



Judicial Council of California
ADMINISTRATIVE OFFICE OF THE COURTS

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February 11, 2008

Ms. Diane F. Boyer-Vine
Legislative Counsel
State of California
State Capitol, Suite 3021
Sacramento, California 95814

Mr. Gregory P. Schmidt
Secretary of the Senate
State Capitol, Room 400
Sacramento, California 95814

Mr. E. Dotson Wilson
Chief Clerk of the Assembly
State Capitol, Room 3196
Sacramento, California 95814

Re: Annual Report of Special Funds Expenditures for Fiscal Year 2006–2007, Required Under Government Code Section 77209

Dear Ms. Boyer-Vine, Mr. Schmidt, and Mr. Wilson:

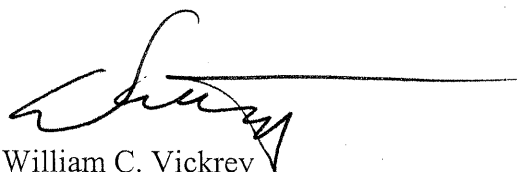
Under the reporting requirements set forth in Government Code section 77209(j), regarding use of the Trial Court Improvement Fund, and in the Supplemental Report of the 2000 Budget Act, Item 0450-101-0932–Trial Court Funding, pertaining to the Judicial Administration Efficiency and Modernization Fund, the Judicial Council respectfully submits the attached *Annual Report of Special Funds Expenditures for Fiscal Year 2006–2007*.

Ms. Diane F. Boyer-Vine
Mr. Gregory P. Schmidt
Mr. E. Dotson Wilson
February 11, 2008
Page 2

Funding provided by the Trial Court Improvement Fund and the Judicial Administration Efficiency and Modernization Fund represents an essential component of the judicial branch budget. These funding sources are the foundation for essential statewide services, ongoing technology programs and infrastructure initiatives, and education and development programs and provide the critical funding necessary to support innovative and model programs, pilot projects, and other special projects. The programs and initiatives detailed in this report highlight many of the judicial branch's efforts to ensure that all Californians have access to a fair system of open and equal justice.

If you have any questions related to this report, please contact Mr. Stephen Nash, Director, Administrative Office of the Courts Finance Division, at 415-865-7584 or stephen.nash@jud.ca.gov.

Sincerely,



William C. Vickrey
Administrative Director of the Courts

WCV/FT

Attachments (11)

cc: Keely Martin Bosler, Consultant, Senate Committee on Budget and Fiscal Review
Matt Osterli, Consultant, Senate Republican Fiscal Office
Janus Norman, Consultant, Assembly Budget Committee
Allan Cooper, Consultant, Assembly Republican Fiscal Office
Drew Soderborg, Fiscal and Policy Analyst, Legislative Analyst's Office
Jeff Carosone, Principal Program Budget Analyst, Department of Finance
Members of the Judicial Council
Ronald G. Overholt, AOC Chief Deputy Director
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AOC Regional Administrative Directors
Stephen Nash, Director, AOC Finance Division
Marcia Caballin, Assistant Director, AOC Finance Division
Donna Hershkowitz, Assistant Director, AOC Office of Governmental Affairs
Ruben Gomez, Senior Manager, AOC Office of Budget Management
Steven Chang, Manager, AOC Trial Court Budget and Technical Support Services
Judicial Administration Library

Report to the Judicial Council and the Legislature

Annual Report of Special Funds Expenditures For Fiscal Year 2006–2007

**Pursuant to reporting requirements set forth in the
Government Code Section 77209(j)
(Trial Court Improvement Fund)
And
Supplemental Report of the 2000 Budget Act
(Judicial Administration Efficiency and Modernization Fund)**

January 11, 2008

**Administrative Office of the Courts
William C. Vickrey, Administrative Director of the Courts**

Report to the Judicial Council and the Legislature:
Annual Report of Special Funds Expenditures for Fiscal Year 2006–2007
January 11, 2008

Introduction

The Trial Court Improvement Fund (Improvement Fund) was created to improve court management and efficiency, case processing, and timeliness of trials. Government Code section (GC) 77209 (Stats. 1997, ch. 1211), subsection (g), authorizes the Judicial Council (council) to administer monies deposited in the Improvement Fund and allows the council, “with appropriate guidelines,” to delegate administration of the fund to the Administrative Office of the Courts (AOC). In accordance with GC 77209(g), the council has approved internal guidelines to provide management and staff with general policies and procedures for allocating funds from the Improvement Fund and tracking expenditures on an annual basis.

The Judicial Administration Efficiency and Modernization Fund (Modernization Fund), established by GC 77213 as part of the Trial Court Funding Act of 1997 (Stats. 1997, ch. 850), was created to support statewide initiatives for ensuring the highest quality of justice in all of California’s trial courts. Funding provided from the Modernization Fund is designated for use for projects that promote improved access to, efficiency of, and effectiveness in the trial courts.

Annual Report

In accordance with GC 77209(j), the council is required to annually report to the Legislature on the expenditures from the Improvement Fund. In addition, language in the Supplemental Report of the 2000 Budget Act (Item 0450-101-0932, Trial Court Funding) requested an annual reporting of expenditures from the Modernization Fund. In accordance with the statutory requirement and legislative intent expressed in the Supplemental Report, the council submits this report to the Legislature.

Funding Sources and Restrictions (refer to Attachments A and B)

The Improvement Fund (Attachment A, page 1) is continuously appropriated and has a variety of funding sources, including annual deposits from the 50/50 excess fees and fines split revenue, 2% automation fund, interest from the Surplus Money Investment Fund (SMIF), sale of documents and royalties from publications of jury instructions, other miscellaneous revenues, and a transfer from the Trial Court Trust Fund (TCTF). The transfer from TCTF has specific restrictions such as reserving at least one-half of the one percent transfer for a specified time-period unless allocated to a court or courts for urgent needs. The Modernization Fund (Attachment B, page 1) is appropriated annually in the state Budget Act.

For fiscal year (FY) 2006–2007, expenditures from the special funds were made in the following categories:

Improvement Fund (refer to Attachment A, page 2)

• Ongoing Statewide Programs	87,678,807
• Trial Court Projects and Model Programs	<u>15,233,112</u>
Total Expenditures by Category: <u>\$ 102,911,919</u>	

Modernization Fund (refer to Attachment B, page 1)

• Statewide Technology Projects	\$24,699,226
• Education and Developmental Programs	2,952,444
• Pilot Projects, Special Initiatives and Ongoing Programs	<u>8,118,210</u>
Total Expenditures by Category: <u>\$35,769,879</u>	

Fiscal Year 2006–2007 Expenditures and Encumbrances

Improvement Fund (refer to Attachment A, page 2)

In FY 2006–2007, the council expended \$102.912 million from the Improvement Fund. Most of the projects funded by the Improvement Fund represent ongoing efforts or initiatives that support programs that most trial courts would not otherwise be able to provide or perform or absorb within their existing funding. Since the passage of the Trial Court Funding Act of 1997, the state has been responsible for funding trial court operations. Consonant with this change, the AOC has been responsible for developing and implementing a statewide infrastructure to provide services that were previously provided by the counties. The following two categories represent critical efforts of statewide importance as well as direct support for the trial courts provided from the Improvement Fund:

Category 1: Ongoing Statewide Programs: \$87.679 million (refer to Attachment A, page 3)

Funding originally provided for ongoing statewide programs in prior fiscal years continued in FY 2006–2007 and newly approved programs and projects in FY 2006–2007 for the support of numerous innovative programs that enhance the provision of justice throughout the state. The ongoing programs and limited-term initiatives include the following:

➤ *Trial Court Security Grants*

In FY 2006–2007, allocated funds were expended to assist pre-transfer courts with funding for immediate security improvement needs. Statewide contracts were completed to allow individual courts to purchase high quality, standardized equipment and maintenance at a state-negotiated cost, and the AOC's Emergency Response and Security unit completed close to two dozen projects for the courts. This provided security upgrades needed by the courts, including duress alarm

systems, closed-circuit television (CCTV) monitoring, access control systems, ballistic-resistant screening in clerk's stations, and bench ballistic-resistant material.

➤ *Litigation Management Program*

In FY 2006–2007, allocated funds were expended to pay the costs of defense, including fees for attorneys from the Attorney General's Office and private counsel, and to pay the costs of settlements and judgments of civil claims and actions brought against covered entities and individuals. Government Code section 811.9 requires the council to provide for the representation, defense, and indemnification of the state's trial courts, trial court judicial officers, and employees. In order to fulfill this responsibility, the council established the Litigation Management Program to pay for defense and indemnification as required by the statute. The unexpended allocation will be carried over to the next fiscal year in order to cover pending obligations and contingent liabilities.

➤ *Commission on Judicial Performance (CJP) Defense Insurance*

In FY 2006–2007, allocated funds were expended to provide cost effective, efficiently administered, and uniform insurance for all State of California justices, judges, and subordinate judicial officers. The Commission on Judicial Performance (CJP) Defense Insurance program was approved by the council as a comprehensive loss prevention program in 1999. The program is for the purposes of: 1) covering defense costs in CJP proceedings related to CJP complaints; 2) protecting judicial officers from exposure to excessive financial risk for acts committed within the scope of their judicial duties; and 3) lowering the risk of conduct that could develop into increased complaints through required ethics training for judicial officers.

➤ *Subscription Costs—Judicial Conduct Reporter*

In FY 2006–2007, allocated funds were expended to cover the annual subscription cost for the Judicial Conduct Reporter, which is a quarterly newsletter published by the American Judicature Society that reports on recent opinions and other issues involving judicial ethics and discipline. It is distributed to all judicial officers as a part of the AOC's ethics education program, which was implemented as a means of risk management when the council initiated the Commission on Judicial Performance insurance program

➤ *Trial Court Transactional Assistance Program (TCTAP)*

In FY 2006–2007, allocated funds were expended to pay for attorney fees and related expenses to assist trial courts in numerous areas including business transactions, labor and employment, real estate, and legal opinions. The council established the TCTAP in July 2001 as a means by which the Office of the General Counsel (OGC) could provide transactional legal assistance to the trial courts through outside counsel selected and managed by the OGC. Subsequently, the council broadened authorized uses of TCTAP funds to include any legal services

required by the trial courts relating to their operations. As part of the budget planning process, OGC determined that most legal services could be provided more economically by in-house counsel who could establish professional relationships with trial court personnel and develop institutional knowledge and expertise.

➤ *Self-Represented Litigants – Strategic Planning*

In FY 2006–2007, allocated funds were expended to provide a statewide conference on services for self-represented litigants. Court teams including judges, court executives, self-help center staff and others participated in the conference as well as self-help partners such as legal services agencies and law libraries. Each court developed a plan for increasing services for self-represented litigants based upon the information learned at the conference and their discussions. This plan allows courts to more effectively use new funding for self-help services and to expand the spectrum of services in the community, recognizing that court self-help programs may not be enough for many litigants. The AOC's website was expanded to include information from the conference as well as brochures, videos, and other informational materials for self-represented litigants. These materials are available online to be shared or adapted by all courts.

➤ *Family Law Interpretive Program for Domestic Violence Cases*

In FY 2006–2007, allocated funds were expended to support interpreter services for litigants in family law cases where domestic violence protective orders have been issued or are being sought, in elder abuse cases where protective orders have been issued or are being sought, and in family law cases generally. Thirty-six courts received funding through this program to provide services in court hearings, Family Court Services mediation proceedings, Family Law Facilitator sessions, and court-sponsored self-help settings. Participating courts used the funds to cover the costs of providing certified or registered interpreters (which includes per diem or salary, benefits, and mileage), Language Line Services, and to pay for interpreter coordinator services. The project also ensured that domestic violence related court forms and information sheets were translated into Spanish, Korean, Chinese, and Vietnamese. Feedback from participating courts indicates that the program has been extremely helpful in improving access to California's justice system, enhancing safety for domestic violence victims and children, and improving court efficiency by reducing the need for continuances of court hearings due to lack of interpreters.

➤ *Self-Help Centers*

In FY 2006–2007, allocated funds were expended to establish or expand self-help assistance to every court in the State of California. The distribution to the courts was based upon the population of the county as other trial court funding provided a base level for each county. Eighty percent of the funding was allocated for staffing to increase the amount of services available in self-help centers.

➤ Online Training

In FY 2006–2007, allocated funds were expended to purchase a variety of online courses that are provided to the trial courts as a part of the AOC's distance education efforts. In addition to online professional development courses and a website created by the AOC, the courses provide access to online libraries containing numerous on-demand software and professional development courses for court staff and judges.

➤ Local Court Planning

In FY 2006–2007, allocated funds were expended to focus outcomes in two areas:

1) Judicial Council Branch-wide Strategic Planning. Efforts focused on collecting and organizing a vast quantity of stakeholder data to inform the council's development of new strategic and operational plans for California's judicial branch. In addition, funds were used to coordinate and conduct the council's annual branch-wide planning meeting held on June 27–28, 2007, at which over 140 judicial branch leaders and partners engaged in identifying priorities for the continual improvement of California's courts and the administration of justice. Accomplishments include *Justice in Focus, the Strategic Plan for California's Judicial Branch, 2006–2012*, adopted by the council on December 1, 2006. Development of a three-year operational plan for the branch (2008–2011)—scheduled for adoption in April 2008—is well underway.

2) Public Trust and Confidence Research Initiatives. Allocated funds were expended to analyze results, draft recommendations, print, and disseminate Phase 2 of the landmark study *Trust and Confidence in the California Courts: Public Court Users and Judicial Branch Members Talk about the California Courts* in late 2006. This report was developed from focus groups of court users, members of the judicial branch, and interviews of court leaders. It was a follow-up and companion to 2005's *Trust and Confidence in the California Courts: A Survey of the Public and Attorneys*.

The Judicial Council's 2005–2006 Public Trust and Confidence assessments found that procedural fairness—court users having a sense that decisions have been made through processes that are fair—is the strongest predictor of public approval and confidence in the courts. These findings build on other research that demonstrates that litigant satisfaction with the overall process and the quality of treatment received leads to the perception that the courts' authority is legitimate, which in turn leads to increased compliance with court orders.

In addition, funds were used to develop an opening plenary with a consulting firm for the California Bench Bar Biannual Conference that featured the announcement of a branch-wide initiative to improve the public's perception of the court system.

The plenary development focused on fact patterns and various strategies for panelist discussion to ensure that the public perceives the highest standards of fairness and respect in court procedures in whatever capacities the public encounters the courts.

➤ *Community-Focused Court Planning*

In FY 2006–2007, allocated funds were expended to provide additional training to the courts on how best to reach out to their communities and key stakeholders. A training guide was developed to assist courts with reaching out to their communities for the purposes of court improvements and planning. Funds were also used to enable selected courts to conduct judicial leadership training and to provide interns to assist the courts with community outreach and collaboration.

➤ *Employee Assistance Program for Bench Officers*

In FY 2006–2007, allocated funds were expended to provide the Judicial Officers' Assistance Program to justices, judges, commissioners, referees, and assigned judges in the Supreme Court, Courts of Appeal and Superior Courts. This program provided various assistance and support to the members of the program and their families in dealing with a wide range of personal, family, and financial matters.

➤ *Trial Court Benefits Program (Benefits Program for the Superior Courts of California)*

In FY 2006–2007, allocated funds were expended to provide a comprehensive benefits program to eligible California trial court employees - the Benefits Program for the Superior Courts of California. Currently, there are 27 courts participating in the program with a total of approximately 5,000 employees enrolled. A third-party administrator (TPA) serves as the benefits administrator for the program. The TPA maintains enrollment and eligibility information of the plan participants, and collects the requisite premiums from the courts and disperses them to individual benefit providers. The TPA also addresses the compliance requirements as dictated by the Health Insurance Portability and Accountability Act (HIPAA) and the Consolidated Omnibus Budget Reconciliation Act (COBRA). Beginning plan year 2009 and beyond, the TPA fees will be charged back to the participating courts. Also, the Benefits Program maintains a contract with outside counsel for legal advice and review for program related issues.

Enormous progress has been made on the statewide technology initiatives and ongoing projects that support the objectives set forth by the Judicial Council in its Strategic and Operational Plans. Several information technology infrastructure projects are included as a significant component of the judicial branch's ongoing statewide initiatives (refer to Attachment A, Addendum 1). The majority of the funding in FY 2006–2007 was expended on the following projects:

➤ California Case Management System (CCMS)

In FY 2006–2007, allocated funds were expended to develop and support the California Case Management System (CCMS). CCMS is a statewide initiative to bring the courts together to use a single application for all case types, operating out of the California Courts Technology Center. Development of CCMS is a multi-year effort that consists of three products: 1) CCMS-V2 - criminal and traffic; 2) CCMS-V3 - civil, probate, small claims, and mental health; and 3) CCMS-V4 - family law, juvenile dependency and delinquency, plus integration of the current V2 and V3 functionality. CCMS-V4 will also include statewide reporting, court interpreter and court reporter scheduling, and integration with justice partner applications.

Development of CCMS-V4 began in July 2007. The Superior Courts of Los Angeles, Orange, Sacramento, San Diego, and Ventura Counties continue as lead courts participating in the design and development efforts. Other courts participating in planning, design sessions, and product testing include the Superior Courts of Monterey, Riverside, San Bernardino, and San Francisco Counties. Superior Court of Fresno County deployed the CCMS-V2 product in July 2006. There are currently four courts that have deployed CCMS-V3 – the Superior Courts of Orange, Sacramento, San Diego, and Ventura Counties. Superior Court of San Joaquin County will deploy V3 in March 2008. Superior Court of Los Angeles is in the deployment planning stage for CCMS-V3 with plans to implement small claims in Alhambra in spring 2008.

➤ Information Technology Infrastructure – Telecommunications

In FY 2006–2007, allocated funds were expended to continue telecommunications upgrades and establish continuous security monitoring of networks in the courts. To date, fifty superior courts have completed upgrades. The new telecommunications infrastructure provides a framework for managing judicial branch technology resources in the courts. Upgrades included providing courts with new circuits, cable/fiber, switches, and routers that support secure access to the California Courts Technology Center (CCTC) and the many business applications in use; and local initiatives such as Internet Protocol-based telephony systems, videoconferencing, and new physical security monitoring systems. Funding was utilized for a telecommunications infrastructure equipment “refresh” program in thirty superior courts. This project, scheduled for completion in the first quarter of calendar year 2008, allows for the necessary replacement of equipment. Several courts began implementation of a secondary communications site within their county structure. This site enables automatic failover in the event of a disaster in the primary hub, ensuring continuous connectivity within the court to the CCTC and to justice partners. As services become increasingly dependent upon electronic communication, this will likely become a standard practice in telecommunications programs.

- *Phoenix Financial System (previously Court Accounting and Reporting System)*
 In FY 2006–2007, allocated funds were expended to continue the implementation of this project, which spans multiple fiscal years. The project has allowed the branch to standardize its accounting and reporting functions, and provide timely and comprehensive financial information to all required parties. At the end of FY 2006–2007, the Phoenix Financial System had been implemented in 49 superior courts.

- *Statewide Planning and Deployment Support*
 In FY 2006–2007, allocated funds were expended for the development of a structured, principles-based Enterprise Architecture (EA) program and unit to guide judicial branch technology design, acquisition, development, deployment, and maintenance. Members of the EA group have been integrated into all major technology infrastructure projects. This program enables the AOC to improve efficiency in managing information technology investments made by the judicial branch.

- *Phoenix Human Resources System (previously Court Human Resources Information System)*
 In FY 2006–2007, allocated funds were expended to support the implementation and planning efforts associated with a statewide offering of human resources and payroll functions that use the same operating platform that supports the Phoenix Financial System. The Phoenix Human Resources System was deployed to a total of six courts in FY 2006–2007.

- *Interim Case Management System (CMS)*
 In FY 2006–2007, allocated funds were expended to continue deployment, maintenance, and support for interim case management systems, which are certified as meeting state and local court functional requirements. Trial courts scheduled later in the deployment schedule for CCMS are migrating to these certified case management products to ensure stability of critical court operations during the transition. The work being done with these courts as it relates to legislative updates, enhancements, data cleanup, data conversion, and interfaces with justice partners, will greatly facilitate the capability of these courts' move to CCMS.

- *Data Integration and State Partners*
 In FY 2006–2007, allocated funds were expended to continue the Data Integration (DI) program and work with the trial courts to develop a statewide approach. These efforts include:
 - Continued work on data exchange standards in compliance with national standards.
 - Developed best practices for developing and deploying interface services using the Integration Services Backbone (ISB).

- Developed a connectivity agreement for court third party vendors with interfaces into the CCTC.
- Utilization of the ISB in the CCTC to implement key interfaces required by trial courts.
- Implemented interfaces with the CCMS-V3 (criminal and traffic) through the ISB for EDD, credit card validation, and case indexing.
- Incorporated SAP (used by the Phoenix Financial and Phoenix Human Resources Systems) as a service option within the ISB.
- Initiated discussions with the Computer-Aided Facilities Management program to use the ISB for application interfaces.
- Tested e-filing functionality in CCMS-V3 and worked with four trial courts to initiate electronic filing deployment activities.
- Deployed an EDD interface with Sacramento Superior Court.
- Tested a credit card interface with Sacramento Superior Court.

➤ Information Technology Infrastructure – Court Technology Center

In FY 2006–2007, allocated funds were expended to continue providing a centralized environment for hosting specific court applications, as well as a suite of other services, including network security, disaster recovery, helpdesk, and desk-side support, managed e-mail on Microsoft Exchange, remote access, and site-to-site Virtual Private Network (VPN) services. The CCTC is currently providing 24/7 application and internet infrastructure management to the superior courts and the appellate courts for various court management systems and applications. This includes forty-nine courts on the Phoenix Financial system; six courts on the Phoenix Human Resources system; the AOC Computer Aided Facilities Management system, supporting the transition of trial court facilities to the Office of Court Construction and Management; eight courts on interim case management systems; five courts on the Microsoft Exchange and Active Directory email applications; and three courts on CCMS. These applications are migrating to the new Layered Security Architecture model for the CCTC, which protects judicial branch data for the superior courts. The model shifts responsibility for security from the courts to the CCTC, as it provides the highest level of security and increases access to the CCTC by the courts and justice partners.

➤ Jury Management System

In FY 2006–2007, allocated funds were expended to add web access and Interactive Voice Response (IVR) modules to jury systems, which improves public access to jury information. Funds were also expended on imaging technology to modernize and improve jury processing.

Category 2: Trial Court Projects and Model Programs: \$15.233 million (refer to Attachment A, page 4)

Funding was provided for various ongoing, limited-term, and one-time projects that support trial court operations as well as improve court management and efficiency, case processing, and timeliness of trials. The projects and programs include the following:

➤ *Settlement Support Services for Unrepresented Litigants*

In FY 2006–2007, allocated funds were expended to conduct pilot projects to help self-represented litigants in small claims and limited civil cases effectively participate in mediation and settlement programs. This pilot project program is intended to address recommendations in the 2005 study *Trust and Confidence in the California Courts: A Survey of the Public and Attorneys* by helping self-represented litigants, particularly those with limited English proficiency, to be aware of the availability and potential benefits of mediation and settlement programs and to understand the legal issues and possible outcomes in their cases, so that they can make informed choices during these processes. Three trial courts were awarded grants to establish and conduct pilot projects.

➤ *Domestic Violence Orders after Hearing Project*

In FY 2006–2007, the Family Court Case Tracking System (FACCTS) software program provided parties with a signed and filed Domestic Violence Restraining Order at the time of hearing. Recently, FACCTS screens have been expanded to include orders in cases of civil harassment, elder abuse, and criminal protective orders. The program was initially developed through an iterative beta testing process in the Superior Courts of Solano and Santa Clara Counties. Currently, the Superior Courts of Sonoma, San Mateo, and Orange Counties have also started working with this program and it is due to be implemented by additional courts in the coming months. The program produces a court order on council forms from the same data input as required for the production of a minute order. The court clerk or judicial assistant can prepare and print the order on the mandatory council forms as he or she prepares the minute order for the hearing. The order can then be submitted directly to the judge for signing, the signed original printed and filed with copies provided to the parties before they leave the courtroom. Orders are maintained in a database that allows PDF copies to be easily accessed through the FACCTS program, or through a web-based registry of orders. FACCTS can operate as a stand-alone system for the production of orders or be networked for multiple users. The efficacy of the program has been enhanced by the ease with which it can interface with the current local case management systems in each of the courts using it. This allows maximum CMS demographic data to be pulled automatically into FACCTS to populate the Judicial Council forms, thereby eliminating the need for repetitive data input by staff.

➤ *Effective Caseload Management of Family and Juvenile Cases*

In FY 2006–2007, allocated funds were expended to contract with a consultant to survey California delinquency courts about their court case management practices and hold Caseload Management Workshops for over 200 stakeholders throughout the state. These caseload workshops presented court teams consisting of judicial officers, court staff, probation officers, prosecutors, and defense attorneys from all over the state with the opportunity to evaluate their delinquency case and calendar management processes. The goal of the project was to provide participants with an understanding of the principles of caseload management; knowledge about practices being used in the management of juvenile delinquency cases in counties of various sizes all over California; allow participants performing the same role (e.g., judges, prosecutors, defenders, probation officers, court staff) an opportunity to discuss common problems and identify areas in need of improvement; and provide the participants from each county with an action plan to take back to their county to begin improving their juvenile delinquency caseload management. A manual summarizing existing practices, recommending changes to court rules and laws, and suggesting effective caseload management techniques was published and distributed to all interested counties.

➤ *National Consortium Regarding Pro Se Litigation*

In FY 2006–2007, allocated funds were expended to develop the best practices, share resources, and develop a curriculum for judicial officers on handling cases involving self-represented litigants. Additionally, it funded groundbreaking research on communication between judges and self-represented litigants. The funds were used to: 1) develop curricula for judicial education on how to handle cases involving self-represented litigants and how judicial leadership can expand resources for low-income litigants; 2) expand a substantial guide for courts of best practices in services for self-represented litigants; 3) develop a research toolkit for courts to conduct a self-assessment regarding their self-help programs; and 4) conduct research on judicial communication with self-represented litigants.

➤ *Domestic Violence Practice and Procedure Task Force*

In FY 2006–2007, allocated funds were expended to support the work of the Domestic Violence Practice and Procedure Task Force. The funds were used to: 1) support numerous task force meetings; 2) conduct statewide public hearings; 3) conduct regional court meetings to review best practices developed by the task force; and 4) conduct educational programs about the task force proposals. This included live educational programs, distance learning programs, and electronic and hardcopy publications.

➤ *One Law, Many Languages Recruitment Campaign*

In FY 2006–2007, allocated funds were expended to re-initiate the One Law, Many Languages Recruitment Campaign. The funds provided were used to support

contractual services of an external ethnic media consulting firm; broaden and facilitate access to, understanding of, and confidence in court processes for limited English proficient persons served by the courts; develop and maintain outreach programs that serve the needs of limited and non-English-speaking individuals; and develop and implement a statewide campaign to recruit qualified court interpreters. The campaign placed ads in Latino, Chinese, Korean, Vietnamese, Filipino, and Arabic media outlets. The media campaign resulted in a ten percent increase in visitors to the Court Interpreter Program website on “How to become an interpreter.”

➤ *Comprehensive Collection Program*

In FY 2006–2007, allocated funds were expended to provide grant funding for 44 courts. The Comprehensive Collection Program Awards program, which supports the court/county collaborative effort for the efficient and effective collection of court ordered debt, fees, fines, forfeitures, penalties, and assessments and is administered through the Enhanced Collections Unit, made decisions based on specific needs, overall benefit of programs to the public, and availability of funding. Priority was given to those courts whose existing program did not meet the criteria for cost recovery set forth in Penal Code section 1463.007 and those that filed joint applications where a cooperative agreement or project would lead to added efficiency and enhance collection programs in each collaborating court. Courts were encouraged to utilize funds to establish or enhance existing comprehensive collection programs that included at least 10 of the 17 components listed in Penal Code section 1463.007, in order to qualify for cost recovery. Award funds were disbursed to the courts upon specific criteria and the execution of MOUs with the AOC.

➤ *Regional Office Grants*

In FY 2006–2007, allocated funds were expended to provide for Regional Trial Court Opportunity Awards administered through the three AOC regional offices. Courts submitted applications, and based on specific needs, overall benefit of programs to the public, and availability of funding, 31 courts were awarded grants. These programs supported trial court efforts to develop or expand services to ensure open and equal public access to the trial courts, and to improve the efficiency and effectiveness of trial court operations. Many of the court programs were designed to improve public access through technology upgrades such as implementation of Interactive Voice Response/Interactive Web Response (IVR/IWR) systems, website translation, and installation of LCD monitors to display court calendars for the public. Roundtable forums for judicial officers were provided throughout the state, administered through the three AOC regional offices. These forums were in response to requests from judges participating in regional new judicial officer meetings that the sharing of information on topics of interest to trial court judicial officers would support interactive learning and best practices. A number of courts

also developed programs to create new or improve services at existing self-help centers. Opportunity Award funds were disbursed to the courts one-half upon execution of MOUs and one-half upon submission of final reports at the completion of the projects.

➤ ADP Service Contract

In FY 2006–2007, allocated funds were expended to provide the trial courts with payroll services. This master contract allowed each of the trial courts to negotiate separate agreements with the vendor for payroll services. The allocated funds for this program helped 22 trial courts obtain dedicated payroll services covering the period from November 2006 to November 2007.

➤ Audit Contract

In FY 2006–2007, allocated funds were expended to continue to supplement an internal audit program that was approved by the council in FY 2001–2002. This program includes two components, internal and external audit resources. The first component was an internal audit unit within the Finance Division of the AOC, and the second component was a contract with external consulting and auditing firms to supplement the internal audit staff.

➤ Distribution to Trial Courts (pursuant to GC 77205(a)(2))

In accordance with GC 77205(a) and California Rules of Court 6.105, the council must annually allocate 80 percent of the 50/50 excess split revenue deposited into the Improvement Fund that exceeds the amount deposited in FY 2002–2003 to the trial courts located in the counties from which the excess revenues were collected to fulfill one-time obligations and to address cash flow issues. Thirty-six trial courts qualified to receive a distribution of excess revenues.

➤ Uniform Civil Fee (UCF) Enhancement Cost

In FY 2006–2007, allocated funds were expended for one contract systems programmer to complete various enhancements to the Uniform Civil Fees distribution system application including adding functionality for the system to accept fee adjustments, improved monthly reporting of certain revenues and local distributions, and updates to the system documentation.

➤ Workers Compensation Implementation Reserve Program

In FY 2006–2007, allocated funds were expended to address outstanding claim payment, tail claim liability with various counties, and administration costs related to losses with dates of injury from January 1, 2001 to July 1, 2003 that involved court employees in certain courts. The Workers Compensation Implementation Reserve Program was established to manage, on a statewide basis, workers compensation programs for court employees. To date, fifty-four courts participate in the program.

➤ *Trial Court Healthcare Reserve Account*

In FY 2006–2007, allocated funds were expended for the services of a benefits consultant. These services include actuarial studies to determine appropriate reserve and premium amounts, placement of insured services, client advocacy, and discrimination testing of the Flexible Spending Accounts. Beginning plan year 2008 and beyond, the consultant's fees will be charged back to the participating courts.

➤ *New South Justice Center Courthouse Project*

In FY 2006–2007, allocated funds were expended to provide a consulting Court Construction Management Representative (CCMR) who facilitated and supported the design and construction of a new courthouse facility for Orange Superior Court. The South Justice Center Courthouse is a new judicial facility to be located in Laguna Niguel, California in Orange County. The project consists of a 228,873 gross square foot building with three stories, fourteen courtrooms, and a basement, that will be constructed next to and connected to an existing four courtroom courthouse built in 1968. The project and its design are being managed by Orange County. The CCMR as an owner's representative reported directly to the Office of Court Construction and Management's program manager and worked daily with and represented Orange Superior Court on all aspects of implementing the new courthouse.

➤ *Statewide Administrative Infrastructure Support*

In FY 2006–2007, allocated funds were expended for the costs of statewide administrative infrastructure staff that support the trial courts in various areas such as financial services, enhanced collection programs, regional office program assistance, ongoing statewide technology projects, and technology deployment.

Modernization Fund (refer to Attachment B, page 1)

In FY 2006–2007, the council expended \$35.770 million from the Modernization Fund. Funding provided by the Modernization Fund provides the primary support for critical technology projects (e.g., court technology staff, case management systems, data integration, and jury management systems), mandated and non-mandated education for judicial officers (e.g., orientation for new judges and continuing judicial studies), education for court administration and staff (e.g., court faculty program, and distance learning), and key local assistance initiatives (e.g., alternative dispute resolution, complex civil litigation programs, and remote interpreting services). A description of these projects follows:

Category 1: Statewide Technology Projects: \$24.699 million (refer to Attachment B, page 2)

The Modernization Fund allocation of \$24.699 million for statewide technology projects was allocated for various inter-related technology initiatives, including:

- California Case Management System (CCMS)
In FY 2006–2007, both Improvement Fund and Modernization Fund resources supported the CCMS project. (Refer to the California Case Management System item in the Improvement Fund section for details.)
- Information Technology Infrastructure – Telecommunications
In FY 2006–2007, both Improvement Fund and Modernization Fund resources were used to fund the cost of these infrastructure projects. (Refer to the Information Technology Infrastructure - Telecommunications item in the Improvement Fund section for details.)
- Phoenix Financial System (previously Court Accounting and Reporting System)
In FY 2006–2007, both Improvement Fund and Modernization Fund resources supported the Phoenix Financial System project. (Refer to the Phoenix Financial System item in the Improvement Fund section for details.)
- Statewide Planning and Deployment Support
In FY 2006–2007, both Improvement Fund and Modernization Fund resources supported the statewide technology plan. (Refer to the Statewide Planning and Development Support item in the Improvement Fund section for details.)
- Phoenix Human Resources System (previously Court Human Resources Information System)
In FY 2006–2007, both Improvement Fund and Modernization Fund resources supported the Phoenix Human Resources System project. (Refer to the Phoenix Human Resources System item in the Improvement Fund section for details.)
- Interim Case Management System (ICMS)
In FY 2006–2007, both Improvement Fund and Modernization Fund resources supported the Interim CMS project. Funding from the Modernization Fund assists courts in upgrading existing software to a certified version on an interim basis while development of the CCMS continues. Justice partner interfaces, configuration, and data conversion work continued for the remaining two courts of 14 utilizing one Interim CMS vendor.
- Data Integration
In FY 2006–2007, both Improvement Fund and Modernization Fund resources supported the data integration projects. (Refer to the Data Integration item in the Improvement Fund section for details.)

- *Information Technology Infrastructure – Court Technology Center*
In FY 2006–2007, both Improvement Fund and Modernization Fund resources supported the court technology center. (See the Information Technology Infrastructure item in the Improvement Fund section for details.)
- *Jury Management System*
In FY 2006–2007, both Improvement Fund and Modernization Fund resources supported the jury management system. (Refer to the Jury Management System item in the Improvement Fund section for details.)
- *California Courts Protective Order Registry*
In FY 2006–2007, allocated funds were expended to conduct a fact-finding analysis of local court registries, develop functional requirements by interviewing judicial officers and court staff, and establish a deployment plan. The registry will be a centralized system for viewing protective and restraining orders and related information for the judicial branch, law enforcement, and other justice partners.

Category 2: Educational and Developmental Programs: \$2.952 million (refer to Attachment B, page 3)

The council's strategic plan identifies education of judges, subordinate judicial officers, and non-judicial court staff as a significant means to advance the mission and goals of the judiciary in the areas of access, fairness, diversity, and ethics. With the increasing complexity of the law and court procedures, delivery of justice to the people of California requires judges and court personnel to be equipped with knowledge, skills, and abilities that enable them to administer the justice system in a fair, effective manner that fosters public confidence.

The allocations for education programs and statewide meetings fall into five general categories: Mandated State Education Programs for Judges, Non-Mandated Education Programs for Judges, Education/Training/Programs related to Court Administration, Education Programs for Court Staff, and Other Educational and Developmental Programs.

The education programs and projects are listed on Attachment B, page 3, and the funding enabled judges and subordinate judicial officers to participate in mandated and assignment-related educational programs as well as trial court staff.

Education and development funding from the Modernization Fund currently provides the costs of lodging and group meals for participants attending statewide education programs and conferences as well as mandatory education programs for judges and other non-mandatory education programs for judges, court executives, and other court staff. The funding also covers the development and transmission of broadcast programs.

Category 3: Pilot Projects, Special Initiatives, and Ongoing Programs: \$8.118 million (refer to Attachment B, page 4)

The provision of justice in the courts can be enhanced by improving access, efficiency, and effectiveness. In FY 2006–2007, the council again allocated funding from the Modernization Fund to support innovative programs that enhanced the provision of justice. The projects and programs include the following:

➤ Alternative Dispute Resolution

In FY 2006–2007, allocated funds were expended to continue the Civil Mediation and Settlement Program Grants project. This project is designed to expand the mediation and settlement programs for civil cases in California trial courts. The project helps courts meet the goal of section 10.70(a) of the Standards of Judicial Administration, which provides that all trial courts should implement mediation programs for civil cases as part of their core operations. It also implements the council's February 2004 directive that AOC staff work with the superior courts to 1) assess their needs and available resources for developing, implementing, maintaining, and improving mediation and other settlement programs for civil cases; and 2) where existing resources are not sufficient, develop plans for obtaining the necessary resources. During this reporting period, two types of grants were awarded to trial courts: 1) eight planning grants to conduct a needs assessment or plan a mediation or settlement program, and 2) seventeen implementation grants to implement a new mediation or settlement program or improve or expand upon an existing one.

➤ Complex Civil Litigation Pilot Program

In FY 2006–2007, allocated funds were expended to provide support to 17 complex civil departments in the Superior Courts of Alameda, Contra Costa, Los Angeles, Orange, San Francisco and Santa Clara Counties. The National Center for State Courts reported on the program in its Evaluation of the Centers for Complex Litigation Pilot Program. The report included information on the number of complex cases filed, the impact of the complex litigation departments on case and calendar management, the impacts on trial courts, attorneys, and parties, and recommendations to the Legislature and the Governor concerning complex litigation departments.

➤ Plain Language and Foreign Language

In FY 2006–2007, allocated funds were expended to translate various council forms into foreign languages and plain English. These translations are intended to assist self-represented litigants and persons with limited English language proficiency. The forms that were translated into foreign languages during the fiscal year included criminal protective orders, confidential CLETS Information forms to be used with protective orders, and selected guardianship forms. Plain language forms are being

developed for requesting name changes, for use in various small claims cases, and for appeals.

➤ *Self-Help Videos for the Website*

In FY 2006–2007, allocated funds were expended to support the costs of the server for videos available to the public on issues such as how to handle guardianship cases as well as what a respondent should know in domestic violence cases. Training sessions from the self-help conferences were posted on a website to allow staff who were unable to participate in the live workshops to view the courses online.

➤ *Interactive Software for Self-Represented Litigant Electronic Forms*

In FY 2006–2007, allocated funds were expended to help expand the availability of electronic document preparation programs to 40 courts. This project also funded development of an expansion of the family law program to help litigants in divorce actions complete more steps of their case and provided funding to improve software technology to assist self-represented litigants complete form letters, agreements, and to allow self-help center staff assist litigants to complete their pleadings in workshops more efficiently. The ultimate goal of this project is to improve access to justice and the efficiency of the courts by enabling litigants to complete many legal forms using a simple question and answer process.

➤ *Self-Represented Litigant Forms*

In FY 2006–2007, allocated funds were expended to develop “plain language” forms and translation of commonly used forms. These efforts include the drafting of more plain language small claims forms, the drafting and review of forms for appeals in limited civil and traffic cases, as well as the process of reviewing all family law forms was initiated. Additionally, funds were used to support a national document assembly server that will enable litigants to complete their forms online at no charge. Developed in collaboration with legal services programs, these interactive programs can be used in every county to help litigants complete pleadings in workshop settings more quickly and accurately.

➤ *California Drug Court Cost Analysis*

In FY 2006–2007, allocated funds were expended to implement the statewide launch of the California Drug Court Cost Self Evaluation Tool (CSET). The CSET is a web-based tool that will allow drug courts to conduct their own cost-benefit analyses. Drug court teams from four drug courts in Laguna Niguel, San Joaquin, Santa Ana and Santa Clara participated in a pilot test of the CSET. Their data was inputted into CSET for analyses by the contractor. Results of the pilot test were used to revise the CSET and prepare it for launch for use by local drug courts statewide.

➤ *Assembly Bill (AB) 1108 – Substance Testing in Child Custody Cases*

In FY 2006–2007, funds were expended to finalize data collection for a mandated study defined in Assembly Bill 1108, which authorized the courts, until January 1, 2008, to require any parent who is seeking custody of, or visitation with, a child to undergo testing for the illegal use of controlled substances and the use of alcohol under specified circumstances. Since then, Senate Bill 403 extended the sunset date of the study for one year until January 1, 2009. Data collection was completed during FY 2006–2007 and consisted of interviews with family law attorneys, mediators, and family law bench officers. The final report to the Legislature can be found at the California Courts website.

➤ *Court-Appointed Counsel, Performance Database*

In FY 2006–2007, allocated funds were used for the development of an automated system for court-appointed counsel financial and workload data collection, reporting and management. The system was used by attorneys participating in the DRAFT (Dependency Representation, Administration, Funding and Training) program (approximately 400), who are currently required to manually track and report data to the AOC on a quarterly basis. Currently, due to the volume of the data and the cumbersome nature of manual data analysis, the data is not being analyzed and reported back to attorneys and the courts on a regular basis so as to inform their work and to ensure that cases are being handled in accordance with workload and performance standards. The development of the Court-Appointed Counsel and Court Performance Database will enable quality data analysis, result in a more expeditious data reporting process for attorneys, and be instrumental in quantitatively measuring the relationship of attorney performance to child welfare outcomes.

➤ *Collaborative Justice Transferability Study*

In FY 2006–2007, allocated funds were expended to conduct a survey of judicial officers in California concerning their knowledge and attitudes regarding collaborative justice principles and practices. The California survey was part of a national survey of judges conducted by the Center for Court Innovation, a public-private partnership of the New York State Court System. The funds were used to augment the survey with a sample of California judicial officers in order to obtain a representative sample of the entire California judiciary and to ensure that Family and Juvenile Courts were represented in the study. This survey was conducted as a follow-up to two prior studies, conducted as a joint project with the Center for Court Innovation that addressed the feasibility of broad application of collaborative justice principles and practices outside the specialized court calendars.

➤ *Juvenile Delinquency Court Assessment*

In FY 2006–2007, allocated funds were expended to begin a comprehensive assessment of juvenile delinquency courts in California. A working group of

judicial officers, court staff, probation officers, prosecutors, and defense attorneys, as well as policy makers from various state agencies was formed and met on a regular basis. The group helped create the project study plan and guided the research. The first phase of the project included surveying all delinquency court judicial officers, court executive officers, prosecutors, public defenders, alternate defenders, and contract panel attorneys who were identified as working in juvenile delinquency courts. In addition, twenty percent of randomly selected juvenile probation officers from around the state were surveyed. Also, within the project's six study counties (Los Angeles, Placer, Riverside, San Francisco, San Joaquin, and Siskiyou), over thirty in-depth interviews and focus groups were conducted with judges, court staff, prosecutors, defense attorneys, probation officers, youth on probation, parents of youth, victims of juvenile crime, and diverse groups of community members. The areas of inquiry were hearings and other court processes; court collaboration with justice system partners; placement, treatment, and supervision options for youth; perspectives of parties and interested groups (youth, parents, victims, community); education and training; and customer service. The final report and recommendations will be presented to the council in Spring 2008.

➤ *Family Law Resource Guidelines*

In FY 2006–2007, allocated funds were expended on the Family Law Resource Guideline Project, a three-year project that was initiated to address the need for additional resources in California family law courts. The Drafting Team of the Family Resource Guideline Project includes current and retired judicial officers and a court executive officer. The Family Law Resource Guideline Project builds upon the 2005 Family Law Caseflow Management project and is modeled after the National Council of Juvenile and Family Court Judges' *Resource Guidelines for Improving Court Practice in Child Abuse & Neglect Cases*. It will result in a volume that provides models of resource allocation and administration that promote effective practices on family case processing at all stages. As the content is structured in more detail, additional designated groups of subject matter experts will be formed to propose major themes and identify pertinent background material. Task Forces and Advisory Committees to the Judicial Council have input to the development of the manuscript.

➤ *Presiding Judges and Court Executives Meetings*

In FY 2006–2007, allocated funds were expended to convene major statewide and individual meetings of the Trial Court Presiding Judges Advisory Committee (TCPJAC) and Court Executives Advisory Committee (CEAC) /Conference of Court Executives (COCE). These meetings provided a forum for the presiding judges, assistant presiding judges, court executives, assistant court executives, and other court leaders to discuss and consider both local and statewide court administration issues affecting trial court operations. Among the topics discussion were trial court judgeships, probate conservatorship, domestic violence, case processing practices,

and continuity of operation planning efforts during emergencies. In addition, funds were used to defray meeting costs for the Fall 2006 Leadership Conference held in San Francisco. Topics of discussion included Legislative Strategy sessions and other branch-wide initiatives such as trial court employee retirement planning and trial court facilities.

➤ *Kleps Award Program*

In FY 2006–2007, allocated funds were expended to evaluate and award the Judicial Council’s biannual Ralph N. Kleps Awards that honor and celebrate innovative contributions of courts to the administration of justice. Funds were used to support the Kleps Awards Committee in reviewing nominations, performing 27 site visits around the state, and recommending award recipients to the council. Funds were also used to cover the travel costs of the committee members and recipients from the courts to the California Bench Bar Biannual Conference where the awards were presented. A focus of the committee and recipients was to disseminate information about Kleps Award–nominated projects to encourage replication of these innovative practices.

➤ *Jury Management and Improvement Initiatives*

In FY 2006–2007, allocated funds were used to continue to provide technical assistance and design consultation services to trial courts in the implementation of the model jury service summons and the evaluation of its effectiveness. Eleven trial courts including the Superior Courts of Los Angeles, Riverside, San Bernardino, San Francisco, and Placer are using the model summons to contact jurors. The model summons is now reaching approximately seven million jurors or seventy percent of the jurors who receive jury summonses in California each year. Several other courts received technical assistance in order to implement the model summons in FY 2007–2008.

In addition, funds were used to make needed technology upgrades to jury management systems in three trial courts for the purpose of improving the quality of service to jurors; produce a set of jury outreach brochures for trial courts and the AOC to use to educate and inform the public and business owners about the importance of jury service; and assess the educational value of the juror orientation video, *Ideals Made Real*, to determine how it can be used to educate school-aged children about the importance of jury service and answering the call to serve the court as jurors.

➤ *Remote Interpretive Services*

In FY 2006–2007, allocated funds were used to provide trial courts that have limited court interpreter resources with the services of qualified interpreters via telephone. Funds were expended for the purchase and installation of telephonic interpreting equipment, training in its proper use, and payment of telephone line fees in the

Superior Courts of San Benito and Tulare Counties. The equipment enabled larger, metropolitan courts with greater availability of certified interpreters to provide interpretation services telephonically to courts in remote locations.

➤ *Branch-wide Communications Planning*

In FY 2006–2007, allocated funds were expended for two of the vehicles supporting the branch-wide communications infrastructure: California Courts Review (CCR) and California Courts News (CCN). A quarterly periodical, CCR reports on initiatives and issues facing state courts and serves as a forum for court leaders and branch stakeholders. A monthly broadcast, CCN is a half-hour newsmagazine for court professionals and is downlinked to 200 court sites and made available on the branch's website.

➤ *Judicial Council Strategic and Operational Plan*

In FY 2006–2007, allocated funds were expended to contract with a consultant to produce graphic illustrations of the council's planning processes, which culminated at the Annual Judicial Branch Planning meeting in June 2006. Illustrations produced at this meeting were featured in the council's publication, *Justice in Focus, the Strategic Plan for California's Judicial Branch, 2006–2012*, which was adopted December 2006. *Justice in Focus* has been distributed to over 5,000 members of California's judicial branch.

➤ *Promising Knowledge Practices*

In FY 2006–2007, allocated funds were expended to support three programs:

1) The California JusticeCorps Project. Funds were used to support the California JusticeCorps program, funded by federal AmeriCorps through the Governor's California Volunteers Program. The California JusticeCorps program recruited, trained, and placed undergraduate university students to be assistants in court-based legal access self-help centers in Los Angeles—where 100 members worked with the program. Funds were also used to officially launch the JusticeCorps program in the Bay Area and to replicate the program in the San Diego Superior Court, adding 40 new members to the program.

2) California On My Honor: Civics Institute for Teachers. Funds were used for the expansion of a pilot project called the "California on My Honor: Civics Institute for Teachers". The project partnered the AOC with California State University, San Marcos, to plan the expansion of the program and recruit teachers statewide. The training portion consisted of "California on My Honor: Civics Institute for Teachers", a summer 2007 residential program for K-12 school teachers to assist them with the integration of judicial system information into the existing academic curriculum. A unique component of the Institute was the integration of an AOC law-related website into lesson plans.

3) Northern Region Appellate Division Project. Funds were used to support the appeals processing center that processes appeals from the Superior Courts of Lassen, Modoc, Plumas, and Sierra. The appeals processing center is housed at Lassen Superior Court and processes limited civil, misdemeanor criminal, traffic infraction, and appellate division decision appeals.

➤ *Trial Court Performance Measures Study*

In FY 2006–2007, allocated funds were expended to develop measures of performance and accountability in the trial courts as an outgrowth of the council’s adoption of the Resource Allocation Study (RAS) model, including 1) completing a pilot test of the National Center for State Courts (NCSC) CourTools in two mid-sized courts with money encumbered to extend the pilot test to two additional courts in FY 2007–2008; 2) conducting case-file review of conservatorship cases in four courts and convened a full-day focus group with ten courts to develop time estimates of the additional workload created by the Omnibus Conservatorship & Guardianship Act of 2006; 3) supporting the work of the Bay Area Northern Coastal Regional Office project “Developing Effective Practices in Criminal Caseflow Management”, which convened meetings of over thirty courts to share effective practices for criminal caseflow management and has provided direct technical assistance to another twelve courts; and 4) developing draft protocols to conduct data audits in trial courts with money encumbered to refine and finalize the data audit protocols to be completed in early FY 2008–2009.

➤ *High Priority Media Relations Projects*

In FY 2006–2007, allocated funds were expended to support two projects:

1) Media Handbook for Trial Court Professionals. The Public Information Office produced a media handbook and a companion reference binder to assist California trial courts in communicating effectively with the public through the news media. The handbook is aimed at the many trial courts that do not have public information officers. At a time when the public is increasingly interested in the judicial branch, this handbook will help the courts improve access to information about court processes and services.

2) Statewide Meeting of Court Public Information Officers. The Public Information Office sponsored a statewide educational conference to provide training to the trial courts in communicating effectively with the news media and reaching out to the public. More than 45 court executives, managers, and staff attended and gave positive feedback about the training session. As a result of the program, the AOC plans to institute technological changes to better meet the needs of the courts, including encouraging trial courts to share each others’ publications for the public; redesigning the courts’ online Press Center to make it more useful as a reference

tool; and creating a statewide listserv to encourage excellence in court communications.

In addition, the Executive Office Programs Division helped organize the first Bench Bar Media Conference held in the Spring of 2007. It brought together judges, attorneys, and the media representatives for the purpose of improving the understanding between members of the judiciary, bar, and media and to discuss issues common to all three justice stake partners.

➤ *Branch Online Communications*

In FY 2006–2007, allocated funds were expended to redesign four web sites: California Courts; Serranus; Center for Families, Children and the Courts; and the Education Division. With the Web Assessment Report as a roadmap, the redesign encompassed the creation of a new visual identity system that will create more uniformity among the sites, while still allowing some customization.

➤ *Court Interpreters' Program (CIP) – Testing, Development and Implementation*

In FY 2006–2007, allocated funds were expended for the administration of court interpreter certification, registration, and written and oral examinations, including registration, scheduling, processing, scoring, test results reporting, candidate appeals, test development planning, administration, recruitment and outreach, as well as mandatory ethics and orientation trainings, and program coordination. Funds were also used to support a council-initiated major study of the testing program and test instruments.

➤ *Authorization to Administer Psychotropic Medication*

In FY 2006–2007, allocated funds were expended to assist juvenile court judges in cases where a doctor has recommended treating a dependent child of the court with psychotropic medications. This project helped fund expert medical consultants in six trial courts that assist judges in making informed decisions regarding authorizing such medications. The Northern/Central Regional Office worked on establishing contracts and scope of work requirements with five medical consultants. The pilot project was implemented in June 2007.

Conclusion

During the past decade, the judicial branch has undergone dramatic and fundamental structural changes, including the switch from county funding to state funding of the trial courts along with subsequent improvements in branch's budget process, the unification of 220 municipal and superior courts into 58 court systems—one in each county. All these changes have been encouraged and embraced as part of the judicial branch's focus on creating a strong judicial branch that is better equipped to comprehensively deliver justice to all Californians.

Funding from the Improvement and Modernization Funds continues to represent a vital component of the judicial branch budget to ensure equal access to fair and consistent justice across the state.

Trial Court Improvement Fund
FY 2006–2007
Resources

Description	Amount
BEGINNING FUND BALANCE	\$ 152,768,147
Prior Year Adjustments	7,393,882
Adjusted Beginning Fund Balance	160,162,029
REVENUES AND TRANSFERS	
50/50 Excess Fines and Forfeitures Split Revenue	71,336,032
2% Automation Fund Revenue	16,613,765
Interest from Surplus Money Investment Fund	8,765,254
Sales of Document/Royalties from Publications of Jury Instructions	262,132
Miscellaneous Revenue	78,764
One Percent (1%) Transfer from the Trial Court Trust Fund	24,241,140
Transfer to Trial Court Trust Fund (AB 1806, GC 77202(a)(B)(iii))	-31,563,000
Total Revenues and Transfers	89,734,087
Total Resources	\$ 249,896,116

**Trial Court Improvement Fund
FY 2006–2007 Fund Balance
Summary**

Description	Amount
Total Resources	\$ 249,896,116
Expenditures and Encumbrances	
Ongoing Statewide Programs	87,678,807
Trial Court Projects and Model Programs	15,233,112
Subtotal Expenditure and Encumbrance	102,911,919
Pro-rata, Statewide General Administrative Services	278,170
Total Expenditures, Encumbrances, and Pro-Rata	103,190,089
Total Fund Balance	\$ 146,706,027

**Trial Court Improvement Fund
FY 2006–2007 Expenditures and Encumbrances
Category I - Ongoing Statewide Programs**

Description	Amount
Trial Court Security Grants	\$ 1,855,839
Litigation Management Program (including carryovers)	5,063,841
Commission on Judicial Performance Defense Insurance	753,164
Subscription Costs - Judicial Conduct Reporter	28,770
Trial Court Transactional Assistance Program	593,748
Self-Represented Litigants - Strategic Planning	359,582
Family Law Interpretive Program for Domestic Violence Cases	1,739,851
Self-Help Centers	5,000,000
Online Training	18,278
Local Court Planning	331,924
Community-Focused Court Planning	168,483
Employee Assistance Program for Bench Officers	62,083
Trial Court Benefits Program - Third Party Administrator and Legal Advice	204,267
Information Technology Infrastructure Projects ¹	71,498,976
Total Ongoing Statewide Programs	\$ 87,678,807

¹ See Addendum 1 for the list of Information Technology Infrastructure Projects.

**Trial Court Improvement Fund
FY 2006–2007 Expenditures and Encumbrances**

Ongoing Statewide Programs - Information Technology Infrastructure Projects

Description	Amount
California Case Management System (CCMS)	\$ 37,592,974
Information Technology Infrastructure - Telecommunication	8,119,077
Phoenix Financial System (formerly Court Accounting and Reporting System)	7,948,472
Statewide Planning and Deployment Support	198,906
Phoenix Human Resources System (formerly Court Human Resources Information System)	4,251,992
Interim Case Management System (ICMS)	315,545
Data Integration	5,094,440
Information Technology Infrastructure - Court Technology Center	7,955,745
Jury Management System	21,825
Total Ongoing Statewide Programs - Technology Projects	\$ 71,498,976

Trial Court Improvement Fund
FY 2006–2007 Expenditures and Encumbrances
Category II - Trial Court Projects and Model Programs

Description	Amount
Settlement Support Services for Unrepresented Litigants	\$ 330,000
Domestic Violence Orders after Hearing Project	215,251
Effective Caseflow Management of Family and Juvenile Cases	104,603
National Consortium Regarding Pro Se Litigation	75,000
Domestic Violence Practice and Procedure Task Force	83,421
One Law, Many Languages Recruitment Campaign	8,563
Comprehensive Collection Program	3,590,000
Regional Office Grants	1,221,874
ADP Service Contract	100,000
Audit Contract	750,000
Distribution to Trial Courts [Pursuant to GC 77205(a)(2)] ¹	1,944,060
Uniform Civil Fee Enhancement Cost	95,040
Workers Compensation Implementation Reserve Program	424,765
Trial Court Healthcare Reserve Account	170,000
New South Justice Center Courthouse Project	150,000
Statewide Administrative Infrastructure Support ²	5,970,535
Total Trial Court Projects and Model Programs	\$ 15,233,112

¹ Pursuant to GC 77205(a), the amount above the FY 2002–2003 50/50 Excess Fines Split Revenue level is to be allocated between the trial court(s) that collected amounts above the FY 2002–2003 level, other trial courts as provided in GC 68085(a)(1) [that is, to the TCTF], and retained in the Improvement Fund. The amounts distributed are one-time funds that will vary in amount from year-to-year. For this reporting period, the adjusted FY 2002–2003 base level was \$61.814 million.

² As specified by the provisions of GC 68085(a)(2)(A), the amount available from the Improvement Fund that could be used for administrative infrastructure support needs is 20% of the amounts deposited into the Improvement Fund pursuant to GC 77205(a).

**Judicial Administration Efficiency and Modernization Fund
FY 2006–2007 Expenditures and Encumbrances Summary**

Description	Amount
Appropriation	\$ 35,815,000
Expenditures and Encumbrances by Category	
Statewide Technology Projects	24,699,226
Education and Developmental Programs	2,952,444
Pilot Projects, Special Initiatives, and Ongoing Programs	8,118,210
Total Expenditures and Encumbrances	35,769,879
Appropriation Savings	\$ 45,121

Judicial Administration Efficiency and Modernization Fund
FY 2006–2007 Expenditures and Encumbrances
Category I - Statewide Technology Projects

Description	Amount
California Case Management System (CCMS)	\$ 11,167,881
Information Technology Infrastructure - Telecommunications	83,512
Phoenix Financial System (formerly Court Accounting and Reporting System)	23,169
Statewide Planning and Deployment Support	173,455
Phoenix Human Resources System (formerly Court Human Resources Information System)	1,406,835
Interim Case Management Systems (ICMS)	3,622,648
Data Integration	1,895,696
Information Technology Infrastructure - Court Technology Center	5,535,196
Jury Management System	578,175
California Courts Protective Order Registry (one-time funding)	212,659
Total Statewide Technology Projects	\$ 24,699,226

Judicial Administration Efficiency and Modernization Fund
FY 2006–2007 Expenditures and Encumbrances
Category II - Educational and Developmental Programs

Description	Amount
Orientation for New Trial Court Judges	\$ 109,090
B.E. Witkin Judicial College of California	175,336
Family Law Assignment Education	65,315
Juvenile Law Assignment Education	42,927
Ethics Training for Judges	300
<i>Subtotal, Mandated State Education Program</i>	392,968
Summer Continuing Judicial Studies Program	83,588
Fall Continuing Judicial Studies Program	57,931
Criminal Law and Procedure Institute	16,748
Cow County Judges Institute	25,535
Winter Continuing Judicial Studies Program	116,858
Probate and Mental Health Institute	25,389
Civil Law and Procedure Institute	13,427
Science and the Law Institute	14,424
Traffic Institute	19,920
<i>Subtotal, Non-Mandated Education Programs</i>	373,820
Court Management Courses	32,596
Technical Assistance to Local Courts	295,056
Train the Trainers - Faculty Development	160,387
Training Coordinators Conference	9,942
Trial Court Faculty (Statewide Education Programs)	350,264
Leadership Conference - Summit of Judicial Leaders	139,015
Judicial Administration Graduate Program	20,000
<i>Subtotal, Programs Related to Court Administration</i>	1,007,260
Mid-level Management Conference	72,647
Court Clerk Training Institute	157,108
Distance Learning (Satellite Broadcast)	448,549
Human Resources Staff Training	5,003
<i>Subtotal, Programs for Trial Court Staff</i>	683,307
CFCC Programs (Teen Courts and Beyond the Bench)	172,437
CFCC Educational Program (one-time funding)	49,360
CFCC Publications	143,961
Orientation and Education for JC Advisory Committee Chairs	1,963
Trial Court Outreach - Visits to Council and AOC	43,834
New Judicial Officers Meeting for Judicial Branch Policies	532
Trial Court Financial Reports Training	1,794
Trial Court Procurement Training (one-time funding)	21,507
Audit Contract (one-time funding)	59,700
<i>Subtotal, Other Educational and Developmental Programs</i>	495,088
Total Education and Developmental Programs	\$ 2,952,444

Judicial Administration Efficiency and Modernization Fund
FY 2006–2007 Expenditures and Encumbrances
Category III - Pilot Projects, Special Initiatives, and Ongoing Programs

Description	Amount
Alternative Dispute Resolution	\$ 1,630,851
Complex Civil Litigation Pilot Program	3,465,600
Plain-Language and Foreign language	75,000
Self-Help Videos for the Website	2,700
Interactive Software for Self-Represented Litigant Electronic Forms	34,533
Self-Represented Litigant Forms	139,484
California Drug Court Cost Analysis	208,835
AB 1108 - Substance Testing in Child Custody Cases	22,334
Court-Appointed Counsel, Performance Database (one-time funding)	126,873
Collaborative Justice Transferability Study (one-time funding)	19,775
Juvenile Delinquency Court Assessment	56,147
Family Law Resource Guidelines	28,159
Presiding Judges and Court Executives Meetings	186,251
Kleps Award Program	59,022
Jury Management and Improvement Initiatives	268,956
Remote Interpretive Services	32,935
Branch-wide Communications Planning	57,599
Judicial Council Strategic and Operational Plan	1,854
Promising Knowledge Practices	374,176
Trial Court Performance Measures Study	286,862
High Priority Media Relations Projects	52,253
Branch Online Communications	503,010
CIP - Testing, Development and Implementation	463,441
Authorization to Administer Psychotropic Medication	21,560
Total Pilot Projects, Special Initiatives, and Ongoing Projects	\$ 8,118,210