

The State Bar of California
Strategic Operational Plan
2022-2027
Version Date: June 2024

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	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"> • Analyze complaint patterns and respondent characteristics to identify factors that predict case outcomes [Q4 2024] [MAAD] • Continue to reduce the number of steps and processes in Odyssey that attorneys and investigators must perform to manage, update, and maintain casefiles [Q3 2024] [OCTC] • Develop a comprehensive and current list of outstanding ODY upgrades/modifications/add-ons [Q3 2022] [IT] • Enact operational efficiencies in the discipline case management system through the introduction of artificial intelligence tools or other business process reengineering [OCTC][2025 Q4] • Ensure timely upgrades to current version of ODY [Q2 2024 and ongoing] [IT] • Successfully launch e-filing [Q4 2025] [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"> • Assess existing processes for case management, establish target timelines and prioritization guidance for processing cases [Q4 2022] [PSCP] • Make it possible to submit the CSF application and supporting documents via an on-line portal [Q4 2025] [IT] • 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] • Update CSF application and make it available in multiple languages [TBD] [IT]

Strategy	Implementation Steps	Operational Activities
	Secure additional funding for the attorney discipline system.	<ul style="list-style-type: none"> • 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] • Identify existing resources that can be reallocated to support the Office of the Chief Trial Counsel [Q4 2022 and annually thereafter] [ED] • Increase collections rate for outstanding debt [Q4 2023] [Finance]
	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"> • Begin reporting based on new metrics and new case processing standards once new standards are adopted by the Legislature [TBD] [MAAD] • Develop new case processing standards as outlined in Senate Bill 211 [Q4 2022] [MAAD and OCTC] • Develop new case processing standards for CRU cases to include prioritization and related time standards [Q2 2023] [OGC] • 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] • Identify and address OCTC processes that contribute to prolonged case processing times [Q4 2022 and annually thereafter] [OCTC] • Reduce outstanding inventory of ADR cases by 15% to enable overall reductions in caseloads of investigators and legal advisors [Q4 2024] [OCTC]

Strategy	Implementation Steps	Operational Activities
	Sustain a well-resourced, motivated, and accountable, prosecutorial workforce.	<ul style="list-style-type: none"> • Resolve 80% of cases in Investigation and Charging with case age over 730 days to reduce average age of caseloads of investigators and legal advisors [Q4 2024] [OCTC] • Assess need for and implement as warranted compensation adjustments for key OCTC positions pursuant to collective bargaining process [Q1 2023] [CAO] • Assess the relevance and effectiveness of training offered to OCTC staff [Q4 2022 and annually thereafter] [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] • 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]
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"> • Conduct research on Complaining Witnesses to identify gaps between complainants’ understanding of what the State Bar can do compared to actual State Bar capabilities [Q3 2023] [MAAD]

Strategy	Implementation Steps	Operational Activities
		<ul style="list-style-type: none"> • Develop and deploy a portal complainants can access to get updates on the status of their complaints [Q4 2025] [IT] • Ensure that Contact Center staff are trained on current policies and procedures [Q1 2023 and quarterly thereafter] [Call Center] • Finalize the design of, and parameters for, the Office of the Public Trust Liaison [Q1 2023] [PTL] • Identify ways to expand the efficiency, reach, and accessibility of mandatory fee arbitration [Q3 2024] [PSCP] • Launch a formal consumer education campaign [Q3 2024] [PTL] • Launch the Office of the Public Trust Liaison [Q1 2023] [PTL] • Reevaluate/revise the CRU process to make it more customer friendly [Q2 2023] [OGC]
	<p>Educate communities most likely to be subject to the unauthorized practice of law to reduce the incidence of victimization.</p>	<ul style="list-style-type: none"> • Conduct outreach programs with aid organizations serving migrant workers and lower-income immigrant communities [Q4 2024] [OCTC] • Engage ad agency to develop a unified branding/messaging campaign for Spanish speakers: integrated digital/social ads and radio ads/PSA [Q4 2022] [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] • Implement Public Trust Liaison’s consumer education plan and expand unified messaging campaign in

Strategy	Implementation Steps	Operational Activities
		English/Spanish for billboards and TV [Q2 2024 and annually thereafter] [ED]
Diversity, Equity, and Inclusion	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 disparities in discipline rates and outcomes, including those related to solo and small firm practitioners.	<ul style="list-style-type: none"> • Explore whether there are discipline disparities based on firm size/sector/practice area and determine whether there are any other discipline disparities to be addressed [Q4 2024] [MAAD]
	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"> • Analyze attorney representation rates [Q3 2024][MAAD] • Analyze the impact of archiving closed complaints [Q4 2024] [MAAD] • Develop a Practice Guide for unrepresented (pro per) respondents [Q4 2024] [SBC] • Finalize Ad Hoc Commission on the Discipline System recommendations and submit to the Board of Trustees [Q3 2022] [MAAD]

Strategy	Implementation Steps	Operational Activities
		<ul style="list-style-type: none"> • Provide implicit bias training for decision-makers to OCTC and SBC staff [Q1 2023 and annually thereafter] [HR]
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 [Q4 2024] [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 post-reorganization staffing structure and processes to assess capacity for investigating and prosecuting attorneys in large firms/sophisticated actors [Q4 2024][OCTC] • Assess OCTC staffing structure and processes to assess capacity for investigating and prosecuting attorneys in large firms/sophisticated actors [Q2 2023] [OCTC] • Fully implement diversion program in accordance with legislative codification and funding to divert minor violations of the Rules of Professional Conduct and State Bar Act and allow OCTC to focus more resources on matters posing a greater risk to public protection [Q4 2024][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	Administer the Attorney Census annually.	<ul style="list-style-type: none"> • Deploy Attorney Census separately from billing cycle and engage in activities to promote participation [Q1 2023] [MAAD]
	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 2024][OGC] • Identify strategies for increasing the number of pro bono hours provided by CA attorneys [Q4 2025] [OAI] • Track numbers of pro bono hours provided by CA attorneys annually [Q1 2024][IT]
	Increase the number of attorneys admitted through special admissions programs.	<ul style="list-style-type: none"> • Develop metrics to track impact of rule revisions and outreach campaign. [Q4 2024] [Admissions] • Increase awareness of Registered Military Spouse and Registered Legal Aid Attorney programs through an outreach and education campaign [Q2 2024] [Admissions] • Revise rules to eliminate unnecessary hurdles for all special admissions programs [Q1 2025][Admissions]
	Update and modernize the bar admissions requirements to be more relevant to the practice of law, to eliminate unnecessary barriers to admission, or to implement changes to the bar examination or other pathway to licensure approved by the Supreme Court.	<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]
Consumer Focus	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]

Strategy	Implementation Steps	Operational Activities
	Continue to analyze data points to identify the potential causes of inequities in accessing legal services to inform policy recommendations to reduce the access to legal services gap.	<ul style="list-style-type: none"> Complete a new CA Justice Gap Study [Q4 2024] [MAAD]
	Keep abreast of the legal services market and how changes in the market impact individual consumers.	<ul style="list-style-type: none"> Complete firm size memo to build standardized data collection and data reporting on firm size [Q2 2024] [MAAD] Conduct an analysis of legal market trends focused on understanding both the “people” law and business law markets [Q3 2024] [MAAD] 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 [Q2 2023] [OPC]
	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"> Increase awareness of the importance certified specialists through public education and outreach [Q1 2025] [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	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] [Admissions]
	Continue the Mindsets in Legal Education Initiative and evaluate the merits of expanding the program.	<ul style="list-style-type: none"> Engage law schools to encourage participation in the program [Q1 2025] [Admissions] Explore the feasibility of expanding the Mindsets in Legal Education Initiative to first-year law student examinees [Q2 2023] [Admissions]

Strategy	Implementation Steps	Operational Activities
	Continue to diversify the exam development and grading pool.	<ul style="list-style-type: none"> • Develop pipeline from grader pool to exam developer pool [TBD] [Admissions] • Report grader and exam developer demographics as part of State Bar Annual Report [Q2 2023 and annually thereafter][Admissions]
	Engage diversity, equity, and inclusion (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 DEI Leadership Seal Program.	<ul style="list-style-type: none"> • Develop five-year implementation plan for Leadership Seal program [Q4 2022] [OAI] • Launch Leadership Seal Program [Q3 2022] [OAI] • State Bar to formally announce pursuit of leadership seal (Q1 2023) and to report on progress at least annually thereafter. [Q1 2023 and annually] [HR]
	Identify data-supported practices that promote retention and advancement of a diverse and inclusive legal profession, including strategies that support solo and small-firm practitioners, 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] • Develop resources page on State Bar Website to host resource guide/toolkit for employers [Q1 2025] [OAI] • Implement any identified practices that involve support LAP or the development of new MCLE content [Q1 2024] [OPC] • Review innovative DEI practices from other industries that may be adaptable to the legal profession [Q4 2024] [OAI]
	Increase the numbers of diverse attorneys in the legal profession by encouraging diversity pipeline programs that support aspiring attorneys in graduating from law school and passing the bar exam.	<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 reliance on outside medical professionals, and improve the experience for applicants [Q1 2024] [Admissions] • Publish report on California law school enrollment and attrition [Q3 2023 and annually thereafter][MAAD]

Strategy	Implementation Steps	Operational Activities
	Provide implicit bias trainings for bar exam proctors and graders to reduce any potential bias.	<ul style="list-style-type: none"> 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] Provide implicit bias training annually for bar exam proctors and graders [Q1 and Q3 2023 and annually thereafter] [Admissions]
	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] Analyze 1) 10-year trends in inactive attorney data to identify any demographic patterns and 2) inactive attorney survey data to establish baseline [Q2 2023] [MAAD] Produce a report on attorney diversity based on the short attorney census [Q2 2025] [MAAD] Produce a report on diversity, equity, and inclusion issues based on extended attorney census [Q3 2022, Q3 2025] [MAAD] Revise inactive attorney survey [Q4 2024][MAAD]
Policy & Systems Change	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"> 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] Explore strategies for launching a self-funded LRAP program that will support as many public interest and underrepresented attorneys as possible [Q1 2024] [OAI]

Strategy	Implementation Steps	Operational Activities
	Collaborate with stakeholders and law schools to improve the law school accreditation process.	<ul style="list-style-type: none"> • Develop initiatives to improve law school outcomes informed by the Law School Profile report and annual performance reports [TBD][Admissions] • Develop performance metrics for annual reporting on performance of California accredited and unaccredited law schools [Q3 2023] [Admissions] • Implement initiatives developed to improve law school outcomes[TBD][Admissions] • Report to the Board of Trustees on key data highlighting the performance of California accredited and unaccredited law schools [Q2 2023] [Admissions] • 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]
	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]

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 [Q3 2024] [MAAD]
Consumer Focus	Collaborate with the California Lawyers Association (CLA) and other bar associations on providing programming and continuing education content to licensees.	<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 [TBD] [OPC]

Strategy	Implementation Steps	Operational Activities
	Position the State Bar as a trusted resource; increase proactive interactions with licensees to ensure that licensees are aware of how the work of the Bar supports the competent and ethical practice of law.	<ul style="list-style-type: none"> • 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 [Q4 2024][OPC] • Develop a fee policy for State Bar provided/generated MCLE [Q2 2023] [OPC] • Develop new resources, including presentations, on substance abuse, mental health, competency, practice management, and aging [Q3 2022 and quarterly thereafter] [OPC] • Establish online payment for State Bar-provided MCLE [TBD] [IT] • Implement practice management support activities outlined in the multiyear preventative and proactive regulation workplan [Q2 2023 and ongoing] [OPC] • Update 5-year plan to reflect proactive and preventative regulation workplan and other revisions as needed [Q1 2023] [OPC]
	Provide effective support for attorneys experiencing practice management and other challenges that affect competency.	<ul style="list-style-type: none"> • Provide effective support for attorneys experiencing practice management and other challenges that affect competency, including by expanding outreach efforts to increase individualized utilization of LAP services [2022 Q3][OPC]
Diversity, Equity, and Inclusion	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 2022] [MAAD]

Strategy	Implementation Steps	Operational Activities
Policy & Systems Change	Identify the benefits and risks of lawyer use of technology in the practice of law, including generative artificial intelligence, and explore and implement regulations for appropriate use.	<ul style="list-style-type: none"> Review and modify, as needed, COPRAC guidance on artificial intelligence [Q2 2025][OPC]
	Implement the Client Trust Account Protection Program.	<ul style="list-style-type: none"> Enforce licensee noncompliance with CTAPP licensee reporting requirements [Q4 2023] [Regulation] Establish the State Bar Division of Regulation to house the CTAPP [Q4 2022] [ED] Implement CTAPP licensee reporting requirements [Q1 2023] [Regulation] Provide ongoing data analytic support for the CTAAP program's auditing which includes identifying high-risk CTA accounts [Q4 2025] [MAAD]

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	Enhance visibility of and accessibility to State Bar public meetings.	<ul style="list-style-type: none"> • Deploy new agenda management system which will enable easier to access agendas and meeting materials and meeting calendars [Q2 2024] [ED] • Implement 2 meetings/year in person, subentity and ad hoc body email addresses, and track public participation [Q3 2023 and quarterly thereafter] [ED] • Improve and promote guidelines for public participation at meetings [Q1 2023] [ED] • 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] • Revisit ADA accessibility for remote/hybrid meetings, develop consistent agencywide guidelines [Q4 2024] [HR]
	Serve as an incubator for innovation, share successes and best practices, and support implementation efforts in other organizations.	<ul style="list-style-type: none"> • As part of program/event planning for 100th anniversary, develop event or recognition related to innovation [Q4 2026] [ED] • Create innovation center on website and/or on citizen engagement platform [Q4 2025][ED]
Consumer Focus	Build a robust, diverse, and mission-oriented network of partners.	<ul style="list-style-type: none"> • Conduct a landscape analysis accredited representative services and hosting organizations [Q4 2023][OAI] • Develop a plan for growing an influencer network of attorneys on social media [Q1 2023] [ED] • Establish partnerships with organizations providing accredited representative services [Q4 2024] [OAI]

Strategy	Implementation Steps	Operational Activities
		<ul style="list-style-type: none"> • 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] • Implement increased communications plan [Q3 2024 and quarterly thereafter] [ED] • Launch proactive communication with stakeholders (e.g. opt-in email list; quarterly updates) [Q3 2024] [ED] • Office of Executive Director to track communications engagement [Q4 2024 and quarterly thereafter] [ED] • State Bar offices to develop plan for engaging at least one law-affiliated and community-based organization identified [Q4 2024][ED]
	Demonstrate transparency and, within constraints imposed by law, maximize disclosure in public communication.	<ul style="list-style-type: none"> • As part of annual communications planning, include section on proactive visibility planning for leadership, including semiannual pressers, social media presence, speaking, podcasts, etc. [Q1 2024 and annually thereafter] [ED] • Formalize media/spokesperson/social media policies [Q3 2023] [ED]
Diversity, Equity, and Inclusion	Engage diverse voices in the development and evaluation of State Bar policy.	<ul style="list-style-type: none"> • Implement changes to Leadership Bank Program [Q1 2025] [OAI] • Redesign Leadership Bank Program to include additional criteria such as social responsibility

Strategy	Implementation Steps	Operational Activities
		<p>and diversity, equity, and inclusion goals [Q4 2024][OAI]</p> <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] • Refine targeted outreach approaches on subentity appointment opportunities to support long-range goal of diversifying subentity membership [Q1 2023 and annually thereafter] [ED]
	Expand multilingual content and outreach.	<ul style="list-style-type: none"> • Assess multilingual content best practices (beyond Google Translate) and website analytics for highly trafficked consumer-focused webpages to inform multilingual strategies after website redesign [Q4 2025] [ED] • Expand digital outreach campaign methods beyond Spanish to other frequently spoken languages in immigrant communities [Q4 2024][ED] • Implement changes to State Bar website, including Google Translate widget on all public outreach content [Q4 2024] [IT]
Policy & Systems Change	Collaborate with the Legislature and other stakeholders to increase public protection and support the State Bar’s mission.	<ul style="list-style-type: none"> • Collaborate with the Legislature and other stakeholders to increase public protection and support the State Bar’s mission. [Q4 2024][ED]

Goal 5: Protect the Public Through Innovative Use of Technology and Responsible Data

Management: Strategically invest in and implement technology infrastructure, cybersecurity, and next-generation tools and systems to increase the efficiency and effectiveness of the State Bar.

Vision: *The State Bar embraces innovative technologies that enhance the ability to fulfill its mission; maintains a secure, dynamic and responsive data infrastructure; and safely enhances technology experiences for the public and staff. The State Bar adopts artificial intelligence tools for clear business purposes, while adhering to stringent security, confidentiality, and ethics protocols governing use.*

Strategies:

- **Effectiveness:** Operate mission-critical State Bar systems and applications effectively and securely; maximize capabilities and use of existing systems and applications while protecting sensitive data; identify and adopt new applications to increase efficiency and effectiveness.
- **Consumer Focus:** Make State Bar data and performance outcomes transparent; adopt a robust, organization-wide data governance framework; and improve the public’s online experiences with State Bar platforms.
- **Diversity, Equity, and Inclusion:** Design and plan for inclusive, accessible technology; identify and mitigate disparate impact in technology tool adoption.
- **Policy and Systems Change:** Create a responsive, fiscally sound IT organization with sufficient capacity and capability to serve the needs of the State Bar and those who rely on it; finalize artificial intelligence guardrails for secure and ethical Bar-wide use.

Goal 5 Implementation Steps and Operational Activities

Strategy	Implementation Step	Operational Activities
Effectiveness	Boost adoption of information technology tools and resources to increase operational efficiency and effectiveness	<ul style="list-style-type: none"> • Create repository of State Bar resources that can be used to test information technology tools to determine their efficiency and effectiveness [TBD]
	Develop a mature IT security infrastructure	<ul style="list-style-type: none"> • Conduct ADA compliance internal assessment, periodic audits, and remediation [Q3 2024 and biannually] [IT] • Conduct HIPAA compliance internal assessment, periodic audits, and remediation [Q2 2024 and biannually] • Conduct PCI compliance certification, periodic audits, and remediation [Q3 2023 and Annually] [IT] • Conduct PII compliance internal assessment, periodic audits, and remediation [Q4 2024] [IT] • Perform periodic audits for security and execute remediation through the following: external IT network infrastructure [Q1 2024, Q3 2025] [IT] • Perform periodic, external security audit of IT application security and execute remediation [Q1 2023, Q1 2025] [IT] • Perform periodic, external security audits of Internet of Things devices and network and execute remediation [Q4 2023] [IT]
	Identify and provide staff training required to increase knowledge of capabilities of current systems and applications	<ul style="list-style-type: none"> • Conduct cybersecurity month activities [Q3 2023 and annually] [IT] • Conduct phishing email exercise and review [Q3 2023 and quarterly] [IT] • Rollout employee mandatory training course [Q3 2023 and annually] [IT] • To strengthen support teams for critical applications, identify and train Oracle functional expert [Q4 2023] [IT]

		<ul style="list-style-type: none"> • To strengthen support teams for critical applications, implement specific training plans developed for all IT staff [Q4 2024] [IT] • To strengthen support teams for critical applications, train additional resources on Odyssey to augment the current dedicated team [Q4 2023] [IT]
	Systematically assess and document the interdependencies of IT systems and infrastructure to efficiently, safely, and effectively deploy technology	<ul style="list-style-type: none"> • Complete assessment and documentation of 10 critical systems [IT][Q2 2025] • Complete the contracted IT organizational assessment with Slalom [IT][Q1 2024] • Develop an action plan for State Bar IT transformation based on assessment of new CIO [IT][Q1 2025] • Revise and implement updated IT policy documents to institutionalize operational IT framework [CAO] • Create a comprehensive framework for application and infrastructure monitoring [Q1 2025] [IT] • Implement changes identified from AIMS system assessment [Q4 2024] [IT] • Replace intranet with SharePoint site and make it a robust tool for information sharing [Q4 2025] [Strategic Communications] • To continue replacement of legacy applications, replace Lyris with HubSpot [Q3 2024] [IT]
Consumer Focus	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 [Q4 2025] [MAAD]
	Design and implement a data governance framework	<ul style="list-style-type: none"> • Train State Bar staff on data management, security, and privacy practices [IT][2026 Q1] • Implement data lifecycle management [Q3 2025] • Implement records management solution [Q4 2024]
	Implement website redesign and other technology initiatives to improve usability and transparency	<ul style="list-style-type: none"> • Redesign My State Bar Profile user interface [IT][Q1 2026]

		<ul style="list-style-type: none"> To enable technology to make it easier for public, licensees, and others to reach State Bar support, launch a contact center [Q2 2024] [PTL + IT] To improve experience for applicants for admission, develop an applicant dashboard [Q3 2025] [Admissions + IT]
Diversity, Equity, and Inclusion	Plan, select, and implement technological innovations with an eye toward inclusion and accessibility	<ul style="list-style-type: none"> Develop a framework for inclusive, accessible, and bias-free technological design to include identifying the office that is responsible for applying and implementing the framework [TBD] Enact organization-wide training on planning for accessible and inclusive project design [TBD]
Policy and Systems Change	Develop robust guardrails for the use of artificial intelligence at the State Bar	<ul style="list-style-type: none"> Create Bar-wide protocol for reviewing and evaluating generative artificial intelligence outputs prior to use of outputs in State Bar work product [TBD]
	Engage in consistent, robust fiscal oversight as appropriate in light of the significant non-personnel expenditures on IT	<ul style="list-style-type: none"> Conduct a cost/benefit analysis of the ODY system [Q1 2026] [IT] Reduce expenditures on third-party Oracle support [Q4 2024] [IT] Work with the State Bar Audit Committee to develop a plan to conduct a fiscal and performance audit of IT [MAAD][2026 Q3]
	Secure appropriate funding levels to staff an IT organization that serves the needs of the State Bar	<ul style="list-style-type: none"> Submit the SB-40/April 2024 reports with sufficient justification for a fee increase to enhance IT functions [MAAD][2024 Q1]