



Access to Justice in Times of Fiscal Crisis

REPORT OF THE CALIFORNIA COURTS
JULY 1, 2008–JUNE 30, 2010



JUDICIAL COUNCIL
OF CALIFORNIA

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Access to Justice in Times of Fiscal Crisis: Report of the California Courts, July 1, 2008–June 30, 2010, summarizes the achievements of the California judicial branch in the 2008–2009 and 2009–2010 fiscal years. A companion online publication, the *Court Statistics Report*, provides detailed 10-year statistical caseload and trend data on a variety of court business and caseload data for each superior court, the Courts of Appeal, and the Supreme Court.

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JUDICIAL COUNCIL OF CALIFORNIA

July 1, 2008–June 30, 2010, Report



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Secretary of the Judicial Council



Ms. Kim Turner
*Court Executive Officer, Superior
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JUDICIAL COUNCIL ADVISORY COMMITTEES AND TASK FORCES

For information about the council's advisory groups, see www.courtinfo.ca.gov/jc/advisorycommittees.htm.

ADVISORY COMMITTEES

Access and Fairness Advisory Committee
Administrative Presiding Justices Advisory Committee
 Appellate Indigent Defense Oversight Advisory Committee
Advisory Committee on Civil Jury Instructions
Advisory Committee on Criminal Jury Instructions
Advisory Committee on Financial Accountability and
 Efficiency for the Judicial Branch
Appellate Advisory Committee
Civil and Small Claims Advisory Committee
Collaborative Justice Courts Advisory Committee
Court Executives Advisory Committee
Court Interpreters Advisory Panel
Court Technology Advisory Committee
Criminal Law Advisory Committee
Family and Juvenile Law Advisory Committee
Governing Committee of the Center for Judicial Education and Research
 (CJER)
Probate and Mental Health Advisory Committee
Traffic Advisory Committee
Trial Court Presiding Judges Advisory Committee

TASK FORCES

Bench-Bar-Media Committee

California Blue Ribbon Commission on Children in Foster Care

California Tribal Court/State Court Forum

Commission for Impartial Courts Steering Committee

Task Force on Judicial Campaign Finance

Task Force on Judicial Candidate Campaign Conduct

Task Force on Judicial Selection and Retention

Task Force on Public Information and Education

Court Emergency Response and Security Task Force

Domestic Violence Practice and Procedure Task Force

Elkins Family Law Task Force

Legal Services Trust Fund Commission

Task Force for Criminal Justice Collaboration on Mental Health Issues

Task Force on Self-Represented Litigants



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Regional Office

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Regional Office

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Director, Office of Governmental Affairs

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Director, Human Resources Division

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Director, Executive Office Programs Division

Stephen Nash

Director, Finance Division

Diane Nunn

Director, Center for Families, Children & the Courts

Mary M. Roberts

General Counsel, Office of the General Counsel

Curt Soderlund

Director, Trial Court Administrative Services

Division

Marcia M. Taylor (through Dec. 2009)

Chad Finke (as of Apr. 2010)

Director, Appellate and Trial Court Judicial

Services Division

Lee Willoughby

Director, Office of Court Construction and

Management

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MESSAGE FROM THE

CHIEF JUSTICE AND ADMINISTRATIVE DIRECTOR OF THE COURTS



Ronald M.
George



William C.
Vickrey

Dear Friends of the Courts:

In the last two years, confronted with the worst economic downturn since the Great Depression, the legislative and executive branches adopted drastic measures, including unparalleled budget reductions, to deal with the impact of California's fiscal crisis. The Governor ordered first one—and then three—furlough days each month for executive branch employees. Joined by legislative leaders, he pressed the federal government for assistance in maintaining some of the most critical programs directly affecting the residents of California.

The judicial branch too has done its part in coping with the state's fiscal crisis. The vast majority of judges voluntarily reduced their salaries in recognition of the sacrifices we have asked of court employees and the public in coping with monthly court closure days approved by the Judicial Council in July 2009 with the authorization of the Governor and the Legislature. The Administrative Office of the Courts (AOC) has imposed mandatory furloughs, eliminated 77 positions, suspended cost-of-living and merit salary increases for eligible employees, and imposed a hiring freeze on all but a few critical positions. In December the Supreme Court closed its satellite clerk's office in Los Angeles to achieve greater cost savings and efficiencies.

Our action in closing the courts for 10 days from September 2009 to June 2010 reflects the judicial branch's recognition of an economic downturn that has affected all Californians in both the public and the private sectors. Statewide closures allowed

the courts to address budget reductions but avoid a piecemeal approach that would have subjected the bar and the public to confusion and varying levels in the quality of justice from jurisdiction to jurisdiction. The closures also enabled some courts to avoid or minimize layoffs that might otherwise have been necessary.

However, court closures were an emergency measure and must not continue. While the state's fiscal outlook is unlikely to improve significantly in fiscal year 2010–2011, restoration of the branch budget to allow for fully open and operating courts and approval of new judgeships—desperately needed in regions with the highest population growth—are our primary legislative goals.

Despite the current economic downturn, the courts are in a far better position at the end of the first decade of the 21st century than when it began. For example:

- The funding for trial court operations increased approximately 50 percent, from \$2.1 billion in 2000 to more than \$3.2 billion in fiscal year 2009–2010. At the same time, we have greatly reduced the inequities in funding that were common under the prior bifurcated state-county funding system.
- As a result of unification, the courts have achieved levels of efficiency that have enabled them to provide the public with new and expanded court programs. Today there are self-help centers in every superior

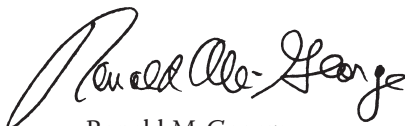
court and more than 206 drug courts and 41 adult mental health courts.

- In December 2009 we completed the transfer of California's 532 court facilities from county to state responsibility, allowing the judicial branch greater control over the facilities in which we operate. California is now unique in entrusting the responsibility for court facilities to the judicial branch and the Judicial Council rather than to state or county agencies. A comprehensive Judicial Branch Infrastructure Plan, developed in collaboration with court and community leaders in all 58 counties, guides modernization and new construction. To date, 51 projects are funded and under way; 5 have been completed and have been received as welcome additions to their communities.
- We have added 178 judicial positions, elevated all municipal court judges to superior court judgeships, and sought to rectify the historic inadequacy of judicial salaries.
- Most importantly, court services provided to the public have expanded, and access to justice has improved

markedly for most Californians. At a time when the public's regard for its institutions is on the wane, data show that the confidence of Californians in their courts has increased—from 42 percent in 1992 to 67 percent in 2005, when the last poll was conducted.

The talents and efforts of a great many individuals—judges, court executives, court employees, and AOC staff—have helped shape California's judiciary into a true branch of state government and establish it as a model for court systems that is recognized across the nation.

California's judiciary has assumed greater responsibilities in shaping its own future. Doing so not only has strengthened the courts' ability to improve access to justice but also has reinforced our obligation to remain accountable for the resources entrusted to us and to safeguard our role as one of the three separate, coequal, and independent branches of government. Our hope and expectation is that we shall continue to work as a unified branch of government with the Governor and the Legislature as we confront the challenges of the coming year.



Ronald M. George

*Chief Justice of California and
Chair of the Judicial Council*



William C. Vickrey

Administrative Director of the Courts



JUDICIAL BRANCH REVIEW

July 1, 2008–June 30, 2010

Against a backdrop of a severe economic crisis both in the nation and in California, the state's courts did more with less, meeting their responsibilities while working to improve the quality of justice in California. Key to those goals was continuing to build the branch's infrastructure and to improve the services provided to the people of California. Despite a \$256 million reduction in state funding to the judicial branch in fiscal year 2008–2009 and a \$414 million reduction in fiscal year 2009–2010, the judicial branch saw the achievement of several important initiatives that furthered the cause of justice in California as well as implementation of measures to help deal with funding shortfalls.

COURT CONSTRUCTION PROJECTS GATHER STEAM

The passage of the Trial Court Facilities Act of 2002 (Sen. Bill 1732 [Escutia]; Stats. 2002, ch. 1082) recognized the critical facilities needs of the branch statewide. More than 40 percent of the state's court facilities had no way of bringing in-custody defendants into courtrooms without using public hallways; more than two-thirds lacked up-to-date fire- and life-safety systems; one-quarter of courtrooms had no space for a jury; most lacked adequate access for people with disabilities; and more than half of our courthouses were not earthquake-safe.

Two achievements of the past two fiscal years signified major steps in the branch's effort to provide modern, secure facilities to the public. First, by the end of December 2009, the Administrative Office of the Courts (AOC) had completed the transfer of all 532 court facilities from county to state governance. This effort began as part of the Trial Court Facilities Act and represents one of the largest real estate transfers in California history.

The second achievement was the creation of a new source of revenue for court construction and renovation that does not burden the state's General Fund. Senate Bill 1407 (Perata; Stats. 2008, ch. 311) authorized a modest increase in fees, penalties, and assessments paid by nearly all court users with the revenue going to pay bonds supporting the courthouse construction program. The measure, which took effect on January 1, 2009, provides funding for 41 immediate- and critical-need projects, the largest set of court construction ventures in California history.

As of January 2010, the AOC Office of Court Construction and Management was managing all 532 court facilities, covering more than 16 million square feet, in 56 of the state's 58 counties. Nearly 1,000 facility modification projects were under way, and the AOC had a capital program including 50 courthouse construction projects with an estimated cost of more than \$6.5 billion.

In December 2009, the first trial court facility to be built from start to finish by the AOC was opened to the public. The project—a multijurisdictional courthouse to serve the rural counties of Plumas and Sierra—was completed on budget and eight months ahead of the original schedule.

In addition, a new courthouse was dedicated in January 2010 for the Court of Appeal, Fourth Appellate District, in Santa Ana. Completed under budget and on schedule, it replaced a rented, wood-frame office building that the court had used for 20 years.

For more information

Trial Court Facilities Act: www.courtinfo.ca.gov/programs/occm/files/sb1732.pdf

Senate Bill 1407—Landmark Law Finances Unprecedented Courthouse Rebuilding Program: www.courtinfo.ca.gov/programs/occm/sb1407.htm

Transfer of Court Facilities (fact sheet): www.courtinfo.ca.gov/reference/documents/factsheets/factrans.pdf

Completed Transfer Agreements: www.courtinfo.ca.gov/programs/occm/documents/transfers_to_date.pdf

FOSTER CARE COMMISSION CARRIES OUT PROPOSALS

Following on the 2004 recommendations of the Pew Commission, the California Blue Ribbon Commission on Children in Foster Care issued its final recommendations in August 2008. The Judicial Council accepted the commission's 79 recommendations and urged immediate action on 26 recommen-



An adoptive family with Judge Donna J. Hitchens of the Superior Court of San Francisco County.

dations that the judicial branch could adopt on its own. Chief Justice Ronald M. George extended the work of the commission to develop an action plan to implement the recommendations.

The commission's 79 recommendations fell into four broad categories:

1. Reasonable efforts to prevent removal of children from their families and achieve permanent placements with relatives when removal from the home is necessary, and extending foster care assistance from age 18 to 21 to prevent the high rate of homelessness among foster care youth after they reach the age of majority.
2. Court reforms to reduce the case-loads of judicial officers, attorneys, and social workers, ensuring that all

participants in dependency proceedings have a voice in court hearings and that all attorneys, social workers, and court-appointed special advocates are adequately trained and have sufficient resources.

3. Collaboration among courts and child welfare partners by eliminating barriers to the exchange of essential information about children and their families, establishing local foster care commissions, and improving services for Indian children and their families.
4. Providing resources and funding so foster care children and their families become a top priority for the courts and all agencies, advocating for greater flexibility in the use of funds for child abuse prevention, and expanding educational services for foster children.

The 2008 federal Fostering Connections for Success and Increasing Adoptions Act directly advanced 20 of the commission's recommendations, including increased support for relative caregivers, continued support for foster children until age 21, and increased funding and grants.

For more information

California Blue Ribbon Commission on Children in Foster Care (home page): www.courtinfo.ca.gov/jc/tflists/bluerib.htm

Final Recommendations to the Judicial Council: www.courtinfo.ca.gov/jc/tflists/bluerib-rec.htm

Frequently Asked Questions: www.courtinfo.ca.gov/jc/tflists/documents/blueribfaqs.pdf

COURTS STRUGGLE WITH BUDGET CUTS, INCREASING CIVIL WORKLOAD

Faced with uncertainty as the state's fortunes continued to decline, California courts took action to cut costs while providing the best possible service even as caseloads rose, reducing business hours, instituting hiring freezes and furloughs, or beginning negotiations with employee unions to revisit labor contracts. In fiscal year 2008–2009, the budget cuts meant a \$92 million reduction for the trial courts and no funding for 50 new, critically needed judgeships or for increased oversight of conservatees by the courts. Meanwhile, strong growth in civil filings—especially contract and unlawful detainer cases—more than compensated for modest declines in criminal filings.

The Supreme Court, Courts of Appeal, and AOC instituted a voluntary furlough program in January 2009, and nearly half of the AOC's employees agreed to participate and accept a 5 percent salary cut. Travel, meetings, and

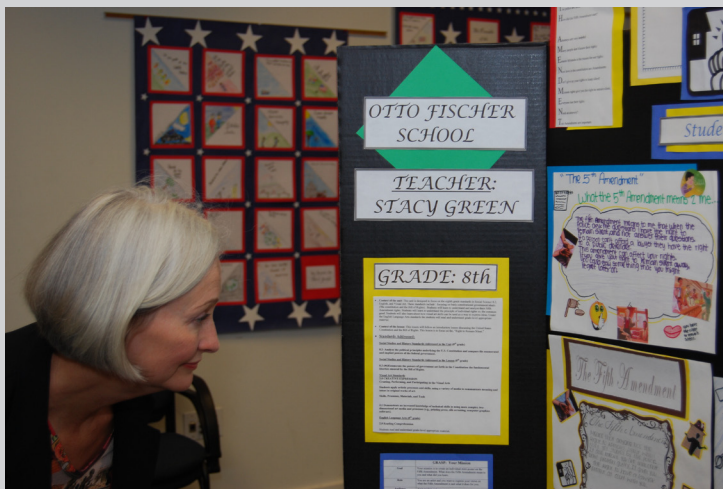


California on My Honor: Civics Institute for Teachers

The California on My Honor Civics Institute for Teachers was launched in 2006 by the Superior Court of San Diego County, the California State University San Marcos Department of Education, and the Administrative Office of the Courts to create a professional development program focused on the judicial branch. Since 2007, they have worked to make this institute accessible to teachers statewide. To date, the institute has reached 150 teachers in 23 jurisdictions and an estimated 24,250 students.

The California on My Honor: Civics Institute is offered in Northern and Southern California to 20–30 competitively selected teachers in each location. The institutes are led by Dr. Fran Chadwick of California State University San Marcos and trained teacher leaders. Days are packed with visits to the courts; presentations by judicial officers, attorneys, and court personnel; and lesson study. With mentoring from the teacher leaders, participants develop curricula that reinforce academic content standards and follow best practices in civic education. After having piloted their lessons, teachers return to the Administrative Office of the Courts to reflect on student work, share their projects with the presenters and teachers, and take a behind-the-scenes tour of the California Supreme Court. Among the projects showcased in the fall 2008 and 2009 follow-up meetings were an elementary class that wrote its own classroom constitution and a high school class that created a board game based on the First Amendment.

With teacher comments such as, “I would like to applaud you and your team for putting on the most meaningful conference I have attended in the past decade,” plans are to continue the program and to develop local one-day teacher workshops based on this successful model.



Court reporter Joyce Long of the Superior Court of San Francisco County visits the California on My Honor: Civics Institute information booth.

purchasing were sharply curtailed. In addition, retired judges participating in the Assigned Judges Program were asked to take cuts.

The cost-cutting efforts of fiscal year 2008–2009 would prove insufficient to cope with the state’s deepening fiscal crisis. As that year drew to a close, the judicial branch faced larger cuts in state funding, lowered reserves, and the prospect of greater reliance on fees, fines, and penalties. During the 2009–2010 fiscal year, the Judicial Council reluctantly ordered one-day-a-month court closures with mandatory furlough days for court and AOC employees. This was balanced by the branch’s continued resolve to provide the best possible service to the public while preserving its investments in the infrastructure needed both today and in the future.

ELKINS FAMILY LAW TASK FORCE PROPOSES MAJOR REFORMS

A task force appointed to improve efficiency and fairness in family law proceedings proposed major reforms to ensure fairness and due process in family courts. The report, the product of a two-year study by a 38-member task force, recommended:

- Procedures to enhance the right of parties to present live testimony before a judicial officer and the creation of a case management system to better regulate the timely consideration of family law cases.
- Standards for determining when and how children should participate meaningfully in family law matters; rules

to govern the appointment, responsibilities, and training of minor’s counsel; and development of pilot mediation projects.

- Proposals to increase the availability of legal services and representation, especially for self-represented litigants; expanded settlement assistance services; and interpreters when needed.
- Adequate financial resources to enhance the status of family law supervising judges, encouragement of family law attorneys to become judges, improved education for judicial officers and staff, and the creation of a public information program about family court services.
- Establishment of a California Family Law Innovation Project to encourage continual improvement in the state’s family courts, improved statewide statistical reporting, the development of performance measures for family courts, and expedited appeals in child custody cases.

The council accepted the report and approved the establishment of a committee that would implement the task force’s recommendations.

For more information

Elkins Family Law Task Force (home page):
www.courtinfo.ca.gov/jc/tflists/elkins.htm

Elkins Family Law Task Force (fact sheet):
www.courtinfo.ca.gov/reference/documents/factsheets/ElkinsTF.pdf



COMMISSION FOR IMPARTIAL COURTS SUBMITS FINAL REPORT

To safeguard the quality, impartiality, and accountability of the California judiciary, the Commission for Impartial Courts submitted its final report to the Judicial Council in December 2009. The commission made 71 recommendations, including:

- Mandatory training on ethical campaign conduct for all candidates in judicial elections, including incumbent judges.
- Disclosure by trial judges of all contributions of \$100 or more, whether made directly or indirectly, to the judge’s election campaign.

- Mandatory disqualification of a trial judge or an appellate justice from any matter in which a party, counsel, a party affiliate, or another interested party made a contribution of \$1,500 or more to the judge's election campaign.
- Efforts to increase diversity among the judiciary, such as directing trial courts to consider diversity in appointing subordinate judicial officers and urging the Governor and the Commission of Judicial Nominees Evaluation to do so in their selection and review processes.
- Changes in civics education to include broad concepts about democratic and republican forms of government and the importance of the courts and their impartiality.
- Improved transparency and education of the public regarding the role and operations of the state court system.

The Judicial Council accepted the report and recommendations and directed the AOC to develop an implementation plan report to the council in December 2010.

For more information

Commission for Impartial Courts (home page):
www.courtinfo.ca.gov/jc/tflists/commimpart.htm

Consolidated List of Recommendations:
www.courtinfo.ca.gov/jc/tflists/documents/cic-finalreport-recslist.pdf

PROBATE REFORMS UNDER WAY

Progress was made in implementing the mandates of the 2006 Omnibus Conservatorship and Guardianship Reform Act, which provided for increased court oversight of the care and finances of conservatees, the state's most vulnerable residents. The task force sought input from a broad range of interested and affected stakeholders about how to improve the practices, procedures, and administration of probate conservatorship cases and performed a comprehensive review of laws governing conservatorships established under the Probate Code. Although the state Legislature did not appropriate the requested \$17.4 million needed to handle the increased workload for the oversight function, the Judicial Council provided \$8.5 million from the Trial Court Improvement Fund to help implement the legislation during the 2008–2009 fiscal year.

A major portion of the recommendations of the Probate Conservatorship Task Force, accepted by the Judicial Council in 2007, was implemented by statute, court



rule, or education programs, including a bill of rights for conservatees. Out of 85 recommendations, 28 were fully implemented and another 9 were partially implemented as of December 2008. Twenty have been identified as “best practices” recommended to courts on a voluntary basis. The remaining 28 recommendations have been deferred for further study, primarily because of the state’s budget situation in 2008–2010. Among these were a new procedure for an expedited investigation into a person’s medical or financial condition to determine if a conservator should be appointed, court review of any fact indicating a conservatorship is inappropriate and appointment of counsel for the conservatee, diligence in finding the conservatee’s relatives, and expanded information on conservatorships to the conservatee and family members.

For more information

Omnibus Conservatorship bill: www.leginfo.ca.gov/pub/05-06/bill/asm/ab_1351-1400/ab_1363_bill_20060927_chaptered.pdf

Probate Conservatorship Task Force
(home page): www.courtinfo.ca.gov/jc/tflists/probcons.htm

CALIFORNIA COURT CASE MANAGEMENT SYSTEM (CCMS) MAKES PROGRESS

This bold undertaking will result in a single, statewide case management system with the functionality needed to track and manage cases in California’s vast justice system. In addition to case management, the application will include statewide reporting, electronic filing, court interpreter and court reporter scheduling, and integration with justice partners.

Of major significance, CCMS was reviewed by the state Chief Information Officer (CIO), who endorsed completion of the project. The report, which was requested by the Legislature, said that the CIO “believes in the value of CCMS” as a solution to replace failing case management systems in the state’s 58 trial courts with a single, integrated system to serve the courts and the public.

The project underwent significant development in fiscal years 2008–2009 and 2009–2010. Maintenance and support of the interim case management system used in the Superior Court of Fresno County for criminal and traffic cases were transferred from Deloitte Consulting to the AOC. The AOC team immediately began work on its first functional release to correct some critical issues with the Fresno court’s judicial branch statistical reports.

At the same time, product development of the final case management system neared completion, and 3 courts volunteered to be early adopters of the latest version of CCMS. Deployment to the remaining 55 courts will depend on the availability of state funding.

And, at the direction of the Judicial Council, the AOC initiated the California Courts Protective Order Registry, which will provide statewide access to a centralized system for viewing restraining and protective orders for the judicial branch and law enforcement agencies. The registry will provide a gateway for sending records of these orders to the Department of Justice's California Restraining and Protective Order System. Three courts have agreed to be pilot courts, with another 17 to follow soon.

Presentations on how to integrate existing systems with the final system were made to key court and justice partners, including the Department of Justice, the Department of Motor Vehicles, the U.S. Department of Homeland Security, and the California District Attorneys Association.

The AOC began leveraging the existing statewide infrastructure, including the data exchange standards, to develop a system to track electronic traffic citations. The AOC also has worked on proposals designed to increase electronic filing of documents, or e-filing, which would be accommodated by the new case management system.

In March 2009, the Appellate Court Case Management System was deployed to the Supreme Court, completing rollout of the system to all appellate courts in California.

For more information

California's Court Case Management System (home page): www.courtinfo.ca.gov/courtadmin/branchwideinitiatives/CCMS.htm

Court Case Management System (fact sheet): www.courtinfo.ca.gov/reference/documents/factsheets/CCMS.pdf

**FINANCIAL AND HUMAN
RESOURCES MANAGEMENT
SYSTEM DEPLOYED**

The Phoenix Program was created to provide financial and human resources management systems for the trial courts, services that historically were performed by the counties or vendors before passage of the Trial Court Funding Act of 1997. Marking its final deployment statewide, in 2009 the Phoenix Financial System went live in the Superior Court of Los Angeles County, the state's largest trial court. Because of the court's size and complexity, the system needed to be implemented in stages.

Also in 2009, the Phoenix System software upgrade was successfully launched and deployed in the state's trial courts. The Phoenix Financial System has been equipped with improved capabilities that enhance its flexibility and management of daily administrative processes. During the 2008–2009 fiscal year, approximately 600 users were trained on the Phoenix Financial System and an online library of documents and courses was developed. A pool of experts was identified to provide technical, functional, and user support. The Phoenix Human Resources System is currently used in seven trial courts. Deployment to the remaining 51 courts was temporarily suspended in April 2010 because of budget reduction.

For more information

Phoenix Systems (home page): www.courtinfo.ca.gov/courtadmin/branchwideinitiatives/phoenix.htm

Phoenix Program (fact sheet): www.courtinfo.ca.gov/reference/documents/factsheets/Phoenix.pdf

PUBLIC ACCESS RULES ADOPTED

In December 2009, the Judicial Council adopted new rules to provide for public access to administrative records of the appellate and trial courts, the Judicial Council, and the AOC. Based primarily on the California Public Records Act, the rules provide comprehensive provisions for public access.

The rules, which apply to administrative records and not adjudicative records used by judges to decide cases, generally provide 10 days for producing requested records and no more than 14 additional days in unusual, specified circumstances. Exemptions are provided for personnel records, litigation matters, working drafts, security documents, and trade secrets or other privileged information.

The rules were adopted at the direction of the state Legislature and the Governor to clarify the public's right to inspect administrative records possessed by the judicial branch and were developed with input from legislative staff, labor organizations, and groups advocating open access to government information.

For more information

Public Access to Records and Information:
www.courtinfo.ca.gov/pubaccess.htm

AND FURTHERMORE...

The Administrative Office of the Courts is engaged in numerous programs and projects designed to benefit the public and the local courts. Here are links to many of them:

Alternative Dispute Resolution

www.courtinfo.ca.gov/programs/adr/tcadr.htm

Collaborative Justice Courts

Domestic Violence Court

www.courtinfo.ca.gov/programs/collab/dv.htm

Drug Court

www.courtinfo.ca.gov/programs/collab/drug.htm

Elder Court

www.courtinfo.ca.gov/programs/collab/elder.htm

Homeless Court

www.courtinfo.ca.gov/programs/collab/homeless.htm

Juvenile Justice Court

www.courtinfo.ca.gov/programs/collab/juvjust.htm

Mental Health Court

www.courtinfo.ca.gov/programs/collab/mental.htm

Peer/Youth Court

www.courtinfo.ca.gov/programs/collab/peeryouth.htm

Court Construction

Performance-Based Infrastructure

www.courtinfo.ca.gov/programs/occm/pbifaq.htm

Building California Courthouses

www.courtinfo.ca.gov/programs/occm/building.htm

AOC Center for Families, Children & the Courts

Court Adoption and Permanency Programs

www.courtinfo.ca.gov/programs/cfcc/programs/description/AdoptionandPermanency.htm

Court Appointed Special Advocate (CASA) Program

www.courtinfo.ca.gov/programs/cfcc/programs/description/casa.htm

Violence Against Women Education Project (VAWEP)

www.courtinfo.ca.gov/programs/cfcc/programs/description/VAWEP.htm

Court Appointed Counsel Study and DRAFT (Dependency Representation, Administration, Funding, and Training) Program Project

www.courtinfo.ca.gov/programs/cfcc/programs/description/DRAFT.htm

Tribal Projects Unit

www.courtinfo.ca.gov/programs/cfcc/programs/description/TribalProjectUnit.htm

Continuing Education/Career Advancement

Judicial Administration Certificate Program at California State University, Sacramento

www.csus.edu/ppa/judicial/certificate.htm

Graduate Programs

Executive Master of Public Administration, Judicial Administration Concentration,
at Golden Gate University

www.ggu.edu/academic_programs/public_administration/executive_mpa

Volunteer Opportunities

JusticeCorps

www.courtinfo.ca.gov/programs/justicecorps

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JUDICIAL BRANCH RESOURCES

The State Budget for fiscal years 2008–2009 and 2009–2010 presented many challenges for state government, including the distinction of being among the latest-enacted budgets in state history. For the California judicial system, the primary issues facing the courts included reduced levels of funding to support operations as well as insufficient resources to address legislative mandates and local budget priorities and needs.

REDUCED FUNDING FOR COURT OPERATIONS

Like many areas of state government, the court system received significant funding reductions in both fiscal years. In fiscal year (FY) 2009–2010, the judicial branch faced an unprecedented \$414 million reduction. The FY 2009–2010 cuts were preceded in FY 2008–2009 by a \$92.4 million one-time reduction to trial court operations as well as a \$11.217 million one-time reduction for the appellate system and the Judicial Council/Administrative Office of the Courts. Budget cuts in both years affected every area of the branch. Funding proposals that did not get approved contributed to shortfalls in other areas, including deferred funding for new judgeships, probate reform, and a reduced baseline adjustment to cover trial court operating costs.

INSUFFICIENT FUNDING TO ADDRESS LOCAL COURT NEEDS

Beginning in FY 2005–2006, the annual trial court budget had been annually adjusted by a factor equal to the annual percentage change in the State Appropriations Limit (SAL). The SAL is computed based on a formula that factors in annual changes to per capita personal income in California, state civilian population, and K–14 education enrollment. This funding mechanism, designed to provide stability and promote long-term planning efforts related to court funding, was intended to address workload growth and increased costs in trial court operations, including court security and staffing.

Because of budget-balancing measures taken by the Governor, in FY 2008–2009 the Legislature ultimately adopted the application of an adjustment factor that was less than SAL but that would provide the trial courts with some level of new ongoing funding to accommodate increased costs. The adjustment factor was based on the California Consumer Price Index (CPI), which was identified as 2.7 percent—about half the anticipated SAL adjustment—which resulted in new funding of \$69.058 million for trial court operations and local assistance programs. The FY 2009–2010 State Budget did not include any SAL funding or any CPI adjustment to assist the courts in meeting increased costs or workload growth.

UNFUNDED MANDATE RELATED TO CONSERVATORSHIP CASE PROCESSING

Fiscal year 2009–2010 also represented the fourth year in a row that funding was denied to support existing workload associated with the cost of implementing the Omnibus Conservatorship and Guardianship Reform Act of 2006. The four-bill package made comprehensive reforms to California’s probate system and improved court oversight of probate conservatorship cases. The new requirements for conservatorship case processing resulted in increased workload in the courts. To mitigate the impact on local jurisdictions, in FY 2008–2009 the Judicial Council approved a one-time allocation of \$8.5 million to partially offset the costs associated with this legislative mandate; no allocation was made in FY 2009–2010.

CONCLUSION

While the state court system faced significant challenges in 2008–2009 and 2009–2010, the judicial branch was effective at maintaining open and equal access to justice through creative approaches to budget-balancing solutions and the equitable allocation of funding to the courts. For FY 2009–2010, the Judicial Council allocated \$165.3 million in one-time special fund monies and \$46.7 million in projected fee revenues to offset reductions, unfunded cost increases, and structural deficits. In addition, the Legislature authorized the Judicial Council to close courts one day a month. Many justices and judges voluntarily cut their salaries by 4.62 percent; some trial courts instituted layoffs, and the appellate courts and AOC instituted freezes on hiring, promotions, cost-of-living adjustments, and merit salary increases. The cost-cutting throughout the judicial branch will help courts face ongoing budget shortages in the next few years.

Judicial Branch Expenditures in Fiscal Years 2008–2009 and 2009–2010

In millions of dollars, from all sources

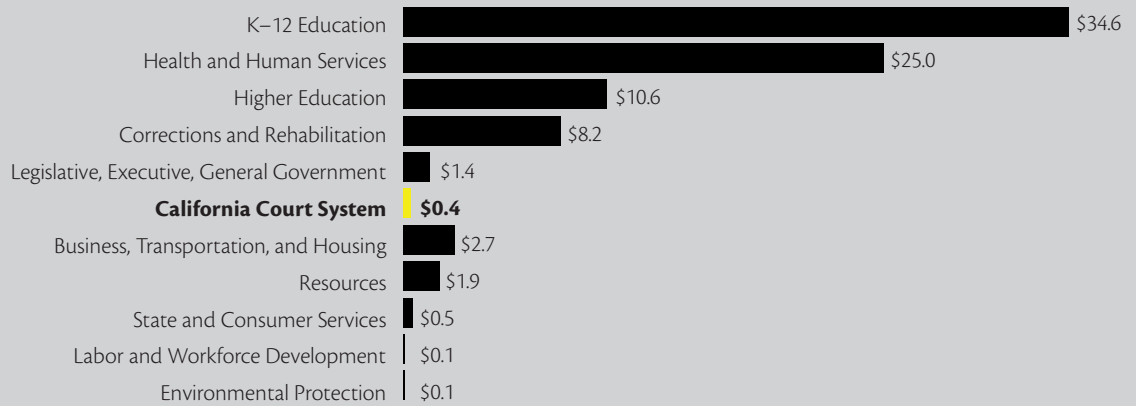
	2008–2009 ACTUALS	2009–2010 ESTIMATES
APPELLATE COURTS		
Supreme Court	\$ 45	\$46
Courts of Appeal	213	204
TOTAL—APPELLATE COURTS	\$258	\$250
TRIAL COURTS		
General Fund	\$1,842	1,575
Trial Court Trust Fund	1,210	1,375
Trial Court Improvement Fund	134	91
Modernization Fund	–3	1
Federal Trust Fund	2	2
Judicial Branch Workers’ Compensation Fund	–3	0
Reimbursements	56	60
Immediate and Critical Needs Account	–	25
TOTAL—TRIAL COURTS	\$3,238	\$3,129
STATEWIDE JUDICIAL ADMINISTRATION AND SUPPORT		
Judicial Council /AOC	134	139
Judicial Branch Facility Program	109	181
Habeas Corpus Resource Center	14	15
TOTAL—STATEWIDE JUDICIAL ADMINISTRATION AND SUPPORT	\$257	\$335
JUDICIAL BRANCH TOTAL	\$3,753	\$3,714
TOTAL STATE BUDGET	\$114,784	\$111,822

Figures represent actual expenditures.

Data from FY 2010–2011 Proposed Governor’s Budget.

California's Court System Represented Just 0.5 Percent of the State General Fund Budget in Fiscal Year 2009–2010

Dollars in billions*

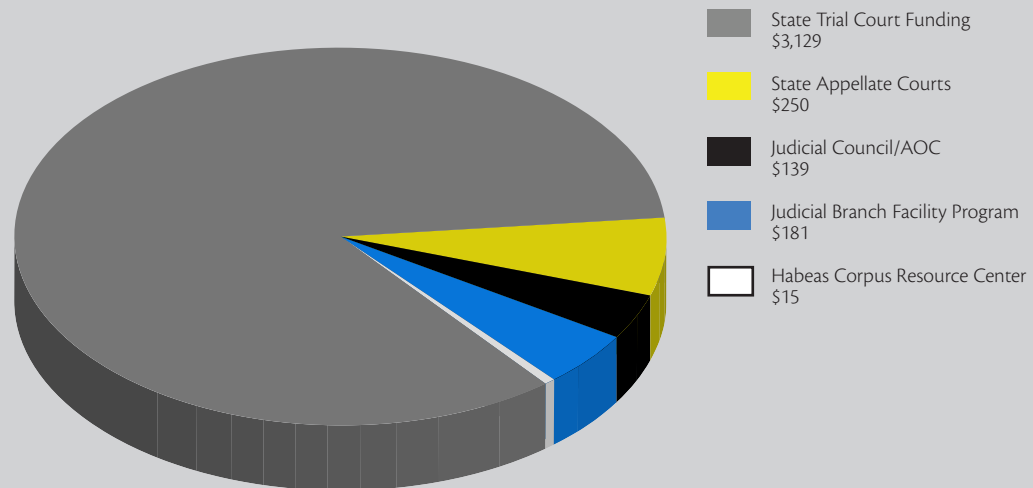


*General Fund expenditures

Data from Department of Finance, California State Budget 2010–2011.

In Fiscal Year 2009–2010, 91 Percent of the Judicial Branch Budget Went to Trial and Appellate Courts

Dollars in millions

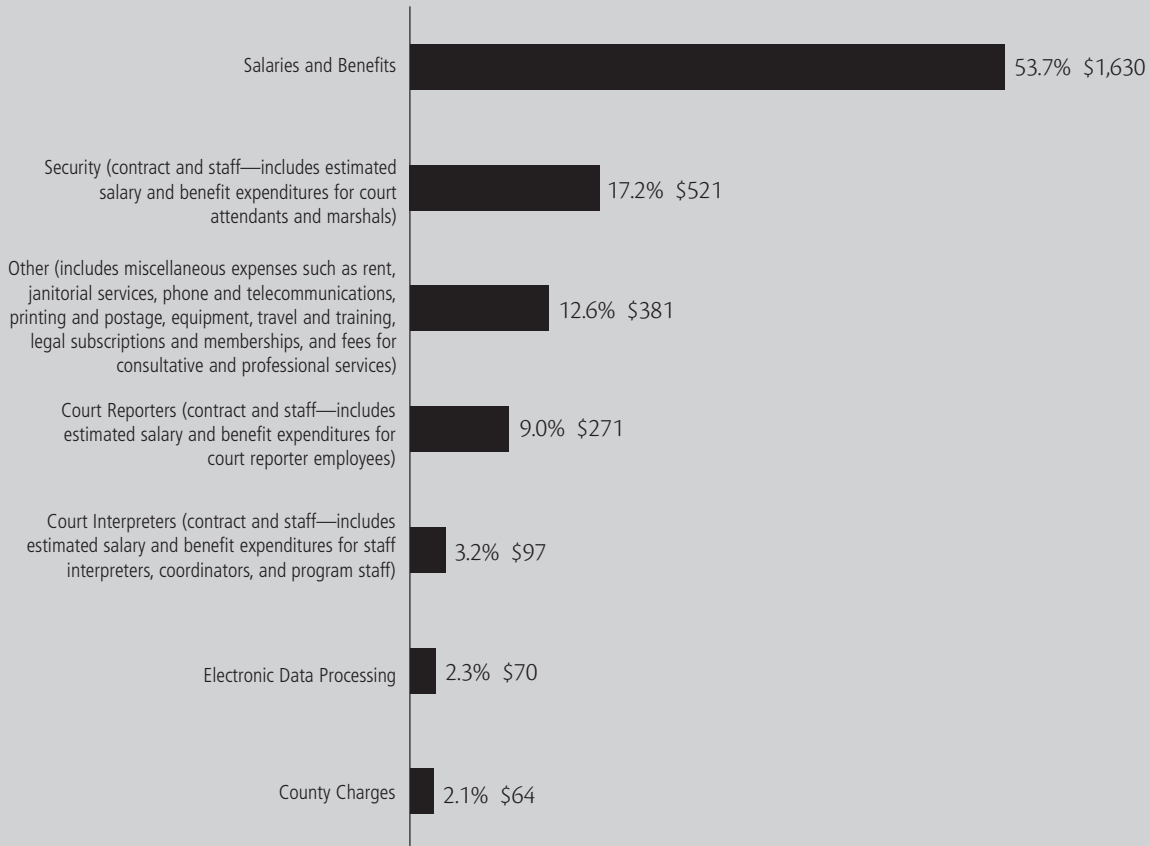


Data from FY 2010–2011 Proposed Governor's Budget.

Over 83 Percent of the Trial Courts' Budget Was Spent on Staffing and Security in Fiscal Year 2008–2009

*Includes Trial Court Trust Fund (TCTF) and non-TCTF expenditures. Dollars in millions**

Data for FY 2009–2010 will be made available in fall 2010.



*Dollar amounts rounded to the nearest million.

Data from FY 2008–2009 Quarterly Financial Statements (fourth quarter).

Staffing and Expenditures by Trial Court System

This table reflects allocations of resources for fiscal year 2009–2010 and utilization of funding for fiscal year 2008–2009.

COURT	POPULATION	JUDGESHIPS*	SJOs	AUTHORIZED FTEs (W/OUT SJOs)**	EXPENDITURES†
Alameda	1,574,857	69	16.0	797	\$134,015,411
Alpine	1,189	2	0.3	5	704,542
Amador	38,022	2	0.3	37	3,958,373
Butte	221,768	12	2.0	133	17,710,347
Calaveras	45,870	2	0.3	32	3,682,068
Colusa	22,206	2	0.3	17	2,241,806
Contra Costa	1,073,055	38	9.0	438	76,246,004
Del Norte	29,673	3	0.8	31	3,273,946
El Dorado	182,019	7	2.0	98	12,521,683
Fresno	953,761	45	8.0	556	74,484,443
Glenn	29,434	2	0.3	34	4,068,806
Humboldt	133,400	7	1.0	98	10,173,347
Imperial	183,029	9	2.4	138	14,846,734
Inyo	18,110	2	0.3	21	2,897,535
Kern	839,587	39	7.0	499	66,414,123
Kings	156,289	8	1.5	93	10,724,057
Lake	64,053	4	0.8	42	5,415,658
Lassen	35,889	2	0.3	38	4,006,324
Los Angeles	10,441,080	441	145.3	5,524	871,362,236
Madera	153,655	10	0.3	110	11,071,228
Marin	260,651	10	4.5	159	24,293,484
Mariposa	18,192	2	0.3	15	1,617,462
Mendocino	90,289	8	0.4	72	9,040,411
Merced	258,495	11	3.0	158	18,414,324
Modoc	9,777	2	0.3	15	1,581,539
Mono	13,617	2	0.3	17	2,094,301

COURT	POPULATION	JUDGESHIPS*	SJOs	AUTHORIZED FTEs (W/OUT SJOs)**	EXPENDITURES†
Monterey	435,878	20	2.0	231	26,279,567
Napa	138,917	6	2.0	89	12,317,282
Nevada	98,680	6	1.6	70	8,432,088
Orange	3,166,461	114	31.0	1,819	255,113,988
Placer	347,102	12	4.5	187	24,964,005
Plumas	20,428	2	0.3	19	2,367,015
Riverside	2,139,535	65	18.0	1,171	150,830,308
Sacramento	1,445,327	66	12.5	851	122,170,057
San Benito	58,388	2	0.5	31	3,706,829
San Bernardino	2,073,149	78	13.0	1,121	136,567,315
San Diego	3,224,432	130	24.0	1,759	227,532,019
San Francisco	856,095	51	14.0	575	99,660,890
San Joaquin	694,293	32	4.5	361	44,723,023
San Luis Obispo	273,231	12	3.0	159	24,954,018
San Mateo	754,285	26	7.0	378	55,467,965
Santa Barbara	434,481	19	5.0	287	38,318,105
Santa Clara	1,880,876	79	10.0	892	142,397,760
Santa Cruz	272,201	10	3.5	143	19,189,066
Shasta	184,247	11	2.0	180	16,656,891
Sierra	3,303	2	0.3	6	868,698
Siskiyou	46,010	4	1.0	53	6,032,584
Solano	427,837	21	3.0	262	32,397,249
Sonoma	493,285	19	5.0	225	40,241,160
Stanislaus	530,584	22	4.0	268	27,979,605
Sutter	99,154	5	0.3	70	6,820,433
Tehama	63,100	4	0.3	44	5,171,873
Trinity	13,898	2	0.3	18	2,077,649
Tulare	447,814	20	5.0	260	29,798,547
Tuolumne	56,086	4	0.8	47	6,203,628
Ventura	844,713	29	4.0	413	57,487,515

COURT	POPULATION	JUDGESHIPS*	SJOs	AUTHORIZED FTEs (W/OUT SJOs)**	EXPENDITURES†
Yolo	202,953	11	2.4	113	16,589,753
Yuba	73,380	5	0.3	56	6,288,554
Statewide	38,648,090	1,630	392	21,329	\$3,036,465,637

*Fifty new judgeships authorized but not funded by Assembly Bill 159, effective January 2008, are included.

**FY 2009–2010 Total Authorized FTEs (as of July 1, 2009); data include permanent and temporary nonjudicial employees, both Trial Court Trust Fund (TCTF) and non-TCTF court employees.

†Combined Trial Court Trust Fund and non-TCTF expenditures. Data from FY 2008–2009 Quarterly Financial Statements (fourth quarter); data include Trial Court Improvement Fund and Judicial Administration Efficiency and Modernization Fund expenditures. Expenditure data for FY 2009–2010 will be made available in fall 2010.

Data Sources:

Population data from State of California, Department of Finance, E-1 City/County Population Estimates With Annual Percent Change, January 1, 2009.

Authorized judgeships and SJOs from Judicial Council of Cal., *2010 Court Statistics Report* (as of June 30, 2009).

Authorized FTEs from AOC Schedule 7A, Salary and Position Worksheet for FY 2009–2010.



2008–2009 JUDICIAL COUNCIL AWARDS

Distinguished Service Awards

The Distinguished Service Awards are presented annually by the Chief Justice to recognize individuals who exemplify the strengths of leadership that have improved the administration of justice statewide.

Jurist of the Year

Honoring members of the judiciary for their extraordinary dedication to the highest principles of the administration of justice statewide.



2009

Associate Justice Ming W. Chin
Supreme Court of California



2008

Judge J. Richard Couzens (Ret.)
Superior Court of Placer County



2008

Judge David S. Wesley
Superior Court of Los Angeles County

Judicial Administration Award

Honoring individuals in judicial administration for significant contributions to and leadership in their profession statewide.



2009

Stephen Nash

Director, Finance Division

Administrative Office of the Courts



2008

Sharol Strickland

Court Executive Officer

Superior Court of Butte County

Bernard E. Witkin Amicus Curiae Award

Honoring individuals other than members of the judiciary for outstanding contributions to the courts of California.



2009

James P. Fox

District Attorney

San Mateo County



2009

Gary Windom

Chief Public Defender

Riverside County



2008

Kenneth W. Babcock

Executive Director and General Counsel

Public Law Center, Santa Ana

Benjamin Aranda III Access to Justice Award

This award, named for the founding chair of the Judicial Council's Access and Fairness Advisory Committee, honors a trial judge or an appellate justice whose activities demonstrate a long-term commitment to improving access to justice.



2009

Judge Gordon S. Baranco

Superior Court of Alameda County



2008

Judge Francisco F. Firmat

Superior Court of Orange County

2008 Chief Justice's Award for Exemplary Service and Leadership

For his outstanding contributions in developing drug and mental health courts in California.



Judge Stephen V. Manley

Superior Court of Santa Clara County

Innovations in the California Courts: 2008–2009 Ralph N. Kleps Awards for Improvement in the Administration of the Courts

Created in 1991 in honor of the first California Administrative Director of the Courts, the Kleps Awards celebrate the contributions to the administration of justice made by individual courts. Eight programs were honored out of 17 nominations.

Online Procedure Manual, Superior Court of Amador County

A Web-based collection of aids that outlines most court procedures and includes links to applicable rules and forms. It helps staff in a small court where clerks are called on regularly to work outside their assigned subject-matter area.

www.courtinfo.ca.gov/programs/innovations/accpubserv-17.htm

Binational Justice Project, Superior Court of Imperial County

A binational collaborative network with justice partners from Mexico that provides free legal services to self-represented litigants, public education, community outreach, and an internship program for Mexican law school students.

www.courtinfo.ca.gov/programs/innovations/accpubserv-18.htm

Self-Help Online Workshop Registration, Superior Court of Monterey County

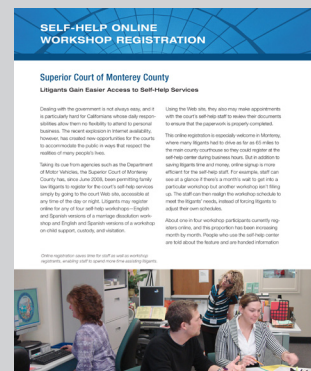
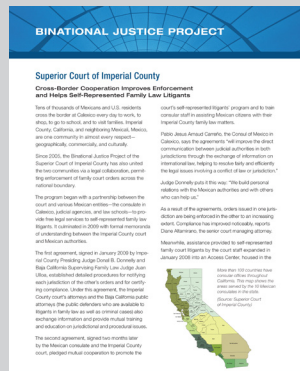
An online module that allows the public to register for self-help center workshops and make appointments for individual review of documents, eliminating a time-consuming trip to the courthouse for residents of this geographically large county.

www.courtinfo.ca.gov/programs/innovations/accpubserv-19.htm

Multi-Option Alternative Dispute Resolution Project (MAP), Superior Court of San Mateo County

A broad array of dispute resolution options and educational outreach sessions in family law, juvenile dependency and delinquency, small claims, probate, complex litigation, and civil calendars brought together under one roof and conducted in partnership with the local bar and community mediation center.

www.courtinfo.ca.gov/programs/innovations/accpubserv-20.htm



Online Probable Cause, Superior Court of Contra Costa County

A computer application that allows a judge on magistrate duty the ability to approve or deny probable cause declarations in real time from any Internet connection. It significantly improves communication with arresting officers, expedites probable cause responses, and improves the processing of judicial workload.

www.courtinfo.ca.gov/programs/innovations/acpubserv-21.htm

Online Juror Orientation, Superior Court of Los Angeles County

A fully customized and interactive online program that offers the 10,000 people called to jury duty each day in this county an opportunity to complete jury orientation at their convenience and report later on their first day of service. It accommodates the schedules and personal demands of prospective jurors and helps streamline the orientation process, thereby increasing the effectiveness of court staff.

www.courtinfo.ca.gov/programs/innovations/acpubserv-22.htm

Giving Families a Chance, the Collaboration Between Family Court Services and FIRST 5, Superior Court of Santa Clara County

A program aimed at children under the age of six and their families that focuses on the common underlying problems that create unnecessary litigation. Participating families are given priority access to an extensive network of county social services, community support, and pro bono legal services, with the court serving as the hub and entry point.

www.courtinfo.ca.gov/programs/innovations/acpubserv-23.htm

Free Self-Help Clinic for Indigent Civil Litigants, Court of Appeal, Second Appellate District

A free self-help center that gives self-represented civil appellants a better understanding of Court of Appeal practices and procedures. It offers assistance in filling out court forms; an opportunity to review paperwork before filing; and information about procedures, filings, and deadlines in the appellate process.

www.courtinfo.ca.gov/programs/innovations/acpubserv-24.htm

ONLINE PROBABLE CAUSE
Superior Court of Contra Costa County
Online Handling of Probable Cause Declarations Saves Time and Costs Costs

The Superior Court of Contra Costa County has developed a computer application that allows judges performing magistrate duty to approve or deny probable cause declarations in real time from any Internet connection. It significantly improves communication with arresting officers, expedites probable cause responses, and improves the processing of judicial workload.

Since the program's implementation, judges who had previously spent an average of 15 minutes on probable cause declarations now spend only five minutes. This time saved is used to handle other cases, such as child support, custody, and family law matters.

The program is available 24/7, allowing judges to handle probable cause declarations at their convenience. It is a fully customized and interactive online program that offers the 10,000 people called to jury duty each day in this county an opportunity to complete jury orientation at their convenience and report later on their first day of service.

ONLINE JUROR ORIENTATION
Superior Court of Los Angeles County
Interactive Web Site Gives Jurors a Head Start

More than 10,000 prospective jurors are called to jury duty in the Superior Court of Los Angeles County each day. To provide a better understanding of the jury process, the court has developed an interactive online program that offers prospective jurors an opportunity to complete jury orientation at their convenience and report later on their first day of service.

The program is available 24/7, allowing prospective jurors to complete orientation at their convenience. It is a fully customized and interactive online program that offers the 10,000 people called to jury duty each day in this county an opportunity to complete jury orientation at their convenience and report later on their first day of service.

GIVING FAMILIES A CHANCE
THE COLLABORATION BETWEEN FAMILY COURT SERVICES AND FIRST 5
Superior Court of Santa Clara County
Partnership Helps Caring Specialists Connect At-Risk Families with Services

Santa Clara County is working with the courts and the Department of Social Services to help families who are struggling with the health, safety, and welfare of their children or other members of the household. This partnership is helping to identify and address the needs of these families, and to provide them with the support and services they need to succeed.

The program is available 24/7, allowing families to access services at their convenience. It is a fully customized and interactive online program that offers the 10,000 people called to jury duty each day in this county an opportunity to complete jury orientation at their convenience and report later on their first day of service.

2008–2010 ORGANIZATIONAL AWARDS

Legal Aid Association of California (LAAC), Family Law Award

Guillermo Fernandez Villalobos

In February 2009, Guillermo Fernandez Villalobos, paralegal at the Superior Court of Imperial County's Access Center, received the LAAC's 2009 Family Law Award as a Self-Help Service Provider for his ability to foster relationships and enhance administrative procedures.

National Association for Court Management, Justice Achievement Award

Superior Courts of Butte, Glenn, and Tehama Counties

In 2008, the Superior Courts of Butte, Glenn, and Tehama Counties were honored for the Self-Help Assistance and Referral Program (SHARP), a tri-county collaborative program to provide procedural assistance and legal information to self-represented litigants. The courts use video-conferencing technology and staff at four centers to assist over 25,000 of such litigants in a geographically remote region of California.

National Center for State Courts (NCSC), Distinguished Service Award

Ronald G. Overholt

In February 2010, the Administrative Office of the Courts' Chief Deputy Director received one of the NCSC's highest honors. The award is presented annually to those who have made significant contributions to the judicial administration field and who have supported the NCSC's mission.

State Justice Institute (SJI), Howell Heflin Award

Administrative Office of the Courts

The Administrative Office of the Courts was presented with the Howell Heflin Award in August 2008 for its *Benchguide for Judicial Officers on Handling Cases Involving Self-Represented Litigants*. The award is given annually to the SJI-funded project that had the greatest effect on the quality of justice in state courts.

United Nations Public Service Award

Superior Court of Santa Clara County and Judge Eugene M. Hyman

In summer 2008, the Superior Court of Santa Clara County and Judge Eugene M. Hyman were honored with the United Nations Public Service Award. The award is the most prestigious international recognition of excellence in public service and was given for improving transparency, accountability, and responsiveness in the juvenile delinquency domestic violence and family violence court.



Juvenile Court Judges of California, Special Award

William C. Vickrey

In March 2009, William C. Vickrey, Administrative Director of the Courts, received a special award for helping to create and sustain the Blue Ribbon Commission on Children in Foster Care. The judges cited Mr. Vickrey for his “continuing commitment and unique service to the children and families of California.”

The Courts

Branch Administration and Policy

CALIFORNIA JUDICIAL BRANCH

JUDICIAL COUNCIL OF CALIFORNIA Administrative Office of the Courts

SUPREME COURT

- 1 Chief Justice, 6 associate justices
- Hears oral arguments in San Francisco, Los Angeles, and Sacramento
- Has discretionary authority to review decisions of the Courts of Appeal and direct responsibility for automatic appeals after death penalty judgments
- 9,274 filings; 116 dispositions by written opinion²

- Largest court system in the nation, serving 38.6 million people¹—12.5 percent of the U.S. population
- More than 500 court locations
- 2,022 authorized judicial positions³
- 21,755 authorized court employees⁴
- Estimated 4.5 million Californians represent themselves
- Approximately \$3.67 billion—2.3 percent of the State Budget—allocated for the judicial branch in FY 2009–2010

- Judicial Council is the constitutionally created policymaking body of the California courts
- Judicial Council guides fiscal policy and adopts court rules and procedures
- Administrative Office of the Courts is the staff agency to the council

COURTS OF APPEAL

- 105 justices
- 6 districts, 19 divisions, 9 court locations
- Review the majority of appealable orders or judgments from the superior courts
- 24,048 filings; 10,818 dispositions by written opinion²

Branch Agencies

COMMISSION ON JUDICIAL APPOINTMENTS

- Confirms gubernatorial appointments to the Supreme Court and appellate courts

SUPERIOR COURTS

- 1,630 authorized judgeships and 392 authorized commissioners and referees³
- 58 courts, one in each county, with 1 to 55 locations
- Have trial jurisdiction over all felony cases, all general civil cases, juvenile and family law cases, and other case types
- 10,255,352 filings; 8,733,171 dispositions²

COMMISSION ON JUDICIAL PERFORMANCE

- Protects the public by enforcing the standards of the Supreme Court. Investigates complaints of judicial misconduct and incapacity and disciplines judges

State Bar of California

- Serves the Supreme Court in the admission and discipline of attorneys and provides administrative support related to attorneys

HABEAS CORPUS RESOURCE CENTER

- Handles state and federal habeas corpus proceedings; provides training and resources for private attorneys who take these cases

1. 2009 California Department of Finance estimate
2. Judicial Council of Cal., *2010 Court Statistics Report* (FY 2008–2009)
3. *Ibid.*; includes 50 deferred new judgeships
4. Administrative Office of the Courts, Schedule 7A, Total Positions by Court and Year, 2009–2010

MISSION AND GOALS OF THE JUDICIAL COUNCIL OF CALIFORNIA

Under the leadership of the Chief Justice and in accordance with the California Constitution, the law, and the mission of the judiciary, the Judicial Council sets the direction and provides the leadership for improving the quality and advancing the consistent, independent, impartial, and accessible administration of justice.

The council's mission is carried out by pursuing these six strategic goals:

Goal I: Access, Fairness, and Diversity

California's courts will treat everyone in a fair and just manner. All persons will have equal access to the courts and court proceedings and programs. Court procedures will be fair and understandable to court users. Members of the judicial branch community will strive to understand and be responsive to the needs of court users from diverse cultural backgrounds. The makeup of California's judicial branch will reflect the diversity of the state's residents.

Goal II: Independence and Accountability

The judiciary must maintain its status as an independent, separate, and co-equal branch of government. The independence of judicial decisionmaking will be protected in order to preserve the rule of law and ensure the fair, impartial, and efficient delivery of justice. The judiciary will unify in its advocacy for resources and policies that support and protect independent and impartial judicial decisionmaking in accordance with the constitution and the law. The branch will maintain the highest standards of accountability for its use of public resources, and adherence to its statutory and constitutional mandates.

Goal III: Modernization of Management and Administration

Justice will be administered by a highly qualified judicial and executive leadership team in a fair, timely, efficient, and effective manner by using modern management practices that implement and sustain innovative ideas and effective practices.

Goal IV: Quality of Justice and Service to the Public

The judicial branch will deliver the highest quality of justice and service to the public. In order to remain responsive to the varying needs of diverse court users, the judicial branch will work with branch constituencies to better ascertain court user needs and priorities. The branch will also employ community outreach to provide information about the judicial branch to the public, and effect programs and strategies to ensure that court procedures and processes are fair and understandable.

Goal V: Education for Branchwide Professional Excellence

High-quality education and professional development will be provided to enhance the ability of all individuals serving in the judicial branch to achieve high standards of professionalism, ethics, and performance. Judicial branch personnel will have access to the resources and training necessary to meet the diverse needs of the public and to enhance trust and confidence in the courts.

Goal VI: Branchwide Infrastructure for Service Excellence

The judicial branch will enhance the quality of justice by providing an administrative, technological, and physical infrastructure that supports and meets the needs of the public, the branch, and its justice system and community partners, and that ensures business continuity.