



# JUDICIAL COUNCIL OF CALIFORNIA

455 Golden Gate Avenue  
San Francisco, CA 94102-3688  
Tel 415-865-4200  
TDD 415-865-4272  
Fax 415-865-4205  
www.courts.ca.gov

HON. TANI G. CANTIL-SAKAUYE  
*Chief Justice of California  
Chair of the Judicial Council*

HON. DOUGLAS P. MILLER  
*Chair, Executive and Planning Committee*

HON. DAVID M. RUBIN  
*Chair, Litigation Management Committee*

HON. KENNETH K. SO  
*Chair, Policy Coordination and  
Liaison Committee*

HON. HARRY E. HULL, JR.  
*Chair, Rules and Projects Committee*

HON. MARSHA G. SLOUGH  
*Chair, Technology Committee*

HON. DAVID M. RUBIN  
*Chair, Judicial Branch Budget Committee*

Hon. Marla O. Anderson  
Hon. Brian John Back  
Hon. Richard Bloom  
Hon. Stacy Bouluware Eurie  
Hon. Kyle S. Brodie  
Hon. Daniel J. Buckley  
Hon. Ming W. Chin  
Hon. Samuel K. Feng  
Hon. James M. Humes  
Hon. Hannah Beth Jackson  
Ms. Audra Ibarra  
Mr. Patrick M. Kelly  
Hon. Dalila C. Lyons  
Ms. Donna D. Melby  
Hon. Gary Nadler  
Ms. Debra Elaine Pole  
Hon. Dean T. Stout

#### ADVISORY MEMBERS

Hon. Jeffrey B. Barton  
Hon. C. Todd Bottke  
Mr. Jake Chatters  
Mr. Richard D. Feldstein  
Ms. Kimberly Flener  
Hon. Scott M. Gordon  
Hon. David E. Gunn

MR. MARTIN HOSHINO  
*Administrative Director,  
Judicial Council*

January 13, 2017

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

Mr. Daniel Alvarez  
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: Report of State Trial Court Improvement and Modernization Fund  
Expenditures for Fiscal Year 2015–2016, as required under Government  
Code section 77209(i)*

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

Attached is the Judicial Council's annual report to the Legislature on expenditures from the State Trial Court Improvement and Modernization Fund for fiscal year (FY) 2015–2016, in accordance with Government Code section 77209(i).

The State Trial Court Improvement and Modernization Fund is an important component of the judicial branch budget, supporting statewide services for the trial courts, ongoing technology programs and infrastructure initiatives, and educational and development programs, as well as 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 are treated in a fair and just manner and have equal access to the courts.

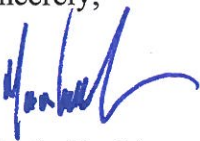
In FY 2015–2016, \$65.981 million was expended or encumbered from the State Trial Court Improvement and Modernization Fund for various

Ms. Diane F. Boyer-Vine  
Mr. Daniel Alvarez  
Mr. E. Dotson Wilson  
January 13, 2017  
Page 2

programs and projects, including information technology services, legal services, education programs, and programs serving families and children.

If you have any questions related to this report, please contact Colin Simpson, Budget Supervisor, Judicial Council Budget Services, at 415-865-4566.

Sincerely,



Martin Hoshino  
Administrative Director  
Judicial Council

MH/CS

Attachment

cc: Shaun Naidu, Policy Consultant, Office of Senate President pro Tempore Kevin de León  
Alf Brandt, Senior Counsel, Office of Assembly Speaker Anthony Rendon  
Anita Lee, Senior Fiscal and Policy Analyst, Legislative Analyst's Office  
Tina McGee, Executive Secretary, Legislative Analyst's Office  
Emma Jungwirth, Program Budget Analyst, Department of Finance  
Peggy Collins, Principal Consultant, Joint Legislative Budget Committee  
Margie Estrada, Chief Counsel, Senate Judiciary Committee  
Julie Salley-Gray, Consultant, Senate Budget and Fiscal Review Committee  
Jolie Onodera, Consultant, Senate Appropriations Committee  
Matt Osterli, Consultant, Senate Republican Fiscal Office  
Mike Petersen, Consultant, Senate Republican Policy Office  
Alison Merrilees, Chief Counsel, Assembly Judiciary Committee  
Pedro Reyes, Chief Consultant, Assembly Appropriations Committee  
Allan Cooper, Consultant, Assembly Republican Office of Policy & Budget  
Paul Dress, Consultant, Assembly Republican Office of Policy & Budget  
Zlatko Theodorovic, Director, Budget Services, Judicial Council  
Cory T. Jasperson, Director, Governmental Affairs, Judicial Council  
Laura Speed, Principal Manager, Governmental Affairs, Judicial Council  
Peter Allen, Director, Public Affairs, Judicial Council  
Yvette Casillas-Sarcos, Administrative Coordinator, Governmental Affairs, Judicial Council



# JUDICIAL COUNCIL OF CALIFORNIA

455 Golden Gate Avenue  
San Francisco, CA 94102-3688  
Tel 415-865-4200  
TDD 415-865-4272  
Fax 415-865-4205  
[www.courts.ca.gov](http://www.courts.ca.gov)

HON. TANI G. CANTIL-SAKAUYE  
*Chief Justice of California*  
*Chair of the Judicial Council*

HON. DOUGLAS P. MILLER  
*Chair, Executive and Planning Committee*

HON. DAVID M. RUBIN  
*Chair, Litigation Management Committee*

HON. KENNETH K. SO  
*Chair, Policy Coordination and Liaison Committee*

HON. HARRY E. HULL, JR.  
*Chair, Rules and Projects Committee*

HON. MARSHA G. SLOUGH  
*Chair, Technology Committee*

HON. DAVID M. RUBIN  
*Chair, Judicial Branch Budget Committee*

Hon. Marla O. Anderson  
Hon. Brian John Back  
Hon. Richard Bloom  
Hon. Stacy Boulware Eurie  
Hon. Kyle S. Brodie  
Hon. Daniel J. Buckley  
Hon. Ming W. Chin  
Hon. Samuel K. Feng  
Hon. James M. Humes  
Hon. HannahBeth Jackson  
Ms. Audra Ibarra  
Mr. Patrick M. Kelly  
Hon. Dalila C. Lyons  
Ms. Donna D. Melby  
Hon. Gary Nadler  
Ms. Debra Elaine Pole  
Hon. Dean T. Stout

#### ADVISORY MEMBERS

Hon. Jeffrey B. Barton  
Hon. C. Todd Bottke  
Mr. Jake Chatters  
Mr. Richard D. Feldstein  
Ms. Kimberly Flener  
Hon. Scott M. Gordon  
Hon. David E. Gunn

MR. MARTIN HOSHINO  
*Administrative Director,*  
*Judicial Council*

**Report Title:** *Report of State Trial Court Improvement and Modernization Fund Expenditures for Fiscal Year 2015–2016*

**Statutory Citation:** Assembly Bill 1700 (Stats. 2001, ch. 824, § 35) as amended by Senate Bill 1021 (Stats. 2012, ch. 41)

**Code Section:** Gov. Code, § 77209(i)

**Date of Report:** January 13, 2017

The Judicial Council has submitted a report to the Legislature in accordance with Government Code section 77209(i) regarding the use of the State Trial Court Improvement and Modernization Fund. The following summary of the report is provided per the requirements of Government Code section 9795.

The State Trial Court Improvement and Modernization Fund is an important component of the judicial branch budget, supporting statewide services for the trial courts, ongoing technology programs and infrastructure initiatives, and educational and development programs, as well as innovative and model programs, pilot projects, and other special projects. The programs and initiatives detailed in this report highlight many judicial branch efforts to ensure that all Californians are treated in a fair and just manner, and have equal access to the courts.

In fiscal year 2015–2016, \$65.981 million was expended or encumbered from the State Trial Court Improvement and Modernization Fund for various programs and projects, including information technology services, legal services, education programs, and programs serving families and children.

The full report is available at [www.courts.ca.gov/7466.htm](http://www.courts.ca.gov/7466.htm). A printed copy of the report may be obtained by calling 415-865-7966.

**JUDICIAL COUNCIL OF CALIFORNIA**

**Hon. Tani G. Cantil-Sakauye**  
*Chief Justice of California and  
Chair of the Judicial Council*

**Martin Hoshino**  
*Administrative Director  
Judicial Council*

**ADMINISTRATIVE DIVISION**

**John Wordlaw**  
*Chief Administrative Officer*

**BUDGET SERVICES**

**Zlatko Theodorovic**  
*Director*

**Lucy Fogarty**  
*Deputy Director*

**Colin Simpson**  
*Primary Author of Report*



# **Report of State Trial Court Improvement and Modernization Fund Expenditures for Fiscal Year 2015–2016**

---

JANUARY 2017



JUDICIAL COUNCIL  
OF CALIFORNIA

## Recommendations Regarding the State Trial Court Improvement and Modernization Fund (IMF)

Government Code section 77209(i) requires the Judicial Council to make “appropriate recommendations” to the Legislature concerning the State Trial Court Improvement and Modernization Fund in the annual report. The council does not have recommendations at this time.

### Resources, Expenditures, and Fund Balance Overview

In fiscal year (FY) 2015–2016, the IMF was supported by a variety of funding sources, including the 50/50 excess fees, fines, and forfeitures split revenue under Government Code section 77205(a), the 2 percent automation fund under Government Code section 68090.8(b), interest from the Surplus Money Investment Fund, royalties from publication of jury instructions under Government Code section 77209(h), and a transfer from the State General Fund. Including prior year adjustments and transfers to the Trial Court Trust Fund, the total available resources were \$73.704 million (see Attachment 1).

As of June 30, 2016, from allocations approved by the council for FY 2015–2016, \$65.981 million was expended and/or encumbered for various programs and projects, such as trial court security grants, self-help centers, education programs for judicial officers and trial court personnel, litigation management program, complex civil litigation program, enhanced collections, information technology, and Phoenix financial services, all of which were managed by Judicial Council of California (JCC) staff (see Attachment 2). Of the \$65.981 million expended and/or encumbered, \$52.535 million was related to local assistance (distributions to trial courts or payments to vendors in support of trial courts), and \$13.445 million was related to administrative support provided by JCC staff.

Given the resources that were available for the fiscal year and the resulting expenditures and encumbrances, the fund ended the year with a positive balance of \$6.956 million (see Attachment 3).

### Use of IMF Resources for Trial Courts During Fiscal Year 2015–2016

The council approved allocations of funding from IMF resources for various programs and projects that seek to improve trial court administration; increase access to justice and the provision of justice throughout the state; and improve court management, efficiency, case processing, and timeliness of trials. A description of how each project and program used its allocation of funding is included below.

## Audit Services

A total of \$367,871 was expended and/or encumbered for five staff auditor positions in Audit Services, which conducts performance and compliance audits of the 58 trial courts, focusing on areas such as court administration, cash controls, court revenues, and expenditures. In fiscal year 2015–2016, Audit Services completed six audits of the superior courts for the counties of Humboldt, Contra Costa, Kings, Tulare, Yolo, and San Bernardino.

## Branch Accounting and Procurement

### **Judicial Council Court-Ordered Debt Task Force**

A total of \$5,679 was expended and/or encumbered to cover the travel and meal expenses associated with the activities of the Judicial Council’s Court-Ordered Debt Task Force members, as well as the costs associated with the biannual statewide revenue distribution training conducted in partnership with the State Controller’s Office. The task force was established pursuant to Penal Code section 1463.02 and its composition requires the inclusion of state, county, and city representatives. The objectives of the task force are to evaluate the effectiveness of the criminal and traffic-related court-ordered fines/fees structure and attempt to simplify the administration of this system for the benefit of citizens and the criminal justice participants.

### **Phoenix Program—Financial and Human Resources Systems**

A total of \$11,366,712 was expended and/or encumbered to pay for the Phoenix program. Of this amount, \$3.2 million was used for required licensing, hardware, maintenance and operations, technology center support costs, and consulting and end-user training in direct support of the trial courts. Staff in the Phoenix Program’s Enterprise Resource Planning Unit and Shared Services Center were supported by the remaining \$8.2 million.

The Phoenix Program was established in response to a Judicial Council directive for statewide fiscal accountability and human resources support as part of the council’s strategic plan. The program’s purpose is to provide daily centralized administrative services to the trial courts including accounting and financial services; trust accounting services; purchasing services; a centralized treasury system; human capital management services; and core business analysis, training and support. Program staff design, test, deploy, maintain, and manage the Phoenix System, which enables the courts to produce a standardized set of monthly, quarterly, and annual financial statements that comply with existing statutes, rules, and regulations.

The judicial branch benefits from an integrated, state-administered program promoting statewide consistency in court administrative practices. The financial component of the Phoenix System has been implemented in all 58 courts and allows for uniform processing, accounting, and reporting. The human capital management component of the Phoenix System has been implemented in 11 courts to date, providing human resources management and payroll services.

## Budget Services

### **Budget-Focused Training and Meetings**

A total of \$49,239 was expended and/or encumbered to support meetings of the Trial Court Budget Advisory Committee and associated subcommittees that deal with trial court funding policies and issues. The allocation was also used to support budget-related meetings and conference calls regarding judicial branch budget advocacy, as well as to support budget training for trial court staff, including annual training on various fiscal-related schedules.

### **Treasury Services—Cash Management**

A total of \$242,667 was expended and/or encumbered for the Treasury Services—Cash Management program. The allocation was used for the compensation, operating expenses, and equipment costs for two accounting staff. Staff are engaged in the accounting and distribution of all uniform civil fees (UCF) collected by the trial courts. Responsibilities include receiving cash deposits and monthly collection reporting of UCF for all 58 trial courts, entering UCF reporting into a web-based application that calculates the statutory distributions, executing the monthly cash distributions due state and local agency recipients, and completing the appropriate financial accounting. Staff performed other cash management and treasury duties as needed for the trial courts.

### **Trial Court Procurement**

A total of \$28,579 was expended and/or encumbered to pay for phone services and rent allocation for one position that provided procurement and contract-related services at a statewide level. This efficient use of resources results in improved access and lower costs for courts that use this service.

## Education Programs

### Mandated, Essential & Other Education for Judicial Officers

#### **New Judge Education and Primary Assignment Orientation Courses**

A majority of the \$654,000 judicial education allocation was expended and/or encumbered to pay for trial court participant lodging and business meals as well as meeting room rental, audiovisual equipment and other program-related rentals, and participant materials production for the New Judge Orientation, B. E. Witkin Judicial College, and Primary Assignment and Orientation courses.

All newly elected and appointed judges and subordinate judicial officers are required by rule 10.462(c)(1) of the California Rules of Court to complete new judge education offered by the Judicial Council's Center for Judicial Education and Research (CJER) by attending the New Judge Orientation program within six months of taking the oath of office, attending an orientation course in their primary assignment within one year of taking the oath of office, and



attending the B. E. Witkin Judicial College within two years of taking the oath of office. By rule of court, CJER is the sole provider for these audiences. These three programs, which comprise the new judge education required under rule 10.162(c)(1), have been determined by the CJER Governing Committee to be essential for new judges and subordinate judicial officers and are specifically designed for that audience. The content of each program has been developed by the various curriculum committees appointed by the CJER Governing Committee.

- ***New Judge Orientation (NJO) Program.*** A total of \$76,912 was expended and/or encumbered to pay for the week-long New Judge Orientation program that is designed to assist new judges and subordinate judicial officers in making the transition from attorney advocates to judicial officers, and includes the subject areas of judicial ethics, fairness, and trial management. Program participants focus on ethics, including demeanor (demeanor issues are the number one cause of discipline of judges by the Commission on Judicial Performance), fairness, and courtroom control in this highly interactive program, as well as learning about the judicial branch and the Judicial Council. The concept at NJO is to give new judges the opportunity, as they begin their careers, to focus on the core of what it means to be a judge, and to come away with a commitment to maintaining high standards in their work. The number of programs required during a year depends on the number of judicial officers appointed, elected, or hired (in the case of subordinate judicial officers) in a given year. A standard program includes four highly experienced faculty members and serves twelve participants. Over the past 25 years, there have been as many as twelve and as few as two programs offered during a fiscal year.
- ***B. E. Witkin Judicial College.*** A total of \$200,198 was expended and/or encumbered to pay for the two-week judicial college that provides new judges and subordinate judicial officers with a broader educational experience than the orientation courses while still emphasizing their current position as new bench officers. Extensive courses in evidence and other basic civil and criminal courses are offered, as well as a multitude of relevant elective courses on topics including mental health and the courts, self-represented litigants, and domestic violence. The college class is divided into seminar groups that meet frequently during the two weeks to provide participants an opportunity to discuss the courses and answer questions that arise during the program. The college design is premised on the belief that working professionals learn best from each other. The small-group design of the college, as well as the presence of trained seminar leaders, is a means to encourage this type of learning. This also allows participants to raise sensitive issues that they might be reluctant to raise at their local courts. The statewide program provides an early opportunity for new judges to see a variety of approaches within different courts. The number of judicial college participants varies based on the number of judicial appointments. In the past, participation has ranged from approximately 55 to 140 judges and subordinate judicial officers.
- ***Primary Assignment Orientation (PAO) and Overview Courses.*** A total of \$258,318 was expended and/or encumbered to pay for the Primary Assignment Orientation courses

that provide new judges and subordinate judicial officers with an intense immersion into their primary assignment (e.g., civil, criminal, probate, family, juvenile, traffic, probate) with a heavy emphasis on the nuts and bolts of the assignment, detailed procedures and protocols, and classroom exercises designed to test skills in the assignment. The courses are typically offered at one of three venues throughout the year, and some of the courses are offered multiple times. These courses are also available to experienced judges who are moving into a new assignment for the very first time in their career and to judges returning to an assignment after a period of time.

In addition to the PAO courses, CJER offers advanced courses for experienced judges who are moving into new assignments that are substantively more complex and nuanced (e.g., felony sentencing, homicide trials, and capital cases). These programs are designed for experienced judges who are required to take a course in their new primary assignment or to fulfill other statutory or case law-based education requirements. CJER also offers courses dealing specifically with domestic violence issues that are funded by a grant and augmented by a small amount of IMF money. The IMF money is used to pay for participant meal costs that the grant cannot. By attending the domestic violence programming, judges and subordinate judicial officers also meet the provisions of California Rules of Court, rule 10.464, which sets forth the education requirements and expectations for judges and subordinate judicial officers on domestic violence issues. PAO and other advanced courses can accommodate approximately 600 participants per year.

All of the PAO courses are taught by judicial faculty who have been specifically trained for this education program and who are acknowledged experts in these assignments. Because these programs focus deeply on the major bench assignments, the Assigned Judges Program relies heavily on the PAO courses to provide its judges with the education and training they need to be able to take assignments that many retired judges never had during their active careers. PAO courses are statewide programs, offered throughout the year, that provide judges and subordinate judicial officers from all over the state the opportunity to network with their colleagues and learn the different ways various courts do the work of judging. This encourages the cohesiveness of the bench, as well as the fair administration of justice statewide. Educating judges to understand the rules and issues of ethics and fairness enhances public confidence in the judiciary and promotes access to justice.

Also worth noting, the structure of the New Judge Orientation and the judicial college provides staggered opportunities for new judges to develop relationships that last throughout their careers. Many of the NJO exercises require new judges to reveal themselves in a very personal way. Bringing the newly assigned judges together allows them to ask the faculty questions and discuss issues with them as well as with their colleagues. Uniformity in judicial practice and procedure is promoted by the sharing of ideas and best practices. The benefits to the individual judges, who gain confidence in their practice on the bench, and to the courts, most of which are unable to provide a systematic training program for judges, are

great. Moreover, ensuring a well-educated judiciary enhances the administration of justice, increases the public's confidence in the judicial branch, and promotes support for the branch.

### **Continuing Judicial Education—Leadership Training**

A total of \$50,583 was expended and/or encumbered to pay for participant lodging and business meals, meeting room rental, audiovisual equipment and other such program-related rentals, and participant materials production expenses for the Presiding Judge/Court Executive Officer Management Institute and the Supervising Judges Institute.

These programs offer participants a chance to learn management techniques, strategies, and best practices designed for the unique environment of the courts. The ability to bring court leaders together to focus on the specific and special nature of their responsibilities is essential to the smooth, efficient, and fair operation of the courts. These programs enable judges to fulfill continuing education hours and expectations under rules 10.462(c)(2) and 10.462(c)(2)(a)–(c) of the California Rules of Court.

### **Continuing Judicial Education—Statewide Judicial Institutes**

In FY 2015–2016, the Education Plan developed by the CJER Governing Committee included the Probate and Mental Health Institute and the Cow County Judges Institute (for judges in small, often rural courts who hear all assignments). A total of \$56,116 was expended and/or encumbered to cover lodging and group meals for judges and subordinate judicial officers participating in those programs. Additional costs covered included materials production, meeting room rental, and audiovisual equipment rental.

CJER offers institutes in all of the major trial court bench assignments (civil, criminal, family, juvenile, probate) as well as specific programs for appellate justices, rural court judges, appellate court attorneys, and trial court attorneys. The bench assignment institutes are designed primarily for experienced judicial officers, but judges new to an assignment also benefit from attending. These two-day programs typically offer between 12 and 20 courses covering topics of current interest, legal updates, and best practices. Participants frequently comment that the learning environment is greatly enhanced by meeting with their colleagues statewide, because it provides an opportunity to learn about different strategies for dealing with the many challenges faced by judges in the same assignment or by the specific audiences attending the institute. By attending these programs, judges and subordinate judicial officers achieve education hours toward the continuing education expectations and requirements of the California Rules of Court. Attendance numbers at the institutes range from 70 to 140.

Essential content is identified by curriculum committees appointed by the CJER Governing Committee and then more specifically developed by workgroups. This content can include in-depth coverage of common, yet complex, issues that are not covered in sufficient detail at the Primary Assignment Orientation programs. In addition, there are many course offerings on advanced topics as well as on recent developments in the law. The primary benefit to the courts—and to the judicial branch as a whole—is that statewide programming for experienced

judges encourages uniformity in the administration of justice, coupled with the opportunity for judicial officers to learn from their more experienced peers. Some sessions may be videotaped by staff and posted online, where they are available to all judicial officers.

### **Continuing Judicial Education—Advanced Education for Experienced Judges**

A total of \$17,567 was expended and/or encumbered to pay for trial court participant lodging and business meals, meeting room rental, audiovisual equipment and other program-related rentals, and participant materials production expenses.

CJER develops and provides a small number of advanced courses for experienced judges. These continuing education courses were designed to address advanced judging issues and include such courses as Advanced Capital Case Issues, Complex Civil Litigation, Civil and Criminal Evidence, and specialized courses in handling domestic violence and sexual assault cases. CJER pays participant meal costs for participants in the domestic violence courses that grant money cannot. As with the New Judge Orientation and Primary Assignment Orientation courses, these are statewide programs providing judges and subordinate judicial officers from all over the state the opportunity to work with and learn from their colleagues and exchange techniques and strategies. This enhances cohesiveness of the bench and promotes the fair and consistent administration of justice statewide. Courses can typically accommodate approximately 165 participants per year.

### **Continuing Judicial Education—Regional and Local Education Courses**

A total of \$2,682 was expended and/or encumbered to pay for trial court participant business meals and materials production expenses.

In addition to its statewide judicial education programs, CJER has developed and expanded local and regional programs because they offer a less expensive alternative while preserving the quality of education. The content and courses that lend themselves to both regional and local programming are considered and identified by the CJER Governing Committee's curriculum committees and are taught by experienced CJER judicial faculty.

Essential and Other Education for Court Executives, Managers,  
and Supervisors

### **Manager and Supervisor Training**

A total of \$11,437 was expended and/or encumbered to pay for business meals, meeting room rental, audiovisual equipment and other program-related rentals, as well as participant materials production expenses. The courts, rather than funding from the IMF, fund participant lodging for the Core 40 and Institute for Court Management courses.

- **Core 40.** The Core 40 course is an intensive one-week program for new and experienced trial court staff supervisors and managers. It contains valuable and practical information that can be used to improve leadership skills that result in the overall improvement in performance of

staff. Classes are limited to 28 participants who are selected from applications received online. Topics include group development, employment law, and performance management. Experienced court personnel serve as the faculty.

- ***Institute for Court Management (ICM) Courses.*** ICM courses lead to certification by the National Center for State Courts (NCSC) in a number of national curriculum areas related to court management. The courses serve a dual purpose: (1) to provide relevant education courses for court leaders based on the core competencies identified by the National Association for Court Managers; and (2) to provide this education locally at a significantly reduced cost to courts and participants as compared to the national programs. This program grew out of a multistate consortium formed in 2008 between the California Judicial Council ICM and six other states interested in enhancing the existing ICM certification program and preparing court leaders with the skills and knowledge they need to effectively manage the courts. This effort resulted in the ability of CJER to provide education and certification for court managers and supervisors. In the past, the courts had to pay ICM to bring these courses to their location, or to send their staff to NCSC headquarters in Williamsburg, Virginia, the cost for which was prohibitive for most courts. CJER's ability to offer these courses in California using California faculty has allowed all courts—small, medium, and large—to reap the benefits of this program.

The initial capital investment has yielded extremely positive results in advancing judicial branch education for court leaders. Since June 2009, over 147 court leaders have achieved either the Certified Court Manager or Certified Court Executive certification from ICM. There have been approximately 2,233 course participants in total and 688 different participants who have taken at least one ICM course toward certification.

## Essential and Other Education for Court Personnel

### **Court Personnel Institutes**

A total of \$117,520 was expended and/or encumbered to pay for trial court participant lodging and business meals, meeting room rental, audiovisual equipment and other such program-related rentals, and participant materials production expenses for the Court Clerk Training Institute and the Trial Court Judicial Attorneys Institute.

- ***Court Clerk Training Institute (CCTI).*** This week-long institute offers courtroom and court legal process clerks education in each substantive area of the court (appeals, civil, traffic, criminal, probate, family, juvenile). The institute provides training in rules of court, changes in the law, customer service, and other aspects of performance that impact court operations “behind the scenes.” Although all 58 courts have accessed this education for their staff, smaller courts do not typically have training departments and rely on CJER to provide a statewide perspective on the duties and responsibilities of courtroom and counter staff. The larger courts often provide faculty for this program. CCTI has been an essential education program for courts for more than 25 years and continues to prepare court staff for the

essential functions of their jobs consistent with the law and statewide practices. In addition to legal process and procedure, classes stress statewide consistency, ethical performance, and efficient use of public funds.

- ***Trial Court Judicial Attorneys Institute (TCJAI)***. This multi-day, biennial statewide education program is designed to meet the educational needs of trial court judicial attorneys. This program includes education in dealing with the issues currently dominating in the trial courts, such as criminal realignment, anti-SLAPP litigation, elder abuse, and others in addition to civil, criminal, family, juvenile, and probate. Courses dealing with ethics and related topics are also included. Trial court attorneys from across the state attend this program. This institute provides much needed education, especially for the smaller courts that do not have local education for this critical audience. This program typically serves nearly 200 trial court attorneys. It should also be noted that trial court attorneys, unlike other government-employed attorneys, are not exempt from the minimum continuing legal education requirements of the California State Bar and as such, this education program provides an essential education venue for them.

### **Regional and Local Court Staff Courses**

A total of \$1,900 was expended and/or encumbered to pay for trial court participant business meals, meeting room rental, audiovisual equipment and other such program-related rentals, and participant materials production expenses for the Regional and Local Court Staff Courses and Core Leadership and Training Skills Course.

- ***Regional and Local Court Staff Courses***. These courses allow CJER to provide high-quality education to trial court personnel at a greatly reduced cost and with significantly enhanced convenience to the courts. The courses and programs included in both the regional and local programming are considered and identified by the Governing Committee's curriculum committees, and are taught by experienced CJER faculty. Courses cover a wide array of topics including human resources, traffic court, and case processing in the major court assignments of civil, criminal, probate, family, and juvenile, as well as broad topics relevant to all court staff, such as preventing workplace sexual harassment.
- ***Core Leadership and Training Skills Course***. This course is designed for lead/senior clerks and assistant supervisors. Among other things, this three-day course teaches participants skills that contribute to effective leadership, discusses challenges to leading friends and former peers, and identifies strategies to meet those challenges, and identifies approaches to building successful and effective work relationships at all levels of the organization.

### Faculty and Curriculum Development

#### **Trial Court Faculty—Statewide Education Programs**

A total of \$272,160 was expended and/or encumbered to cover lodging, group meals, and travel for pro bono faculty and honoraria for a small number of paid faculty teaching at trial court

education courses and programs. The amount needed directly correlates with the amount of statewide, regional and local trial court programs and products developed and provided. Enabling expert judges, court executives, managers and staff to impart their knowledge and experience by teaching their peers is the core mechanism by which CJER leverages otherwise local resources for the good of all California courts. All courts benefit from this resource, and all Californians who rely on the courts benefit from an educated judiciary. Faculty members who are asked to serve as volunteers are not likely to be able to offer their services for statewide benefit if their expenses are not paid by CJER.

### **Faculty Development**

A total of \$12,839 was expended and/or encumbered to cover the cost of lodging, group meals, and travel for trial court participants at “train the trainer” programs, course design workshops, and faculty development programs, some of which are foundational for new faculty and some of which are designed to support specific courses or programs including the New Judge Orientation and Judicial College programs. Funds may also have been used for meeting room rental, audiovisual equipment and other such program-related rentals, and participant materials production expenses.

Current CJER faculty development programs include (1) critical course and/or program-specific faculty development (e.g., New Judge Orientation, the B. E. Witkin Judicial College, and the Institute for Court Management), (2) design workshops for new or updated courses in development such as regional one-day and orientation/institute courses, (3) advanced faculty development courses (offered this year as webinars) that allow faculty to work on more complex faculty skills, and (4) short lunchtime webinars for advanced faculty on discrete faculty-development topics. As a result of the Faculty Development Fundamentals course provided in previous years, many new courses have been developed by the participants and those courses are now offered statewide under the local court training initiative.

### **Distance Learning**

#### **Distance Education—Satellite Broadcast**

A total of \$73,277 was expended and/or encumbered to pay for statewide satellite broadcast transmission of educational materials for trial court audiences, new satellite downlink site installation work in trial court facilities, and maintenance and repair work and fees associated with existing trial court satellite downlink sites.

The development of alternative methods for delivery of education was established by the CJER Governing Committee as a strategic goal in the mid-1990s. The intent of the Governing Committee was to meet an increasing need for the education of judges, managers and staff by establishing cost-effective delivery mechanisms that were an alternative to traditional statewide programs and written publications. Staff was directed to identify or research new technologies to increase education for judges, enable new educational services for court staff and manager

audiences, and provide mechanisms for continuing delivery of education even during tight budgetary times.

CJER has met the goal of providing distance education to all judicial branch audiences, and much of it is delivered via the educational satellite broadcast network. The satellite network serves as the core delivery method for staff and manager/supervisor education, providing a comprehensive and timely statewide mechanism to provide access to high-quality staff education that is, for many courts, the only source of staff education. Many of the broadcasts are also recorded and available online or as DVDs to serve as resources for local training throughout the year. Training that is required statewide—including sexual harassment prevention training—is delivered regularly by satellite broadcast, and time-sensitive training has been provided for judges on a number of occasions in response to new legislation regarding mental health records, the criminal justice realignment, and the like.

Court staff education topics include:

- Updates to the Americans with Disabilities Act (ADA)
- The jury process
- Felony and misdemeanor appeals
- Certifying copies
- Customer service

Court manager and supervisor education topics include:

- Responding to disasters
- Coaching and communication
- Technology management
- Change management
- Stress management
- Preventing and responding to allegations of sexual harassment

Presiding judge and court executive officer education topics include:

- ADA issues for court leaders
- Court security
- Ethical excellence

Trial court judicial officer education topics include:

- Assembly Bill 939 family law proceedings overview
- Judicial canons updates
- How a child enters the juvenile dependency system



### **Distance Education—Online Video, Webinars, and Videoconferences**

A total of \$1,371 was expended and/or encumbered to pay for the storage, encoding, and transmission of trial court statewide educational video products delivered online, for the captioning of videos and broadcasts if needed, and for some webinar-based education costs.

A natural evolution of the satellite broadcast initiative has been the development of online instructional videos, videoconferences, and webinars. These three lines of educational products leverage the distance-learning technologies employed by the Judicial Council over the past 10 years and enable CJER to develop multiple product lines to meet the educational needs of virtually every judicial branch audience it serves. The broadcast video production studio is now used frequently to create instructional videos that are immediately uploaded to CJER's website. Funding was used to enable streaming of judicial education videos to mobile devices such as iPads in addition to desktop computers, and to ensure video quality at a level that users expect.

## **Families and Children Programs**

### **Domestic Violence Forms Translation**

A total of \$19,227 was expended and/or encumbered to pay for the translation of new and updated domestic violence forms and instructions into Spanish, Chinese, Korean, and Vietnamese, and to make them available on the California Courts Online Self-Help Center and to all courts.

### **Juvenile Law Practice Resources**

A total of \$20,000 was expended and/or encumbered to support the *California Dependency Online Guide* (CalDOG). The number of juvenile court judicial officers, research attorneys and court-appointed dependency counsel using CalDOG continues to grow. CalDOG provides subscribers with a bimonthly e-mail summary of new case law, research publications, and notifications of educational events and other programs. Resources on the website include a comprehensive case law page with summaries and case text for California dependency and related state and federal cases; distance-learning courses including for-credit online courses that meet the eight-hour training requirement for new dependency attorneys; educational content, such as the curriculum and materials for Assembly Bill 12/212 training; handouts from recent Beyond the Bench conferences and other events; and articles, brochures, videos, reference charts, and publications.

### **Self-Help Centers**

A total of \$5,000,013 was distributed to the courts for public self-help center programs and operations. All 58 trial courts receive funding for their self-help centers.

Reducing self-help services would increase courts' other costs. When self-help staff are decreased, the number and complexity of questions and issues at the public counter increases

substantially, thereby increasing line lengths and wait times. Self-help services improve the quality of documents filed, thereby reducing follow-up and cleanup work in the clerks' offices.

Evaluations show that court-based assistance to self-represented litigants is effective and carries measurable short- and long-term cost benefits to the court. One study found that self-help center workshops save \$1.00 for every \$0.23 spent. When the court provides one-on-one individual assistance to self-represented litigants, savings of \$1.00 can be achieved from expenditures ranging from \$0.36 to \$0.55. If the self-help center also provides assistance to self-represented litigants to bring their cases to disposition at the first court appearance, the court saves \$1.00 for every \$0.45 spent. Demand for self-help services is strong. Courts indicate that they are not able to keep up with increasing public demand for self-help services and need additional staff. In a 2007 survey, the courts identified a need of \$44 million in additional funds to fully support self-help.

### **Self-Help Document Assembly Programs**

A total of \$55,840 was expended and/or encumbered to develop document assembly software programs that simplify the process of completing Judicial Council forms and other pleadings. Using a "TurboTax" model, litigants enter information only once; the program automatically fills in that information on the rest of the form. This saves substantial time and assists self-represented litigants in preparing understandable and legible pleadings. Self-help centers report that these programs can significantly enhance their efficiency and effectiveness. Moreover, the time of clerks and judicial officers is saved by having legible and fully completed documents, and better prepared litigants.

### **Statewide Multidisciplinary Education**

A total of \$67,482 was expended to support the biannual Beyond the Bench conference and the Youth Court summit. "Beyond the Bench 23: User Experience" in 2015 brought together over 1,500 judicial officers, court administrators, attorneys, and many other professionals involved in juvenile dependency and delinquency programs. Conference content included legal updates, emerging issues, and best practices, and met continuing education requirements for judicial officers and court and other legal professionals. The 2016 Youth Court Summit, "Youth Courts: Generational Agents of Change," brought together nearly 300 youth, judicial officers, attorneys, probation officers, teachers, law enforcement officers, counselors and community leaders involved in youth courts and provided information on truancy prevention, civics education, implicit bias, bullying, substance abuse, and best practices.

### **Statewide Support for Self-Help Programs**

A total of \$104,685 was expended and/or encumbered to support statewide services available to court self-help centers in all of California's 58 trial courts. Every year, over 4 million users view the judicial branch's California Courts Online Self-Help Center. The website has over 4,000 pages of content in English and Spanish, as well as hundreds of links to other free legal resources. The self-help site provides local courts with information that they can use to research, translate, and post local court information on their own. In a time when many courts have

suffered staff reductions, the site enables California’s courts to provide information and avoid duplicative work by making a wide range of resources available at a single location.

The allocation supported updates to instructional materials and forms used by self-help centers and the public, as well as translations for the self-help website, updates to outdated content on videos, editing to make them more “web-friendly,” and make locally developed content available statewide.

This allocation also supported professional educational content for self-help center staff on legal updates and best practices in self-help services. It also contributed to the maintenance of an extensive bank of shared resources for self-help and legal services programs, such as sample instructions, translations, and other materials.

## Human Resources Services

### **Trial Court Labor Relations Academies and Forums**

A total of \$27,954 was expended and/or encumbered to pay for conference room and lodging costs associated with the labor relations academies and forums. Funds were primarily used to pay for lodging expenses incurred by trial court employees who attended the event as either participants or faculty. Trial court participation figures are as follows:

	Number of Participants	Number of Courts Represented
<i>Labor Relations Forum</i>		
Northern California	58	29
Southern California	20	8
<i>Labor Relations Academy I</i>		
Northern California	19	12
Southern California	24	8
<i>Labor Relations Academy II</i>		
Northern California	63	34
Southern California	25	9

The academies and forums are offered to court professionals who support or directly participate in labor relations and negotiations. Academy I is a two-day program and includes a basic introduction to labor relations. It provides participants with the experience of engaging with others in a bargaining role-playing exercise. Academy II is a two-day program in which participants discuss current topics and trends, strategies for resolving complex labor issues, and best practice recommendations from subject matter experts in labor relations. The one-day forum serves as an interactive platform for problem solving, information sharing, education, and group discussion of issues.

## Information Technology (IT) Services

### **Adobe LiveCycle Reader Service Extension**

A total of \$135,000 was expended to continue the ongoing software maintenance for the Adobe forms platform. There are nearly 1,000 statewide court forms and over 2,000 local forms that are used in the trial courts. A PDF form can be “fillable” but it can also be savable for later updates with this Adobe license agreement. In addition to the ability to save the form for later updates, the other innovations are data validation, auto-population of data fields, XML tagging of data fields, file embedding, and e-filing. The payment noted here represents the second of a three-year payment agreement.

### **California Courts Protective Order Registry (CCPOR)**

A total of \$849,082 was expended and/or encumbered to provide a statewide protective order repository that provides complete, accessible information on restraining and protective orders—including images of those orders—to the 43 counties currently participating, plus limited access to 13 tribal courts and 20 judicial officers and their clerks in the Superior Court of Orange County. The allocation was used to cover the hosting costs of the CCPOR application at the California Courts Technology Center, a complete hardware refresh and software stack upgrade, all applications maintenance and support that included enhancements and the mandatory legislative changes that were required, along with daily operational support to the courts and their local law enforcement agency partners who are users of the system.

### **California Courts Technology Center (CCTC)**

A total of \$7,009,362 was expended and/or encumbered to provide (1) ongoing technology center hosting for participating courts, (2) shared services to the trial courts, and (3) a full disaster-recovery program. Applications hosted at the CCTC include Microsoft Exchange, Microsoft Active Directory, the Integration Services Backbone, and local court desktop/remote server support. The CCTC continued to host the Phoenix Financial System (serving all 58 courts) and the Phoenix Human Resources/Payroll System (serving 11 courts). Additionally, two case management systems operate out of the CCTC: the Sustain Justice Edition system and the civil, small claims, mental health, and probate system (V3). Some courts leverage the third-party contracts to also receive full IT services for their courts including desktop support, help desk services, file server management, and e-mail.

### **California Law Enforcement Telecommunications System (CLETS) Services**

Though the Trial Court Budget Advisory Committee eliminated funding for this program in FY 2015–2016, due to the timing of the rent allocation process, the program could not avoid \$20,215 for staff rent-related expenses.

### **Case Management Systems—Civil, Small Claims, Probate, and Mental Health (V3)**

A total of \$4,752,099 was expended and/or encumbered to provide product releases including court enhancement requests, judicial branch requirements, and biannual legislative changes;

infrastructure support and hosting services for all environments: development, testing, training, staging, and production; and daily court user support.

The civil, small claims, probate, and mental health interim case management system processes 25 percent of all civil cases statewide. V3 functionality enables the courts to process and administer their civil caseloads, automating activities in case initiation and maintenance, courtroom proceedings, calendaring, work queue, payment, and financial processing. All V3 courts are now using the latest version of the V3 application. This model allows for a single deployment and common version of the software, avoiding the cost of three separate installations.

E-filing has been successfully deployed at the Orange County and San Diego County courts, saving time and resources. The Superior Court of Sacramento County has deployed e-filing for their Employment Development Department cases. Sacramento County and Ventura County courts integrate V3 with public kiosks. E-filing and public kiosks are recognized as providing public and justice partners with increased ease of use and efficiencies.

### **Data Integration**

A total of \$3,698,706 was expended and/or encumbered to continue work with trial courts to provide system interfaces between Judicial Council systems and the computer systems of our justice partners, including courts, law enforcement agencies, the Department of Justice and others. Without the Integrated Services Backbone (ISB), the current systems for sharing protective orders, for example, would not function.

During the last three months of FY 2015–2016, approximately 3,700 protective orders went through the California Courts Protective Order Registry (CCPOR). These requests flow between the courts, the Judicial Council of California, and the California Department of Justice. During that same time period, more than 17,000 dispositions were reported to the California Department of Justice from the Superior Court of San Joaquin County alone. There are similar statistics for V3's use of the ISB for document management system indexing, credit card transactions, and the Judicial Branch Statistical Information System (JBSIS). JBSIS uses the ISB to gather monthly aggregate statistics for use in the annual Court Statistics Report and the Workload Allocation Funding Model (WAFM), which determines the need for judges.

### **Interim Case Management Systems**

A total of \$1,245,082 was expended and/or encumbered to provide program management support to 10 courts using the Sustain Justice Edition (SJE) case management system. Nine of the 10 SJE courts are hosted and supported from the CCTC. The allocation was used to provide maintenance and operations support, such as implementation of legislative updates, application upgrades, production support, CCTC infrastructure upgrades, and patch management. One locally hosted SJE court uses Interim Case Management Systems program resources for legislative updates and SJE support as needed. The program supports SJE interfaces to the Department of Motor Vehicles, the Department of Justice, and the Judicial Branch Statistical Information System, as well as custom interfaces with the Franchise Tax Board Court-Ordered Debt Collections program, interactive

voice/interactive web response processing, issuance of warrants, court-ordered debt collections, and failure-to-appear/failure-to-pay collections.

### **Jury Management Systems**

A total of \$464,999 was expended and/or encumbered in jury grants to courts to provide some level of funding to all 27 jury project requests submitted by 19 different trial courts.

### **Justice Partner Outreach and E-services**

Though the Trial Court Budget Advisory Committee eliminated funding for this program in FY 2015–2016, due to the timing of the rent allocation process, the program could not avoid \$29,726 for staff rent-related expenses.

### **Statewide Planning and Development Support**

In FY 2015–2016, the branchwide license agreement with Oracle was renegotiated to reduce ongoing maintenance expenses by approximately \$3.12 million over five years. These estimated savings take into account the \$2.24 million used this year to purchase new Oracle software as part of the revised agreement. A total of \$5,063,989 was expended and/or encumbered to provide the trial courts access to a variety of Oracle products (e.g., Oracle Enterprise Database, Oracle Real Application Clusters, Oracle Advanced Security, Oracle Diagnostic Packs, Oracle WebLogic Server) without cost to the courts. Because Oracle discounts are based on volume, the branchwide license agreement is able to deliver significant savings over individual court purchases.

This program also provides enterprise architecture support, which develops standards, provides consultation, and performs research on emerging technologies for the judicial branch. These services result in improved quality of service and reduced risk through standard processes and tools.

Each Judicial Council software application is reviewed by a member of the enterprise architecture team for architectural compliance to ensure the tools and design used are compliant with existing standards.

Additionally, this program funds the Innotas Program Portfolio Management tool, which helps the Judicial Council's Information Technology office manage its project portfolio. Program portfolio management is an IT best practice.

### **Telecommunications Support**

A total of \$16,068,616 was expended and/or encumbered to provide a program for the trial courts to develop, maintain, and support a standardized level of local and wide area network infrastructure. This infrastructure provides a foundation for the deployment and operation of both local court and enterprise IT services and applications, including those based at the California Courts Technology Center. The program allows the judicial branch to leverage economies of scale, obtain operational efficiencies, and maintain adherence to established system and design

standards. Items that were funded include the replacement of network components that have reached the end of their service life; the provision of a comprehensive set of network security services, consisting of a managed firewall, intrusion detection, and prevention; vulnerability scanning; web browser security services; the provision of maintenance and support coverage, which provides courts with critical vendor support coverage for all network and security infrastructure; and network technology training for court IT staff.

### **Uniform Civil Fees System (UCFS)**

A total of \$365,516 was expended and/or encumbered to provide ongoing application support and maintenance, server hardware upgrades, and application software upgrades of the Uniform Civil Fees System. This program supports the distribution and mandated reporting of uniform civil fees collected by all 58 superior courts, with an average of \$51 million distributed per month. The system generates reports for the State Controller's Office and various entities that receive the distributed funds. There are over 200 fee types collected by each court, distributed to 31 different entities (e.g., Trial Court Trust Fund, County, Equal Access Fund, Law Library, etc.), requiring 65,938 corresponding distribution rules that are maintained by UCFS.

## Legal Services

### **Judicial Performance Defense Insurance**

A total of \$962,321 was expended and/or encumbered to pay for the portion of the Commission on Judicial Performance (CJP) defense master insurance policy that covers claims by superior court judges and subordinate judicial officers. The Commission on Judicial Performance Defense Insurance program was approved by the council as a comprehensive loss-prevention program in 1999. The program (1) covers defense costs in CJP proceedings related to CJP complaints; (2) protects judicial officers from exposure to excessive financial risk for acts committed within the scope of their judicial duties; and (3) lowers the risk of conduct that could lead to complaints through required ethics training for judicial officers.

### **Jury System Improvement Projects**

A total of \$10,956 was expended and/or encumbered to (1) support the meeting expenses of the Judicial Council's Civil Jury Instructions Advisory Committee and Criminal Jury Instructions Advisory Committee, and (2) cover the expense of obtaining copyright protection for the official civil and criminal jury instruction publications, *Judicial Council of California Civil Jury Instructions* (CACI) and *Judicial Council of California Criminal Jury Instructions* (CALCRIM). The advisory committees prepare new and revised instructions and propose their adoption to the council. Upon approval, the instructions are then copyrighted and licensed to commercial publishers. The publishers pay royalties to the council based on sales of the instructions. The Judicial Council's jury system improvement projects are supported by royalty revenue from the publication of CACI and CALCRIM.

### **Litigation Management Program**

A total of \$4,489,501 was expended and/or encumbered to pay the costs of defense—including fees for counsel—and to pay settlements of government claims and lawsuits brought against covered entities and individuals. Government Code section 811.9 requires the Judicial Council to provide for the representation, defense, and indemnification of the state’s trial courts, trial court judicial officers, and court employees.

### **Regional Office Assistance Group**

A total of \$1,050,916 was expended and/or encumbered to pay for four attorneys, one associate analyst, and one administrative specialist working in Burbank and Sacramento to establish and maintain effective working relationships with the trial courts and to serve as liaisons, consultants, clearinghouses, advocates, and direct legal services providers to the trial courts in the areas of transactions, legal opinions, and labor and employment.

### **Trial Courts Transactional Assistance Program**

A total of \$758,182 was expended and/or encumbered to pay attorney fees and related expenses to outside counsel representing trial courts primarily in labor arbitrations and proceedings before the Public Employment Relations Board (PERB). The Judicial Council established the Trial Court Transactional Assistance Program in July 2001 as a means by which the Legal Services office (LSO) could provide legal assistance to the trial courts on transactional matters through outside counsel selected and managed by the LSO. The council later expanded the scope of the program to include outside counsel fees and expenses to provide legal assistance to the trial courts in other non-litigation areas, such as labor arbitrations and PERB proceedings.

## Special Services for Court Operations

### **Court Interpreter Program (Testing, Development, Recruitment, and Education)**

A total of \$142,780 was expended and/or encumbered to pay for the recruitment of new interpreters as well as to help support the interpreter testing program and ethics training for newly enrolled certified and registered interpreters. These funds were also expended for activities and resources required for the Court Interpreters Advisory Panel.

#### ***Certification/Registration of Court Interpreters***

- Third party exam administrator services. Although court interpreter testing candidates pay market rate exam fees and those fees are one financial source used to pay the costs involved in operating the testing program, there are additional costs. Prometric, Inc., the third party exam administrator for the court interpreter testing program, provides the following services: the administration of court interpreter certification and registration exams (approximately 2,000 written and oral exams administered per year); the selection and training of exam raters; the selection, training, and management of exam proctors; capturing and reporting demographic data about exam takers; staffing and maintenance of a centralized call and e-mail response center; newly designed test instruments;



development, maintenance, and updates of existing exam instruments; and maintenance of a web presence with all relevant information regarding the administration of exams.

- National Center for State Courts (NCSC) annual language access fee. This is used for access to NCSC court interpreter test instruments that are shared by other member states, providing consistency in testing standards nationwide. Other benefits include access to certification test raters and development and upgrades of test instruments.
- Costs for the production of court interpreter badges for approximately 100 to 125 newly certified or registered interpreters per year.

### ***Outreach and Education***

- Outreach and recruitment of potential future certified and registered court interpreters. Funds expended include registration and sponsorship fees for events and conferences offered by the California Healthcare Interpreters Association, and the National Association of Judiciary Interpreters and Translators. These events are widely publicized and each event attracts hundreds of attendees.
- Training of potential future certified court interpreters, including the training of American Sign Language interpreters in legal interpreting topics, in order to build their skills and interest in the profession.
- Ethics workshops for newly enrolled certified and registered court interpreters. The ethics workshops are required for all newly enrolled interpreters to satisfy their continuing education requirements and are held in San Francisco and Burbank. Each workshop is attended by 35 to 40 interpreters. Although interpreters pay a fee to participate, there are some additional costs not covered by those fees, and these funds cover those remaining costs.

### ***Court Interpreters Advisory Panel (CIAP)***

- Costs associated with the Court Interpreters Advisory Panel's annual in-person meeting (held in June 2016). The meeting provided an opportunity for members to address and comprehensively review specific projects, goals, and objectives outlined in the committee's 2016 Annual Agenda objectives and includes key recommendations from the *Strategic Plan for Language Access in the California Courts* referred to CIAP.

### **JusticeCorps (Court Access and Education)**

A total of \$347,550 was expended and/or encumbered to support the California JusticeCorps program, an AmeriCorps national service program. The JusticeCorps program trains and places college students at court-based self-help centers to assist self-represented litigants. Working under the supervision of attorneys or other court staff, JusticeCorps members assist litigants by identifying appropriate forms, helping litigants properly complete and file the forms, and providing information and referrals to related services. Funds were used mainly to pay certain costs for court staff who administer the JusticeCorps program in the three regions where JusticeCorps operates (the Superior Courts of Los Angeles and San Diego Counties and a Bay

Area consortium of superior courts). The funds distributed to the courts also serve as matching funds that leverage federal grant funds from AmeriCorps to pay for the JusticeCorps program.

### **Workload Assessment Advisory Committee**

A total of \$7,132 was expended and/or encumbered to pay for meeting expenses of the Workload Assessment Advisory Committee (WAAC), a standing Judicial Council advisory committee consisting of court executive officers and judges from 17 courts who are charged with, among other things, updating the court staff and judicial workload models. In FY 2015–2016, WAAC members oversaw updates to the Resource Assessment Study model, approved the submission of one mandated legislative report, and participated on a joint subcommittee with the Family and Juvenile Law Advisory Committee and the Trial Court Budget Advisory Committee to review and propose changes to the Assembly Bill 1058 program funding methodology.

**State Trial Court Improvement and Modernization Fund**

**FY 2015-16**

**Resources**

<b>Description</b>	<b>Amount</b>
<b>Beginning Fund Balance</b>	<b>\$ 8,956,870</b>
Prior Year Adjustments	1,051,239
<b>Adjusted Beginning Fund Balance</b>	<b>10,008,109</b>
<b>Revenues and Transfers</b>	
<i>Revenues</i>	
50/50 Excess Fees, Fines, and Forfeitures Split	20,219,295
2% Automation Fund	12,463,280
Interest from Surplus Money Investment Fund	170,114
Royalties from Publications of Jury Instructions	552,000
Miscellaneous Revenue and Adjustments	63,942
<i>Transfers</i>	
Transfer from State General Fund	44,218,000
Transfer to Trial Court Trust Fund (Gov. Code, § 77209 (j))	(13,397,000)
Transfer to Trial Court Trust Fund (2015 Budget Act)	(594,000)
<b>Subtotal, Revenues and Transfers</b>	<b>63,695,632</b>
<b>Total Resources</b>	<b>\$ 73,703,741</b>

**State Trial Court Improvement and Modernization Fund  
FY 2015-16 Expenditures and Encumbrances by Program and Project**

<b>Description</b>	<b>Amount</b>
<b><i>Audit Services</i></b>	<b>\$ 367,871</b>
Audit Services <sup>1</sup>	367,871
<b><i>Branch Accounting and Procurement</i></b>	<b>\$ 11,372,391</b>
Court-Ordered Debt Task Force	5,679
Phoenix Financial and Human Resources Services <sup>2</sup>	11,366,712
<b><i>Budget Services</i></b>	<b>\$ 320,484</b>
Budget Focused Training and Meetings	49,239
Treasury Services - Cash Management <sup>1</sup>	242,667
Trial Court Procurement <sup>1</sup>	28,579
<b><i>Education Programs</i></b>	<b>\$ 1,152,881</b>
Orientation for New Trial Court Judges	76,912
B.E. Witkin Judicial College of CA	200,198
Primary Assignment Orientation and Overviews	258,318
Leadership Training	50,583
Judicial Institutes	56,116
Advance Education for Experienced Judges	17,567
Regional and Local Judicial Education Courses	2,682
Manager and Supervisor Training	11,437
Court Personnel Institutes	117,520
Regional and Local Court Staff Education Courses	1,900
Trial Court Faculty - Statewide Education Program	272,160
Faculty Development	12,839
Distance Education - Satellite Broadcast	73,277
Distance Education - Online Video, Webinars and Videoconferences	1,371
<b><i>Families and Children Programs</i></b>	<b>\$ 5,267,246</b>
Domestic Violence Forms Translation	19,227
Juvenile Law Practice Resources	20,000
Self-Help Centers	5,000,013
Self-Help Document Assembly Programs	55,840
Statewide Multidisciplinary Education	67,482
Statewide Support for Self-Help Programs	104,685

<b>State Trial Court Improvement and Modernization Fund</b>	
<b>FY 2015-16 Expenditures and Encumbrances by Program and Project (cont'd)</b>	
<b>Description</b>	<b>Amount</b>
<b><i>Human Resources Services</i></b>	<b>\$ 27,954</b>
Trial Court Labor Relations Academies and Forums	27,954
<b><i>Information Technology Services</i></b>	<b>\$ 39,702,393</b>
Adobe LiveCycle Reader Service Extension	135,000
California Courts Protective Order Registry (CCPOR) - ROM <sup>2</sup>	849,082
California Courts Technology Center (CCTC) <sup>2</sup>	7,009,362
California Law Enforcement Telecomm System (CLETS) Services <sup>1</sup>	20,215
Case Management Systems, Civil, Small Claims, Probate and Mental Health <sup>2</sup>	4,752,099
Data Integration <sup>2</sup>	3,698,706
Interim Case Management Systems	1,245,082
Jury Management Systems	464,999
Justice Partner Outreach / e-Services <sup>1</sup>	29,726
Statewide Planning and Development Support	5,063,989
Telecommunications Support	16,068,616
Uniform Civil Fees System (UCFS) <sup>1</sup>	365,516
<b><i>Legal Services</i></b>	<b>\$ 7,271,876</b>
Judicial Performance Defense Insurance	962,321
Jury System Improvement Projects	10,956
Litigation Management Program	4,489,501
Regional Office Assistance Group <sup>1</sup>	1,050,916
Trial Courts Transactional Assistance Program	758,182
<b><i>Special Services for Court Operations</i></b>	<b>\$ 497,462</b>
Court Interpreter Program (Testing, Development, Recruitment and Education)	142,780
JusticeCorps (Court Access and Education)	347,550
Trial Court Performance and Accountability	7,132
<b>Total Expenditures and Encumbrances</b>	<b>\$ 65,980,559</b>

<sup>1</sup> All expenditure is for administrative support services provided by Judicial Council staff.

<sup>2</sup> Expenditures include the costs for local assistance and administrative support services provided by Judicial Council staff.

<b>State Trial Court Improvement and Modernization Fund</b>		
<b>FY 2015-16</b>		
<b>Fund Condition Summary</b>		
<b>Description</b>		<b>Amount</b>
<b>Total Resources</b>	<b>\$</b>	<b>73,703,741</b>
<b>Program/Project Area</b>		
Audit Services		367,871
Branch Accounting and Procurement		11,372,391
Budget Services		320,484
Education Programs		1,152,881
Families and Children Programs		5,267,246
Human Resources Services		27,954
Information Technology Services		39,702,393
Legal Services		7,271,876
Special Services for Court Operations		497,462
<b>Subtotal, Expenditures and Encumbrances</b>	<b>\$</b>	<b>65,980,559</b>
Pro-rata, Statewide General Administrative Services		767,091
<b>Total Expenditures, Encumbrances, and Pro-Rata</b>	<b>\$</b>	<b>66,747,650</b>
<b>Fund Balance</b>	<b>\$</b>	<b>6,956,091</b>