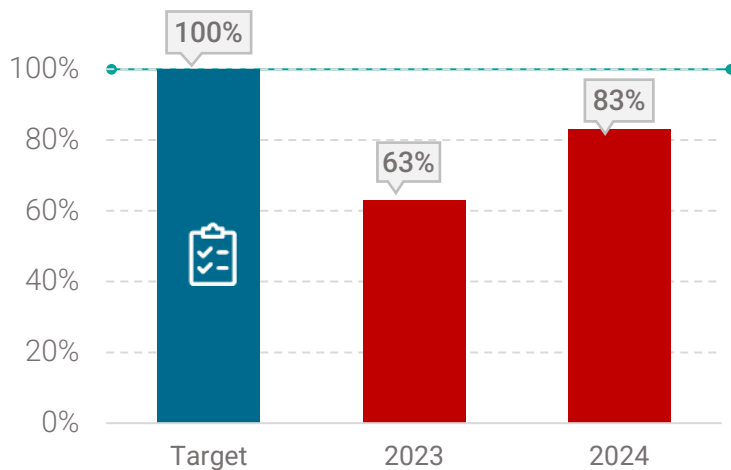
Warning Letter





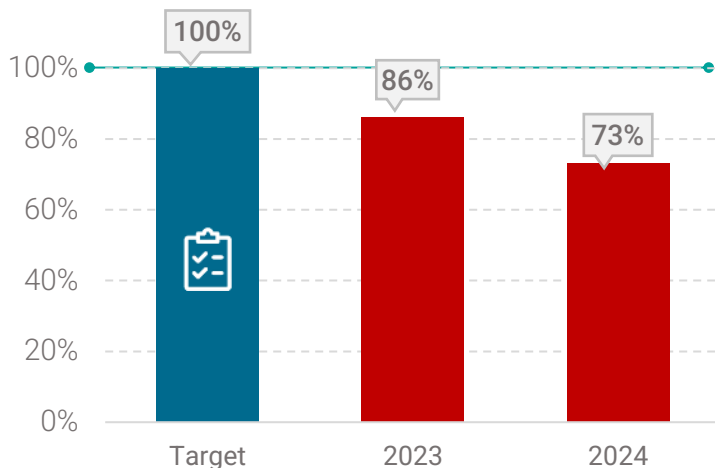
The State Bar Board of Trustees

100 percent of the Board of Trustees and other committee members complete and timely file Form 700 (also known as a Statement of Economic Interests) annually and, when applicable, within 30 days of assuming or leaving a designated position



Form 700 filing compliance improved significantly, rising from 63 percent to 83 percent. However, the target was not fully met due to the ongoing transition to centralized oversight, the adjustment period for new procedures, and the phased implementation of enforcement measures during the reporting period. With these enhancements now firmly established, further compliance improvements are expected in future reporting cycles.

100 percent of the Board of Trustees complete and file 2201 Questionnaire annually and, when applicable, within 30 days of assuming office



Compliance with Rule 2201 reporting requirements fell below the target, declining from last year's 86 percent. This was partly due to the transition to a standardized target due date aligned with the State Bar staff filing period. The change required adjustments from both filers and compliance teams, creating initial challenges in meeting the deadline. As familiarity with the new timeline increases and enforcement measures take full effect, filing rates are expected to improve in future reporting cycles.



Appendix A. State Bar Metrics

The list below contains all metrics contained in this report.

Metric Name	Methodological Notes
Client Security Fund	
Project the number of Client Security Fund cases to be resolved at the beginning of the year and track the number of resolved cases	
Resolve 90 percent of Client Security Fund cases within 365 days of the jurisdiction date	
Lawyer Assistance Program	
80 percent of survey participants report the Lawyer Assistance Program met their goals	Participants in the Lawyer Assistance Program are invited to complete a customer satisfaction survey. In 2024, 65 responses were received.
Track successful completion rates for Monitored Lawyer Assistance Program	
Mandatory Fee Arbitration	
80 percent of clients and attorneys report satisfaction with the service received by the Mandatory Fee Arbitration Program	A survey was sent to 216 clients and attorneys with cases closed from January to December 2024. The response rate was 21 percent.
Assign 90 percent of matters to arbitrators within 110 days after application completion	
Mission Advancement & Accountability Division	
Complete quarterly dashboards used by the Board's Discipline Liaisons to oversee the performance of OCTC, 2201 cases, and the Complaint Review Unit cases	
Provide actionable data, analytic, and compliance support to the Executive Director, OCTC, State Bar Court, Regulation, and Admissions	A survey administered to office/division leaders to rate their satisfaction on a scale of 1–10 (with 10 being the highest satisfaction) on the following items: (1) MAAD's services and data/research products and (2) their division or office's ability to make decisions based on these services. The mean score for each item was 8.
Publish at least two comprehensive research reports to strengthen the State Bar's influence on issues of diversity, equity, and inclusion in and access to the legal system	

**Metric Name****Methodological Notes****Office of Access & Inclusion**

Disseminate electronically or publish online at least one set of grant evaluation data semi-annually to the Judicial Council of California, grantees, and other stakeholders

Issue 80 percent of grantee monitoring visit and fiscal visit findings within 60 days

Office of Admissions

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

Conduct initial review of 85 percent of Testing Accommodation applications received within 30 days of receipt by notifying applicants that additional information is required or confirming the application is complete

Process 80 percent of applications for the Provisional Licensure Program within two weeks of receipt of a complete application

This metric is not reported and is currently under review.

Respond to 80 percent of general requests within two business days of receipt

The expectation for this metric is that responses to general requests will contain the substantive information requested or notification that additional time is needed for review, along with a reasonable estimated follow-up date.

Admissions received 1,217 general requests for information in 2024. Following industry standard audit sampling techniques, staff analyzed 50 randomly selected general requests to assess response content and timing.

Office of Finance

90 percent of internal clients report a high level of overall satisfaction with services provided by Finance staff

Complete monthly adjusting journal entries and close the books timely & accurately within 20 business days after the end of the month

Pay 90 percent of vendor invoices within 30 business days of receipt

Provide monthly fiscal year-to-date budget vs. actual analysis reports after the close of the books to enable efficient and effective financial management by division/office and the Executive Director

**Metric Name****Methodological Notes****Office of General Counsel**

90 percent of internal customers report a high level of overall satisfaction with services provided by General Services staff

Office of General Services

90 percent of internal customers report a high level of overall satisfaction with services provided by General Services staff

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

Process 90 percent of Procurement Requisitions with 100 percent accuracy within three business days of receipt

Office of Human Resources

100 percent of State Bar staff and contractors designated in the Conflict of Interest Code complete and timely file Form 700 annually, and, when applicable, within 30 days of assuming or leaving a designated position

100 percent of State Bar staff complete and renew Form 2201 annually and, when applicable, within 30 days of assuming office

A total of 10 staff were on leave of absence when 2201 forms were due. They were excluded from this metric's reporting.

90 percent of internal customers report a high level of overall satisfaction with services provided by Human Resources staff

90 percent of participants report a high level of overall satisfaction with DEI initiatives, speakers, and workshops

Human Resources staff administered 16 surveys to gauge participant satisfaction and received 256 responses.

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

Complete 90 percent of all recruitments within 72 days or less from posting date to offer letter

Conduct 100 percent of stay interviews within 100 days of hire, identify key themes, and facilitate quarterly discussions with the Leadership Team on issues identified

Track the number of staff who experience a promotion due to participation in the Training and Development (T&D) program

**Metric Name****Methodological Notes****Office of Information Technology**

90 percent of internal customers report a high level of overall satisfaction with services provided by IT staff

Complete 90 percent of projects identified in the Strategic and Core Operational Plans for each year

Conduct external security audits for business-critical applications and infrastructure every two years

This metric was last reported in 2023 and will be reported for 2025.

Office of Probation

Increase successful completion rates by five percentage points

Track the number and the rate of successful satisfaction of restitution orders

Office of Professional Competence

80 percent of lawyers who contact the Ethics Hotline report receiving helpful assistance in providing ethical and competent representation of their clients

Callers to the Ethics Hotline are invited to participate in a customer satisfaction survey. In 2024, 249 surveys were received.

Process 75 percent of all applications from individuals and organizations seeking approval to provide education within 45 days of receipt of a completed submission

Office of Strategic Communication & Stakeholder Engagement

90 percent of the staff report a high level of overall satisfaction with the Office of Communications

Increase the combined total of social media followers across all active State Bar accounts (LinkedIn, Twitter, Facebook, Instagram, and YouTube) by at least 10 percent and at least 15 percent on LinkedIn

Public Trust Liaison

80 percent of survey participants report satisfaction with the Public Trust Liaison

A survey was sent to 758 individuals who received the PTL's support from January to December 2024. The response rate was 26 percent.

The average Contact Center call wait time is seven minutes or less

Track the number of client matters resolved through interaction with the Public Trust Liaison

**Metric Name****Methodological Notes****Public Trust Liaison (continued)**

Transfer fewer than 35 percent of calls

Regulation Division

95 percent of licensees comply with CTAPP reporting requirements by June 30

99 percent of active licensees will be in compliance with license fee obligations by June 30

Issue 95 percent of certificates of standing within five business days from the request received date

Assign 90 percent of new licensees' bar numbers within 30 days of the date oath cards are received by the Division of Regulation

This metric is not reported and is currently under review.

Respond to 80 percent of email inbox inquiries within two business days of receipt

The expectation for this metric is that responses to email inbox inquiries will contain the substantive information requested or notification that additional time is needed for review, along with a reasonable estimated follow-up date.

Following industry standard audit sampling techniques, staff analyzed 50 randomly selected general requests to assess response content and timing.

The State Bar

70 percent of media coverage of the State Bar is neutral to positive

At least three media articles express a positive view of the State Bar

Conduct 90 percent of performance evaluations within 60 days of the due date

Decrease recidivism rates - overall

Recidivism is tracked as the percentage of attorneys with new complaints investigated or disciplined within 1 and 3 years after disposition. There is no specific target for this metric because attorney recidivism is beyond the State Bar's direct control. However, the desired outcome is a declining trend in attorney recidivism.

Increase the percentage of respondents who retain representation

The representation rate data excludes cases closed in intake.

**Metric Name****Methodological Notes****The State Bar Board of Trustees**

100 percent of the Board of Trustees and other committee members complete and timely file Form 700 (also known as a Statement of Economic Interests) annually and, when applicable, within 30 days of assuming or leaving a designated position

100 percent of the Board of Trustees complete and file 2201 Questionnaire annually and, when applicable, within 30 days of assuming office.