



## Judicial Council of California · Administrative Office of the Courts

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# REPORT TO THE JUDICIAL COUNCIL

For business meeting on February 26, 2013

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Title	Agenda Item Type
Judicial Council: Implementation of Judicial Council Directives on AOC Restructuring	Information Only
Submitted by	Date of Report
Executive and Planning Committee Hon. Douglas P. Miller, Chair	February 11, 2013
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### **Executive Summary**

The Chair of the Executive and Planning Committee (E&P) presents this informational report on the implementation of the Judicial Council Administrative Office of the Courts (AOC) Restructuring Directives, as approved by the council on August 31, 2012. The AOC Restructuring Directives specifically direct the Administrative Director of the Courts to report to E&P before each Judicial Council meeting on every directive. This informational report provides an update on the progress of implementation efforts.

### **Previous Council Action**

The Judicial Council approved directives presented by E&P on August 31, 2012. These directives reaffirmed Judicial Council authority over the AOC, restructured the AOC, and endorsed a plan for monthly monitoring of the implementation of the directives by E&P. The last report to the Judicial Council on implementation efforts was provided by E&P at the December 13, 2012, Judicial Council meeting.

### **Implementation Progress**

AOC offices continue to make progress implementing the AOC restructuring directives in accordance with the timelines for implementation approved by the Judicial Council. The last

items on today's discussion agenda are formal Judicial Council reports relating to the following three AOC restructuring directives:

- Directive 19: options for council consideration for proceeding with an AOC organization wide classification and compensation study
- Directive 26: options for council consideration of the AOC telecommute policy
- Directive 122: options for council consideration for conducting an evaluation of the use of outside counsel by the AOC

Directives 14–18, 20, 51, 52.1, 72, 81, and 117 include a timeline to report to the council at today's meeting and are tied directly to the outcome of the classification and compensation study referred to in the formal report for Directive 19. These directives will remain outstanding until the classification and compensation study is complete.

At the October 2012 council meeting, during which the AOC organizational structure was approved by the Judicial Council, it was noted that the Administrative Director might consider reviewing the reporting structure for Internal Audit Services to ensure that no conflicts exist regarding audit activities. The Administrative Director reports that earlier this month the AOC implemented a new structural change for Internal Audit Services. Previously housed in the Fiscal Services Office, Internal Audits Services now reports directly to the Chief of Staff in the Judicial Council and Court Leadership Services Division, with daily support provided by the Chief Administrative Officer. This new organizational structure provides the appropriate separation of direct oversight of the audit function from the other two divisions, whose activities typically involve areas that may be subject to future audits (i.e., Fiscal Services Office activities).

The following information pertains to directives that require a report to the council at this meeting:

- Directives 33, 35–39, 41, 91–93: These directives involve improving the AOC's budget and fiscal management measures to ensure transparency and to provide timely, accurate, and understandable fiscal information for the council and AOC offices. All of these directives require that the Administrative Director report to the council with an interim report at this meeting and a final report at the June 2013 council meeting. To this end, the Administrative Director has provided status updates on the activities of the Fiscal Services Office as they relates to these directives, including but not limited to providing budget and allocation reports, working to develop enhanced budget training options for AOC staff, reengineering the budget process to include the display of understandable fiscal information, eliminating unnecessary or redundant AOC fiscal reports, developing a standard year-end summary to facilitate comparative year-to-year funding changes, evaluating methodologies employed by other state-funded entities to determine a method to use for distribution of administrative costs, and providing updates as necessary on the judicial branch budget.

- Directive 44: This directive instructed the Administrative Director to report back to the council on a budget review technique adopted by the AOC leadership team that ensures that a budget of an individual unit is aligned with its program responsibilities. The Administrative Director reports that this directive is being addressed through ongoing AOC restructuring efforts and will be complete once core functions have been determined and agency activities prioritized.
- Directives 53 and 72.1: These directives both focused on directing the Administrative Director to look at the AOC organizational structure as it relates to consolidating research efforts specifically between the Center for Families, Children & the Courts (CFCC) and the Court Operations Special Services Office (COSSO). The Administrative Director reports that the number of AOC employees in formal research classifications has declined by approximately 45 percent since fiscal year (FY) 2010–2011. To improve the efficiency and effectiveness of research in support of the Judicial Council and the courts, all research analysts currently at the AOC have been consolidated into offices within the Judicial and Court Operations Services Division. Managers overseeing research in those offices began discussions in October and are preparing recommendations for the April council meeting for a formal protocol to manage the workforce reduction and address how to staff current and future research projects.
- Directive 56: This directive focuses on reducing or eliminating various publications produced by the CFCC. In this report, the Administrative Director reports that CFCC has implemented this directive and has undertaken an effort to reduce to an absolute minimum the staff and funds used on print publications and instead is making information available through the California Courts website and other electronic means.
- Directive 59: This directive instructed the Administrative Director to propose an organizational plan for CFCC “that allows for reasonable servicing of the diverse programs mandated by statute, and assigned to this division.” This report provides information on the new organizational plan for CFCC that refocuses on mandates and core services in six areas: family, juvenile, collaborative justice and mental health, self-help and access to justice, family violence, and tribal/state programs.
- Directive 60: This directive charged the Administrative Director to “consider maximizing and combining self-help resources with resources from similar subject programs.” The Administrative Director reports that through organizational restructuring, intradivisional coordination, and consultation with the Legal Services Office, AOC resources dedicated to self-help and similar subject programs have been maximized. Additionally, staff has formalized a structure for communications and coordination of resources among AOC staff who work on a variety of self-help assistance to the courts.

- Directive 66: This directive relates to considering reducing or eliminating functions of the staff of COSSO's Promising and Effective Practices (PEP) Unit and specifically whether funding should be maintained for the JusticeCorps program.

The Administrative Director reports that since the date of this SEC directive, the PEP Unit has been significantly reduced in size. Additionally, the Trial Court Budget Working Group recommended at its October 2012 meeting an allocation in FY 2012–2013 from the State Trial Court Improvement and Modernization Fund to maintain the JusticeCorps program and allocate these funds to be distributed in their entirety to designated trial courts to defray costs associated with running the program at the court level.

- Directive 69: The Administrative Director of the Courts was directed “to evaluate the extent to which financial and personnel support for the Jury Improvement Project should be maintained.” The Administrative Director reports that on January 25, 2013, he signed a memorandum approving a staff recommendation to maintain the current level of staff support of 1.0 full-time equivalent (FTE) for the Jury Improvement Project. Further, the report provides a breakout of the Jury Improvement Project staff person's activities spent in support of the project.
- Directive 72.2: This directive relates to organizational and staffing changes specific to COSSO staff members in the Administration and Planning Unit who are assigned various functions in support of the council. The Administrative Director reports that since this directive was approved, the size of the former Administration and Planning Unit has decreased and now includes only an Assistant Director and a Court Services Analyst. Regarding the specific planning function, the COSSO staff will have lead responsibility for the development of the judicial branch strategic plan, in close partnership with staff from the Judicial Council and Court Leadership Services Division, when these efforts tentatively begin in April 2013.
- Directive 86: The Administrative Director was directed to return to the Judicial Council with recommendations for a process of identifying costs and benefits of Center for Judiciary Education and Research (CJER) programs at the January 2013 council meeting, with a final report to the Judicial Council in April 2013. Given the short time frame between the December 2012 and January 2013 meetings, E&P pushed out the reporting on AOC restructuring directives to the February 2013 council meeting. This represents the interim report containing recommendations relating to identifying costs and benefits for CJER programs.

In this interim report, CJER provides information on cost-effectiveness analysis, which is applicable to developing and providing education, and recommends an approach that includes more information on the relative costs of particular delivery methods for decision-makers responsible for developing and approving branch education. These recommendations include (1) increasing oversight by the Governing Committee of CJER management with

respect to determining the appropriate expenditures for developing education; (2) ensuring validation by the Governing Committee of the analyses and recommendations of curriculum committees; and (3) providing advisory committee-level oversight of cost-effectiveness in the manner in which education is delivered while maintaining educational effectiveness.

This approach appears appropriate, and E&P looks forward to the final report on these efforts at the April 2013 Judicial Council meeting.

- Directive 108: The Administrative Director was directed to implement fundamental management practices to address underperformance of staff members and provide better supervision and allocation of work specifically as it related to the Legal Services Office (LSO). The Administrative Director reports that measures are being taken in light of this directive and in response to reduced staffing levels within the Legal Services Office. These measures include collaboration by LSO with CJER to develop a six-part training program for all AOC management and supervisors that focuses on dealing with conflict and performance issues, providing tools to support staff, and managing and evaluating performance. Additionally, LSO has developed a “matter tracking system” to address resource constraints and to ensure appropriate supervision and allocation of work. The Administrative Director reports that LSO began piloting the matter tracking system for a 90-day trial and evaluation period on February 1 and will provide further information about the use of the matter tracking system at the June 2013 council meeting.
- Directive 115: As part of its organizational review, the Administrative Director was directed to review the current responsibilities of and make recommendations about the role of the Chief Counsel to the Judicial Council. With the AOC restructuring, the Chief Counsel and LSO were moved and now report to the Chief of Staff. The Administrative Director reports that under the charge of the Chief of Staff, LSO is currently undertaking a review of its existing organizational structure and services in light of diminishing resources. Part of this review is to evaluate the services and activities provided by LSO and to give this information to the Executive Team to be used to clearly define the role of the Chief Counsel. Given that this review is currently in its early stages, the Administrative Director will be providing recommendations on the role of the Chief Counsel to the council at the April 2013 council meeting.
- Directive 116: The Administrative Director was directed to employ and emphasize a customer service model of operation for LSO, recognizing the primary goal of providing timely service and advice to both internal and court clients that request legal advice and services. The Administrative Director reports that LSO is taking several measures to ensure timely service and advice, especially in light of diminished resources. These measures include monitoring status and response time for all Legal Opinions Unit (LOU) matters by the LOU supervisor, and regularly updating clients on the status of opinion requests; assigning attorneys in other LSO units, as well as the supervising and senior LOU attorneys, to assist with reviewing draft opinions; instituting a practice of circulating statewide legal

opinions in draft form to presiding judges and court executives for feedback and comment; and informing court leaders, quarterly or biannually, of significant LSO legal opinions posted to the secure section of the Serranus website so that court leaders are reminded of the expanding body of legal guidance available to them.

- Directive 118: This directive relates to the LSO service model to ensure that it emphasizes timely service, the provision of a full range of options for the courts, and the establishment of procedures that safeguard the interests of the courts in situations where the AOC's interests may conflict with the specific interests of the courts. The Administrative Director reports that ensuring that LSO service is timely has been explained in responses provided for Directives 108 and 116. Further, the Administrative Director reports that LSO regularly consults with courts, other AOC divisions, the executive branch, and other governmental entities to ensure that courts are provided with a full range of options.

Finally, the Administrative Director reports that an established process is currently in place to manage any potential conflicts over the handling or resolution of litigation. Using rule 10.202(d) of the California Rules of Court, a court that disagrees with a major strategic LSO decision may deliver a written objection to LSO, and the same will be delivered to the Litigation Management Committee, which will then resolve the dispute.

- Directive 124: This directive relates to a direction from the council to increase the media relation services offered by the Office of Communications to courts requesting such assistance, to the extent that resources are available. The Administrative Director reports that since the Strategic Evaluation Committee issued its report in May 2012, the Office of Communications staffing has dropped from 14 to 7, and previous Public Information Officer services (including traveling to courts to assist with high-profile cases) are no longer offered.

The Administrative Director reports that the Office of Communications continues to provide general, high-level assistance at the courts' requests, but it no longer has the resources to provide anything more than telephonic consultation.

- Directive 132: This directive involves the chargeback model whereby courts reimburse the AOC from their Trial Court Trust Fund allocations for the courts' use of the Phoenix Financial System. The Administrative Director reports that at the January 17, 2013, council meeting, the council approved the allocation of \$6.769 million in one-time funding from the State Trial Court Improvement and Modernization Fund for direct costs related to the financial component of Phoenix Financial and Human Resources System, suspending the chargeback model for fiscal year 2012–2013.
- Directive 139: This directive involves the potential for staff reductions with the Judicial Branch Capital Program Office in light of the slowdown in court construction. The Administrative Director reports that to accurately assess the staffing reduction at this time is difficult without knowing the full impact on the construction program from funding

reductions proposed in the Governor’s Budget, retirements of two assistant directors, and the upcoming retirement of the director. Current resources within the Judicial Branch Capital Program Office are dedicated to managing the active projects, which will include 15 projects totaling \$2 billion in construction in 2013. The Administrative Director reports that the AOC will continue to evaluate staffing requirements within the current budget environment.

**Attachments**

1. *Status Report: Judicial Council Directives—AOC Restructuring*
2. Activity Reporting and Proposal Forms





STATUS REPORT  
 JUDICIAL COUNCIL DIRECTIVES  
 AOC RESTRUCTURING

February 26, 2013

#	Directive *	Timeline	Status	Status Updates
1	<p>The Administrative Director of the Courts operates subject to the oversight of the Judicial Council. E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to report to E&amp;P before each Judicial Council meeting on each item on this chart approved by the Judicial Council.</p> <p><u>SEC Recommendation</u>            The Administrative Director must operate subject to the oversight of the Judicial Council and will be charged with implementing the recommendations in this report if so directed.</p>	For immediate implementation (Ongoing)	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
2	<p>E&amp;P recommends that the Judicial Council take an active role in overseeing and monitoring the AOC to ensure transparency, accountability, and efficiency in the AOC's operations and practices.</p> <p><u>SEC Recommendation</u>            The Judicial Council must take an active role in overseeing and monitoring the AOC and demanding transparency, accountability, and efficiency in the AOC's operations and practices.</p>	For immediate implementation (Ongoing)	Ongoing	

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#	Directive *	Timeline	Status	Status Updates
3	<p>E&amp;P recommends that the Judicial Council promote the primary role and orientation of the AOC as a service provider to the Judicial Council and the courts for the benefit of the public.</p> <p><a href="#">SEC Recommendation</a> The primary role and orientation of the AOC must be as a service provider to the Judicial Council and the courts.</p>	For immediate implementation (Ongoing)	Ongoing	
4	<p>E&amp;P recommends that the Judicial Council, in exercising its independent and ultimate governance authority over the operations and practices of the AOC, must ensure that the AOC provide it with a comprehensive analysis, including a business case analysis, a full range of options and impacts and pros and cons, before undertaking any branch-wide project or initiative. In exercising its authority over committees, rules, grants, programs and projects, the Judicial Council must ensure that the AOC provide it with a full range of options and impacts, including fiscal, operational, and other impacts on the courts.</p> <p><a href="#">SEC Recommendation</a> In exercising its independent and ultimate governance authority over the operations and practices of the AOC, the Judicial Council must demand that the AOC provide it with a business case analysis, including a full range of options and impacts, before undertaking any branch-wide project or initiative. In exercising its authority over committees, rules, grants, programs, and projects, the Judicial Council must demand that the AOC provide it with a full range of options and impacts, including fiscal, operational, and other impacts on the courts.</p>	For immediate implementation (Ongoing)	Ongoing	

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#	Directive *	Timeline	Status	Status Updates
5	<p>E&amp;P recommends that the Judicial Council conduct an annual review of the performance of the Administrative Director of the Courts (ADOC). The review must take into consideration input submitted by persons inside and outside the judicial branch.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Judicial Council must conduct periodic reviews of the performance of the Administrative Director of the Courts. These reviews must take into consideration input submitted by persons inside and outside the judicial branch.</p>	For initiation October 2013	Ongoing	
6	<p>E&amp;P recommends that the Judicial Council direct the Rules and Projects Committee, consistent with its responsibility under rule 10.13 of the California Rules of Court, to establish and maintain a rule-making process that is understandable and accessible to justice system partners and the public, to consider SEC Recommendation 6-8 and report on any changes to the rule-making process to the Judicial Council.</p> <p><a href="#">SEC Recommendation</a></p> <p>The AOC must develop a process to better assess the fiscal and operational impacts of proposed rules on the courts, including seeking earlier input from the courts before proposed rules are submitted for formal review. The AOC should establish a process to survey judges and court executive officers about the fiscal and operational impacts of rules that are adopted, and recommend revisions to the rules where appropriate. The AOC should recommend changes in the rules process, for consideration by the Judicial Council, to limit the number of proposals for new rules, including by focusing on rule changes that are required by statutory changes.</p>	RUPRO to propose a timeline to return to the council to present its recommendations.	In Progress	RUPRO has begun discussions on this directive and will continue to discuss further possible actions.

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#	Directive *	Timeline	Status	Status Updates
7	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to propose a procedure to seek the fully informed input and collaboration of the courts before undertaking significant projects or branchwide initiatives that affect the courts. The AOC should also seek the input of all stakeholder groups, including the State Bar.</p> <p><a href="#">SEC Recommendation</a> The AOC must seek the fully informed input and collaboration of the courts before undertaking significant projects or branch-wide initiatives that affect the courts.</p>	<p>ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.</p>	<p>In Progress</p>	<p>Initial discussions are taking place in the AOC Executive Office on plans for satisfying this directive. Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC which will be provided at a later date.</p>
8	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to first employ a comprehensive analysis, including an appropriate business case analysis of the scope and direction of significant projects or initiatives, taking into account the range of fiscal, operational, and other impacts to the courts and stakeholders.</p> <p><a href="#">SEC Recommendation</a> The AOC must first employ an appropriate business case analysis of the scope and direction of significant projects or initiatives, taking into account the range of fiscal, operational, and other impacts to the courts.</p>	<p>ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.</p>	<p>In Progress</p>	<p>Initial discussions are taking place in the AOC Executive Office on plans for satisfying this directive. Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC which will be provided at a later date.</p>
9	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure for developing and communicating accurate cost estimates for projects, programs, and initiatives.</p> <p><a href="#">SEC Recommendation</a> The AOC must develop and communicate accurate cost estimates for projects, programs, and initiatives.</p>	<p>ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.</p>	<p>In Progress</p>	<p>Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date.</p>

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#	Directive *	Timeline	Status	Status Updates
10	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to apply proper cost and contract controls and monitoring, including independent assessment and verification, for significant projects and programs.	ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.	In Progress	Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date.
<u>SEC Recommendation</u>				
The AOC must apply proper cost and contract controls and monitoring, including independent assessment and verification, for significant projects and programs.				
11	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to maintain proper documentation and records of its decision making process for significant projects and programs.	ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.	In Progress	Initial discussions are taking place in the AOC Executive Office on plans for satisfying this directive. Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC which will be provided at a later date.
<u>SEC Recommendation</u>				
The AOC must maintain proper documentation and records of its decision making process for significant projects and programs.				
12	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to identify and secure sufficient funding and revenue streams necessary to support projects and programs, before undertaking them.	ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.	In Progress	Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date.
<u>SEC Recommendation</u>				
The AOC must identify and secure sufficient funding and revenue streams necessary to support projects and programs, before undertaking them.				

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#	Directive *	Timeline	Status	Status Updates
13	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to develop a procedure to accurately report and make available information on potential costs of projects and impacts on the courts.</p> <p><a href="#">SEC Recommendation</a> The AOC must accurately report and make available information on potential costs of projects and impacts on the courts.</p>	<p>ADOC to propose a procedure for Judicial Council approval at the June 2013 council meeting.</p>	<p>In Progress</p>	<p>Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date.</p>
14	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to conduct a comprehensive review of the AOC position classification system as soon as possible. The focus of the review must be on identifying and correcting misallocated positions, particularly in managerial classes, and on achieving efficiencies by consolidating and reducing the number of classifications.</p> <p><a href="#">SEC Recommendation</a> The Executive Leadership Team must direct that a comprehensive review of the AOC position classification system begin as soon as possible. The focus of the review should be on identifying and correcting misallocated positions, particularly in managerial classes, and on achieving efficiencies by consolidating and reducing the number of classifications. The Chief Administrative Officer should be given lead responsibility for implementing this recommendation.</p>	<p>ADOC to report to the council at the February 2013 meeting on options to conduct the study.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
15	<p>The Administrative Office of the Courts must also undertake a comprehensive review of the AOC compensation system as soon as possible. The AOC must review all compensation-related policies and procedures, including those contained in the AOC Personnel Policies and Procedures Manual.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Executive Leadership Team must direct that a comprehensive review of the AOC compensation system be undertaken as soon as possible. All compensation-related policies and procedures must be reviewed, including those contained in the AOC personnel manual. AOC staff should be used to conduct this review to the extent possible. If outside consultants are required, such work could be combined with the classification review that is recommended above. The Chief Administrative Officer should be given lead responsibility for implementing this recommendation.</p> <hr/>	<p>ADOC to report to the council at the February 2013 meeting on options to conduct the study.</p>	<p>Not Started</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
16	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(a) A comprehensive review of the classification and compensation systems should be undertaken as soon as possible, with the goal of consolidating and streamlining the classification system.</p> <p><u><a href="#">SEC Recommendation</a></u></p> <p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(a) A comprehensive review of the classification and compensation systems should be undertaken as soon as possible, with the goal of consolidating and streamlining the classification system.</p> <p>.....</p>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	In Progress	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
17	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(b) Priority should be placed on reviewing all positions classified as supervisors or managers, as well as all attorney positions, to identify misclassified positions and take appropriate corrective actions.</p> <p><u><a href="#">SEC Recommendation</a></u></p> <p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(b) Priority should be placed on reviewing all positions classified as supervisors or managers, as well as all attorney positions, to identify misclassified positions and take appropriate corrective actions.</p> <p>.....</p>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	Not Started	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
18	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(c) The manner in which the AOC applies its geographic salary differential policy (section 4.2 of the AOC Personnel Policies and Procedures Manual) should be reviewed and, if maintained, applied consistently.</p> <p><u><a href="#">SEC Recommendation</a></u></p> <p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(c) The manner in which the AOC applies its geographic salary differential policy (section 4.2 of the AOC personnel manual) should be reviewed and, if maintained, applied consistently.</p> <p>.....</p>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	Not Started	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
19	<p>The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following:</p> <p>(d) Given current HR staffing and expertise levels, the Administrative Director of the Courts is directed to consider whether an outside entity should conduct these reviews and return to the Judicial Council with an analysis and a recommendation.</p> <p><a href="#">SEC Recommendation</a></p> <p>The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following:</p> <p>(d) Given current HR staffing and expertise levels, an outside entity should be considered to conduct these reviews.</p>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	In Progress	Judicial Council report presented to the Judicial Council for consideration at the February 26, 2013, Judicial Council Meeting.
20	<p>E&amp;P also recommends that the Judicial Council direct the Administrative Director of the Courts to assess the results of the compensation and classification studies to be completed and propose organizational changes that take into account the SEC recommendation 7-75 and the analysis of the classification and compensation studies.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Administrative Director should make an AOC-wide assessment to determine whether attorneys employed across the various AOC divisions are being best leveraged to serve the priority legal needs of the organization and court users.</p>	ADOC to report to the council at the February 2013 meeting on options to conduct the study.	Not Started	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
21	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to implement a formalized system of program and project planning and monitoring that includes, at minimum, a collaborative planning process that requires an analysis of impacts on the judicial branch at the outset of all projects; use of workload analyses where appropriate; and development of general performance metrics for key AOC programs that allow expected performance levels to be set and evaluated.</p> <p><a href="#">SEC Recommendation</a></p> <p>The AOC Executive Leadership Team must begin to implement a formalized system of program and project planning and monitoring that includes, at minimum, a collaborative planning process that requires an analysis of impacts on the judicial branch at the outset of all projects; use of workload analyses where appropriate; and development of general performance metrics for key AOC programs that allow expected performance levels to be set and evaluated.</p> <hr/>	Completion by December 2013.	In Progress	<p>Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC which will be provided at a later date.</p>

\* This document retains the wording presented by the Judicial Council's Executive and Planning Committee approved by the Judicial Council on August 31, 2012.

#	Directive *	Timeline	Status	Status Updates
22	<p>E&amp;P recommends that the Judicial Council direct the AOC to renegotiate or terminate, if possible, its lease in Burbank. The lease for the Sacramento North spaces should be reviewed and, if possible, renegotiated to reflect actual usage of the office space. The AOC should explore lower cost lease options in San Francisco, recognizing that the State Department of General Services would have to find replacement tenants for its space.</p> <p><a href="#">SEC Recommendation</a></p> <p>The AOC should renegotiate or terminate its lease in Burbank. The lease for the Sacramento North spaces should be reviewed and renegotiated to reflect actual usage of the office space. The AOC should explore lower cost lease options in San Francisco, recognizing that DGS would have to find replacement tenants for its space.</p>	<p>ADOC recommendations to the council at the 10/26/12, council meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

\* This document retains the wording presented by the Judicial Council's Executive and Planning Committee approved by the Judicial Council on August 31, 2012.

#	Directive *	Timeline	Status	Status Updates
23	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to identify legislative requirements that impose unnecessary reporting or other mandates on the courts and the AOC. Appropriate efforts should be made to revise or repeal such requirements.	ADOC report to E&P identifying legislative requirements by December 2013.	In Progress	The Judicial Council continues to support the 17 efficiencies proposals as sponsored legislation for the 2013-2014 legislative session. When the Governor released his proposed budget on January 10, 2013, he included 10 of these 17 efficiencies proposal in the judicial branch budget and they are slated to be included in budget trailer bill language this year. The council will pursue the remaining seven efficiencies proposals in sponsored legislation. In addition, the PJ/CEO Working Group on Court Efficiencies completed revisiting all of the initial efficiencies proposals. The Working Group identified proposals that it believed should be considered immediately, during the 2013-2014 legislative session, or on a longer term. The Working Group chose nine proposals for immediate consideration by the PCLC for Judicial Council sponsored legislation. In November and December, the Ad Hoc Advisory Committee on Court Efficiencies, Cost Savings, and New Revenue reviewed these nine proposals for immediate Judicial Council sponsorship. The Ad Hoc Committee agreed that seven of these proposals should be considered immediately. Both the recommendations of the Working Group and the Ad Hoc Committee with regard to these nine proposals are scheduled for consideration by the PCLC in February. The PCLC's recommendations will then be presented to the Judicial Council for its consideration at the March Judicial Council meeting.

SEC Recommendation

The Office of Governmental Affairs should be directed to identify legislative requirements that impose unnecessary reporting or other mandates on the AOC. Appropriate efforts should be made to revise or repeal such requirements.

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#	Directive *	Timeline	Status	Status Updates
24	On August 9, 2012, E&P directed the interim Administrative Director of the Courts and incoming Administrative Director of the Courts to consider the SEC recommendations on AOC organizational structure (recommendations 5-1-5-6, 6-1) and present their proposal for an organizational structure for the consideration of the full Judicial Council at the August 31, 2012, council meeting.	Interim and incoming ADOC to present proposed organizational chart and implementation proposal to the council for consideration at the 8/31/12, council meeting.  With council approval, an organizational design will be implemented by October 2012.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

SEC Recommendation

5-1. The AOC should be reorganized. The organizational structure should consolidate programs and functions that primarily provide operational services within the Judicial and Court Operations Services Division. Those programs and functions that primarily provide administrative services should be consolidated within the Judicial and Court Administrative Services Division. Other programs and functions should be grouped within an Executive Office organizational unit. The Legal Services Office also should report directly to the Executive Office but no longer should be accorded divisional status.

5-2. The Chief Operating Officer should manage and direct the Judicial and Court Operations Services Division, consisting of functions located in the Court Operations Special Services Office; the Center for Families, Children and the Courts; the Education Office/Center for Judicial Education and Research; and the Office of Court Construction and Facilities Management.

5-3. The Chief Administrative Officer should manage and direct the Judicial and Court Administrative Services Division, consisting of functions located in the Fiscal Services Office, the Human Resources Services Office, the Trial Court Administrative Services Office, and the Information and Technology Services Office.

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#	Directive *	Timeline	Status	Status Updates
	<p>5-4. Other important programs and functions should be consolidated within an Executive Office organizational unit under the direction of a Chief of Staff. Those functions and units include such functions as the coordination of AOC support of the Judicial Council, Trial Court Support and Liaison Services, the Office of Governmental Affairs, the Office of Communications, and a Special Programs and Projects Office.</p>			
	<p>5-5. The Chief Counsel, manager of the Legal Services Office (formerly the Office of the General Counsel) should report directly to the Administrative Director depending on the specific issue under consideration and depending on the preferences of the Administrative Director.</p>			
	<p>5-6. The Chief Deputy Administrative Director position must be eliminated. If the absence of the Administrative Director necessitates the designation of an Acting Administrative Director, the Chief Operating Officer should be so designated.</p>			
	<p>6-1. The Administrative Director, the Chief Operations Officer, the Chief Administrative Officer, and the Chief of Staff should be designated as the AOC Executive Leadership Team, the primary decision making group in the organization.</p>			

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#	Directive *	Timeline	Status	Status Updates
25	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require immediate compliance with the requirements and policies in the AOC Personnel Policies and Procedures Manual, including formal performance reviews of all employees on an annual basis; compliance with the rules limiting telecommuting; and appropriate utilization of the discipline system.	Interim update from ADOC by April 2013.  Formal performance reviews to begin after completion of the classification and compensation study.	In Progress	Based on a recommendation from the Executive and Planning Committee, the Judicial Council added an additional directive to the existing telecommute directives at the December 14, 2012 meeting to consider and report on alternatives for the telecommute policy, including whether this policy should remain in force and directed the ADOC to return to the council with a report and recommendations for the council's February 2013 meeting. Performance review policies will be revisited at the conclusion of the classification/compensation study.
	<p><a href="#">SEC Recommendation</a></p> <p>The AOC Executive Leadership Team must order immediate compliance with the requirements and policies in the AOC personnel manual, including formal performance reviews of all employees on an annual basis; compliance with the rules limiting telecommuting; and appropriate utilization of the discipline system.</p> <p>.....</p>			

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#	Directive *	Timeline	Status	Status Updates
26	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the AOC adheres to its telecommuting policy consistently and identifies and corrects all existing deviations and violations of the existing policy. The Administrative Director of the Courts must review the AOC telecommuting policy and provide the council with a report proposing any recommendations on amendments to the policy, by the December 13-14, 2012, council meeting. Based on a recommendation from the Executive and Planning Committee, the Judicial Council added an additional directive to the existing telecommute directives at the December 14, 2012, meeting to consider and report on alternatives for the telecommute policy, including whether this policy should remain in force and directed the ADOC to return to the council with a report and recommendations for the council's February 2013 meeting.</p> <p><u><a href="#">SEC Recommendation</a></u></p> <p>The AOC must adhere to its telecommuting policy (Section 8.9 of the AOC personnel manual). It must apply the policy consistently and must identify and correct all existing deviations and violations of the existing policy.</p> <hr/>	ADOC report to the council by the 12/14/12 meeting.	In Progress	Judicial Council report presented to the Judicial Council for consideration at the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
27	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that, with an appropriate individual employee performance planning and appraisal system in place, the AOC utilizes the flexibility provided by its at-will employment policy to address employee performance issues. The AOC's at-will employment policy provides management with maximum hiring and firing flexibility, and should be exercised when appropriate.</p> <p><a href="#">SEC Recommendation</a></p> <p>6-4. With an appropriate individual employee performance planning and appraisal system in place, the AOC must utilize the flexibility provided by its at-will employment policy to address serious employee performance issues.</p> <p>7-36. The AOC's at-will employment policy provides management with maximum hiring and firing flexibility, and should be exercised when appropriate.</p>	<p>ADOC report to the council at the April 2013 meeting.</p>	<p>Not Started</p>	
28	<p>E&amp;P recommends that the Judicial Council direct that the Administrative Director of the Courts require compliance with the AOC's existing policy calling for annual performance appraisals of all AOC employees (AOC Personnel Policies and Procedures Manual, section 3.9) and that performance appraisals are uniformly implemented throughout the AOC as soon as possible.</p> <p><a href="#">SEC Recommendation</a></p> <p>The AOC's existing policy calling for annual performance appraisals of all AOC employees (AOC personnel manual, section 3.9) must be implemented uniformly throughout the AOC as soon as possible.</p>	<p>Ongoing. Interim update from ADOC by April 2013. Formal performance reviews to begin after completion of the classification and compensation study.</p>	<p>Not Started</p>	

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#	Directive *	Timeline	Status	Status Updates
29	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to develop an employment discipline policy to be implemented consistently across the entire AOC that provides for performance improvement plans and for the actual utilization of progressive discipline.</p> <p><a href="#">SEC Recommendation</a></p> <p>A consistent employment discipline policy must accompany the employee performance appraisal system. Section 8.1B of the AOC personnel manual discusses disciplinary action, but is inadequate. A policy that provides for performance improvement plans and for the actual utilization of progressive discipline should be developed and implemented consistently across the entire AOC.</p>	Completion in April 2013.	Not Started	
30	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to utilize the AOC's layoff process to provide management with a proactive way to deal with significant reductions in resources.</p> <p><a href="#">SEC Recommendation</a></p> <p>The AOC must utilize its layoff process to provide management with a proactive way to deal with significant reductions in resources.</p>	Revised policy adopted May 18, 2012.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
31	E&P recommends that the Judicial Council direct that the Administrative Director of the Courts require the AOC leadership to develop, maintain, and support implementation of effective and efficient human resources policies and practices uniformly throughout the AOC.	Annual status report to be included in the ADOC's annual performance review.	In Progress	Based on a recommendation from the Executive and Planning Committee, the Judicial Council added an additional directive to the existing telecommute directives at the December 14, 2012 meeting to consider and report on alternatives for the telecommute policy, including whether this policy should remain in force and directed the ADOC to return to the council with a report and recommendations for the council's February 2013 meeting.
<u>SEC Recommendation</u>				
The AOC leadership must recommit itself to developing and maintaining effective and efficient HR policies and practices. The new Administrative Director, among other priority actions, must reestablish the AOC's commitment to implement sound HR policies and practices.				
32	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that a gradual, prioritized review of all HR policies and practices, including all those incorporated in the AOC Personnel Policies and Procedures Manual, should be undertaken to ensure they are appropriate and are being applied effectively and consistently throughout the AOC.	Annual status report to be included in the ADOC's annual performance review.	In Progress	Based on a recommendation from the Executive and Planning Committee, the Judicial Council added an additional directive to the existing telecommute directives at the December 14, 2012 meeting to consider and report on alternatives for the telecommute policy, including whether this policy should remain in force and directed the ADOC to return to the council with a report and recommendations for the council's February 2013 meeting.
<u>SEC Recommendation</u>				
A gradual, prioritized review of all HR policies and practices, including all those incorporated in the AOC personnel manual should be undertaken to ensure they are appropriate and are being applied effectively and consistently throughout the AOC.				

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#	Directive *	Timeline	Status	Status Updates
33	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to report back on the budget and fiscal management measures implemented by the AOC to ensure that the AOC's fiscal and budget processes are transparent.</p> <p>The Administrative Director of the Courts should develop and make public a description of the AOC fiscal and budget process, including a calendar clearly describing how and when fiscal and budget decisions are made. The AOC should produce a comprehensive, publicly available midyear budget report, including budget projections for the remainder of the fiscal year and anticipated resource issues for the coming year.</p> <p><u><a href="#">SEC Recommendation</a></u></p> <p>The AOC's fiscal and budget processes must be transparent. The Executive Leadership Team should require the Fiscal Services Office to immediately develop and make public a description of the fiscal and budget process, including a calendar clearly describing how and when fiscal and budget decisions are made. The Fiscal Services Office should be required to produce a comprehensive, publicly available midyear budget report, including budget projections for the remainder of the fiscal year and anticipated resource issues for the coming year. The Chief Administrative Officer should be given lead responsibility for developing and implementing an entirely new approach to fiscal processes and fiscal information for the AOC.</p>	<p>Interim report to the council on the changes in progress by the February 2013 council meeting.</p> <p>Final report on measures taken to implement a new approach to the budget process by June 2013.</p>	In Progress	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
34	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that all fiscal information must come from one source within the AOC, and that single source should be what is currently known as the Finance Division.	Immediate implementation with ADOC report to the council at the 10/26/2012, meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
<u>SEC Recommendation</u>				
All fiscal information must come from one source within the AOC, and that single source should be what is currently known as the Finance Division (to become the Fiscal Services Office under the recommendations in this report).				
35	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that budget and fiscal tracking systems be in place so that timely and accurate information on resources available and expenditures to date are readily available.	ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 council meeting.	In Progress	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.
<u>SEC Recommendation</u>				
Tracking systems need to be in place so that timely and accurate information on resources available and expenditures to date are readily available. Managers need this information so they do not spend beyond their allotments.				
36	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that budget and fiscal information displays be streamlined and simplified so they are clearly understandable.	ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 council meeting.	In Progress	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.
<u>SEC Recommendation</u>				
Information displays need to be streamlined and simplified so they are clearly understandable.				

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#	Directive *	Timeline	Status	Status Updates
37	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the Finance Division track appropriations and expenditures by fund, and keep a historical record of both so that easy year-to-year comparisons can be made. This can be done by unit, division, or by program, whichever provides the most informed and accurate picture of the budget.</p> <p><a href="#">SEC Recommendation</a>  The Finance Division (Fiscal Services Office) should track appropriations and expenditures by fund, and keep a historical record of both so that easy year-to-year comparisons can be made. This can be done by unit, division or by program — whichever provides the audience with the most informed and accurate picture of the budget.</p>	<p>ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 meeting.</p>	In Progress	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
38	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to require that expenditures be split into those for state operations and local assistance (funds that go to the trial courts) so it is clear which entity benefits from the resources. State operations figures must be further broken down as support for the Supreme Court and Appellate Courts. The AOC should adopt the methodology of distributing the administrative costs among programs.</p> <p><a href="#">SEC Recommendation</a>  Expenditures should be split into those for state operations and local assistance (funds that go to the trial courts) so it is clear which entity benefits from the resources. State operations figures should be further broken down as support for the Supreme Court and Appellate Courts. In most state departments, administrative costs are distributed among programs. The AOC should adopt this methodology.</p>	<p>ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 meeting</p>	In Progress	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
39	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the AOC schedule its budget development and budget administration around the time frames used by all state entities.</p> <p><a href="#">SEC Recommendation</a></p> <p>The AOC should schedule its budget development and budget administration around the time frames used by all state entities. Assuming the budget for any fiscal year is enacted by July 1, the AOC should immediately allocate its budgeted resources by fund among programs, divisions, units.</p>	<p>Immediate implementation. ADOC interim report to the council at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
40	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to require that requests for additional resources be presented to the Judicial Council at its August meeting, identify the increased resources requested, and be accompanied by clear statements of the need and use of the resources and the impact on the AOC, as well as the impact on the judicial branch, if any. A cost-benefit analysis should be part of any request and there should be a system to prioritize requests.</p> <p><a href="#">SEC Recommendation</a></p> <p>Requests for additional resources are presented to the Judicial Council at its August meeting. These requests identify increased resources requested and should be accompanied by clear statements of need and use of the resources and the impact on the AOC, as well as the impact on the judicial branch, if any. A cost-benefit analysis should be part of any request, and there should be a system to prioritize requests.</p>	<p>Immediate implementation</p>	<p>In Progress</p>	<p>Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC which will be provided at a later date.</p>

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#	Directive *	Timeline	Status	Status Updates
41	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to require that, after the Governor's Budget is released in January, the AOC should present a midyear update of the judicial branch budget at the next scheduled Judicial Council meeting. All figures provided by the AOC should tie back to the Governor's Budget or be explained in footnotes.</p> <p><a href="#">SEC Recommendation</a></p> <p>After the Governor's Budget is released in January, the AOC should present a midyear update of the judicial branch budget at the next scheduled Judicial Council meeting. This presentation should tie to the figures in the Governor's Budget so that everyone has the same understanding of the budget.</p>	<p>Immediate implementation. ADOC report to the council at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
42	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to require that, except for budget changes that must be made to comply with time requirements in the state budget process, the AOC not change the numbers in the budget statements it presents. All figures provided by the AOC must tie back to the Governor's budget or be explained in footnotes.</p> <p><a href="#">SEC Recommendation</a></p> <p>Except for changes that must be made to comply with time requirements in the state budget process, the AOC should not change the numbers it presents – continual changes in the numbers, or new displays, add to confusion about the budget.</p>	<p>Immediate implementation (Ongoing)</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the December 14, 2012, Judicial Council Meeting.</p>

\* This document retains the wording presented by the Judicial Council's Executive and Planning Committee approved by the Judicial Council on August 31, 2012.

#	Directive *	Timeline	Status	Status Updates
43	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to perform internal audits upon completion of the restructuring of the AOC.	ADOC to report to the council with an implementation proposal at the June 2013 council meeting.	Not Started	
	<p><u>SEC Recommendation</u></p> <p>The AOC must perform internal audits. This will allow the leadership team and the Judicial Council to know how a particular unit or program is performing. An audit can be both fiscal and programmatic so that resources are tied to performance in meeting program goals and objectives.</p>			
44	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the leadership team must develop and employ budget review techniques so that the budget of an individual unit is aligned with its program responsibilities.	ADOC to report back to the council on the budget review technique adopted at the February 2013 council meeting.	In Progress	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.
	<p><u>SEC Recommendation</u></p> <p>As part of the reorganization and downsizing of the AOC, the leadership team should employ budget review techniques (such as zero-based budgeting) so that the budget of an individual unit is aligned with its program responsibilities. In the future, there should be periodic reviews of units and or programs to make sure funding is consistent with mandated requirements.</p>			

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#	Directive *	Timeline	Status	Status Updates
45	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts that the total staff size of the AOC must be reduced significantly and must not exceed the total number of authorized positions. The consolidation of divisions, elimination of unnecessary and overlapping positions, and other organizational changes should reduce the number of positions.</p> <p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to require that staffing levels of the AOC be made more transparent and understandable. Information on staffing levels must be made readily available, including posting the information online. All categories of staffing — including, but not limited to, authorized positions, “909” staff, employment agency temporary employees and contract staff — must be accounted for in a manner understandable to the public.</p> <p><u><a href="#">SEC Recommendation</a></u></p> <p>9-1. The total staff size of the AOC should be reduced significantly.</p> <p>9-2. The total staff size of the AOC must be reduced significantly and should not exceed the total number of authorized positions. The current number of authorized positions is 880. The consolidation of divisions, elimination of unnecessary and overlapping positions and other organizational changes recommended in this report should reduce the number of positions by an additional 100 to 200, bringing the staff level to approximately 680 to 780.</p> <p>9-5. The staffing levels of the AOC must be made more transparent and understandable. Information on staffing levels must be made readily available, including posting the information online. All categories of staffing—including, but not limited to, authorized positions, “909” staff, employment agency temporary</p>	<p>Immediate implementation (Ongoing)</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
	employees and contract staff—must be accounted for in a manner understandable to the public.			
46	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report to the Judicial Council vacant authorized positions if they have remained unfilled for six months.  <a href="#">SEC Recommendation</a> Vacant authorized positions should be eliminated if they have remained unfilled for six months.	(Ongoing) ADOC to provide updates to the council for each council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
47	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the employment of temporary or other staff to circumvent a hiring freeze is not permitted. The Administrative Director must review all temporary staff assignments and eliminate those that are being used to replace positions subject to the hiring freeze. Temporary employees should be limited to periods not exceeding six months and should be used only in limited circumstances of demonstrated need, such as in the case of an emergency or to provide a critical skill set not available through the use of authorized employees.  <a href="#">SEC Recommendation</a> Employment of temporary or other staff to circumvent a hiring freeze should not be permitted. The Executive Leadership Team should immediately review all temporary staff assignments and eliminate those that are being used to replace positions subject to the hiring freeze. Temporary employees should be limited to periods not exceeding six months and should be used only in limited circumstances of demonstrated need, such in the case of an emergency or to provide a critical skill set not available through the use of authorized employees.	Completion by June 2013	In Progress	The AOC has been addressing these issues as part of continuing restructuring efforts. The AOC is currently reviewing critical vacant positions necessary to maintain essential, core functions.

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#	Directive *	Timeline	Status	Status Updates
48	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, as part of the council's long-term strategic planning, to evaluate the location of the AOC main offices based on a cost-benefit analysis and other considerations.  <a href="#">SEC Recommendation</a> As part of its long-term planning, the AOC should consider relocation of its main offices, based on a cost-benefit analysis of doing so.	For long term consideration	In Progress	N/A
49	E&P recommends that the Judicial Council support SEC Recommendation 7-2 with no further action. The AOC has terminated special consultants hired on a continuous basis.  <a href="#">SEC Recommendation</a> The practice of employing a special consultant on a continuous basis should be reevaluated and considered for termination taking into account the relative costs, benefits, and other available resources.	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
50	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-3 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.	Interim and incoming ADOC to present a proposal to the council, at the 8/31/12, meeting. Compensation and classification study will follow.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
<u>SEC Recommendation</u>				
The Center for Families, Children and the Courts should be an office reporting to the Chief Operating Officer in the AOC's Judicial and Court Operations Services Division, rather than a stand-alone division. The CFCC manager position should be compensated at its current level.				
51	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(a) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.	ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.	In Progress	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.
<u>SEC Recommendation</u>				
CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:				
(a) CFCC has a one-over-one management structure with a Division Director and an Assistant Division Director position. The Assistant Division Director position should be eliminated.				

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#	Directive *	Timeline	Status	Status Updates
52	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(b) There are nearly 30 attorney positions in CFCC, including 7 attorneys who act as Judicial Court Assistance Team Liaisons. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to nonattorney classifications.</p>	<p>ADOC to make a proposal based on the classification and compensation study.</p>	<p>Not Started</p>	<p>The classification and compensation study will provide for the analysis of all attorney classifications within the organization. A report of available options regarding the study's implementation will be submitted to the Judicial Council for their consideration in February.</p>
52.1	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(c) The CFCC has numerous grant-funded positions, including five in its Rules and Forms Unit. Implementation of our recommendations for the AOC's Grants and Rule-making Processes could result in some reductions in these positions.</p>	<p>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
53	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(d) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p><a href="#">SEC Recommendation</a></p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(d) The CFCC has a number of positions devoted to research programs, as do other offices to be placed within the Judicial and Court Operations Services Division, presenting opportunities for efficiencies by consolidating divisional research efforts.</p> <p>.....</p>	<p>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
54	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.	To follow the classification and compensation study and E&Ps review of all council advisory bodies.	In Progress	During this reporting period, a combined meeting of Executive and Planning (E&P) and Rules and Projects (RUPRO) Committees was held on January 22 and 23, 2013, for the purpose of reviewing Annual Agendas and activities with Committee Chairs. Included in this review of Annual Agendas was a discussion with Committee Chairs on preliminary recommendations developed by E&P and RUPRO on potential consolidation/restructuring of committees and establishment of new committee oversight. Information was also provided regarding resource needs for AOC staff support for activities included in Annual Agendas. E&P and RUPRO will be meeting soon to discuss information obtained during the two-day meeting and will develop recommendations for council consideration regarding any proposed committee restructuring and activities for the coming year. AOC resources required to support any new committee structure and the related council-approved activities will be directly impacted by decisions made by the council. This information will be used in tandem with results of the AOC's classification and compensation study to assist the AOC in identifying appropriate resource needs and efficiencies for staffing council committees, task forces and working groups.
	<p><a href="#">SEC Recommendation</a></p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(e) CFCC staff members provide support to a number of Judicial Council committees and task forces. The recommended consolidation of this support function under the direction of the Chief of Staff will present opportunities for efficiencies and resource reduction.</p>			

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#	Directive *	Timeline	Status	Status Updates
55	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-4(f) with no further action, as these administrative and grant support functions have been consolidated through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p><a href="#">SEC Recommendation</a></p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(f) The CFCC maintains a Core Operations Unit, which is essentially an administrative and grant support unit. The consolidation of administrative functions and resources within the Judicial and Court Administrative Services Division should lead to the downsizing of this unit.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
56	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider reducing or eliminating various publications produced by the Center for Families, Children, &amp; the Courts.</p> <p><a href="#">SEC Recommendation</a></p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(g) CFCC staff members produce various publications. They should be considered for reduction or elimination</p>	ADOC to report to the council at the February 2013 council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
57	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-4(h) with no further action. The Judge-in Residence is now volunteering time to fulfill this responsibility.</p> <p><a href="#">SEC Recommendation</a>            CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(h) The Judge-in-Residence position in this division should be eliminated.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
58	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-4(i) with no further action, as the positions related to CCMS have been eliminated through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p><a href="#">SEC Recommendation</a>            CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(i) Positions related to CCMS should be eliminated.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
59	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to propose an organizational plan for the Center for Families, Children, &amp; the Courts that allows for reasonable servicing of the diverse programs mandated by statute and assigned to this division.</p> <p><a href="#">SEC Recommendation</a></p> <p>CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:</p> <p>(j) Although staffing reductions in this division are feasible, any reorganization or downsizing of this division must continue to allow for reasonable servicing of the diverse programs mandated by statute and assigned to this division, including such programs as the Tribal Project program.</p>	<p>ADOC to report to the council at the February 2013 council meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
60	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider maximizing and combining self-help resources with resources from similar subject programs, including resources provided through the Justice Corps and the Sargent Shriver Civil Counsel program, and return to the council with an assessment and proposal.</p> <p><a href="#">SEC Recommendation</a></p> <p>Self-represented litigants in small claims, collection matters, foreclosures, and landlord-tenant matters are frequent users of court self-help centers. A majority of self-help clients seek assistance in family law matters. Consideration should be given to maximizing and combining self-help resources with resources from similar subject programs, including resources provided through the Justice Corps and the Sargent Shriver Civil Counsel program.</p>	<p>ADOC to propose a plan for implementation to the council at the February 2013 meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
61	<p>E&amp;P recommends to the Judicial Council that any legislative proposals generated by the AOC must follow the process established by the Policy Coordination and Liaison Committee.</p> <p><a href="#">SEC Recommendation</a> Consistent with recommendations in this report calling for a review of AOC's rule-making process, legislative proposals generated through this division should be limited to those required by court decisions and statutory mandates and approved by the Judicial Council Advisory Committees.</p>	Immediate implementation (Ongoing)	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
62	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts that a systems review of the manner in which AOC staff review trial court records should be conducted to streamline Judicial Review and Technical Assistance audits, if possible, and to lessen the impact on court resources.</p> <p><a href="#">SEC Recommendation</a> A systems review of the manner in which trial court records are reviewed should be conducted to streamline audits, if possible, and to lessen the impact on court resources.</p>	ADOC to report to the council on the audit process at the June 2013 council meeting.	In Progress	Program restructuring and operational changes are still underway. CFCC will conducting a systems review and assessment current impact on court resources.
63	<p>With the exception of assigned judges, AOC staff must not investigate complaints from litigants about judicial officers.</p> <p><a href="#">SEC Recommendation</a> The CFCC should discontinue investigating and responding to complaints from litigants about judicial officers who handle family law matters, as such matters are handled by other entities.</p>	Ongoing	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
64	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-10 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Court Operations Special Services Office (COSSO), formerly CPAS, should be an office reporting to the Chief Operating Officer within the AOC's Judicial and Court Operations Services Division, rather than a stand-alone division. The COSSO manager position should be at the Senior Manager level.</p>	<p>Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.**</p>	In Progress	<p>AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.</p>
65	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-12 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings.</p>	<p>Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
65.1	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-12(a) with no further action, due to the temporary suspension of the Kleps Program initiated to reduce branch costs.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(a) To save resources, the Kleps Award Program should be suspended temporarily.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
66	<p>E&amp;P recommends that the Judicial Council defer a decision on SEC Recommendation 7-12(b), pending a recommendation from the Trial Court Budget Working Group.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(b) The Justice Corps Program should be maintained, with AOC's involvement limited to procuring and distributing funding to the courts.</p>		Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
67	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-12(c) with no further action as the Procedural Fairness/Public Trust and Confidence program has been eliminated through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(c) Since funding for the Procedural Fairness/Public Trust and Confidence program has ceased, it should be eliminated.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
68	<p>E&amp;P recommends that the Judicial Council consider whether to continue support for the Civics Education Program after the conclusion of the 2013 summit. The California On My Honor Program has been suspended for 2 years due to the lack of funding.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(d) Once the 2013 summit has concluded, the Administrative Director and Judicial Council should evaluate continuing support for the Civics Education Program/California On My Honor program.</p>	ADOC to report to the council at the April 2013 council meeting.	In Progress	The Chief Justice has indicated her intention that AOC staff support for civics education outreach efforts will continue in the wake of the February 2013 Summit. Accordingly, at this time our plan is to continue to dedicate necessary staff to those efforts even after the conclusion of the Summit.

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#	Directive *	Timeline	Status	Status Updates
69	<p>E&amp;P recommends that the Judicial Council direct the ADOC to evaluate the extent to which financial and personnel support for the Jury Improvement Project should be maintained, recognizing the high value of the project to the judicial branch, especially because jury service represents the single largest point of contact between citizens and the courts.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(e) The Jury Improvement Project is of high value to the judicial branch, especially as jury service represents the single largest point of contact between citizens and the courts. The Judicial Council should evaluate the extent to which financial and personnel support for the project should be maintained.</p> <hr/>	ADOC to report to the council at the 10/26/12, council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
70	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to study the budget and operational components of the Court Interpreters Program to determine whether greater efficiencies can be implemented to deliver interpreter services to the courts. The Finance Division should not act as an impediment in the delivery of interpreter services to the courts.</p> <p><u>SEC Recommendation</u></p> <p>The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following:</p> <p>(g) The Administrative Director and Judicial Council should study the budget and operational components of Court Interpreters Program to determine whether greater efficiencies can be implemented to deliver interpreter services to the courts. Internally, the Finance Division should not act as an impediment in the delivery of interpreter services to the courts.</p>	ADOC to report to the council at the April 2013 council meeting.	In Progress	<p>Implementation is ongoing. Because of the recent staff departures in the Court Interpreters Program—including the program’s former Supervising Analyst—current efforts are focused on ensuring that legislatively mandated and otherwise “core” functions pertaining to the provision of interpreter services are completed as required. In addition, staff from numerous AOC offices, including the Court Operations Special Services Office and the Fiscal Services Office, have met to discuss ways to more effectively communicate with courts regarding processes and guidelines affecting reimbursement for court interpreter services.</p>
71	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-16 with no further action as the Judicial Administration Library has been eliminated through the AOC’s initiatives to reduce costs and downsize its workforce and operations.</p> <p><u>SEC Recommendation</u></p> <p>The Judicial Administration Library should be consolidated with the Supreme Court Library.</p>	Completed	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
72	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>7-11. COSSO's current level of approximately 74 positions (including those reassigned from the former regional offices as recommended in this report) should be reduced. To achieve the reduction the areas listed below should be reviewed and considered, and appropriate actions taken.</p> <p>(a) COSSO should have a management structure that includes a Unit Manager, but the Assistant Division Director position should be eliminated</p> <hr/>	<p>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
72.1	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>7-11. COSSO's current level of approximately 74 positions (including those reassigned from the former regional offices as recommended in this report) should be reduced. To achieve the reduction the areas listed below should be reviewed and considered, and appropriate actions taken.</p> <p>(b) The research functions and units of COSSO should be reviewed for possible consolidation with other research programs in the Judicial and Court Operations Services Division, presenting opportunities for efficiencies and position reductions.</p> <p>.....</p>	<p>ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
72.2	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>7-14. A significant number of COSSO staff members, such as those in the Administration and Planning unit, are assigned to various functions in support of the Judicial Council. The recommended consolidation of Judicial Council support activities under the direction of the Chief of Staff will present opportunities for efficiencies and resource reductions.</p>	<p>Incoming ADOC's organizational proposal to be presented for council consideration at the 8/31/12, council meeting.**</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
73	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-13 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Editing and Graphics Group, with half of its eight positions currently vacant, should be considered for elimination.</p>	<p>Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
74	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that activities related to the education and training of Appellate Court Justices in the COSSO should be consolidated with the Education Division/CJER.	Completion by June 2013.	In Progress	The members of the Administrative Presiding Justices Advisory Committee discussed this recommendation at their meeting on November 27, 2012. Based on the discussion at that meeting, the six Administrative Presiding Justices of the Courts of Appeal are in the process of writing a memorandum to the Judicial Council asking the council to reconsider Directive 74. It is anticipated that the memorandum will be sent to the council sometime in early 2013.
<u>SEC Recommendation</u>				
Some COSSO staff are engaged in activities relating to the education and training of Appellate Court Justices. These functions should be consolidated with the Education Division/CJER.				
75	E&P recommends that the Judicial Council support SEC Recommendation 7-17(a) with no further action as the Assigned Judges Program and Assigned Judges Program Regional Assignment Units have merged through the AOC's initiatives to reduce costs and downsize its workforce and operations.	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
<u>SEC Recommendation</u>				
Modifications to the Assigned Judges Program should be considered, including the following:				
(a) The Assigned Judges Program and Assigned Judges Program Regional Assignments units should be merged, resulting in the elimination of a unit supervisor position.				

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#	Directive *	Timeline	Status	Status Updates
76	<p>E&amp;P recommends that SEC Recommendations 7-17(b), (c), and (d) be referred to the Chief Justice for consideration. The AOC's Assigned Judges Program provides support to the Chief Justice in the assignment of judges under California Constitution Article VI, Section 6(e).</p> <p><a href="#">SEC Recommendation</a></p> <p>Modifications to the Assigned Judges Program should be considered, including the following:</p> <p>(b) The program's travel and expense policies should be reviewed to mitigate adverse impacts on the availability of assigned judges to smaller and rural courts.</p> <p>(c) Consideration should be given to a pilot program to allow half-day assignments of judges, taking into account the probable inability of small, rural courts to attract judges on this basis.</p> <p>(d) Consideration should be given to development of an Assigned Commissioner Program to assist courts with such matters as AB1058 child support cases.</p>		Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
77	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-18 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p><a href="#">SEC Recommendation</a></p> <p>The functions of the Trial Court Leadership Service unit should be moved under the auspices of the new Executive Office, as matters of policy emanating from the Trial Court Presiding Judges Advisory Committee and Court Executives Advisory Committee often relate to branch-wide policies.</p>	Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
78	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-19 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC.	Interim and incoming ADOC organizational proposal to be presented for council consideration at the 8/31/12, council meeting.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
<u>SEC Recommendation</u>				
The Education Division should be an office within the Judicial and Court Operations Services Division, under the direction of the Chief Operating Officer, rather than a stand-alone division. The Education Division/CJER manager position should be compensated at its current level.				
79	E&P recommends that the Judicial Council direct the Rules and Projects Committee to evaluate relaxation of mandatory education requirements to allow the Administrative Director of the Courts and Court Executive Officers greater discretion and flexibility in utilizing their workforces during times of budget constraints.	RUPRO to propose a timeline to return to the council to present its recommendations.	In Progress	RUPRO is continuing its discussions on this directive and considering options.
<u>SEC Recommendation</u>				
As to training currently required of AOC staff and court personnel, the Judicial Council should examine and consider a relaxation of current mandatory requirements to allow the Administrative Director of the AOC and/or court executive officers greater discretion and flexibility in utilizing their workforces during times of budget constraints.				

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#	Directive *	Timeline	Status	Status Updates
80	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the efficiencies identified by the working group reviewing all education for new judges to ensure that education is provided in the most effective and efficient way possible.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(a) A workgroup has been formed to review all education for new judges to ensure that it is being provided in the most effective and efficient way possible. The efficiencies identified by this working group may present opportunities for reductions.</p> <hr/>	In progress	In Progress	<p>The final report on new judge education was submitted to the CJER Governing Committee at its 11/6 meeting. The Governing Committee will discuss and vote on the report's recommendations at its next meeting in February, 2013.</p>

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#	Directive *	Timeline	Status	Status Updates
81	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-20(b), taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(b) There are in excess of a dozen attorney positions in the Education Division in units such as Design and Consulting, and Publications and Resources, in addition to the Judicial Education unit. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to nonattorney classifications. In particular, education specialist positions are staffed by attorneys, a staffing practice that appears unnecessary.</p> <hr/>	<p>Interim and incoming ADOC to present a proposal to the council, at the 8/31/12, meeting. Compensation and classification study will follow.</p>	Not Started	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
82	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-20(c) with no further action, as the positions and activities related to the Court Case Management System in the Education Division have been eliminated, through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(c) The Court Case Management System training unit and any other positions engaged in CCMS-related activities should be eliminated in light of the Judicial Council's decision to cancel the full deployment of the CCMS system.</p> <hr/>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
83	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the impacts of a reduction in the size of the Production, Delivery, and Educational Technologies Unit and the reduction in services that would result, and provide the findings and recommendations to the Judicial Council.	ADOC to report to council with recommendations at the June 2013 council meeting.	In Progress	CJER is compiling the data on staff reductions in this unit, including layoffs, voluntary separations, attrition, and the resultant decrease in services. After the AOC restructure in August, 2012 when ASU was dissolved, some of the remaining staff in ASU was moved into the PDET unit, which resulted in a net increase in staffing levels. CJER is putting together information on the current staffing levels, the reductions in staffing and services that have already been made, and the reduction in services that would result if further staff reductions were made.
	<p><a href="#">SEC Recommendation</a></p> <p>The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(d) The Production, Delivery and Educational Technologies unit has grown to more than 25 positions plus several temporary staff. The number of staff in this unit should be reduced in light of the difficult fiscal environment.</p> <p>.....</p>			

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#	Directive *	Timeline	Status	Status Updates
84	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate and consider reducing the positions assigned to develop training for AOC Staff in the Curriculum and Course Development Unit, especially if training requirements are relaxed	ADOC to report to council with recommendations following recommendations from RUPRO on training requirements.	In Progress	CJER staff is compiling the data regarding staff reductions and have made an initial assessment of the staff assigned to AOC Education. With a reduction in the number of AOC offerings we have been able to consolidate two separate areas of responsibility into a single person. At the same time, staff is working on additional training opportunities for AOC supervisors and managers. This analysis is currently ongoing.
	<u>SEC Recommendation</u>			
	The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:			
	(e) The Curriculum and Course Development unit includes several positions assigned to develop training for AOC staff. This activity should be evaluated and reduced, especially if training requirements are relaxed.			

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#	Directive *	Timeline	Status	Status Updates
85	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the impacts of a reduction in the size of the Administrative Services Unit and the reduction in services that would result, and provide the findings and recommendations to the Judicial Council.	ADOC to report to council with recommendations at the June 2013 council meeting.	In Progress	CJER is compiling the data regarding staff reductions in this unit. Over the past few months since this recommendation was adopted, ASU has been divided and departments moved to the Office of Education/CJER and to the Administrative Services Office. Prior to that reorganization, staffing levels had been reduced due to voluntary separations and layoffs. This analysis is currently ongoing.
	<u>SEC Recommendation</u>			
	The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:			
	(f) The Administrative Services unit contains more than 20 staff engaged in support activities such as records management, printing and copying, scheduling and planning training delivery, and coordinating logistics for all AOC events. The number of staff in this unit should be evaluated and reduced commensurate with the reduction in the number of live programs and events, and reflecting a reduction in the number of employees AOC-wide.			

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#	Directive *	Timeline	Status	Status Updates
86	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts that the Education Division should conduct true cost benefit analyses in determining the types of training and education it provides for new judicial officers and others, and to report to the council on the results. Analyses should include types, lengths, locations of programs, delivery methods, and the costs to courts.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Education Division should conduct true cost-benefit analyses — and not rely only on its own preferences — in determining the types of training and education it provides, including types, lengths, and locations of programs, delivery methods, and the costs to courts. This type of analysis should apply to training and education programs for new judicial officers.</p>	<p>ADOC to provide recommendations on the process at 12/14/12, council meeting with a final report at the April 2013 meeting.</p>	In Progress	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
87	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts that the AOC should support and provide requested assistance to those courts that collaborate with other regional courts in providing judicial education and staff training or that request support in providing their own programs.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Education Division should support and provide requested assistance to those courts that collaborate with other regional courts in providing judicial education and staff training or that request support in providing their own programs.</p>	Ongoing	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
88	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to report to the council on a review of the content of training courses offered to AOC managers, supervisors, and employees, the number and location of courses offered, and the means by which courses and training are delivered. Training opportunities should include greater orientation and development of understanding of court functions.</p> <p><a href="#">SEC Recommendation</a></p> <p>As to training currently required of AOC managers, supervisors, and employees, the Administrative Director should order a review of the content of training courses offered, the number and location of courses offered, and the means by which courses and training are delivered. Training opportunities should include greater orientation and development of understanding of court functions.</p>	<p>ADOC report to the council at the 12/14/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the December 14, 2012, Judicial Council Meeting.</p>
89	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-25 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p><a href="#">SEC Recommendation</a></p> <p>The functions performed by the Finance Division should be placed in the Judicial and Court Administrative Services Division. The Finance Division should be renamed the Fiscal Services Office, reporting to the Chief Administrative Officer. The Fiscal Services Office Manager position should be at the Senior Manager level.</p>	<p>Interim and incoming ADOC to present organizational proposal the council at the 8/31/12, meeting.**</p>	In Progress	<p>AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.</p>

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#	Directive *	Timeline	Status	Status Updates
90	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-26 and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a> The number of managers and supervisors should be reduced.</p>	ADOC to make a proposal based on the classification and compensation study.	Not Started	The classification and compensation study will provide for the analysis of all manager and supervisor classifications within the organization. A report of available options regarding the study's implementation will be submitted to the Judicial Council for their consideration in February.
91	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure through the budget and fiscal management measures implemented by the AOC that the AOC's Finance Division is involved in all phases of fiscal planning and budgeting, especially with regard to large-scale or branch-wide projects or initiatives.</p> <p><a href="#">SEC Recommendation</a> The AOC must improve its fiscal decision making processes. The AOC must make a commitment to involve the Fiscal Services Office in all phases of fiscal planning and budgeting, especially with regard to large-scale or branch-wide projects or initiatives.</p>	ADOC interim report to the council at the February 2013 council meeting and final report at the meeting in June 2013.	In Progress	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.
92	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to report back on the budget and fiscal management measures implemented by the AOC to ensure that the AOC's fiscal and budget processes are more transparent.</p> <p><a href="#">SEC Recommendation</a> The budgeting process must become more transparent. Budget information must be readily available to the public, including online. Budget documents must provide understandable explanations and detail concerning revenue sources, fund transfers, and expenditures.</p>	ADOC interim report to the council at the February 2013 meeting and final report at the June 2013 meeting.	In Progress	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
93	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the budget and fiscal management measures implemented by the AOC enable the Finance Division to improve the timeliness of processing contracts to better serve courts, contractors, vendors, and others.	Interim report to the council on the changes in progress by the February 2013 council meeting.  Final report on measures taken to implement a new approach to the budget process, by June 2013 council meeting.	In Progress	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.
<u>SEC Recommendation</u>				
This division must make a commitment to processing contracts in more timely fashion, with an eye toward better serving courts, contractors, vendors, and others.				
94	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Finance Division must assess its workload needs, especially in light of legislation on court security and auditing functions being assumed by the State Controller's Office, so that any necessary adjustments in staffing positions can be made.	ADOC to report to the council at the June 2013 council meeting.	In Progress	Staffing assessments are ongoing. Some staffing adjustments have already occurred in the budget unit of the Fiscal Services Office to better align resources with workload. The level of audit resources required is still being evaluated given that the limited scope audits to be performed by a state entity (TBD) haven't yet begun.
<u>SEC Recommendation</u>				
The Finance Division must assess its workload needs, especially in light of legislation on court security and auditing functions being assumed by the State Controller's Office, so that any necessary adjustments in staffing positions can be made.				

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#	Directive *	Timeline	Status	Status Updates
95	E&P recommends that the Judicial Council support SEC Recommendation 7-31 with no further action as the unit has been eliminated through the AOC's initiatives to reduce costs and downsize its workforce and operations.  <a href="#">SEC Recommendation</a> The need for a Strategic Policy, Communication, and Administration Unit should be reevaluated by the Chief Administrative Officer and, most likely, be eliminated.	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
96	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-32 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.  <a href="#">SEC Recommendation</a> Consistent with recent consolidation of this division, the HR function should no longer be assigned stand-alone division status in the AOC organizational structure and should be combined with other administrative functions, reporting to the Chief Administrative Officer in the AOC's Administrative Services Division.	Interim and incoming ADOC to present organizational proposal the council at the 8/31/12, meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
97	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-34 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>The current number of higher-level positions in the HR Division should be reduced, as follows:</p> <p>(a) The Division Director position should be permanently eliminated as the HR function should no longer be a stand-alone division.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
97.1	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-34 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>The current number of higher-level positions in the HR Division should be reduced, as follows:</p> <p>(b) The number of manager positions should be reduced from five to three, with some of the resulting resources allocated to line HR functions.</p>	ADOC to make a proposal based on the classification and compensation study.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
97.2	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-34 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>The current number of higher-level positions in the HR Division should be reduced, as follows:</p> <p>(c) One of the three Senior Manager positions is vacant, a vacancy that should be made permanent by reallocating managerial responsibilities to the two filled Senior Manager positions.</p>	Completed. This Division has 2 senior manager positions.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
98	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to report back on the progress and results of staffing changes being implemented in the Human Resources unit as part of the AOC's internal restructuring process.</p> <p><a href="#">SEC Recommendation</a></p> <p>The current number of higher-level positions in the HR Division should be reduced, as follows:</p> <p>(d) With the elimination of the positions discussed above, consideration should be given to redirecting the resources from those positions to support vacant HR analyst positions that can be assigned work needed to help reestablish effective HR policies and practices in the AOC.</p>	ADOC to report to the council on the results and status of AOC restructuring at the February 2013 council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
99	E&P recommends that the Judicial Council support SEC Recommendation 7-42 with no further action, as the issues have been resolved.  <a href="#">SEC Recommendation</a> The Administrative Director should resolve any remaining issues that have existed between the HR Division and Office of General Counsel, including by redefining respective roles relating to employee discipline or other HR functions.	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
100	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-43 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.  <a href="#">SEC Recommendation</a> The committee recommends that the functions of this division be placed under a unit titled Information and Technology Services Office, combined with any remaining functions of CCMS. The office should report to the Chief Administrative Officer of the Judicial and Court Administrative Services Division. The IS Manager position should be compensated at its current level.	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.

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#	Directive *	Timeline	Status	Status Updates
101	E&P recommends that the Judicial Council support SEC Recommendation 7-44 and direct the council's Technology Committee to reexamine technology policies in the judicial branch to formulate any new branch-wide technology policies or standards, based on the input, needs, and experiences of the courts and court users, and including cost-benefit analysis.	The Technology Committee to propose a timeline to return to the council to present its recommendations.	In Progress	The Technology Committee continues work to develop a unified, long-term plan to achieve funding stability for court technology. Following the October 23-24, 2012 Judicial Branch Technology Summit, the Chief Justice authorized the creation of a task force on judicial branch technology governance and strategy, to report to the Technology Committee. The Technology Planning Task Force will be comprised of Judicial Officers, Court Executive Officers, Court Information Technology Officers, and other stakeholders representing the trial and appellate courts, the State Bar, and the public. The charge of the task force is to 1) define judicial branch technology governance, 2) develop a strategic plan for technology at the Trial Court, Appellate Court, and Supreme Court level, and 3) develop recommendations for funding judicial branch technology. Work is also underway to streamline technology governance.
	<p><u>SEC Recommendation</u></p> <p>A reexamination of technology policies in the judicial branch must occur now that CCMS does not represent the technology vision for all courts. Formulation of any new branch-wide technology policies or standards must be based on the input, needs, and experiences of the courts, and including cost-benefit analysis.</p> <p>-----</p>			

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#	Directive *	Timeline	Status	Status Updates
102	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-45(a) with no further action, as the recommended staff reductions have occurred through the AOC's initiatives to reduce costs and downsize its workforce and operations.</p> <p><a href="#">SEC Recommendation</a> Especially with CCMS not being fully deployed, staff reductions in this division are in order, including:</p> <p>(a) Unnecessary CCMS positions should be eliminated.</p>	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
103	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-45(b) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a> Especially with CCMS not being fully deployed, staff reductions in this division are in order, including:</p> <p>(b) The total number of senior managers should be reduced.</p>	ADOC to make a proposal based on the classification and compensation study.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
104	E&P recommends that the Judicial Council direct that the Administrative Director of the Courts should review and reduce accordingly the use of temporary employees, consultants, and contractors.	ADOC to report to the council at the June 2013 council mtg.	In Progress	For the month of December 2012, Information Technology Services has reduced all 5 temporary staff and reduced 0 contractor staff. As of January 1, 2013, Information Technology Services Office has 53.1 contractor staff, and continues to look for opportunities to reduce contractor staffing where possible.
	<p><u>SEC Recommendation</u></p> <p>Especially with CCMS not being fully deployed, staff reductions in this division are in order, including:</p> <p>(c) The use of temporary employees, consultants, and contractors should be reviewed and reductions made accordingly.</p> <p>.....</p>			

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#	Directive *	Timeline	Status	Status Updates
105	E&P recommends that the Judicial Council support SEC Recommendation 7-46 and direct the Administrative Director of the Courts, as part of AOC long term planning, to conduct a review and audit of all technology currently used in the AOC, including an identification of efficiencies and cost savings from the use of a single platform, and return to the council with a progress report on the findings.	ADOC interim report to the council by the December 2013 council meeting.	In Progress	The project team, assembled to evaluate the potential options for consolidation of the SAP, Oracle Financials, and PeopleSoft HR systems, documented the proposed approach along with milestones, timeframes, and other key information in a project charter for review with the project stakeholders in January. The team also continued to document the functions and processes that are currently implemented across the systems. The enterprise architecture team posted the approved technology standards for AOC-hosted applications and will use them in upcoming roadmap reviews with each application to identify compliance and mediation strategies. The roadmaps support ongoing planning efforts and optimize utilization of technology resources for the standard enterprise applications.
	<p><u>SEC Recommendation</u></p> <p>Different divisions in AOC operate from different technology platforms, including SAP used for the Phoenix system, Oracle, and CCMS. As part of a long range plan for the use of technology in AOC operations, the AOC should conduct a review and audit of all technology currently used in the AOC.</p> <p>Efficiencies and cost savings could result from the use of a single platform.</p> <p>.....</p>			

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#	Directive *	Timeline	Status	Status Updates
106	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-71 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
	<p><u>SEC Recommendation</u></p> <p>The Office of General Counsel should be renamed Legal Services Office, consistent with its past designation, and should be a stand-alone office reporting to the Administrative Director of the Courts. The Legal Services Office manager position should be compensated at its current level. The Legal Services Office should not be at the same divisional level as the Judicial and Court Operations Services Division or the Judicial and Court Administrative Services Division. The Chief Counsel, manager of the Legal Services Office, should not be a member of the Executive Leadership Team.</p> <p>.....</p>			

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#	Directive *	Timeline	Status	Status Updates
107	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(a) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(a) In addition to the General Counsel, there are nine management level attorney positions in the Legal Services Office, including the Assistant General Counsel, three Managing Attorneys, and five Supervising Attorneys. This is an excessive number of management positions, which should be reduced. The position of Assistant General Counsel position could be eliminated. One managing attorney could be assigned to manage each of the two major functional components of the division, house counsel, and Judicial Council services, with each managing attorney reporting directly to the Chief Counsel.</p> <p>.....</p>	<p>ADOC to make a proposal based on the classification and compensation study.</p>	<p>Not Started</p>	<p>The classification and compensation study will provide for the analysis of all manager and supervisor classifications within the organization. A report of available options regarding the study's implementation will be submitted to the Judicial Council for their consideration in February.</p>

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#	Directive *	Timeline	Status	Status Updates
108	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-72(b) and direct the Administrative Director of the Courts to direct implementation of fundamental management practices to address underperformance of staff members and provide better supervision and allocation of work.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(b) Despite the large number of management positions, management systems and processes are particularly lacking in the Legal Services Office. Implementing fundamental management practices to address the underperformance of staff members and provide better supervision and allocation of work should produce efficiencies that can result in reductions.</p> <hr/>	<p>ADOC interim report to the council on the changes in progress by the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26,2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
109	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(c) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(c) A large number of Legal Services Office positions are dedicated to supporting the Judicial Council and its various committees and task forces. Assigning responsibility for coordinating the AOC's Judicial Council support activities to the Executive Office under the direction of the Chief of Staff will lead to efficiencies that should result in reductions of Legal Services Office positions dedicated to these activities.</p> <p>.....</p>	Interim and incoming ADOC organizational proposal to be presented to the council at the 8/31/12, meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
110	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-72(d) and direct the Administrative Director of the Courts to report to the council on measures to streamline and improve the AOC's contracting processes and reduce contract-related work performed by this office.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(d) Implementation of the recommendations designed to streamline and improve the AOC's contracting processes should reduce contract-related work performed by the Legal Services Office.</p> <hr/>	Final report to the council at June 2013 meeting.	In Progress	This directive is being addressed through the AOC's ongoing contract process improvement efforts.

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#	Directive *	Timeline	Status	Status Updates
111	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72 (e) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed</p> <p><a href="#">SEC Recommendation</a></p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(e) The Legal Services Office has promoted and contributed to the "lawyerizing" of numerous activities and functions in the AOC. There are opportunities for work currently performed by attorneys in the Rules and Projects, Transactions and Business Operations, Real Estate, and Labor and Employment units to be performed by nonattorneys, resulting in efficiencies and possible staff reductions.</p> <p>.....</p>	ADOC to make a proposal based on the classification and compensation study.	Not Started	The classification and compensation study will provide for the analysis of all attorney classifications within the organization. A report of available options regarding the study's implementation will be submitted to the Judicial Council for their consideration in February.

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#	Directive *	Timeline	Status	Status Updates
112	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(f) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(f) Development and use of paralegal classifications, as found elsewhere in legal services throughout both the public and private sectors, could lead to the reduction of attorney positions in the Legal Services Office.</p>	<p>ADOC to make a proposal based on the classification and compensation study.</p>	Not Started	<p>The classification and compensation study will provide for the analysis of all attorney classifications within the organization. A report of available options regarding the study's implementation will be submitted to the Judicial Council for their consideration in February.</p>
113	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-73 with no further action. The telecommuting status of one position has ended and, as of September 7, 2012, the telecommuting status of the second position will end.</p> <p><a href="#">SEC Recommendation</a></p> <p>There currently are at least two positions in the Legal Services Office that violate the AOC's telecommuting policy. These should be terminated immediately, resulting in reductions. Nor should telecommuting be permitted for supervising attorneys in this division.</p>	<p>ADOC to report to the council with proposal for a revised policy at the 12/14/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
114	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the costs and benefits of allocating staff attorneys and resources to various advisory committees, task forces, and working groups.	On completion of the classification and compensation study and E&P's review of all council advisory bodies.	In Progress	During this reporting period, a combined meeting of Executive and Planning (E&P) and Rules and Projects (RUPRO) Committees was held on January 22 and 23, 2013, for the purpose of reviewing Annual Agendas and activities with Committee Chairs. Included in this review of Annual Agendas was a discussion with Committee Chairs on preliminary recommendations developed by E&P and RUPRO on potential consolidation/restructuring of committees and establishment of new committee oversight. Information was also provided regarding resource needs for AOC staff support for activities included in Annual Agendas. E&P and RUPRO will be meeting soon to discuss information obtained during the two-day meeting and will develop recommendations for council consideration regarding any proposed committee restructuring and activities for the coming year. AOC resources required to support any new committee structure and the related council-approved activities will be directly impacted by decisions made by the council. This information will be used in tandem with results of the AOC's classification and compensation study to assist the AOC in identifying appropriate resource needs and efficiencies for staffing council committees, task forces and working groups.

SEC Recommendation

As recommended elsewhere, the Judicial Council should assess the costs and benefits of allocating staff attorneys and resources to various advisory committees, task forces, and working groups.

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#	Directive *	Timeline	Status	Status Updates
115	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts, as part of the review of the AOC organizational structure, to review current responsibilities and clearly define the role of the Chief Counsel.</p> <p><a href="#">SEC Recommendation</a></p> <p>The role of the Chief Counsel should be redefined to reflect the primary role of providing legal advice and services, as opposed to developing policy for the judicial branch.</p>	<p>ADOC to make recommendations to the council at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>
116	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-77(a) and (d), and direct the Administrative Director of the Courts that the Office of the General Counsel should employ and emphasize a customer service model of operation, recognizing a primary goal of providing timely service and advice to its clients, including to internal clients in the AOC and to those courts that request legal advice or services from this office.</p> <p><a href="#">SEC Recommendation</a></p> <p>This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:</p> <p>(a) Most fundamentally, this division should employ and emphasize a customer service model of operation — recognizing a primary goal of providing timely service and advice to its clients, including to internal clients in the AOC and to those courts that request legal advice or services from this office.</p>	<p>ADOC to report back to the council at the February 2013 council meeting</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
117	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to adopt an operations model whereby attorneys generally are housed at one location with flexibility to adjust as necessary to meet court needs regionally, including regional demand for additional attorney support and smaller courts that have fewer staff for research and other legal services. The location where attorneys report to work should ensure proper supervision.</p> <p><a href="#">SEC Recommendation</a></p> <p>This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:</p> <p>(b) This office should adopt an operations model whereby its attorneys generally are housed at one location. This would eliminate nonsupervision of some attorneys, promote better and more regular supervision of staff attorneys, and promote better utilization of available skills.</p> <hr/>	<p>ADOC to report back to the council at the February 2013 council meeting.</p>	<p>Not Started</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
118	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts that the Office of the General Counsel service model should emphasize that time is of the essence when it comes to delivering advice and opinions to the courts; that recommendations and advice to courts should include a full range of options available to the courts; and that there must be a greater recognition that the AOC's interests may conflict with the specific interests of the courts. Clearer procedures should be put in place to safeguard the interests of individual courts in those instances when legitimate conflicts arise.</p> <p><a href="#">SEC Recommendation</a></p> <p>This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:</p> <p>(c) The service model should emphasize that time is of the essence when it comes to delivering advice and opinions to the courts; that recommendations and advice to courts should include a full range of options available to the courts; and that there must be a greater recognition that the AOC's interests may conflict with the specific interests of the courts. Clearer procedures should be put in place to safeguard the interests of individual courts in those instances when legitimate conflicts arise.</p>	<p>ADOC to report back to the council at the February 2013 council meeting.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
119	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to place emphasis on reducing bottlenecks for advice, contracts, and other projects. More effective tickler and tracking systems for opinions, contracts, and other documents should be put in place.</p> <p><a href="#">SEC Recommendation</a></p> <p>This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:</p> <p>(d) Emphasis must be placed on reducing bottlenecks for advice, contracts, and other projects. More effective tickler and tracking systems for opinions, contracts, and other documents should be put in place.</p>	<p>ADOC to report back to the council at the June 2013 council meeting.</p>	<p>In Progress</p>	<p>Legal Services Office has developed a new system for tracking workload of all legal services units and will implement the system on February 1, 2013, for a 3-month trial period. Feedback will be obtained during the 3-month period and reviewed. Further adjustments will be made as needed so that the tool is as effective and efficient to utilize as possible.</p>
120	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts that court users of legal services should be surveyed periodically to determine if such services are performed in a timely and satisfactory manner.</p> <p><a href="#">SEC Recommendation</a></p> <p>This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:</p> <p>(e) Court users of legal services should be surveyed periodically to determine if such services are performed in a timely and satisfactory manner.</p>	<p>ADOC to report back to the council at the June 2013 council meeting.</p>	<p>In Progress</p>	<p>The Executive Office will conduct survey activities in discharge of this directive.</p>

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#	Directive *	Timeline	Status	Status Updates
121	E&P recommends that the Judicial Council support SEC Recommendation 7-78 with no further action, as the issues have been resolved.	Completed	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
	<p><a href="#">SEC Recommendation</a></p> <p>The Administrative Director should resolve issues that have existed between the HR Division and OGC, including by redefining respective roles relating to employee discipline or other HR functions.</p>			
122	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to order an independent review of the Office of General Counsel's use, selection, and management of outside legal counsel to determine whether outside counsel is being utilized in a cost effective manner. Before initiating the independent review, the Administrative Director of the Courts must provide a proposal with options for conducting the review, including the associated costs.	ADOC to present a proposal with options to the council by the February 2013 council meeting, with a final report at the December 2013 meeting.	In Progress	Judicial Council report presented to the Judicial Council for consideration at the February 26, 2013, Judicial Council Meeting.
	<p><a href="#">SEC Recommendation</a></p> <p>The Judicial Council and/or Administrative Director should order an independent review of this office's use, selection, and management of outside legal counsel to determine whether outside counsel is being utilized in a cost-effective manner.</p>			

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#	Directive *	Timeline	Status	Status Updates
123	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-52 and implement the necessary organizational changes, contingent upon the council's approval of an organizational structure for the AOC.	Interim and incoming ADOC to present organizational proposal to the council at the 8/31/12, council mtg.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
<u>SEC Recommendation</u>				
The Office of Communications should remain in the Executive Office and under the direction of a Chief of Staff. The Office of Communications manager position should be placed at the Senior Manager level.				
124	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, to the extent that resources are available, that Office of Communication resources, including the Public Information Officer, should be made more available to furnish increased media relations services to courts requesting such assistance	ADOC to report to the council on the restructuring changes to this office at the February 2013 council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.
<u>SEC Recommendation</u>				
The resources of this office, including the Public Information Officer, should be made more available to furnish increased media relations services to courts requesting such assistance.				

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#	Directive *	Timeline	Status	Status Updates
125	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to return to the Judicial Council with an analysis, defining the necessary emergency response and security functions for the branch and a recommendation on the organizational plan for council approval.</p> <p><a href="#">SEC Recommendation</a></p> <p>7-54. There is no need for a stand-alone Office of Emergency Response and Security. Most necessary functions performed by the office can be reassigned and absorbed by existing units in the Judicial and Court Operations Services Division.</p> <p>7-55. The functions of this office should be refocused and limited to those reasonably required by statute or by the Rules of Court, primarily including review of security plans for new and existing facilities; review of court security equipment, if requested by the courts; and review of emergency plans.</p> <p>7-56. Reductions in this office are feasible. The office cannot effectively provide branch-wide judicial security and online protection for all judicial officers. Positions allocated for such functions should be eliminated. The Administrative Director should evaluate whether some activities undertaken by this office are cost effective, such as judicial security and online protection functions.</p>	<p>ADOC to provide an organizational analysis to the council at the 12/14/12, council meeting.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
126	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-84 with no further action, as the Bay Area, Northern Central, and Southern Regional Offices no longer have any direct regional office staff. The Northern Central Regional Office has been reorganized as the Trial Court Liaison Office reporting to the Executive Office.</p> <p><a href="#">SEC Recommendation</a></p> <p>The regional offices should cease to exist as a separate division within AOC. The BANCRO and SRO offices should close. Advocacy and liaison services provided to the trial courts should be provided through the office of Trial Court Support and Liaison in the new Executive Office.</p>	Completed. ADOC to report to the council on specific actions taken.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
127	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to renegotiate or terminate, if possible, the leases for space utilized by SRO and BANCRO. To the extent AOC staff from other divisions is assigned to work at leased space at the regional offices, the need for locating such staff in currently leased space should be reevaluated.</p> <p><a href="#">SEC Recommendation</a></p> <p>Leases for space utilized by SRO and BANCRO should be renegotiated or terminated, if possible, as such lease costs cannot be justified. To the extent AOC staff from other divisions is assigned to work at leased space at the regional offices, the need for locating such staff in currently leased space should be reevaluated.</p>	Completed. ADOC to update the council on the status of the leases at the 10/26/12, council meeting.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
128	<p>E&amp;P recommends that the Judicial Council support SEC Recommendation 7-86 and direct the Administrative Director of the Courts to provide the council with an update on organizational changes made with the elimination of the regional office staff.</p> <p><a href="#">SEC Recommendation</a></p> <p>While responsibility for essential services currently provided to courts through regional offices should be consolidated and placed under the direction of Trial Court Support and Liaison Services in the Executive Office, a physical office should be maintained in the Northern California Region area to provide some services to courts in the region.</p>	<p>Completed. ADOC to update the council on the status of the leases at the 10/26/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>
129	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider placing the significant special projects previously assigned to the regional offices under the direction of the Chief of Staff in the Executive Office, contingent upon council approval of the organizational structure for the AOC.</p> <p><a href="#">SEC Recommendation</a></p> <p>The significant special projects previously assigned to the regional offices should be placed under the direction of the Chief of Staff in the Executive Office.</p>	<p>Interim and incoming ADOC to present organizational proposal to the council at the 8/31/12, council meeting.</p>	Completed	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
130	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-47 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	ADOC to present organizational proposal to the council at the 8/31/12, council meeting.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
	<p><a href="#">SEC Recommendation</a></p> <p>TCAS should be made a unit under the Judicial and Court Administrative Services Division, reporting to the Chief Administrative Officer. The TCAS Manager position should be at the Senior Manager level.</p>			
131	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that, subject to available resources, trial court use of the Phoenix HR/Payroll functionality should remain optional to individual trial courts.	Ongoing	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
	<p><a href="#">SEC Recommendation</a></p> <p>The Phoenix Financial System is in place in all 58 superior courts; however, trial court use of the Phoenix HR/Payroll functionality should remain optional to individual trial courts.</p>			

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#	Directive *	Timeline	Status	Status Updates
132	<p>E&amp;P recommends that the Judicial Council determine whether to continue with the charge-back model whereby courts reimburse the AOC from their Trial Court Trust Fund allocations for the courts' use of the Phoenix financial system; and whether the Los Angeles court will be required to reimburse the AOC for use of the Phoenix financial system.</p> <p><a href="#">SEC Recommendation</a></p> <p>As policy matters, it is recommended that the Judicial Council determine whether to continue with the charge-back model whereby courts reimburse the AOC from their Trial Court Trust Fund allocations for the courts' use of the Phoenix financial system; and whether the Los Angeles court will be required to reimburse the AOC for use of the Phoenix financial system.</p> <p>.....</p>	<p>Trial Court Budget Working Group to propose a timeline to return to the council to present its recommendations.</p>	<p>Completed</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013, Judicial Council Meeting.</p>

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#	Directive *	Timeline	Status	Status Updates
133	E&P recommends that the Judicial Council support SEC Recommendation 7-50 and direct the Administrative Director of the Courts, as part of AOC long term planning, to conduct a review and audit of all technology currently used in the AOC, including an identification of efficiencies and cost savings from the use of a single platform, and return to the council with a progress report on the findings.	ADOC interim report to the council at the December 2013 council meeting.	In Progress	The project team, assembled to evaluate the potential options for consolidation of the SAP, Oracle Financials, and PeopleSoft HR systems, documented the proposed approach along with milestones, timeframes, and other key information in a project charter for review with the project stakeholders in January. The team also continued to document the functions and processes that are currently implemented across the systems. The enterprise architecture team posted the approved technology standards for AOC-hosted applications and will use them in upcoming roadmap reviews with each application to identify compliance and mediation strategies. The roadmaps support ongoing planning efforts and optimize utilization of technology resources for the standard enterprise applications.
<u>SEC Recommendation</u>				
As with the Information Services Division, the AOC should determine whether to continue use of multiple or overlapping technologies for similar functions, as using a single technology could result in efficiencies and savings, both operationally and in personnel cost.				
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134	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Trial Court Administrative Services division should continue to provide clear service-level agreements with respect to services provided to the courts.	Immediate implementation (Ongoing)	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
<u>SEC Recommendation</u>				
TCAS should continue to provide clear service-level agreements with respect to services provided to the courts.				
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#	Directive *	Timeline	Status	Status Updates
135	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-64 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.
<u>SEC Recommendation</u>				
The OCCM should be renamed Office of Court Construction and Facilities Management Services. The functions of this unit should be placed under the Judicial and Court Operations Services Division and reporting to the Chief Operating Officer. The manager of this unit should be compensated at the same level.				
136	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate and propose an approach to evaluate cost effectiveness for the entire scope of Office of Court Construction and Management operations.	ADOC interim update to the council at the June 2013 council meeting and final report at the December 2013 meeting.	Not Started	Work has not yet started on this item due to changes in the construction program. The changes that affect the program include the audit report prepared by Pegasus and reductions to the construction fund. Construction fund reductions include \$50 million on going, proposed payment of the Long Beach service fee, and the \$200 million redirection proposed for FY 13/14. Due to the organizational changes and the bifurcation of the former Office of Court Construction and Management into two offices, this scope of work will focus only on the capital program office.
<u>SEC Recommendation</u>				
A cost-benefit analysis of the entire scope of OCCM operations is needed.				

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#	Directive *	Timeline	Status	Status Updates
137	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-66 and, once organizational changes are made as approved by the Judicial Council, evaluate and make recommendations to the council on facilities maintenance program efficiencies, including broadening courts' responsibilities for maintenance of court facilities and for smaller scale projects.</p> <p><a href="#">SEC Recommendation</a></p> <p>The current facilities maintenance program appears inefficient and unnecessarily costly. The consultant report is necessary and should be considered part of a necessary reevaluation of the program. Courts should be given the option to assume responsibility for maintenance of court facilities and for smaller-scale projects.</p>	<p>ADOC interim update to the council at the June 2013 council meeting and final report at the December 2013 meeting.</p>	In Progress	N/A
138	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-67 and, once organizational changes are made as approved by the Judicial Council, evaluate and make recommendations to the Judicial Council regarding fiscal planning for facilities maintenance for new and existing facilities and revenue streams to fund increased costs for maintenance of court facilities.</p> <p><a href="#">SEC Recommendation</a></p> <p>Fiscal planning for facilities maintenance for new and existing facilities needs to become an immediate priority, and revenue streams to fund increased costs for maintenance of court facilities must be identified and obtained.</p>	<p>ADOC interim update to the council at the June 2013 council meeting and final report at the December 2013 meeting.</p>	In Progress	<p>Final draft agenda for 1/31/2013 - 2/1/2013 Trial Court Facility Modification Working Group meeting allocates a significant period of time to discuss appropriate areas of active Working Group oversight. Using a dual calendar as the Judicial Council may be the most appropriate approach. One objective of the meeting is to reach consensus on criteria to assist in categorizing consent versus discussion items in future meetings. Consent items may involve dissemination of status reports and updates on noteworthy events. Policy matters would suggest an active discussion on substantive that will most likely require Working Group and Council action.</p>

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#	Directive *	Timeline	Status	Status Updates
139	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts, once organizational changes are made as approved by the Judicial Council, to evaluate and make recommendations regarding staff reductions.</p> <p><a href="#">SEC Recommendation</a> Staff reductions appear feasible in light of the slowdown in new court construction and should be made accordingly. The Chief Operating Officer should be charged with implementing necessary reductions.</p>	<p>ADOC interim report on restructuring at the February 2013 council meeting.</p>	<p>In Progress</p>	<p>Activity Reporting and Proposal Form submitted to the Judicial Council for the February 26, 2013 Judicial Council Meeting.</p>
140	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the employment of temporary or other staff to circumvent a hiring freeze is not permitted. The Administrative Director must review all temporary staff assignments and eliminate those that are being used to replace positions subject to the hiring freeze. Temporary employees should be limited to periods not exceeding six months and should be used only in limited circumstances of demonstrated need, such as in the case of an emergency or to provide a critical skill set not available through the use of authorized employees.</p> <p><a href="#">SEC Recommendation</a> The use of temporary or other staff to circumvent the hiring freeze should cease.</p>	<p>Completion by June 2013</p>	<p>In Progress</p>	<p>The AOC has been addressing these issues as part of continuing restructuring efforts. The AOC is currently reviewing critical vacant positions necessary to maintain essential, core functions.</p>

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#	Directive *	Timeline	Status	Status Updates
141	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to review, as part of the AOC-wide review of its contracting processes, the contracting process utilized by the Office of Court Construction and Management.</p> <p><a href="#">SEC Recommendation</a></p> <p>The contracting process utilized by OCCM needs to be improved. This process should be reviewed as part of the AOC-wide review of its contracting processes.</p>	Completion by June 2013	Not Started	This directive will be addressed as part of the AOC's ongoing contract process improvement efforts.
142	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-80 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Office of Governmental Affairs should be placed in the Executive Office, under the direction of the Chief of Staff. The OGA Manager position should be at the Senior Manager level.</p>	Interim and incoming ADOC to present a proposal to the council, at 8/31/12, meeting.**	In Progress	AOC restructuring was implemented October 1, 2012, but this directive will not be fully implemented until after the AOC's organization-wide classification and compensation study is complete and the Administrative Director of the Courts presents a proposal for the compensation of Director positions based on the results of the study. The Administrative Director of the Courts has been directed to return to the Judicial Council in February 2013 with a plan and recommendation for the classification and compensation study.

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#	Directive *	Timeline	Status	Status Updates
143	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts that the Office of Governmental Affairs (OGA) should represent the interests of the judicial branch on the clear direction of the Judicial Council and its Policy Coordination and Liaison Committee (PCLC), and take steps to ensure that the PCLC is apprised fully of varying viewpoints of the courts, court executive officers, and judges before determining legislation positions or proposals.</p> <p><a href="#">SEC Recommendation</a></p> <p>The OGA should represent the interests of the judicial branch on the clear direction of the Judicial Council and its Policy Coordination and Liaison Committee. The Chief of Staff should take steps to ensure that the PCLC is apprised fully of varying viewpoints of the courts, court executive officers, and judges before determining legislation positions or proposals.</p>	Ongoing	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.
144	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts that attorney resources in the AOC be utilized to best leverage and draw on subject matter expertise, which may assist OGA as legislative demands may require.</p> <p><a href="#">SEC Recommendation</a></p> <p>The Administrative Director should direct that attorney resources in the AOC be utilized to best leverage and draw on subject matter expertise, which may assist OGA as legislative demands may require.</p>	Completed. ADOC will continue to monitor the deployment of expertise.	Completed	Activity Reporting and Proposal Form submitted to the Judicial Council for the October 26, 2012, Judicial Council Meeting.

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#	Directive *	Timeline	Status	Status Updates
145	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to propose to the council a process and policies for pursuing grants. The process should mandate a detailed impact analysis for every grant proposal, including consideration of all anticipated impacts on the workload and resources of the courts and the impacts to the AOC as a whole. Until a process of review and oversight is finalized, the Administrative Director of the Courts must approve the AOC's engagement in all grant proposals and agreements.</p> <p><a href="#">SEC Recommendation</a></p> <p>6-9. The Executive Leadership Team must develop and make public a description of the AOC's process for determining which grants to pursue. The process should mandate a detailed impact analysis for every grant proposal, including consideration of all anticipated impacts on the workload and resources of the courts and the impacts to the AOC as a whole. Only after such analysis should the Executive Leadership Team make a determination whether the AOC should pursue grant funding.</p> <p>7-5. The Judicial Council should exercise oversight to assure that grant-funded programs are undertaken only when consistent with predetermined, branch-wide policy and plans. The fiscal and operational impacts of grant-funded programs on the courts should be considered as part of the fiscal planning process.</p> <p>7-12. The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following.</p> <p>Excerpt:</p> <p>(f) The Fund Development Group concerns itself with training to obtain grants, seeking grants, and grant</p>	<p>ADOC to recommend to the council a process and policies for pursuing appropriate grants by June 2013.</p>	<p>In Progress</p>	<p>Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC which will be provided at a later date.</p>

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#	Directive *	Timeline	Status	Status Updates
	<p>reporting. As is the case with other divisions in the AOC, grants should be sought in accordance with well-articulated AOC-wide priorities, as established by the Judicial Council. The Administrative Director and the Judicial Council should develop written policies and guidelines that control the pursuit and acceptance of grants and other funding, including utilizing a cost-benefit analysis.</p> <hr/>			

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**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	1/28/2013
<b>PREPARED BY</b>	Patrick Farrales
<b>OFFICE NAME</b>	<u>Human Resources Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	14-18, 20, 81, 117
<b>JUDICIAL COUNCIL DIRECTIVE</b>	<p>14: E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to conduct a comprehensive review of the AOC position classification system as soon as possible. The focus of the review must be on identifying and correcting misallocated positions, particularly in managerial classes, and on achieving efficiencies by consolidating and reducing the number of classifications.</p> <p>15: The Administrative Office of the Courts must also undertake a comprehensive review of the AOC compensation system as soon as possible. The AOC must review all compensation-related policies and procedures, including those contained in the AOC Personnel Policies and Procedures Manual.</p> <p>16: The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following: (a) A comprehensive review of the classification and compensation systems should be undertaken as soon as possible, with the goal of consolidating and streamlining the classification system.</p> <p>17: The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following: (b) Priority should be placed on reviewing all positions classified as supervisors or managers, as well as all attorney positions, to identify misclassified positions and take appropriate corrective actions.</p> <p>18: The AOC must overhaul current practices for its classification and compensation systems. The AOC must develop and consistently apply policies for classification and compensation of employees, by actions including the following: (c) The manner in which the AOC applies its geographic salary differential policy (section 4.2 of the AOC Personnel Policies and Procedures Manual) should be reviewed and, if maintained, applied consistently.</p> <p>20: E&amp;P also recommends that the Judicial Council direct the Administrative Director of the Courts to assess the results of the compensation and classification studies to be completed and propose organizational changes that take into account the SEC recommendation 7-75 and the analysis of the classification and compensation studies.</p>

	<p>81: E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-20(b), taking into account the results of the classification and compensation studies to be completed.</p> <p>117: E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to adopt an operations model whereby attorneys generally are housed at one location with flexibility to adjust as necessary to meet court needs regionally, including regional demand for additional attorney support and smaller courts that have fewer staff for research and other legal services. The location where attorneys report to work should ensure proper supervision.</p>
<p><b>SEC RECOMMENDATION</b></p>	<p>14: The Executive Leadership Team must direct that a comprehensive review of the AOC position classification system begin as soon as possible. The focus of the review should be on identifying and correcting misallocated positions, particularly in managerial classes, and on achieving efficiencies by consolidating and reducing the number of classifications. The Chief Administrative Officer should be given lead responsibility for implementing this recommendation.</p> <p>15: The Executive Leadership Team must direct that a comprehensive review of the AOC compensation system be undertaken as soon as possible. All compensation-related policies and procedures must be reviewed, including those contained in the AOC personnel manual. AOC staff should be used to conduct this review to the extent possible. If outside consultants are required, such work could be combined with the classification review that is recommended above. The Chief Administrative Officer should be given lead responsibility for implementing this recommendation.</p> <p>16: The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following: (a) A comprehensive review of the classification and compensation systems should be undertaken as soon as possible, with the goal of consolidating and streamlining the classification system.</p> <p>17: The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following: (b) Priority should be placed on reviewing all positions classified as supervisors or managers, as well as all attorney positions, to identify misclassified positions and take appropriate corrective actions.</p> <p>18: The AOC must commit to overhauling current practices for its classification and compensation systems. The AOC then must develop and consistently apply policies for classification and compensation of employees by actions including the following: (c) The manner in which the AOC applies its geographic salary differential policy (section 4.2 of the AOC personnel manual) should be reviewed and, if maintained, applied consistently.</p> <p>20: The Administrative Director should make an AOC-wide assessment to determine whether attorneys employed across the various AOC divisions are being best leveraged to serve the priority legal needs of the organization and court users.</p> <p>81: The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p>



There are in excess of a dozen attorney positions in the Education Division in units such as Design and Consulting, and Publications and Resources, in addition to the Judicial Education unit. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to nonattorney classifications. In particular, education specialist positions are staffed by attorneys, a staffing practice that appears unnecessary.

117: This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:

This office should adopt an operations model whereby its attorneys generally are housed at one location. This would eliminate nonsupervision of some attorneys, promote better and more regular supervision of staff attorneys, and promote better utilization of available skills.

**RESPONSE (check applicable boxes)**

This directive has been completed and implemented:

 File Attachment

This directive is forwarded to the Judicial Council with options for consideration:

 File Attachment

Other:

A report of available options regarding the AOC classification and compensation study's implementation (Directive 19) will be submitted to the Judicial Council for consideration at the February 2013 council meeting. As such, Directives 14-18, 20, 81, and 117 are pending the council's decision on how to proceed with the AOC classification and compensation study. The study will provide for the analysis of all classifications within the organization with a comprehensive compensation review to follow the classification phase of the study.

 File Attachment








**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

**IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE**

**RESOURCES REQUIRED FOR IMPLEMENTATION**

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

PROCEDURES/

<b>POLICIES UPDATED OR DEVELOPED</b>	 File Attachment
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	 File Attachment
<input type="checkbox"/> <b>SAVINGS</b>	 File Attachment
<input type="checkbox"/> <b>COST</b>	 File Attachment
<input type="checkbox"/> <b>EFFICIENCIES</b>	 File Attachment
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	 File Attachment
<input type="checkbox"/> <b>OTHER</b>	 File Attachment
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	33
<b>JUDICIAL COUNCIL DIRECTIVE</b>	<p>E&amp;P recommends that the Judicial Council direct the Administrative Director of the Courts to report back on the budget and fiscal management measures implemented by the AOC to ensure that the AOC's fiscal and budget processes are transparent.</p> <p>The Administrative Director of the Courts should develop and make public a description of the AOC fiscal and budget process, including a calendar clearly describing how and when fiscal and budget decisions are made. The AOC should produce a comprehensive, publicly available midyear budget report, including budget projections for the remainder of the fiscal year and anticipated resource issues for the coming year.</p>
<b>SEC RECOMMENDATION</b>	<p>The AOC's fiscal and budget processes must be transparent. The Executive Leadership Team should require the Fiscal Services Office to immediately develop and make public a description of the fiscal and budget process, including a calendar clearly describing how and when fiscal and budget decisions are made. The Fiscal Services Office should be required to produce a comprehensive, publicly available midyear budget report, including budget projections for the remainder of the fiscal year and anticipated resource issues for the coming year. The Chief Administrative Officer should be given lead responsibility for developing and implementing an entirely new approach to fiscal processes and fiscal information for the AOC.</p>
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	

AOC staff will develop and post on the public website a midyear budget report.








Examples of new fiscal and budget processes being developed: Improving budget and allocation reports, such as adding local assistance funds so divisions/offices have a full picture of the budget they are accountable for; providing increased access to reports and financial systems so divisions/offices can more easily access fiscal data; and working to develop enhanced training options for AOC staff to ensure they are equipped with the knowledge and skills to appropriately manage their budgets.

 File Attachment

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>COST</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/>  File Attachment

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<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: 2/7/2013 <input type="text"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: 2/14/2013 <input type="text"/>

**ACTIVITY REPORTING AND PROPOSAL FORM****JUDICIAL COUNCIL DIRECTIVES  
AOC RESTRUCTURING**

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	35
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that budget and fiscal tracking systems be in place so that timely and accurate information on resources available and expenditures to date are readily available.
<b>SEC RECOMMENDATION</b>	Tracking systems need to be in place so that timely and accurate information on resources available and expenditures to date are readily available. Managers need this information so they do not spend beyond their allotments.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented:  <input type="checkbox"/> File Attachment	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:  <input type="checkbox"/> File Attachment	
<input checked="" type="checkbox"/> Other:  Budget expenditure information is readily available via the Oracle financial system to management team members and division/office budget liaisons. FSO staff will work to develop enhanced budget training. Targeted improvements include actions such as: *Budget staff will no longer "zero out" the remaining budget when preparing the monthly PSR. *Budget staff will not automatically move salary savings for vacant positions to the unallocated line item in the office's budget; the funding will remain in the PSR and may be moved at the request of the office. *Vacant positions are budgeted at mid-step salary (the prior process did not budget for vacant positions until filled).	

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<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
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<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
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**E&P REVIEW**

Executive and Planning Review Date:



## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING




<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	36
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that budget and fiscal information displays be streamlined and simplified so they are clearly understandable.
<b>SEC RECOMMENDATION</b>	Information displays need to be streamlined and simplified so they are clearly understandable.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
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<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>AOC is currently working to re-engineer the budget process, to include the display of fiscal information, to ensure that the information is clearly understandable.</p> <p>Examples include:            *Worked with the state Department of Finance to more clearly display trial court appropriation, allocations, and expenditure budgets.            *Eliminating unnecessary or redundant AOC fiscal reports.</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION</b>	

<b>DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
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<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**



<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	37
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the Finance Division track appropriations and expenditures by fund, and keep a historical record of both so that easy year-to-year comparisons can be made. This can be done by unit, division, or by program, whichever provides the most informed and accurate picture of the budget.
<b>SEC RECOMMENDATION</b>	The Finance Division (Fiscal Services Office) should track appropriations and expenditures by fund, and keep a historical record of both so that easy year-to-year comparisons can be made. This can be done by unit, division or by program — whichever provides the audience with the most informed and accurate picture of the budget.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
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<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>AOC staff are currently reviewing existing processes and procedures to determine what improvements can be implemented to meet the requirements of this directive.</p> <p>After the end of this fiscal year, FSO will review existing reports and develop a standard year-end summary to facilitate comparative year-to-year funding changes.</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
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<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	38
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that expenditures be split into those for state operations and local assistance (funds that go to the trial courts) so it is clear which entity benefits from the resources. State operations figures must be further broken down as support for the Supreme Court and Appellate Courts. The AOC should adopt the methodology of distributing the administrative costs among programs.
<b>SEC RECOMMENDATION</b>	Expenditures should be split into those for state operations and local assistance (funds that go to the trial courts) so it is clear which entity benefits from the resources. State operations figures should be further broken down as support for the Supreme Court and Appellate Courts. In most state departments, administrative costs are distributed among programs. The AOC should adopt this methodology.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
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<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>AOC staff are currently reviewing existing processes and procedures to determine what improvements can be implemented to meet the requirements of this directive.</p> <p>FSO will work with the state Department of Finance to further stratify expenditures to ensure clarity of how the funds were expended.</p> <p>With respect to the distribution of administrative costs, FSO will be evaluating methodologies employed by other state-funded entities to determine which method should be applied at the AOC.</p> </div>	

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<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
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<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
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<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<input type="text"/>	

**E&P REVIEW**

Executive and Planning Review Date:








**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	39
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the AOC schedule its budget development and budget administration around the time frames used by all state entities.
<b>SEC RECOMMENDATION</b>	The AOC should schedule its budget development and budget administration around the time frames used by all state entities. Assuming the budget for any fiscal year is enacted by July 1, the AOC should immediately allocate its budgeted resources by fund among programs, divisions, units.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented:  <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div>	
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<input checked="" type="checkbox"/> Other:  <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p>The AOC has been, and will continue to be, in compliance with timelines associated with the state budget development process, budget administration, and fiscal reporting.</p> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p>Procedures for this directive will be provided at an upcoming 2013 Judicial Council meeting. As part of these efforts, staff will consult with other state-funded entities regarding their respective budget development and administration activities.</p> </div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	



<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>SAVINGS</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>COST</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>OTHER</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: 2/7/2013
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: 2/14/2013

## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	41
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that, after the Governor's Budget is released in January, the AOC should present a midyear update of the judicial branch budget at the next scheduled Judicial Council meeting. All figures provided by the AOC should tie back to the Governor's Budget or be explained in footnotes.
<b>SEC RECOMMENDATION</b>	After the Governor's Budget is released in January, the AOC should present a midyear update of the judicial branch budget at the next scheduled Judicial Council meeting. This presentation should tie to the figures in the Governor's Budget so that everyone has the same understanding of the budget.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>AOC staff presented a midyear update on the judicial branch budget at the January 2013 Judicial Council meeting.</p> <p>Updates will be provided as necessary as developments occur in the budget process. For example, an update will be provided after the release of the Governor's May Revision.</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>




## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	44
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to require that the leadership team must develop and employ budget review techniques so that the budget of an individual unit is aligned with its program responsibilities.
<b>SEC RECOMMENDATION</b>	As part of the reorganization and downsizing of the AOC, the leadership team should employ budget review techniques (such as zero-based budgeting) so that the budget of an individual unit is aligned with its program responsibilities. In the future, there should be periodic reviews of units and or programs to make sure funding is consistent with mandated requirements.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">           This directive is being address through ongoing AOC restructuring efforts. This directive will be completed once core functions have been determined and agency activities prioritized.         </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>

<b>DATE</b>	
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>SAVINGS</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>COST</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>OTHER</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <u>2/7/2013</u>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <u>2/14/2013</u>




**ACTIVITY REPORTING AND PROPOSAL FORM****JUDICIAL COUNCIL DIRECTIVES  
AOC RESTRUCTURING**

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Diane Nunn
<b>OFFICE NAME</b>	Center for Families, Children & the Courts
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	51
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(a) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.
<b>SEC RECOMMENDATION</b>	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:  CFCC has a one-over-one management structure with a Division Director and an Assistant Division Director position. The Assistant Division Director position should be eliminated.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented:  <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:  <div style="border: 1px solid black; height: 15px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<input checked="" type="checkbox"/> Other:  An AOC classification and compensation study will provide for the analysis of all classifications within the organization. A report of available options regarding the study's implementation will be submitted to the Judicial Council for their consideration at the February 2013 Judicial Council meeting.  <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment </div>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION</b>	

<b>DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Diane Nunn
<b>OFFICE NAME</b>	<u>Center for Families, Children &amp; the Courts</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	52.1
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.
<b>SEC RECOMMENDATION</b>	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:  The CFCC has numerous grant-funded positions, including five in its Rules and Forms Unit. Implementation of our recommendations for the AOC's Grants and Rule-making Processes could result in some reductions in these positions.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented:  <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:  <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other:  An AOC classification and compensation study will provide for the analysis of all classifications within the organization. A report of available options regarding the study's implementation will be submitted to the Judicial Council for their consideration at the February 2013 Judicial Council meeting.	
<div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	





<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Diane Nunn
<b>OFFICE NAME</b>	<u>Center for Families, Children &amp; the Courts</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	53
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(d) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.
<b>SEC RECOMMENDATION</b>	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:  The CFCC has a number of positions devoted to research programs, as do other offices to be placed within the Judicial and Court Operations Services Division, presenting opportunities for efficiencies by consolidating divisional research efforts.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented:  <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 150px; margin-top: 5px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:  <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 150px; margin-top: 5px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other:  <div style="border: 1px solid black; padding: 5px;"> <p>Since the end of FY 10-11, the number of AOC employees in formal research classifications has declined by approximately 45%. To improve the efficiency and effectiveness of research in support of the Judicial Council and the courts, and consistent with Judicial Council Directives 53 and 72.1, all research analysts currently at the AOC have been consolidated into offices within the Judicial and Court Services Operations Division. Managers overseeing research in those offices began discussions in October and are preparing recommendations for a formal protocol to manage the workforce reduction and address staffing current and future research projects. A report of available options regarding the study's implementation will be submitted to the Judicial Council for their consideration at the April 2013 Judicial Council meeting.</p> </div>	

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<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<input type="text"/>	



**E&P REVIEW**

Executive and Planning Review Date:

**ACTIVITY REPORTING AND PROPOSAL FORM**


**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	2/11/2013
<b>PREPARED BY</b>	Diane Nunn
<b>OFFICE NAME</b>	<u>Center for Families, Children &amp; the Courts</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	56
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider reducing or eliminating various publications produced by the Center for Families, Children, & the Courts.
<b>SEC RECOMMENDATION</b>	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: (including) (g) CFCC staff members produce various publications. They should be considered for reduction or elimination.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>In response to this directive, oversight has been increased and staff and other resources have been reduced. New publications are limited to those developed at Judicial Council direction or approval of the publication in an advisory group's annual agenda. Advisory group members review plans and drafts of publications. Several publications have been discontinued, including the Journal of the Center for Families, Children, and the Courts. To save costs of printing and distribution, all publications, resources and tools are available online only. Exceptions require approval of a written justification. Updates to publications have been deferred. Summaries and links to publications developed by other agencies are provided, where available. Legislatively mandated publications are produced through temporary reassignment of staff or collaboration with other offices.</p>	
<div style="border: 1px solid gray; padding: 5px;">  <p>JCR#56 report 21113.docx Microsoft Office Word Document 20.5 KB</p> </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:	
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Other:

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 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	completed
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	_____


**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

<input checked="" type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<p>_____</p> <div style="border: 1px solid gray; padding: 5px; width: fit-content;">  <p>Judicial Council Directive #56 Publication Protocol.docx Microsoft Office Word Document 12.6 KB</p> </div>
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<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<p>_____</p> <p> File Attachment</p>
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<input checked="" type="checkbox"/> <b>SAVINGS</b>	<p>CFCC workforce reduction of 2 Sr. Research Analysts result in salary and benefits savings of \$234,826, funded by the Family Law Trust Fund. These savings are also included in the activity report for recommendation 59. In addition there is a savings in Printing and distribution costs of \$102,000.</p> <p> File Attachment</p>
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<input type="checkbox"/> <b>COST</b>	<p>_____</p> <p> File Attachment</p>
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<input type="checkbox"/> <b>EFFICIENCIES</b>	<p>_____</p> <p> File Attachment</p>
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In the past, CFCC printed and distributed over 100 publications per year to assist courts and court users. With the loss of funding and workforce reductions, CFCC lacks the ability to publish more than 10 per year and cannot update publications that are still needed by the courts and court

<input checked="" type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<p>users.</p> <p>With the elimination of two senior research analysts, CFCC is no longer conducting research, developing and producing publications on topics related to self-help programs, domestic violence, juvenile delinquency, and many areas of family law: including program evaluations, briefings and literature reviews on topics requested by Judicial Council committees and other judicial officers. Nearly all research publications are now funded by restricted grants.</p> <div style="border: 1px solid gray; padding: 2px; width: fit-content; margin-top: 10px;">  File Attachment         </div>
<input type="checkbox"/> <b>OTHER</b>	<div style="border: 1px solid gray; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid gray; padding: 2px; width: fit-content;">  File Attachment         </div>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

## **Judicial Council Directive #56 CFCC Publications**

**Directive 56.** E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider reducing or eliminating various publications produced by the Center for Families, Children, & the Courts.

**Corresponding SEC Recommendation No. 7-4:** CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: *(including)*

(g) CFCC staff members produce various publications. They should be considered for reduction or elimination.

### **Summary**

Publications and information resources produced by the Center for Families, Children & the Courts (CFCC) include mandated reports to the legislature, research briefings for judicial officers and court stakeholders, bench guides and other practice guidelines, and content designed for AOC and the California Dependency OnLine Guide (CalDOG) websites. CalDOG, which is used exclusively to access publications, has 2,000 visitors per month. The CFCC pages on the AOC website receive 1,300 visitors per month.

Consistent with the SEC recommendation and the Judicial Council directive, CFCC undertook an effort to reduce, to an absolute minimum, staff and funds used on print publications and to make information accessible through websites and other electronic means. CFCC has also created an information resource development protocol to insure that this change is institutionalized for future publications.

### **1. Workforce and costs reductions**

By streamlining publication development, shortening the material and delivering most of the information through summaries, briefings, and tools on the internet, staff time spent on publications has been substantially reduced. By eliminating most printed publications, the costs of design, editing, and reproduction have also been substantially reduced. Two senior research positions have been eliminated, resulting in a savings of salary and benefits of \$234,826. The total amount of Improvement and Modernization Funds supporting CFCC operational costs for publications stood at \$122,000 in fiscal year 2010-2011, and at \$20,000 in fiscal year 2012-2013, a decrease of 84 percent.

### **2. Operational Changes**

- With the elimination of two senior research analysts, CFCC is no longer conducting research, developing and producing publications on topics related to self-help programs, domestic violence, juvenile delinquency, and many areas of family law including:





program evaluations, briefing and literature reviews on topics requested by Judicial Council committees and other judicial officers. Nearly all research publications are now funded by restricted grants.

- New publications are limited to those developed at the Judicial Council's direction or its approval of the publication on an advisory group's annual agenda. Recent publications are focused on those that directly assist the courts and meet branch objectives. Advisory group members serve on teams that review the plans and drafting of publications.
- Discontinued publications include the Court Adoption and Permanency Resource Guide: A Handbook for California Courts Highlighting Adoption and Permanency Programs; Journal of the Center for Families, Children & the Courts; Improving Coordination of Cases Involving Children and Families, and Juvenile Best Practices Research Briefings.
- Publications, resources, and tools are available online only. CFCC's large conferences, including Beyond the Bench and the Family Law Education Programs, are now paperless. Judicial tools such as the popular guides to foster care eligibility law and research briefs developed to meet a specific need of the court are now available online only.
- Hard copies are made by exception only. An approved justification is required. Currently, the only exceptions are frequently requested by the courts in printed form. These include the popular Children's Activity Book, pocket guides for judges, and the Family Reunification Book. Print publications are now produced in a print-on-demand format and the number of copies is carefully monitored.
- Updates to popular publications have been deferred. These include Every Child, Every Hearing, Applying Collaborative Justice Principles and Practices, and Improving Coordination of Cases Involving Children and Families.
- Existing publications have been repurposed to focus on the immediate needs of judicial officers and other key stakeholders. Information resources are posted as a summary with links to publications developed by other agencies, where available.
- Legislatively mandated publications are produced as efficiently as possible through temporary reassignment of staff or collaboration with other offices. For example, the research and writing for Special Assessment of the Need for New Judgeships in Family and Juvenile Law was carried out in coordination with the judicial needs study and Judicial Council report led by the Office of Court Research, eliminating duplication of effort and greatly reducing staff costs.

<b>Publication Planning and Production Exemption Form</b>	
<i>You must submit this form for management approval before planning a publication: including research briefs, case summaries, bench guides, legislative reports and other documents.</i>	
Name:	
Proposed publication name	
Proposed publication purpose and description	
Audience	
Estimated staff time:	
Does this publication requires design/formatting?	
Does it require printed copies?	
• # printed copies	
• Estimated cost of printing and distribution	
• Funding source	
Justification why online posting is not sufficient	
Approvals:	<hr/> Supervisor/Date  <hr/> Manager/Date  <hr/> Director/Date

**ACTIVITY REPORTING AND PROPOSAL FORM****JUDICIAL COUNCIL DIRECTIVES  
AOC RESTRUCTURING**

<b>DATE</b>	2/11/2013
<b>PREPARED BY</b>	Diane Nunn
<b>OFFICE NAME</b>	<u>Center for Families, Children &amp; the Courts</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	59
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to propose an organizational plan for the Center for Families, Children, & the Courts that allows for reasonable servicing of the diverse programs mandated by statute and assigned to this division.
<b>SEC RECOMMENDATION</b>	CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: (j) Although staffing reductions in this division are feasible, any reorganization or downsizing of this division must continue to allow for reasonable servicing of the diverse programs mandated by statute and assigned to this division, including such programs as the Tribal Project program.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
<div style="border: 1px solid black; padding: 5px;">  <p>Rec 59 implementation Feb 11.docx Microsoft Office Word Document 16.9 KB</p> </div>	
<div style="border: 1px solid black; padding: 5px;">  <p>CFCC ORG PLAN 012913.doc Microsoft Office Word 97 - 2003 Document 102 KB</p> </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:	
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<div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment         </div>
<input checked="" type="checkbox"/> Other:
The Administrative Director of the Court is required to report to the Judicial Council at its February 2013 meeting.
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**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment         </div>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment         </div>
<input checked="" type="checkbox"/> <b>SAVINGS</b>	<p>Since the conclusion of fiscal year 2011-2012, the workforce of the Center for Families, Children, and the Courts has been reduced by 29 people, a reduction of nearly 30 per cent. (CFCC had been reduced by 32 positions but two critical positions were filled by internal recruitments and one critical position remains unfilled.) The overall savings in salaries and benefits is \$3,128,194 and rent is \$491,100. Per funding source, the savings in salaries and benefits is: Admin-General Fund - \$785,101; Comprehensive Drug Court Implementation Act (CDCIA) - \$80,311; Family Law Trust Fund - \$528,107; State Justice Institute (SJI) Grant - \$99,053; Federal Court Improvement Grant (Juvenile) - \$1,292,695; State Department of Social Services (JRTA program) - \$184,432; State Department of Child Support Services - \$109,458; and, Mental Health Fund - \$49,037.</p> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 10px;">  File Attachment         </div>
<input type="checkbox"/> <b>COST</b>	<div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">  File Attachment         </div>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<div style="border: 1px solid black; height: 20px;"></div>

	<input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

## **Implementation of Judicial Council Directive #59**

### **Judicial Council Directive #59:**

E&P recommends that the Judicial Council direct the Administrative Director of the Courts to propose an organizational plan for the Center for Families, Children, & the Courts that allows for reasonable servicing of the diverse programs mandated by statute and assigned to this division.

### **Corresponding SEC Recommendation:**

CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken:

(j) Although staffing reductions in this division are feasible, any reorganization or downsizing of this division must continue to allow for reasonable servicing of the diverse programs mandated by statute and assigned to this division, including such programs as the Tribal Project program.

### **Implementation of the Directive**

#### **1. Organizational restructuring**

On August 31, 2012, the Judicial Council approved a new organizational structure for the Administrative Office of the Courts proposed by the interim Administrative Director of the Courts and incoming Administrative Director of the Courts. The new organizational structure reduced the AOC Executive Team to four positions (Administrative Director, Chief of Staff, Chief Operating Officer, and Chief Administrative Officer) and realigned and renamed existing divisions into offices housed under one of three newly created divisions (Judicial Council and Court Leadership Services Division, Judicial and Court Operations Services Division, and Judicial and Court Administrative Services Division). The Center Families, Children & the courts is now an office in the Judicial and Court Operations Division. The approved organizational structure became effective on October 1, 2012. As noted in the implementation report describing this restructuring, the new AOC structure realizes efficiencies through consistent oversight, improved communication, streamlined decision-making, and clear designation of authority, responsibility, and accountability.

#### **2. Workforce reductions**

Since the conclusion of fiscal year 2011-2012, the workforce of the Center for Families, Children, and the Courts has been reduced by 29 people, a reduction of nearly 30 per cent.<sup>1</sup> The overall savings in salaries and benefits is \$3,128,194 and rent in is \$491,100. Per funding source, the savings in salaries and benefits is: Admin-General Fund - \$785,101; Comprehensive Drug Court Implementation Act (CDCIA) - \$80,311; Family Law Trust Fund - \$528,107; State Justice Institute (SJI) Grant - \$99,053; Federal Court Improvement Grant (Juvenile) - \$1,292,695; State Department of Social Services (JRTA program) - \$184,432; State Department of Child Support Services - \$109,458; and, Mental Health Fund - \$49,037.

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<sup>1</sup> CFCC had been reduced by 32 positions but two critical positions were filled by internal recruitments and one critical position remains unfilled.

### **3. Service supported by the new organizational plan for the Center for Families, Children & the Courts**

The new organizational plan for the Center for Families, Children & the Courts refocuses on mandates and core services in 6 areas: Family, Juvenile, Collaborative Justice and Mental Health, Self-Help and Access to Justice, Family Violence, and Tribal/State Programs.

Each area provides centralized services available to all courts (such as the Judicial Branch Online Self-Help Center, the California Dependency Online Guide, and multidisciplinary educational resources for judicial officers and that meet mandatory training requirements for court staff) as well as direct services offered locally upon request of judicial officers and court administrators (such as legal services, resources to support compliance with rules and code as well as mutual recognition of orders issued by tribal and state courts, financial administration, technical assistance with court operations, cost-benefit analysis, and management reporting, and assistance responding to cases involving domestic violence).

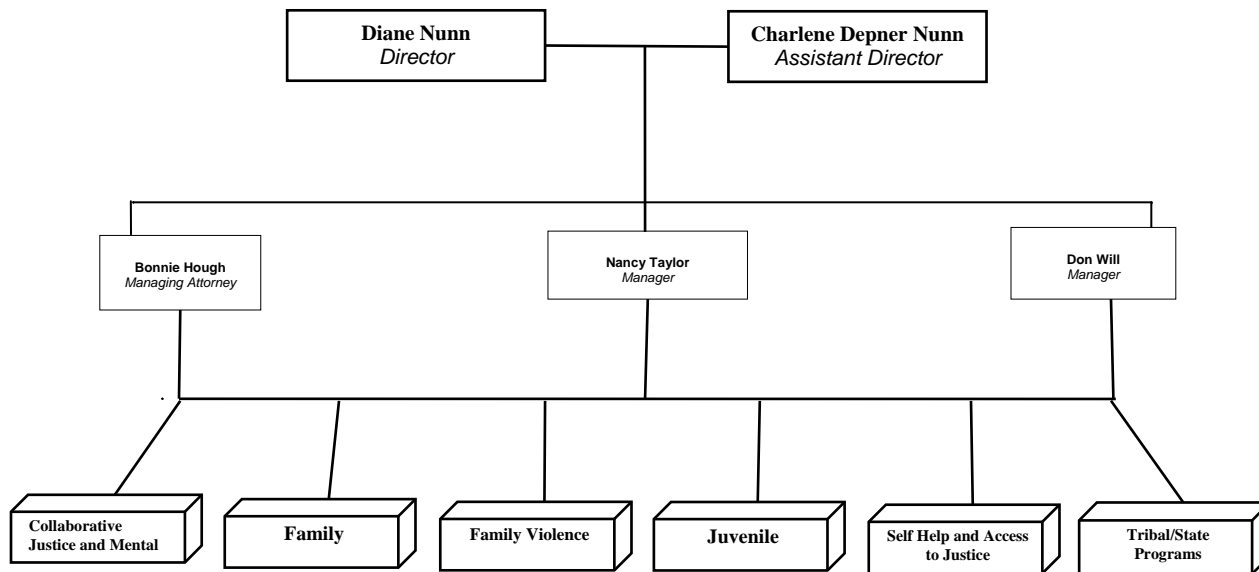
The center continues to administer funding and assistance to statewide programs that support child support commissioners and facilitators, services for self represented litigants, collaborative justice courts, and court appointed special advocates and court appointed counsel in dependency cases.



# ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS  
SERVICES DIVISION

CENTER FOR FAMILIES, CHILDREN & THE COURTS





**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	2/11/2013
<b>PREPARED BY</b>	Diane Nunn
<b>OFFICE NAME</b>	<u>Center for Families, Children &amp; the Courts</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	60
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider maximizing and combining self-help resources with resources from similar subject programs, including resources provided through the Justice Corps and the Sargent Shriver Civil Counsel program, and return to the council with an assessment and proposal.
<b>SEC RECOMMENDATION</b>	Self-represented litigants in small claims, collection matters, foreclosures, and landlord-tenant matters are frequent users of court self-help centers. A majority of self-help clients seek assistance in family law matters. Consideration should be given to maximizing and combining self-help resources with resources from similar subject programs, including resources provided through the Justice Corps and the Sargent Shriver Civil Counsel program.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>To achieve greater efficiencies and greater oversight, AOC organizational restructuring approved by the Judicial Council in August 2012 placed self help and similar programs in the Judicial and Court Operations Services Division. The programs are Justice Corps, Family Law Facilitators, Self-Help Centers, Model Self Help Programs, Family Law Information Centers, Self Help Assistance and Technology, Equal Access legal services and partnership grants, Shriver Civil Representation Pilots, California Courts Online Self-Help Center content. The Legal Services Office provides subject matter consultation in small claims, landlord-tenant matters, and other case types involving high proportions of self represented parties. A formal protocol for coordination of self help resources within the Judicial and Court Operations Services Division has been developed in order to optimize the effectiveness of the new organizational structure and to maximize efficiencies following the workforce reduction of 4 positions formerly dedicated to self help services in CFCC.</p> <p>With the reductions in workforce, in addition to working on self-help programs, remaining staff must also cover assignments in family, family violence, juvenile, and court operations special services.</p>	



Implementation of rec  
60.docx  
Microsoft Office Word  
Document  
18.1 KB

This directive is forwarded to the Judicial Council with options for consideration:

File Attachment

Other:

File Attachment

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

**IMPLEMENTATION  
DATE OR  
PROJECTED  
IMPLEMENTATION  
DATE**

**RESOURCES  
REQUIRED FOR  
IMPLEMENTATION**

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

**PROCEDURES/  
POLICIES UPDATED  
OR DEVELOPED**

File Attachment


**TRAINING  
UPDATED OR  
DEVELOPED**

File Attachment

**SAVINGS**

CFCC workforce reduction of 1 Sr. Attorney, 1 Sr. Court Services Analyst, and 2 Administrative Coordinators result in salary and benefits savings=\$463,912. Per funding source, the savings in salaries and benefits is: Admin-General Fund - \$309,476; and, Family Law Trust Fund - \$154,435. These savings are also included in the activity report for recommendation 59.

File Attachment

<input type="checkbox"/> <b>COST</b>	 File Attachment
<input type="checkbox"/> <b>EFFICIENCIES</b>	 File Attachment
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	 File Attachment
<input type="checkbox"/> <b>OTHER</b>	 File Attachment
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

## **Implementation of Judicial Council Directive #60**

### **Judicial Council Directive #60**

E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider maximizing and combining self-help resources with resources from similar subject programs, including resources provided through the Justice Corps and the Sargent Shriver Civil Counsel program, and return to the council with an assessment and proposal.

### **Corresponding SEC Recommendation**

Self-represented litigants in small claims, collection matters, foreclosures, and landlord-tenant matters are frequent users of court self-help centers. A majority of self-help clients seek assistance in family law matters. Consideration should be given to maximizing and combining self-help resources with resources from similar subject programs, including resources provided through the Justice Corps and the Sargent Shriver Civil Counsel program.

### **Directive #60 Assessment and Proposal**

Judicial Council Directive 60 requires the Administrative Director of the Courts is to return to the council with an assessment and proposal for maximizing and combining AOC's self-help resources with resources from similar subject programs. The AOC organizational structure adopted by council in August 2012 places all staff working on self-help and related programs in the same division. Additional consultation is provided by LSO staff. A formal protocol for resource coordination is proposed.

#### **1. Organizational Restructuring**

In order to realize greater efficiencies and effective oversight, AOC restructuring has placed resources for self-help and similar subject programs within the Judicial and Court Operations Division. On August 31, 2012, the Judicial Council approved a new organizational structure for the Administrative Office of the Courts, proposed by the interim Administrative Director of the Courts and incoming Administrative Director of the Courts. The new organizational structure reduced the AOC Executive Team to four positions (Administrative Director, Chief of Staff, Chief Operating Officer, and Chief Administrative Officer) and realigned and renamed existing divisions into offices housed under one of three newly created divisions (Judicial Council and Court Leadership Services Division, Judicial and Court Operations Services Division, and Judicial and Court Administrative Services Division). The approved organizational structure became effective on October 1, 2012.

#### **2. Workforce Reductions**

Workforce reductions in CFCC have eliminated four positions that worked on self-help and related programs. With these reductions in workforce, in addition to working on self-help programs, remaining staff must also cover assignments in family, family violence, juvenile, and court operations special services.

### **3. Coordination of Self-Help Resources**

Division self help staff work on multiple assignments in different self-help and related programs, including: self-help centers, model self help services, family law information centers, equal access legal services and partnership grants, family law facilitators, the Sargent Shriver Civil Representation Pilot Project, Justice Corps, the self-help website, and self help technology and assistance. These same staff also fulfill specific responsibilities in family, family violence, juvenile, and court operations services.

Self help staff consult with Legal Services Office for subject matter expertise on small claims, and Shriver Sargent Shriver Civil Representation pilot projects in housing, probate, and alternative dispute resolution services.

### **4. Communications and Coordination Protocol**


In order to optimize the effectiveness of the new organizational structure and to maximize the efficiency of remaining staff, the following formal protocol for communications and coordination of resources has been developed.

- 1) An email group has been established for this group to ensure that information of interest to all is shared easily, and that the various court groups that staff works with receive information that may be of interest to them across the spectrum of these services.
- 2) Staff will meet every two months to update each other on projects and to consider ways to provide additional assistance to the courts. Regular topics on the agenda will include:
  - a) General update on programs
  - b) Ideas for expansion of Justicecorps and other student service to self-help centers
  - c) Enhancing resources for courts who wish to use volunteers to supplement staff in self-help programs
  - d) Developing educational resources, conferences and training sessions for court staff to assist them in providing services
  - e) Technology projects that will assist self-help centers and self-represented litigants directly
  - f) Coordination of efforts to provide services to persons with limited English proficiency
  - g) Updates on program evaluation strategies including the evaluation mandated by the legislature for the Sargent Shriver Civil Counsel Act
  - h) Coordination with Judicial Council Advisory Committees and Task Forces on issues regarding self-represented litigants
- 3) Staff will coordinate on grant proposals, budget change proposals, and other efforts to increase resources for the branch to provide assistance to self-represented persons

**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	12/17/2012
<b>PREPARED BY</b>	Chad Finke
<b>OFFICE NAME</b>	<u>Court Operations Special Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	66
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council defer a decision on SEC Recommendation 7-12(b), pending a recommendation from the Trial Court Budget Working Group.
<b>SEC RECOMMENDATION</b>	The Promising and Effective Programs Unit functions are largely discretionary and should be considered for reduction or elimination, resulting in position savings. Consideration should be given to the following: (b) The Justice Corps Program should be maintained, with AOC's involvement limited to procuring and distributing funding to the courts.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>Since the date of the original SEC recommendation, the Promising and Effective Programs unit has been significantly reduced in size. One Administrative Coordinator II left as part of the AOC's Voluntary Separation Incentive Program. A Senior Court Services Analyst was transferred to the Court Interpreters Program to account for staff attrition in that latter group. With the cessation of the Kleps Awards Program, a Court Services Analyst was transferred to the Trial Court Leadership Services Group, to serve as staff to the Trial Court Presiding Justices Advisory Committee. And recently, a Staff Analyst I--one of the staff who support the JusticeCorps Program--announced her departure as well.</p> <p>As to the JusticeCorp Program, at its October 17, 2012 meeting the Trial Court Budget Working Group recommended an allocation of \$277,000 in FY 2012-13 from State Trial Court Improvement and Modernization Fund (STCIMF) to maintain that program. This represents an \$800 reduction over the previous fiscal year. These funds are distributed in their entirety to designated trial courts to defray costs associated with running the program at the court level. The Judicial Council approved the STCIMF recommendation related to JusticeCorps at its October 26, 2012 Business Meeting. (See attached, Item H.)</p>	
<div style="border: 1px solid black; padding: 5px;">  <p>jc-20121026-minutes.pdf Adobe Acrobat Document 4.97 MB</p> </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:	

<input type="button" value="File Attachment"/>
<input type="checkbox"/> Other:  
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**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	October 26, 2012
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	The only resources required are the staff time necessary to administer the JusticeCorps grant. Those staff currently are funded in part through the grant itself.

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> <b>SAVINGS</b>	<p>As noted above, a Staff Analyst I--one of the staff who support the JusticeCorps Program--recently left the AOC. The salary for her position, which was 0.60 FTE, was funded entirely through the JusticeCorps grant. The grant also funded 27% of the cost of her benefits. Thus, her departure resulted in General Fund savings to the agency in the amount of \$15,083, the cost of 63% of her benefits. In addition, her departure resulted in annual savings of \$41,203 from the JusticeCorps grant itself. With her departure and the decision not to fill that position, that amount will now be available in the grant for use by courts that participate in the program.</p> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
	<input type="text"/>

<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>



2. The council approved, with one abstention, moving forward on the 23 SB 1407 projects identified by the working group in accordance with the *Recommendations of Court Facilities Working Group on SB 1407 Projects*, attached.

The council also adopted the remainder of the working group recommendations:

3. The Los Angeles–Renovate Alfred J. McCourtney Juvenile Justice Center (Lancaster) project is to be forwarded to the council’s Trial Court Facility Modifications Working Group for consideration of funding.
4. AOC staff is directed to submit funding requests for the next phase of each SB 1407 project that is moving forward and requires FY 2013–2014 funding as presented in *Recommendations of Court Facilities Working Group on SB 1407 Projects* and to submit the annual update to the *Judicial Branch AB 1473 Five-Year Infrastructure Plan* for FY 2013–2014 to the state Department of Finance in order to implement this recommendation.
5. Authority will be delegated to the director of the AOC’s Judicial Branch Capital Program Office to make technical changes to FY 2013–2014 funding requests submitted to the state Department of Finance necessary to implement the recommendations above, subject to the review and approval of the chair of the Court Facilities Working Group.
6. The Courthouse Cost Reduction Subcommittee of the Court Facilities Working Group shall oversee and have direct implementation authority to mandate project cost reductions for all capital-outlay projects in design (preliminary plans and working drawings) managed by the judicial branch.
7. Adopt the findings and recommendations of the Pegasus Audit Report, with two caveats: the timeline of the implementation of the report’s recommendations be extended by six months, until July 16, 2013, and the task of creating and maintaining policies be centralized, to ensure they are consistent and current throughout all parts of the AOC’s Judicial Branch Capital Program Office.

#### **Item H Trial Court Special Funds: Allocations for Fiscal Year 2012–2013**

The Trial Court Budget Working Group recommended a one-time allocation of \$71.923 million from the State Trial Court Improvement and Modernization Fund (STCIMF) for various programs in support of the trial courts, including \$6.769 million related to the financial component of Phoenix Financial and Human Resources Services costs previously charged to trial courts, a one-time allocation from the Trial Court Trust Fund (TCTF) of \$58.836 million to offset reductions to trial court operations funding, and any revenue from the new \$30 fee for court reporting services in civil proceedings lasting under one hour be allocated to courts in the

amount that each court collected. In addition, in order to fully distribute the recommended TCTF allocation, the working group recommended that the council direct staff to seek additional expenditure that is subject to the approval of the Department of Finance and Legislature. The working group also asked the Judicial Council to consider delegating the authority to transfer STCIMF allocations during the year from one program or project to another, subject to any restrictions or conditions provided by the council.

**Council action**

The Judicial Council voted to defer action on Trial Court Budget Working Group (TCBWG) recommendations 1–3 until the council business meeting on January 17, 2013, pending availability of more complete information on projected revenues and expenditures for the current fiscal year.

In addition, the Judicial Council:

4. Allocated \$65.154 million in one-time funding from the STCIMF—recommended for various programs in support of the trial courts—and deferred action on the recommended allocation of another \$6.769 million related to the financial component of Phoenix Financial and Human Resources Services costs previously charged to trial courts, until the council’s January meeting, when relevant financial information is expected to be available. The council also directed the AOC to request the council for augmentations to the \$4.5 million Litigation Management Program allocation if needed;
5. Delegated to the Administrative Director of the Courts the authority to transfer STCIMF allocations approved by the Judicial Council for 2012–2013 from one program or project to another, subject to guidelines provided by the Judicial Council. The council approved the guidelines in TCBWG recommendations 6, 7, and 8 (below) and the additional guideline that the Administrative Director of the Courts exercise the authority to transfer funds in consultation with the Chair of the council’s Executive and Planning Committee.

Pursuant to the approval of the delegation of authority to the Administrative Director of the Courts, the council approved the following guidelines:

6. Limited the authority to transfer STCIMF allocations approved for 2012–2013 by the council from one program or project to another to 20 percent of the allocation of the program/project from which it will be transferred;
7. Directed the Administrative Director of the Courts to report back to the council after the end of 2012–2013 on any transfers of STCIMF allocations made between programs/projects and the rationale for any transfers; and

8. Directed the AOC to develop internal guidelines for the administration of the new State Trial Court Improvement and Modernization Fund.

#### **Item I Trial Court Trust Fund Allocations: 2 Percent Reserve**

The Administrative Office of the Courts submitted to the Judicial Council for its consideration recommendations and options on two applications for supplemental funding related to unavoidable funding shortfalls received from the Superior Court of California, Counties of Kings and San Joaquin. \$27.8 million was set aside in the Trial Court Trust Fund for FY 2012–2013, of which by statute only up to 75 percent or \$20.9 million may be allocated by the Judicial Council by October 31, 2012. Two courts qualified for supplemental funding under the council-approved criterion of having projected a negative fund balance for the current fiscal year. The total amount requested by these two courts was \$4.5 million; the total amount contributed by the two courts to the 2 percent reserve was \$536,232.

#### ***Council action***

1. For the supplemental funding request in the amount of \$2.29 million from the Superior Court of Kings County, the Judicial Council approved allocating a one-time supplemental funding distribution of \$94,000, the amount that the court contributed to the 2 percent reserve in FY 2012–2013, on two conditions:
  - a. The court must submit a written report on the use of the funding received and its fiscal situation as of June 30, 2013, to the Judicial Council by no later than August 1, 2013; and
  - b. The supplemental funding for urgent needs received by the court must be used for the purposes addressed in the court’s application, including keeping open a sufficient number of courtrooms, and providing other necessary services during FY 2012–2013 to meet the court’s obligation to adjudicate all matters, both civil and criminal, that come before the court.
  
2. For the supplemental funding request in the amount of \$2.21 million from the Superior Court of San Joaquin County, the Judicial Council voted, in a vote of 13 to 4, to defer the decision on allocating any one-time supplemental funding distribution until the court reports to the council on the use of the \$916,000 from the Trial Court Improvement Fund that the council approved as a five-year interest-free loan to the court on December 16, 2011, in response to the court’s emergency funding request.

#### **In Memoriam**



Chief Justice Cantil-Sakauye closed the meeting with a moment of silence to remember recently deceased judicial colleagues and honor their service to their courts and the cause of justice:

- Hon. John Alex (Ret.), Superior Court of California, County of Trinity
- Hon. Ronald Brown (Ret.), Superior Court of California, County of Mendocino
- Hon. Ollie Marie-Victoire (Ret.), Superior Court of California, County of San Francisco
- Hon. Donald McCartin (Ret.), Superior Court of California, County of Orange

**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	1/25/2013
<b>PREPARED BY</b>	Chad Finke
<b>OFFICE NAME</b>	<u>Court Operations Special Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	69
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the ADOC to evaluate the extent to which financial and personnel support for the Jury Improvement Project should be maintained, recognizing the high value of the project to the judicial branch, especially because jury service represents the single largest point of contact between citizens and the courts.
<b>SEC RECOMMENDATION</b>	The Jury Improvement Project is of high value to the judicial branch, especially as jury service represents the single largest point of contact between citizens and the courts. The Judicial Council should evaluate the extent to which financial and personnel support for the project should be maintained.  See recommendation 145 for Fund Development Group recommendation.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>On January 25, 2013, the Administrative Director signed a memorandum approving a staff recommendation to maintain the current level of staff support--1.0 FTE--for the Jury Improvement Program. A copy of that memorandum is attached.</p>	
<div style="border: 1px solid black; padding: 5px;">  <p>Memo closing directive 69.pdf Adobe Acrobat Document 237 KB</p> </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:	
<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
<div style="border: 1px solid black; padding: 5px;">  File Attachment         </div>	
<input type="checkbox"/> Other:	
<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	

<input type="button" value="File Attachment"/>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	1/25/2013
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	No new or additional resources are required for implementation. Historically, 1.0 FTE--a Senior Court Services Analyst--has been dedicated to the Jury Improvement Program, and the Administrative Director has approved continuing to support the program at that same level.
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	Staff support for the Jury Improvement Program will remain at the same historic level that it has been at, as discussed in full in the attached memorandum.  <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: 2/7/2013

**EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW**

<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: 2/14/2013 <input type="text"/>
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**Judicial Council of California**  
ADMINISTRATIVE OFFICE OF THE COURTS

455 Golden Gate Avenue • San Francisco, California 94102-3688  
Telephone 415-865-4200 • Fax 415-865-4205 • TDD 415-865-4272

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## MEMORANDUM

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**Date**

January 24, 2013

**Action Requested**


Please approve "completed" status for directive 69

**To**

Hon. Steven Jahr, Administrative Director of the Courts

**Deadline**

At your convenience

**From**

 Curtis L. Child, Chief Operating Officer
**Contact**
 Chad Finke, Director  
 Court Operations Special Services Office  
 415-865-8925 phone  
 chad.finke@jud.ca.gov

 Chad Finke, Director, Court Operations  
 Special Services Office
**Subject**
 Judicial Council Directive 69 Re Jury  
 Improvement Program
**Introduction**

The purpose of this memorandum is to request that you (a) approve maintaining the current level of staff support for the Jury Improvement Program, and (b) direct staff, during the next reporting cycle, to submit a "completed" status for directive number 69 of the directives given by the Judicial Council at its meeting of August 31, 2012, regarding restructuring of the Administrative Office of the Courts (AOC). That directive arose from a recommendation by the council's Executive and Planning Committee (E&P) which read, in its entirety, as follows:

E&P recommends that the Judicial Council direct the ADOC to evaluate the extent to which financial and personnel support for the Jury Improvement Project should be maintained, recognizing the high value of the project to the judicial branch, especially because jury service represents the single largest point of contact between citizens and the courts.

Hon. Steven Jahr  
January 24, 2013  
Page 2

### **Background and History of the Jury Improvement Program**

By way of background, the Judicial Council created the Jury Improvement Program (JIP) in 1995 to undertake improvements to all aspects of the jury system, including efficient juror utilization, care and treatment of jurors, citizen expectations about jury service, juror comprehension and education, and trial efficiency. Along with working directly with the courts to promote improvements in the administration and management of jurors, one continuing hallmark of the program is the staff support provided to a number of advisory groups charged by the council with providing policy recommendations for improving the state's jury system. The JIP grew from the work of the Blue Ribbon Commission on Jury System Improvement, created by the Chief Justice of California and the Judicial Council, with the State Bar of California and the California Judges Association as supporting sponsors. The commission, as directed, undertook a thorough and comprehensive review of all aspects of the jury system. The council's subsequent Task Force on Jury System Improvements (1998–2002) oversaw implementation of the commission's 60 recommendations. With the sunset of the Task Force's ongoing activities, its members urged that implementation efforts continue for certain recommendations that had not been successful, in particular rule-related proposals. This in turn led to the creation of the Steering Committee for Jury Rule Proposals, a committee of judicial officers formed in 2005 to oversee the comment and approval process for a number of jury-related rules of court adopted and approved by the Judicial Council in 2006.

Seeing a continued need to review jury management policies, the Trial Court Presiding Judges Advisory Committee (TCPJAC) and the Court Executives Advisory Committee (CEAC) formed a Joint Working Group on Jury Administration in 2007, which was staffed by JIP staff. Guided by the strategic and operational goals of the judicial branch, as well as the recommendations of the commission and task force, the working group was charged with developing recommendations and innovative strategies for TCPJAC and CEAC on issues including improving juror utilization and identifying effective juror sanction procedures. This resulted in the distribution of *Failure to Appear Toolkit: Increasing Jury Service Participation* to assist trial courts and a study with the National Center for State Courts *Juror Utilization in the Courts*, which contains a number of tools and recommendations related to summoning jurors.

More recently, the TCPJAC has formed a Jury Working Group drawing on JIP staff expertise to reexamine and make recommendations to reduce peremptory challenges and jury sizes in certain cases, with an eye toward legislative change.

### **Current Staffing Level and Work of the Jury Improvement Program**

The JIP, which is a part of the Promising and Effective Programs unit in the Court Operations Special Services Office, is currently and has historically been staffed the majority of the time by



Hon. Steven Jahr  
January 24, 2013  
Page 3

a single Senior Court Services Analyst, whose time generally is dedicated 100% to providing jury-related services,<sup>1</sup> including the following:

- Approximately 30 percent of the staffer's time is spent serving as the subject matter lead on Jury System Improvement issues and as a statewide point of contact for all 58 trial courts on jury issues; responding to internal and external requests for jury-related data and information—from Judicial Council, AOC, trial courts, and public. evaluation of jury-related court rules and practices, as well as newly enacted legislation pertaining to jury issues; developing, distributing, and promoting tools and resources relating to jury service for use by the trial courts; and acting as liaison to courts' Jury Education and Management (JEM) Forum of jury managers statewide.
- Approximately 20 percent is spent providing policy and fiscal analysis concerning recommendations regarding jury system improvement; conducting performance analysis to help determine program goals and next steps for jury improvement projects; maintaining annual, statewide database on key jury performance indicators; and preparing the annual Jury Data Report, which standardizes, collects, and analyzes fundamental measures of jury operations in the trial courts for transmission to the Legislature, the council, court leaders, and the public;
- Approximately 15 percent is spent collaborating with other offices within the AOC, including with Information/Technology Services to improve electronic jury management systems and jury websites in the trial courts; the Legal Services Office to assist courts with interpretation of court rules related to jury service; and the Fiscal Services Office concerning forecasting jury funding needs.
- Approximately 10 percent is spent providing staff support to jury-related advisory bodies, including the current Jury Working Group of the Trial Court Presiding Judges Advisory Committee, by performing ad-hoc research and consultation.
- Approximately 10 percent is spent working collaboratively with staff in the Office of Court Research to evaluate and report on Expedited Jury Trials, as directed by the California Legislature in AB 2284 (Stats. 2010, ch. 674).
- Approximately 10% is spent on ongoing development and maintenance of the jury web site.

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<sup>1</sup> On occasion, given the incumbent's expertise in research and analytical methodologies, some percentage of this staffer's time may be dedicated to special projects as required and directed. For example, given the importance of the work and its extreme time-sensitivity, she currently has been authorized to spend up to 40% of her time providing staff support to the Trial Court Funding Working Group.

Hon. Steven Jahr  
 January 24, 2013  
 Page 4

- Approximately 5 percent is spent supporting the trial courts during the annual Juror Appreciation Week.

The above tasks comprise the scope of work of 1.0 FTE, i.e., they do not require additional staff support to complete. It should be noted, however, that the nature of some of the above work is cyclical, hence the use of approximately percentages. For example, the annual Jury Data Report, the support for Juror Appreciation Week, and the work related to reporting on Expedited Jury Trials all require greater concentrations of effort at certain times of year. The other duties are on-going and can be scaled back and balanced as the cyclical duties require, again obviating the need at this time for additional staff support.

#### **Potential Future Projects for Jury Improvement Program Staff**

Subject to resource availability—including staff time and additional funding—there are additional jury-related projects that the JIP could undertake, including:

- **Dissemination of best practices re juror utilization.** In 2009, the Trial Court Presiding Judges Advisory Committee (TCPJAC) and Court Executives Advisory Committee (CEAC) Joint Working Group on Jury Administration (JWGJA) and the AOC commenced a statewide study of juror utilization in the courts. The results of that study could be disseminated to courts statewide in the form of best practices. Online trainings could be used as the mechanism to share the information learned as well as the tools developed.
- **Development of an online juror orientation program.** The Superior Court of Los Angeles County utilizes a Kleps Award-winning online juror orientation program, which offers individuals called to jury service daily an opportunity to complete jury orientation at their convenience and report later on their first day of service. Staff could work with trial court leaders to assess the feasibility of other courts using a similar system.
- **Preparation of jury orientation videos (including possibly updating the juror orientation film, *Ideals Made Real*).** In 2000/2001 the AOC developed a film called *Ideals Made Real*, which was designed to orient jurors appearing in person at a courthouse for jury service. That film could be updated and expanded to include information about the judicial branch, jury service, and how jury service contributes to the work of the judicial branch. Doing so would:
  - Provide an educational resource tool for the courts, jury managers and local public information officers to educate jurors;
  - Provide an educational resource for the courts and local public information officers to conduct outreach into their communities to build support for the local courts, promote

Hon. Steven Jahr  
January 24, 2013  
Page 5

a positive message about jury service and the work of the bench and the bar, and improve juror yield; and

- Provide an educational resource for the Administrative Office of the Courts to, among other things, build support for and promote the work of the trial courts, and advocate for the judicial branch as the third and co-equal branch of government.
- **Updating of jury deliberation pamphlet.** The pamphlet on jury deliberations is an educational pamphlet provided to jurors for purposes of jury deliberations. As resources allow, it should be updated to reflect current law and changes to the judicial branch leadership.

#### **Alternatives to Recommended Action**

As noted, this memorandum recommends that you direct that staffing for the JIP be maintained at the current level—one full-time Senior Court Services Analyst—and that, during the next reporting period, staff be directed to report a status of “complete” for Judicial Council directive number 69.

Alternatives for your consideration include reducing or increasing the number of staff dedicated to the JIP. Reduction would presumably entail reassigning some or all of the current JIP staffer’s time to other, more critical projects. In light of the fact that the council specifically acknowledged “the high value of the [Jury Improvement] project to the judicial branch” and the public, however, we do not recommend any reduction in the current level of staffing for the JIP. If some level of reduction is required in light of other critical AOC projects, we recommend that at least 50% of the current JIP staffer’s time remain dedicated to jury-related projects of benefit to the trial courts and the public.

Alternatively, you could direct that additional staff members be reassigned from their current duties to support the JIP. We have not recommended this option in light of current staffing shortages affecting all areas of the AOC, and because the current level of staffing historically has been sufficient to meet the critical needs of the courts. It also bears noting that as to the “potential future projects” identified above, the critical impediment to proceeding with those projects is a lack of funding; additional staff resources alone will not necessarily facilitate going forward with those projects.

Hon. Steven Jahr  
January 24, 2013  
Page 6

**APPROVAL**

(Please check one)

I approve the recommendation to maintain the current level of staff support for the Jury Improvement Program and direct that, during the next reporting cycle, staff submit a "completed" status for directive number 69 of the directives given by the Judicial Council at its meeting of August 31, 2012.

I approve \_\_\_\_\_

  
\_\_\_\_\_  
Hon. Steven Jahr, Administrative Director of the Courts

1/25/13  
\_\_\_\_\_  
Date

**ACTIVITY REPORTING AND PROPOSAL FORM****JUDICIAL COUNCIL DIRECTIVES  
AOC RESTRUCTURING**

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Maureen Dumas for Jody Patel
<b>OFFICE NAME</b>	<u>Executive Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	72
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7 - 11(a) and (b) and 7 - 14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
<b>SEC RECOMMENDATION</b>	7-11. COSSO's current level of approximately 74 positions (including those reassigned from the former regional offices as recommended in this report) should be reduced. To achieve the reduction the areas listed below should be reviewed and considered, and appropriate actions taken.  (a) COSSO should have a management structure that includes a Unit Manager, but the Assistant Division Director position should be eliminated.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented:  <input type="checkbox"/> File Attachment	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:  <input type="checkbox"/> File Attachment	
<input checked="" type="checkbox"/> Other:  An AOC classification and compensation study will provide for the analysis of all classifications within the organization. A report of available options regarding the study's implementation will be submitted to the Judicial Council for their consideration at the February 2013 Judicial Council meeting.  <input type="checkbox"/> File Attachment	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Chad Finke
<b>OFFICE NAME</b>	<u>Court Operations Special Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	72.1
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
<b>SEC RECOMMENDATION</b>	<p>COSSO's current level of approximately 74 positions (including those reassigned from the former regional offices as recommended in this report) should be reduced. To achieve the reduction the areas listed below should be reviewed and considered, and appropriate actions taken.</p> <p>The research functions and units of COSSO should be reviewed for possible consolidation with other research programs in the Judicial and Court Operations Services Division, presenting opportunities for efficiencies and position reductions.</p>
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other: <p>Since the end of FY 10-11, the number of AOC employees in formal research classifications has declined by approximately 45%. To improve the efficiency and effectiveness of research in support of the Judicial Council and the courts, and consistent with Judicial Council Directives 53 and 72.1, all research analysts currently at the AOC have been consolidated into offices within the Judicial and Court Services Operations Division. Managers overseeing research in those offices began discussions in October and are preparing recommendations for a formal protocol to manage the</p>	








workforce reduction and address staffing current and future research projects. A report of available options regarding the study's implementation will be submitted to the Judicial Council for their consideration at the April 2013 Judicial Council meeting.

 File Attachment

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
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<input type="checkbox"/> <b>SAVINGS</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>COST</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>
<input type="checkbox"/> <b>OTHER</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: 100%;">  File Attachment         </div>

**ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL**

<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
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EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Chad Finke
<b>OFFICE NAME</b>	<u>Court Operations Special Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	72.2
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendations 7-11(a) and (b) and 7-14 and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
<b>SEC RECOMMENDATION</b>	A significant number of COSSO staff members, such as those in the Administration and Planning unit, are assigned to various functions in support of the Judicial Council. The recommended consolidation of Judicial Council support activities under the direction of the Chief of Staff will present opportunities for efficiencies and resource reductions.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>In terms of size/personnel, the former Administration and Planning Unit now comprises only the Assistant Director and a single Court Services Analyst (CSA). In addition to assisting with overall management of the office, the Assistant Director currently is also providing direct supervision over the Court Interpreters Program in the wake of the departure of the former Supervising Analyst of that group. The Assistant Director and the single CSA are also responsible for administering and coordinating responses to requests for judicial administrative records under rule 10.500 on behalf of the Judicial Council, the AOC, and the appellate courts.</p> <p>With respect to the specific planning function, it is handled primarily by a single staff person, the Assistant Director of the Court Operations Special Services Office (COSSO), with assistance as needed from the Manager of the Promising and Effective Programs unit, which is also a part of COSSO. Because judicial branch planning is cyclical in nature, during the majority of each cycle those staffers are fully engaged in other functions within COSSO that are not related to planning. As such, reassigning them permanently to the Judicial Council and Court Leadership Services Division would require finding other tasks to occupy their time during the large part of the cycle not devoted to planning, and would also require backfilling their respective positions within COSSO.</p> <p>In light of the above, COSSO will continue to have lead staff responsibilities with respect to the development of a judicial branch strategic plan. However, those efforts will be conducted in close partnership with staff from the Judicial Council and Court Leadership Services Division. At the direction of the Chief of Staff, COSSO staff recently submitted a proposed planning timeline with an anticipated start date of April 2013. To ensure that the strategic plan is developed consistent with the branch's FY 2013-14 budget, that start date has since been tentatively pushed back to August 2013. Once the Executive and Planning Committee approves the timeline, staff from COSSO and the Judicial Council and Court Leadership Services Division will partner as direction to implement the planning process.</p>	



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<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; display: inline-block; padding: 2px 5px; margin-top: 5px;">  File Attachment         </div>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; display: inline-block; padding: 2px 5px; margin-top: 5px;">  File Attachment         </div>
<input checked="" type="checkbox"/> <b>SAVINGS</b>	<div style="border: 1px solid black; padding: 5px;">           Staff reductions in the Administration and Planning unit resulted in salary savings of approximately \$158,000.         </div> <div style="border: 1px solid black; display: inline-block; padding: 2px 5px; margin-top: 5px;">  File Attachment         </div>
<input checked="" type="checkbox"/> <b>COST</b>	<div style="border: 1px solid black; padding: 5px;">           Staff has not yet conducted a detailed cost estimate for the 2013 planning process. However, the direction from the Executive and Planning Committee has been for staff to propose as cost-effective process as possible that will still ensure wide-scale stakeholder participation.         </div> <div style="border: 1px solid black; display: inline-block; padding: 2px 5px; margin-top: 5px;">  File Attachment         </div>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; display: inline-block; padding: 2px 5px; margin-top: 5px;">  File Attachment         </div>

<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">  File Attachment         </div>
<input type="checkbox"/> <b>OTHER</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 5px;">  File Attachment         </div>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: 2/7/2013 <input style="width: 50px;" type="text"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: 2/14/2013 <input style="width: 50px;" type="text"/>

**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	1/25/2013
<b>PREPARED BY</b>	Dr. Diane Cowdrey
<b>OFFICE NAME</b>	<u>Center for Judiciary Education and Research</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	86
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Education Division should conduct true cost benefit analyses in determining the types of training and education it provides for new judicial officers and others, and to report to the council on the results. Analyses should include types, lengths, locations of programs, delivery methods, and the costs to courts.
<b>SEC RECOMMENDATION</b>	The Education Division should conduct true cost-benefit analyses — and not rely only on its own preferences — in determining the types of training and education it provides, including types, lengths, and locations of programs, delivery methods, and the costs to courts. This type of analysis should apply to training and education programs for new judicial officers.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other: <p>The Judicial Council had requested that CJER submit recommendations on the cost-benefit process at its December 14th meeting with a final report submitted to the Council at its April 2013 meeting. CJER requested a slight extension until the Council's January 17, 2013 meeting for its recommendations and that has now been moved to the February 2013 meeting. The final report will be submitted to the Council at its April 2013 meeting as originally directed.</p> <p>As the following narrative details, CJER's recommendations are to 1) increase oversight by the Governing Committee of CJER management with respect to determining the appropriate expenditures for developing education, 2) ensure validation by the Governing Committee of the analyses and recommendations of curriculum committees, and 3) provide Advisory Committee-level</p>	

oversight of cost effectiveness in the manner in which education is delivered while maintaining educational effectiveness.

In order to comply with Judicial Council directive #86, CJER recommends strengthening the "cost" side of the equation by making the following four changes to current process:

1. CJER staff will provide additional information on costs to the curriculum committees so they can analyze the relative delivery costs against the effectiveness of a particular delivery method for achieving stated educational goals and objectives.
- 2.. The Governing Committee and curriculum committees should examine costs in their selection of the types of delivery methods. It should include variables such as the lengths and locations of live programs, direct and indirect development costs and estimated costs to courts. (This job aid is to be developed.)
3. Staff should facilitate discussion among committee members about the effectiveness and costs of various delivery methods and should ensure that the benefits of more expensive methods are clearly documented for review by the CJER Governing Committee should the curriculum committee determine that a more costly delivery method is necessary to effectively achieve educational goals.

After the curriculum committees have conducted the cost-benefit analysis and made their prioritized recommendations to the Governing Committee, CJER staff will continue with the established practice of resourcing the prioritized committee recommendations to ensure the efficient delivery of as many of the committee recommendations as possible, with the available budget and staff resources.

An additional change to the current process would be to provide this same information on relative costs to the Governing Committee. In their meeting every two years to review a recommended education plan, CJER proposes that:

4. CJER Governing Committee members should 1) review the aggregate delivery and prioritization recommendations of the nine curriculum committees, 2) review and validate the appropriateness of the delivery methods recommended by the curriculum committees, and 3) validate staff recommendations regarding the overall deployment of CJER's resources in response to the educational needs identified by the committees.

## BACKGROUND

Currently, CJER employs a cost-effectiveness analysis, which is more applicable to the environment of developing and providing education. Cost-effectiveness analysis is a form of economic analysis that compares the relative costs and outcomes of two or more courses of action. Cost-effectiveness analysis is distinct from cost-benefit analysis, which assigns a monetary value to the particular outcome, which in this instance, would be the delivery of education. The Office of Court Research agrees with CJER's approach.

In both the cost-benefit analysis and cost-effectiveness analysis, the constant factor is cost. To that end, CJER can make changes to the current process of its education plan development that is conducted by the curriculum committees (and reviewed and approved by the CJER Governing Committee) to more fully include information on the relative costs of particular delivery methods. Such changes would provide financial information to the decision-makers regarding costs of the various education delivery methods currently available to CJER so that a more robust discussion could be had by each curriculum committee. The "effectiveness" side of the equation would be to examine the effectiveness of the various delivery methods and this is already being done by use of a job aid (attached) that outlines the appropriate delivery methods for a particular type of content (e.g., a webinar, a live program, an online course, etc.).







 File Attachment





 File Attachment

## TIMELINE AND RESOURCES FOR IMPLEMENTATION

**IMPLEMENTATION  
DATE OR  
PROJECTED**

April, 2013

<b>IMPLEMENTATION DATE</b>	
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	None projected at this time.
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input checked="" type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<p>Attached is CJER's current financial analysis procedure. This will be updated as a result of implementation of Judicial Council Directive #86, according to the proposed recommendations in the previous section.</p> <div data-bbox="500 573 818 772">  <p>86 JC rpt updated_1.22.2013.docx Microsoft Office Word Document 54.4 KB</p> </div> <div data-bbox="500 804 818 1066">  <p>Attach C_Education Delivery_Events and Products Standard Definition Table vSEC2.xls Microsoft Office Excel 97-2003 Worksheet 51.0 KB</p> </div> <div data-bbox="500 1098 818 1161">  File Attachment         </div>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<div data-bbox="500 1234 818 1297">  File Attachment         </div>
<input checked="" type="checkbox"/> <b>SAVINGS</b>	<p>Implementing a more rigorous cost effectiveness analysis and workflow process may enable CJER and the committees it serves to develop and deliver more education to the judiciary and the courts with reduced resources, while maintaining a focus on the effectiveness of the education provided. When provided with financial data on the costs of providing education in the various delivery methods, curriculum committees may still determine that a more costly delivery method is the most effective one to use.</p> <div data-bbox="500 1549 818 1612">  File Attachment         </div>
<input checked="" type="checkbox"/> <b>COST</b>	<p>The overriding purpose of this recommendation is to ensure that information on costs is being effectively provided to the appropriate decision-makers, and that each education program and product is effective in imparting the knowledge, skills, and abilities necessary.</p> <div data-bbox="500 1770 818 1833">  File Attachment         </div>
	To be determined.

<input type="checkbox"/> <b>EFFICIENCIES</b>	<div data-bbox="500 216 820 279" style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">  File Attachment         </div> <div data-bbox="500 306 820 369" style="border: 1px solid black; padding: 2px;">  File Attachment         </div>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<div data-bbox="500 384 1393 426" style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">To be determined.</div> <div data-bbox="500 443 820 506" style="border: 1px solid black; padding: 2px;">  File Attachment         </div>
<input type="checkbox"/> <b>OTHER</b>	<div data-bbox="500 520 1393 562" style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"></div> <div data-bbox="500 579 820 642" style="border: 1px solid black; padding: 2px;">  File Attachment         </div>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input data-bbox="1084 720 1328 751" type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input data-bbox="938 873 1182 905" type="text" value="2/14/2013"/>



## Center for Judiciary Education and Research (CJER) Current Resource Analysis Process

As a result of Judicial Council Directive #86, which relates to a cost-benefit analysis for education programs, the Center for Judiciary Education and Research (CJER) recommends a change in the way it creates the two-year education plan. The recommendations are to (a) increase oversight by the CJER Governing Committee of CJER management with respect to determining the appropriate expenditures for developing education, (b) ensure validation by the Governing Committee of the analyses and recommendation of Curriculum Committees, and (c) provide Curriculum Committees information on cost effectiveness in the manner in which education is delivered while maintaining educational effectiveness. In making these changes, it is useful to note the current process used by CJER.

### **Overview of Current Process**

The Center for Judiciary Education and Research (CJER) performs a resource (financial and staffing) analysis of every delivery method currently used. This includes the direct costs of producing each event (e.g., hotel and travel costs) as well as CJER's staffing resources (e.g., the capacity of staff to complete these projects) and a consideration of costs to courts. Decisions regarding which training to offer and how to deliver it properly rests with the nine Curriculum Committees, and ultimately, with the CJER Governing Committee as it develops, and in due course, approves its two year education plan. They determine the *benefit* of whether to offer education programs and products and which delivery methods would be most *effective*. CJER then conducts the financial and staffing analysis in order to see if these programs and products can be adequately resourced, after recommendations from curriculum committees have been submitted.

In developing the two-year education plan, curriculum committees are asked to recommend to the Governing Committee (a) a prioritized list of education programs and products for the two-year period, and (b) the recommended method(s) of delivery for those programs and products. Committees determine the best possible way to provide the education, based upon their understanding of the content, the audience, timing and need—in other words—how can this education be provided so that it is the most effective? Currently, CJER does not share the detailed financial analysis with the curriculum committees because their focus is not the resources available to CJER, but how to deliver the education in the most effective way. The financial and staffing analysis is conducted *after* committees make their recommendations and necessarily includes analysis of the aggregate work of the nine committees.

CJER does provide the committees with information regarding the *relative* costs of each method (e.g., a live statewide event is more expensive to deliver than a broadcast) as well as the *relative* benefit of each type of delivery (e.g., a live event is more *effective* educationally than a broadcast because it is a richer educational experience and allows for more interactivity). This general analysis was envisioned by the Governing Committee as part of the new model it approved (see excerpt in Attachment A).

### **Cost-Benefit Analysis: Determining Options and Resources Needed**

Delivery Methods Available. CJER currently utilizes seven distinct delivery methods:

1. Live face to face education, provided either statewide, regionally, or locally
2. Videoconferencing (primarily using equipment at the AOC and the Courts of Appeal)
3. Webinars
4. Online videos (filmed at programs or in the AOC studio, produced, and uploaded to the web)
5. Satellite broadcasts (transmitted from the AOC in San Francisco)
6. Self-paced online courses (produced at the AOC and uploaded to the web)
7. Publications (produced at the AOC and uploaded to the web, as well as mailed out)

Many of these methods are also combined to create a blended education product, which can be effective in reducing costs by reducing the live, face-to-face component of some programs and thereby reducing the most expensive component of the program.

In order to assist the committees in formulating their recommendations, CJER created a chart called ***Education Delivery Options*** for the Curriculum Committees to use in considering which delivery method worked best with particular content (see Attachment B). Armed with this information, the committees recommend and prioritize specific education content and preferred methods for delivering that education. CJER then performs a resource analysis on those recommendations to identify how many of the committees' recommendations can be implemented with the current financial and staffing resources available. This is done adhering as closely as possible to the committees' delivery recommendations, in the priority order they created. This analysis is conducted before the Governing Committee approves the final plan, so they are able to see how much can be produced and delivered, given the financial and staffing resources available to CJER.

Determining Financial Resources Needed. Once the Curriculum Committees provide their prioritized lists of education programs and products, CJER applies a *financial and staffing analysis for each delivery method* used, comprised of the following generic factors:

1. The direct General Fund costs to CJER for:
  - a. Staff lodging, meals, and travel
  - b. Additional costs associated with events and products
2. The direct IMF (for trial court products only) costs for:
  - a. Participant lodging and meals
  - b. Program costs such as printing, meeting room rental, equipment rental
  - c. Faculty lodging, meals, and travel
  - d. Satellite broadcast infrastructure
3. The staff resources available (CJER staff capacity)

Each delivery method has a very different impact on these factors. For example, a live statewide event, such as the Criminal Law Institute, would have financial costs in all of these categories (e.g., hotel costs for staff and judges, travel costs for judges, production of participant class materials, staff resources including an attorney, coordinator, secretary, AV and media production staff, and registration and conference services staff).

CJER also considers other indirect costs of the education that cannot be factored in, such as time away from the court for participants and travel costs for courts. Recent efforts to increase regional and local education, with the goal of reducing direct and indirect costs to courts, have been made despite the consequent increase for CJER in direct and staffing costs.

To assess the direct costs of items 1 and 2, above, CJER uses a document called the ***Standards Document*** (Attachment C, attached separately), which includes each of the variables related to a particular program or product in each category noted above. The first six pages of this document have been included for illustrative purposes. With this document, CJER can create an estimate of the General and IMF costs associated with a specific program or product, and this document is continually refined as new products are added to the list and make any modifications to the costs associated with each item.

For live programs, whether they are statewide, regional, or local, ***Contract Calculations*** (Attachment D, attached separately) are subsequently created to determine even more thoroughly the costs associated with programs.

Determining Staffing Resources Needed. Staffing costs are also determined as part of this financial analysis. When CJER first started using this new model, it had to be determined how much staff time it took to complete a particular program, broadcast or publication. To ascertain this, a ***Resource Analysis*** document was created and an excerpt is attached (Attachment E)

showing attorney and education coordinator work. For example for a statewide Institute, it was determined that it takes an education attorney approximately 80 hours for each day of an Institute to complete all of the tasks for that project, from recruiting the Institute workgroup, planning the course content with the workgroup, recruiting faculty, developing the actual course lesson plans with the faculty, and finally attending and monitoring the program. So for a two day Institute, it would take an attorney 160 hours or one month to complete it. Obviously this is not accomplished all at once and the attorney has other concurrent assignments, such as working on broadcasts, online videos, regional programs, etc. Contrast that with a local judicial education program where a court contacts CJER to schedule a local education program. This effort takes approximately 10 hours of the attorney's time per class because the course does not have to be designed from scratch; there is no workgroup to recruit and staff, etc.

After completing the first education plan using this process, it was determined that the information generated on staffing capacity by the resource analysis was very close to the more general practice which was used in the past (an attorney can complete a certain number of statewide programs, broadcasts, regional programs, etc. per year). Because of the close alignment with the two methods of determining available staffing resources, there was internal validation of the new method of resource analysis.

### **Information Provided to Curriculum Committees and Governing Committee**

As outlined above, CJER performs a detailed financial analysis of the various education methods used to deliver education to the judicial branch. This detailed budgetary analysis is not currently provided to either the Curriculum Committees or to the Governing Committee.

The Curriculum Committees are comprised of subject matter experts in various areas (e.g., criminal law, court administration) and their role is to provide direction on the content which ought to be developed and taught to their audiences. Because they are also experienced in education, they are familiar with the various delivery methods CJER employs when developing education products and they make recommendations on how that content ought to be delivered. Great deference is given to those delivery mechanism recommendations when the financial analysis is performed, and any changes made by staff as a result of the resource analysis are reviewed and approved by the curriculum committees. The committees prioritize their recommendations, which provide guidance on how to allocate CJER resources to these projects. And as mentioned already, the recently approved education plan for the next two fiscal years beginning July 1, 2012, contains all of the curriculum committees' priority 1 recommendations. Many priority 2 recommendations were not incorporated and no priority 3 recommendations were incorporated. This means that all of the Curriculum Committees' top

priorities (specific content and delivery method) were able to be accommodated, based on the current capacity of CJER staff and budgets.

The Governing Committee reviews the outcomes of the staff's resource analysis in the form of the proposed Education Plan. Staff explains for the Governing Committee's review the decision-making rationale associated with significant changes to committee recommendations and decisions regarding relative resource allocation between various committees.

### Summary

Analyzing CJER education products is a complex process involving the interplay of many cost and resource factors. It is coupled with CJER's responsibility to fulfill, as much as is feasible, the recommendations of the Curriculum Committees as well as the CJER Governing Committee. When Curriculum Committees consider the relative costs of various delivery methods, they may nevertheless determine that a relatively more expensive method is a priority and recommend that method specifically. Alternatively, they may state a more expensive method but also provide staff with guidance on considering less costly methods if necessary. Recommended changes in delivery method made by staff are reviewed and approved by the respective committee. The Governing Committee reviews the overall outcome of the resource analysis in the form of the proposed Education Plan and the rationale associated with its allocation of available resources between the areas of responsibility of the various committees. It also considers the overall approach to the delivery of education, including the strategic direction associated with ongoing development and implementation of cost effective delivery methods.

## Attachment A

Excerpt from “*Developing the Judicial Branch Education Plan: Objectives, Roles and Responsibilities*” approved by the CJER Governing Committee in November 2009, with highlighting added.

### Education Plan: Content and Delivery Analysis

The *Education Plan* (see **Attachment B**) describes the Curriculum Committee’s proposal for programs and products to be developed within a specific two-year period. To develop this plan, Curriculum Committees will review existing curriculum and update it as necessary by conducting a *content analysis*. This will ensure that all curricula will be reviewed on a regular basis affording the opportunity to change, add, or delete content and determine what content is essential and desirable for the audiences who require it. Each education plan will include the following:

1. Content analysis that identifies the essential content needed for each audience (new and experienced) within a curriculum area
2. Content analysis that identifies the desirable content needed for each audience (new and experienced) within a curriculum area<sup>1</sup>
3. Delivery analysis that proposes the delivery method (e.g., programs and products) for each content area, for the two year period, such as:
  - Live multi-day events for audiences new to a curriculum area (Overview courses, for example)
  - Live multi-day events for audiences experienced in a curriculum area (Institutes, for example)
  - Live single day events
  - Broadcasts, video conferences, webcasts, and other visual media
  - Online Courses
  - Written materials, such as bench guides, bench books, and other job aids
4. Recommendations of qualified faculty for each content area

The level of content analysis performed by the Committees will be on a macro-level. The analysis will include topics and areas that ultimately will be part of education events; however, the actual courses and specific products are not developed by the Curriculum Committees but by workgroups, which are discussed later in this document. Workgroups will also have the ultimate responsibility for selecting appropriate faculty for specific programs or products, although they will benefit from having recommendations from each Curriculum Committee.

*Delivery analysis* will occur after content analysis has been completed, and will result in categorization of all content for a specific audience into four types, with suggested delivery methods for the Curriculum Committee to consider. *NOTE: Content may fit into one or more categories.*

<sup>1</sup> Essential and desirable content has largely been identified in most of the existing curriculum areas.

- a. **Foundational Knowledge:** content that is basic and foundational to the learning of the broader and more complex subject matter - for example, terminology, rules, or resources. Or content that is primarily facts or prescribed process, such as process or procedures governed by rule or statute. Suggested delivery methods include:
- Online Self-Paced
  - Job Aid
  - Web based facilitated
  - Video
  - Face to Face
  - Broadcast
- b. **Skill-Based:** content that requires practice, discussion, analysis, and/or application - for example, problem solving, ruling on evidence, jury voir dire, or decision-making. Suggested delivery methods include:
- Face to Face
  - Video
  - Broadcast
  - Threaded Discussion
  - Post course work
- c. **Knowledge/Skills requiring interaction:** Content that is open to interpretation, fosters discussion, or involves new, innovative practices, and content that is best learned through shared experience - for example, fairness, ethics, public trust and confidence, handling the media or judicial independence. Suggested delivery methods include:
- Face to Face
  - Video Conference
  - Facilitated Video
- d. **Information needed on Ad Hoc basis:** Content that requires process or procedures requiring post course support. This includes content that is not accessed often enough for the learning to be reinforced through practice and/or that requires specific steps to be followed to be in compliance - for example, requirements under Title 4E Findings related to Foster care and Federal Funding, or handling habeas matters. Suggested delivery methods include:
- Job Aid
  - Online Self-Paced
  - Publication
  - Resource List

During this process, the Curriculum Committee can recommend faculty who have expertise in each subject area. Once the content has been organized by type, it is important to ascertain what, if any, education products already exist in each content area, and staff can easily identify and list those existing products (such as online courses, broadcast, publications and videos). After this has been completed, gaps can be determined and the Committee can then propose a two-year

delivery plan that will take advantage of the multiple delivery mechanisms available and that is best suited to the content and the respective audience.



## EDUCATION DELIVERY OPTIONS

**FACE TO FACE EDUCATION** –Courses are designed and delivered to encourage participants to interact with the content, and share experiences, expertise, challenges, concerns, and successes. This format is especially effective when interaction and immediate feedback are important.

Statewide: Opportunity to work with participants from across the state and learn from their varied experience. Often multiday programs and focused on mandatory education requirements. (Portions of these programs may also appear online in video format).

This delivery option is the most costly form of education per participant.

Regional: Focused on a tighter geographical area and content that can be covered in a one-day format. } Less costly than statewide

Local: Content delivered by courts internally or through the Local Court Initiative.

**ONLINE VIDEO**–Video for content that can be developed in short segments designed for focused and/or “just-in-time” learning. **(24/7)**

Lecture Series–Discrete topics delivered in primarily lecture format by one or more subject matter experts that last 30 minutes to 1 hour.

10 minute Mentor–This series consists of short topic videos presented by judicial officers who are experts in the areas they discuss.

Video Simulation Series–A series of short videos demonstrating techniques that participants can use to increase efficiency and effectiveness.

**BROADCAST**–Scheduled courses developed for delivery through the statewide satellite broadcast system and focused on specific audiences.

Live Broadcast–Content selected is may be either lecture/information based (short format) or skills based (1-2 hour format).

Individual & Facilitated Locally–Courses are repurposed for online desktop viewing and/or viewed by a group in a face-to-face course facilitated locally from DVD.

**SELF-PACED ONLINE** –Education that is designed for and housed online. These courses represent a range of complexity and interactivity. Content is generally stable, with limited updating requirements. Courses are designed for participants who are new to the content, or in need of a refresher. Additionally, online courses provide judicial branch audiences with a convenient reference for related statutes, rules, and forms. **(24/7)**

**PUBLICATIONS**– Bench Guides, Bench Handbooks, Benchbooks and Job Aids are resources written and updated by staff with review by workgroups. These are available in hard and/or soft copy online. **(24/7)**

**VIDEO CONFERENCE TRAINING**–Video Conferencing is linking two or more locations (up to 8) by two-way video, allowing participants to communicate with each other and faculty during the course. Best designed for small numbers in multiple locations and short formats (1-2 hours). Currently only available at the Appellate Courts and the AOC Regional Offices.

**WEBINARS**– Short for Web-based seminar. These are courses transmitted over the internet consisting of a shared group environment online which includes live audio and video communication with an audience that is in a remote location from the faculty. Webinars may include video, PPT, chat capability with faculty, faculty feedback, and polling for audience participation. (i.e. WebEx)

Each of these delivery options can be part of a blended learning plan. For example, a face-to-face course might require participants to complete an online course prior to attending the course or a webinar might follow a studio video as a way to engage the participants further to a deeper understanding of the content.

### INSTRUCTIONAL ACTIVITIES MATRIX\*

Grayed out boxes represent methods that are generally not compatible with corresponding activities.

Instructional Activities	Complex knowledge/skill building, interactive			Basic knowledge, limited skill development, one-way delivery			
	Face-to Face	Video Conference	Webinar	Online Video	Satellite Broadcast	Self-Paced Online Course	Publications
Case Studies/Hypotheticals	✓	✓	✓	✓	✓	✓	✓
Peer Presentations	✓	✓					
Role-Playing/Simulations	✓	✓					
Demonstration	✓	✓	✓	✓	✓	✓	
Writing	✓						
Small Group Discussions	✓	✓			✓		
Tests, Self-Assessments	✓	✓	✓		✓	✓	✓
Question & Answer	✓	✓	✓		✓		
Panels/Debates	✓	✓	✓	✓	✓		
Handouts/Course Materials	✓	✓	✓	✓	✓	✓	✓
Lecture	✓	✓	✓	✓	✓	✓	
Research							✓
Mentoring/Coaching	✓						
Brainstorming	✓	✓	✓				
Games/Responders	✓						
Job Aids	✓	✓	✓	✓	✓	✓	✓

**Complex knowledge/skill building, interactive, preferably smaller audience size.** Acquiring complex knowledge and/or skill building typically requires more formal instruction and/or mentoring with small numbers of learners. Face to face classes, live video/web conferences, and instructor-led online course are best suited for content that requires significant interaction between participants and instructor(s).

**Basic knowledge, one-way delivery, unlimited audience.** Basic knowledge and information can be learned on one's own by providing learners access to books, electronic resources, self-directed online courses job aids, etc. Satellite broadcast and lecture-type methods can also be used to deliver basic knowledge, particularly to large audiences where interaction between participants and instructor(s) is not critical to learning the content.

\* Adapted from 2001/2002 Distance Education Yearbook, Delivering Instruction at a Distance Using a Blended Approach, by Simone Conceicao-Runlee.

**Events & Products Standard Definitions Table (Partial). This is a working document.**

Specific Delivery Name	Product Type	Total learner overnights	Total Faculty overnights	Total Staff overnights	Event days each	Learner Lodging nights each	Total Learners	Total Faculty	Notes & Specific Characteristics	General Fund Estimates (incl staff travel)	Mod Fund Estimates (lodging & Meals. Add travel separately)
<b>Judicial Ed</b>											
Stand alone onsite Regional Judicial Ed Course San Francisco	Regional Offering (1 day, x faculty Overnights)	0	2	0	1	2	25	2	Typically half-day classes. May be held back to back. Full day and two-day classes require different calculations. No participant lodging is standard.		
Stand alone onsite Regional Judicial Ed Course AOC Sacramento	Regional Offering (X 1 day, x faculty Overnights)	0	2	0	1	2	25	2	Typically half-day classes. May be held back to back. Full day and two-day classes require different calculations for lodging and meals. No participant lodging is standard.		
Stand alone onsite Regional Judicial Ed Course AOC Burbank	Regional Offering (1 day, x faculty Overnights)	0	2	1	1	2	25	2	Typically half-day classes. May be held back to back. Full day and two-day classes require different calculations. No participant lodging is standard.		
Judicial College**,%,	Judicial College	1200	210	50	10	10	120	16.8			
Primary Assignment Orientations Week for new and experienced judges: Spring (combined with Criminal Assignment Courses: Spring)	Live Onsite Program (JCCC or Regional Office) (X days, X participant overnights, X faculty Overnights, X staff overnights)	304	85	5	Variable by subject. See notes	4	95	17	4 Orientation Courses. Exp Civil (20 people for 3 days), Criminal (30 people for 5 days), Family (20 people for 5 days), Traffic (20 people for 2 days)		

Specific Delivery Name	Product Type	Total learner overnights	Total Faculty overnights	Total Staff overnights	Event days each	Learner Lodging nights each	Total Learners	Total Faculty	Notes & Specific Characteristics	General Fund Estimates (incl staff travel)	Mod Fund Estimates (loding& Meals. Add travel separately)
Primary Assignment Orientations Week for new and experienced judges: Fall	Live Onsite Program (JCCC or Regional Office) (X days, X participant overnights, X faculty Overnights, X staff overnights)	400	85	5	Variable by subject. See notes	5	100	13.6	5 Orientation Courses. Juvenile Dep (20 people for 5 days), Criminal (30 people for 5 days), Family (20 people for 5 days), LJSCUD (20 people for 3 days) Probate (20 people for 5 days),		
Primary Assignment Orientations Week for new and experienced judges: Winter	Live Onsite Program (JCCC or Regional Office) (X days, X participant overnights, X faculty Overnights, X staff overnights)	440	90	5	Variable by subject. See notes	5	110	14.4	5 Orientation Courses. Juvenile Del (20 people for 5 days), Criminal (30 people for 5 days), Family (20 people for 5 days), Basic Civil (20 people for 5 days) Probate (20 people for 5 days),		
AB 1058 Primary Assignment Orientation (NEW: develop standard from actuals for first event)									1/2 day - Offered once per year in conjunction with CFCC Annual Training for 1058 Commissioners; 1 faculty 5-10 participants Required by Rule of Court – NEW in 2011.		
Criminal Assignment Courses week for experienced judges: Program 1 (date tbd)	Live Onsite Program (JCCC ) (X days, X participant overnights, X faculty Overnights, X staff overnights)	475	40	0	4	4	125	8	4 Courses: Basic Felony Sentencing (30 people for 2 days), Death Penalty Trials (20 people for 2 days), Advanced Capital Case Roundtable (20 people for 1 1/2 days <b>every other year</b> ), DV Selected Issues (25 people for 1 day),		

Specific Delivery Name	Product Type	Total learner overnights	Total Faculty overnights	Total Staff overnights	Event days each	Learner Lodging nights each	Total Learners	Total Faculty	Notes & Specific Characteristics	General Fund Estimates (incl staff travel)	Mod Fund Estimates (loding& Meals. Add travel separately)
Criminal Assignment Courses week for experienced judges: Program 2 (date tbd)	Live Onsite Program (Regional Office) (X days, X participant overnights, X faculty Overnights, X staff overnights)	236.8	25	8	4	4	74	8	5 Courses: Advanced Felony Sentencing (30 people for 2 days), Handling Sexual Assault Cases (25 people for 2 days), Death Penalty Trials (20 people for 2 days), Homicide Trials (30 people for 2 days), DV Selected Issues (25 people for 1 day),		
Probate Law Institute	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	192	8	10	3	2	120	3.2	Wed Noon - Fri Noon OR Mon Noon-Wed Noon		
Juvenile Law Institute	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	208	14	10	3	2	130	5.6	Wed Noon - Fri Noon OR Mon Noon-Wed		
Family Law Institute	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	224	32	10	3	2	140	12.8	Wed Noon - Fri Noon OR Mon Noon-Wed		

Specific Delivery Name	Product Type	Total learner overnights	Total Faculty overnights	Total Staff overnights	Event days each	Learner Lodging nights each	Total Learners	Total Faculty	Notes & Specific Characteristics	General Fund Estimates (incl staff travel)	Mod Fund Estimates (loding& Meals. Add travel separately)
Civil Law Institute	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	128	24	10	3	2	80	9.6	Wed Noon - Fri Noon OR Mon Noon-Wed		
Criminal Law Institute	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	224	40	10	3	2	140	16	Wed Noon - Fri Noon OR Mon Noon-Wed Noon. In B3 years, the Basic and Advanced Felony Sentencing Workshops are held associated with Crim. 1.5 days each. NOTE: CFCC DV course held the day before the event.		
Appellate Justices Institute	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	171.2	30	10	2	2	107	12	Wed Noon - Fri Noon OR Mon Noon-Wed Noon		
Appellate Justices Orientation	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	8	5	10	1	1	10	5	Held every other year typically associated and immediately prior to the Institute. May be held independently on site, however. Participant number varies based upon appointments.		

Specific Delivery Name	Product Type	Total learner overnights	Total Faculty overnights	Total Staff overnights	Event days each	Learner Lodging nights each	Total Learners	Total Faculty	Notes & Specific Characteristics	General Fund Estimates (incl staff travel)	Mod Fund Estimates (loding& Meals. Add travel separately)
Trial Attorneys Institute	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	280	11	10	2	2	175	4.4	Wed Noon - Fri Noon OR Mon Noon-Wed Noon		
Cow Counties Institute	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	112	15	10	2	2	70	6	Wed Noon - Fri Noon OR Mon Noon-Wed Noon. NOTE: CFCC DV course held the day before the event.		
Appellate Attorneys Institute	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	360	36	10	2	2	225	14.4	Wed Noon - Fri Noon OR Mon Noon-Wed Noon		
<del>Science and the Law Institute</del> <b>Advanced Issues and Topics</b>	Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	96	20	10	2	2	60	8	Will run on an 18-month cycle in the spring and fall. Next held in fall of 09. Will begin to incorporate Mental Health Issues previously addressed at Mental Health Institute.		

Specific Delivery Name	Product Type	Total learner overnights	Total Faculty overnights	Total Staff overnights	Event days each	Learner Lodging nights each	Total Learners	Total Faculty	Notes & Specific Characteristics	General Fund Estimates (incl staff travel)	Mod Fund Estimates (lodging & Meals. Add travel separately)
Exec/Branch Leadership Conf. (i.e. Sentencing Summit)	Live Offsite Program (more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)	800			2	2	500	0	Variable. One or two programs may be held. May be held in association with Court Management Institute. Typically held in even numbered years when B3 Conference is not held.		
Supervising Judges Institute	Live Onsite Program (JCCC or Regional Office) (X days, X participant overnights, X faculty Overnights, X staff overnights)	96	20	0	2	2	60	8	Locate in Southern Regional Office if it reduces travel costs for attendees		
Complex Civil Roundtable	Live Local Program (X days, X faculty, participant, and staff overnights)	4	4	1	1	1	36 (2x18)	3.2	Limited support in local court location. Unique reimbursement arrangements. Usually onsite at SRO.		
New Judge Orientation Session **	New Judge Orientation sessions	600	200	0	50	50	120	4	Number of events will vary depending on number of new appointees		
CORE 24: Skills and Strategies for Managers	Regional								3 day multi-regional program; 25-35 participants per session 3 X /year		



Specific Delivery Name	Product Type	Total learner overnights	Total Faculty overnights	Total Staff overnights	Event days each	Learner Lodging nights each	Total Learners	Total Faculty	Notes & Specific Characteristics	General Fund Estimates (incl staff travel)	Mod Fund Estimates (lodging& Meals. Add travel separately)
Qualifying Ethics 3 Course	Live Local Program(X days, X faculty, participant, and staff overnights)	0	2	1	1	1	1050 (35x30)		Number may vary per year depending upon the year of the cycle.		

\* See Notes

\*\*AOC pays for participant travel

% College learner overnights are calculated as 100% of the number of learners/

\$ Faculty travel cost is calculated as \$350 x 80% of the total faculty and is part of the Mod Fund Estimated cost

Other assumptions

1) participant overnights are calculated as 80% of total learners

Overnights cost either \$191 (offsite programs) or \$130 (onsite programs) and include lodging and group meals.

Total Leaner Overnights

Number of learners × .80 × learner lodging nights

Total Faculty Overnights

From contract calculations

Total Staff Overnights

From contract calculations

Total Learners

?

Specific Delivery Name	Product Type	Total learner overnights	Total Faculty overnights	Total Staff overnights	Event days each	Learner Lodging nights each	Total Learners	Total Faculty	Notes & Specific Characteristics	General Fund Estimates (incl staff travel)	Mod Fund Estimates (loding& Meals. Add travel separately)
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Total Faculty

Faculty overnights ÷ Learner lodging nights × .80

Staff Estimates

Staff overnights ÷ event days

Staff travel (\$350) \* 80% of staff

Mod Fund Estimates

Learner overnights \* cost (\$191 or \$130)

Faculty overnights \* cost ((\$191 or \$130)

Faculty Travel (\$350) \* number of faculty

General Fund Estimates

Total Staff overnights \* cost (\$191 or \$130)

Staff Travel (\$350) \* number of staff

	<b>Product Type</b>
1.	<b>Live Onsite Program (JCCC or Regional Office) (X days, X participant overnights, X faculty Overnights, X staff overnights)</b>
2.	<b>Live Offsite Program(less than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)</b>
3.	<b>Live Offsite Program(more than 25 miles) X days, X participant overnights, X faculty Overnights, X staff overnights)</b>
4.	<b>Live Regional Programs (ICM, Mgr Sup etc.) (note. Includes local ct ICM also) (X days, X faculty, participant and staff overnights)</b>
5.	<b>Live Local Program(X days, X faculty, participant, and staff overnights)</b>
6.	<b>Judicial College</b>
7.	<b>CCTI (two-1-week programs back to back)</b>
8.	<b>New Judge Orientation sessions</b>
9.	<b>Live Videoconference 1-4 Hours</b>
10.	<b>New Live Broadcast (simple) .5-2 Hours</b>
11.	<b>Encore Broadcast (from Tape) , .5-2 Hours</b>
12.	<b>Online: Studio Video Lecture on demand, Online: 10-Minute Mentor video, Online: Video simulations</b>
13.	<b>Online : Video lectures from live programs on demand</b>
14.	<b>Scripted Videos and complex broadcasts (Ed/Other AOC)</b>
15.	<b>Online Course: Synchronous Interactive/WebEx Webinar</b>
16.	<b>Online course: Asynchronous interactive/Moodle</b>
17.	<b>Online course: self-paced limited/Moodle</b>
18.	<b>Online course: Self-paced comprehensive workbook (New)</b>
19.	<b>Online course: Exercise/article</b>
20.	<b>New Bench Books/Handbooks (entire function)</b>

<b>21.</b>	<b>Updates to Electronic Bench Guides (CD-ROM) (Half of project or function?)</b>
<b>22.</b>	<b>Job Aids (simple)</b>
<b>23.</b>	<b>Updates to current Online course (entire function)</b>
<b>24.</b>	<b>Updates to current Bench Books (entire function)</b>
<b>25.</b>	<b>Updates to Current Bench Guides &amp; Bench Handbooks (entire function)</b>
<b>26.</b>	<b>New Judicial Bench Guide</b>

**Staff Resources**  
**Content Unit: Assumptions and Output Capacity**

Start with total work hours/year	2,080
Subtract 13 Holidays/year	104
To get total actual working hours/year	1,976
Deduct standard overhead of 20%	395.2
To get the net working hours/FTE/year	<b>1,580.8</b>

**Live events – divided into several categories**

Live statewide events with no staff serving as faculty. (new courses being developed.)	80 hours/event day
Live statewide events that also have faculty workshops.	85 hours/event day
Live events in which both staff and faculty teach, ICM and Core 40. (count once regardless of offerings.)	40 hours/event day
Fairness and Administrative Education offered locally. (Staff teaches these.)	40 hours/event day
Judicial education offered locally. (existing courses and faculty.)	10 hours/class
Regional Education (repeated three times, so count each unique course only once.)	80 hours/class
<b>Broadcasts</b>	80 hours/event
<b>Online courses</b>	120 hours/course
<b>Videos</b>	20 hours/video
<b>Publications/Job aids</b>	Other staff to complete, so very little time

**Available FTEs**

Judicial Education:	<b>12,646.4 hours/year</b>
6.5 Attorney FTEs	
1 Education Specialist	
Managing Attorney (.5 FTE)	
Admin. Branch Education:	<b>8,694.4 hours/year</b>
5 Education Specialists	
Manager (.5 FTE)	
Special Consultant:	<b>1,580.8 hours/year</b>
Senior Manager (.25 FTE):	<b>395.2 hours/year</b>

PDET Unit, Conference and Faculty Services: Assumptions and Capacity

Staff time admin overhead is standard, for the purpose of this analysis, at about 18% of each for meetings and other purposes (meetings, vacation, leave, sick, education & training, performance mgt., HR requirements, other)

10 coordinator staff perform production work and/or overhead tasks associated with production.

There is a total of **~9.55 Coordinator FTEs** because some staff work less than full time. **3.0 Secretary FTEs** support this work.

List of “overhead” tasks and percentages that are general functions that support all work (i.e. publicity) or not associated with education for the courts (i.e., AOC Ed) (**~3.55 FTEs**)

1. All Secretarial Work	2.50 Secretarial FTE
2. HREMS	0.57fte Coord
3. Publicity	0.20fte
4. Broadcast Administration work	0.10fte
5. Content Mgt.: Web content mgt	0 .025 (evolving to .25 with web redesign work?)
6. Content Mgt.: Requests fulfillment	0.02fte
7. Division Delivery Coordinator	0.20fte (evolving upwards to .5?)
8. AOC Ed	0.57fte
9. Lead support by Susan	0.15fte
10. Overall admin time at 18% +	1.72fte (18% of 9.55 Coord and 0.5 Sec fte)

**Sub Total ~3.55 Coordinator FTE, 3.0 Secretary FTE**

List of coordinator product development work. (**~6 FTEs**)

1. Broadcast production	.37fte
2. Video production	.13fte
3. Regional office program support (at current levels)	.85fte
a. ICM, ct staff, mgr/sup	
4. Offsite & onsite program support (at current levels)	2.75fte
Suzanne Renner	.25fte
Susan Carroll	.60fte
Debra	.82fte
Gricelda	.25fte
Jane	.48fte
Other as needed	.35fte
Sub total	2.75fte
5. Judicial College and NJOs	.60fte
6. CCTI (1 2-week program per year)	.20fte
7. Local Ct Ed and QE & appellate staff videoconf	.75fte
8. Online course dvlpt all types	.35fte

a. Publicity flyers 5%	.04
b. Judicial articles coding 5%	.04
c. Calendars 10%	.08
d. Reports 5%	.04
e. Updating courses (coding) 15%	.12
9. Print publications & job aids	
a. Publicity flyers 0-5%	.02
	<b>Sub Total ~6.0 Fte</b>
	<b>Total 9.55FTE</b>

**ACTIVITY REPORTING AND PROPOSAL FORM****JUDICIAL COUNCIL DIRECTIVES  
AOC RESTRUCTURING**

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	Fiscal Services Office
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	91
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure through the budget and fiscal management measures implemented by the AOC that the AOC's Finance Division is involved in all phases of fiscal planning and budgeting, especially with regard to large-scale or branch-wide projects or initiatives.
<b>SEC RECOMMENDATION</b>	The AOC must improve its fiscal decision making processes. The AOC must make a commitment to involve the Fiscal Services Office in all phases of fiscal planning and budgeting, especially with regard to large-scale or branch-wide projects or initiatives.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented:  <input type="checkbox"/> File Attachment	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:  <input type="checkbox"/> File Attachment	
<input checked="" type="checkbox"/> Other:  Directives 7-13, 21, 40, 91, and 145 have been combined as part of a broader review and policy discussion relating to the development of a cost-benefit analysis proposal for the AOC, which will be provided at a later date.  <input type="checkbox"/> File Attachment	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED</b>	






<b>IMPLEMENTATION DATE</b>	
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	92
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to report back on the budget and fiscal management measures implemented by the AOC to ensure that the AOC's fiscal and budget processes are more transparent.
<b>SEC RECOMMENDATION</b>	The budgeting process must become more transparent. Budget information must be readily available to the public, including online. Budget documents must provide understandable explanations and detail concerning revenue sources, fund transfers, and expenditures.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">           AOC staff are currently working to re-engineer the budget process, to include the display of fiscal information, to ensure that the information is clearly understandable.         </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<div style="border: 1px solid black; height: 15px; width: 100%; margin-top: 5px;"></div>

<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Bob Fleshman
<b>OFFICE NAME</b>	<u>Fiscal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	93
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to ensure that the budget and fiscal management measures implemented by the AOC enable the Finance Division to improve the timeliness of processing contracts to better serve courts, contractors, vendors, and others.
<b>SEC RECOMMENDATION</b>	This division must make a commitment to processing contracts in more timely fashion, with an eye toward better serving courts, contractors, vendors, and others.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px; width: fit-content;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px; width: fit-content;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">           This directive is being addressed through the AOC's ongoing contract process improvement efforts. Some examples of improvement efforts include procurement automation, periodic meetings with clients, and a dedicated, multidisciplinary contract advisory team focused on process improvement efforts.         </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px; width: fit-content;">  File Attachment         </div>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR</b>	

<b>PROJECTED IMPLEMENTATION DATE</b>	
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

## ACTIVITY REPORTING AND PROPOSAL FORM


### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

<b>DATE</b>	1/29/2013
<b>PREPARED BY</b>	Mary M. Roberts
<b>OFFICE NAME</b>	<u>Legal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	108
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council support SEC Recommendation 7 -72(b) and direct the Administrative Director of the Courts to direct implementation of fundamental management practices to address underperformance of staff members and provide better supervision and allocation of work.
<b>SEC RECOMMENDATION</b>	<p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>(b) Despite the large number of management positions, management systems and processes are particularly lacking in the Legal Services Office. Implementing fundamental management practices to address the underperformance of staff members and provide better supervision and allocation of work should produce efficiencies that can result in reductions.</p>
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	
<input checked="" type="checkbox"/> Other: <p>The Legal Services Office is improving upon past management practices and implementing new management practices for supervising staff and allocating work in light of this directive and the fact that the Legal Services Office staffing levels have been reduced over the past year from a total of 69 employees (including 50 attorneys) to a total of 50 employees (including 38 attorneys) through transfers, retirements (including a recent retirement of the Transactions and Business Operations Managing Attorney), resignations, and the Voluntary Separation Initiative Program. The number of</p>	

employees referenced here excludes the 5 employees in the Secretariat Unit, who were part of the LSO in February 2012, but who have since formed a new office, Judicial Council Support Services.

To address resource constraints office-wide and ensure appropriate supervision and allocation of work, the LSO has developed a matter tracking system (see attached Matter Log), which was implemented on February 1, for a 90-day trial and evaluation period. The system is intended to replace unit-based tracking forms so that the LSO will have a single method to track legal services office-wide. The matter tracking system will track matters from assignment to completion date, assign a level of complexity for each matter, and provide a uniform tickler system for review of open matters. LSO will track the results of the 90-day trial and evaluation period and will provide further information about the use of the matter tracking system in an update to this directive at the June 2013 council meeting.

In addition, the LSO has collaborated with the Center for Judiciary Education and Research and the Human Resources Service Office to design a six-part management training program for AOC management and supervisors that was launched in January 2013. All LSO managers and supervisors will be attending the six courses, which provide a framework for all AOC management teams to ensure consistent management practices across the organization on topics such as dealing with conflict and performance issues, providing tools to support staff, and performance management and evaluation.







Attachment to Response to  
JC Directive 108 (2).pdf  
Adobe Acrobat Document  
539 KB

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/>

	 File Attachment
<input type="checkbox"/> <b>EFFICIENCIES</b>	 File Attachment
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	 File Attachment
<input type="checkbox"/> <b>OTHER</b>	 File Attachment
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>



MATTER LOG FOR:  #: Assigned by database  
Open date:

Requestor:

End date:

- Supreme Court
- 1 DCA (SF)
- 2 DCA (LA)
- 3 DCA (Sac)
- 4 DCA (SD)
- 5 DCA (Fresno)
- 6 DCA (SJ)

Superior Court of California, County of:

- |                                    |                                   |                                 |                                       |                                     |                                |
|------------------------------------|-----------------------------------|---------------------------------|---------------------------------------|-------------------------------------|--------------------------------|
| <input type="radio"/> Alameda      | <input type="radio"/> Glenn       | <input type="radio"/> Marin     | <input type="radio"/> Placer          | <input type="radio"/> San Mateo     | <input type="radio"/> Sutter   |
| <input type="radio"/> Alpine       | <input type="radio"/> Humboldt    | <input type="radio"/> Mariposa  | <input type="radio"/> Plumas          | <input type="radio"/> Santa Barbara | <input type="radio"/> Tehama   |
| <input type="radio"/> Amador       | <input type="radio"/> Imperial    | <input type="radio"/> Mendocino | <input type="radio"/> Riverside       | <input type="radio"/> Santa Clara   | <input type="radio"/> Trinity  |
| <input type="radio"/> Butte        | <input type="radio"/> Inyo        | <input type="radio"/> Merced    | <input type="radio"/> Sacramento      | <input type="radio"/> Santa Cruz    | <input type="radio"/> Tulare   |
| <input type="radio"/> Calaveras    | <input type="radio"/> Kern        | <input type="radio"/> Modoc     | <input type="radio"/> San Benito      | <input type="radio"/> Shasta        | <input type="radio"/> Tuolumne |
| <input type="radio"/> Colusa       | <input type="radio"/> Kings       | <input type="radio"/> Mono      | <input type="radio"/> San Bernardino  | <input type="radio"/> Sierra        | <input type="radio"/> Ventura  |
| <input type="radio"/> Contra Costa | <input type="radio"/> Lake        | <input type="radio"/> Monterey  | <input type="radio"/> San Diego       | <input type="radio"/> Siskiyou      | <input type="radio"/> Yolo     |
| <input type="radio"/> Del Norte    | <input type="radio"/> Lassen      | <input type="radio"/> Napa      | <input type="radio"/> San Francisco   | <input type="radio"/> Solano        | <input type="radio"/> Yuba     |
| <input type="radio"/> El Dorado    | <input type="radio"/> Los Angeles | <input type="radio"/> Nevada    | <input type="radio"/> San Joaquin     | <input type="radio"/> Sonoma        |                                |
| <input type="radio"/> Fresno       | <input type="radio"/> Madera      | <input type="radio"/> Orange    | <input type="radio"/> San Luis Obispo | <input type="radio"/> Stanislaus    |                                |
- Judicial Council    AOC:  CFCC    CJCS    COSS    EDUC    FSO    HR    ITSO    JCSS    LSO  
 OAS    OC    OGA    OJBCP    OREFM    OS    SPO    TCAS    TCLO

Other Public Entity:

Person making request (name):

- APJ
- ACA
- Attorney
- PJ/Asst. PJ
- CEO
- Public
- Judicial Officer
- Other court staff
- Other:

Request (brief description):

Response and/or product (brief description):    Type of advice:     Reference #(LOU, LEU etc.)

Level of effort:

- |  |  |  |  |
|--|--|--|--|
| <b>CLASS I:</b><br>Minimum effort; quickly addressed; initial response sufficient; no follow-up expected; up to 1 hr | <b>CLASS II:</b><br>Medium effort; initial response and some research/follow-up; 1-8 hrs | <b>CLASS III:</b><br>Substantial effort; major research/follow-up; complex; 8-40 hrs | <b>CLASS IV:</b><br>Time intensive or long-term project; 40+ hrs |
|--|--|--|--|

Any other AOC, including LSO, staff involved:


Any other notes:

Open matter

Close matter

## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Maureen Dumas
<b>OFFICE NAME</b>	<u>Special Projects Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	109
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-72(c) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC and taking into account the results of the classification and compensation studies to be completed.
<b>SEC RECOMMENDATION</b>	<p>The Legal Services Office's current level of approximately 75 positions, including more than 50 attorney positions, should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken:</p> <p>A large number of Legal Services Office positions are dedicated to supporting the Judicial Council and its various committees and task forces. Assigning responsibility for coordinating the AOC's Judicial Council support activities to the Executive Office under the direction of the Chief of Staff will lead to efficiencies that should result in reductions of Legal Services Office positions dedicated to these activities.</p>
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>Effective October 1, 2012, the Administrative Office of the Courts (AOC) moved the staff responsible for Judicial Council support (former Secretariats Office) from the Legal Services Office into a new unit (Judicial Council Support Services) under the Judicial Council and Court Leadership Services Division in accordance with the proposed organizational structure approved by the Judicial Council on August 31, 2012.</p> <p>The Judicial Council Support Services Unit is now led by the Chief of Staff and is part of a division that is focused on the support of all activities of the Judicial Council as well as the support of branch leadership. It should be noted that this directive includes reference to AOC resources devoted to committees and task forces which is also referenced in Directive 114. As Directive 114 indicates, a determination as to the appropriate level of resources necessary for supporting council committees and task forces will be impacted by decisions made by the council as it relates to committee structure and annual agendas and the AOC classification and compensation study.</p>	
<div style="border: 1px solid black; padding: 2px; display: inline-block;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:	


<input type="button" value="File Attachment"/>
<input type="checkbox"/> Other: <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div>
<input type="button" value="File Attachment"/>

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**



<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>

	 File Attachment
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: 2/7/2013 <input type="text"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: 2/14/2013 <input type="text"/>

**ACTIVITY REPORTING AND PROPOSAL FORM**


**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	1/23/2013
<b>PREPARED BY</b>	Maureen Dumas
<b>OFFICE NAME</b>	<u>Executive Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	115
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, as part of the review of the AOC organizational structure, to review current responsibilities and clearly define the role of the Chief Counsel.
<b>SEC RECOMMENDATION</b>	The role of the Chief Counsel should be redefined to reflect the primary role of providing legal advice and services, as opposed to developing policy for the judicial branch.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented:  <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:  <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other:  <div style="border: 1px solid black; padding: 5px;"> <p>In October 2012, the AOC's Office of General Counsel was renamed the Legal Services Office and the General Counsel became the Chief Counsel. The AOC Executive Team was restructured to four positions and the Chief Counsel and LSO now report to the Chief of Staff with a dotted line relationship to the Administrative Director of the Courts. The Chief Counsel is no longer a part of the Executive Team responsible for policy decisions for the organization.</p> <p>Under the charge of the Chief of Staff and in response to several LSO-related Judicial Council restructuring directives, the Legal Services Office (LSO) with oversight from the Chief of Staff, began an effort to review its existing organizational structure and the services provided to its customers in light of diminishing resources in late calendar year 2012. From this review, the LSO will be reorganizing to ensure ongoing customer service to both internal and external customers. As part of this review, there will be an evaluation of the services and activities that LSO currently provides to assist in clarifying the future role for legal services. The Executive Team will utilize this information to respond to and meet the intent of this directive to clearly define the role of the Chief Counsel and in</p> </div>	

turn the staff of the LSO.








Given that this review is currently in its early stages the Administrative Director of the Courts is unable to provide recommendations to the council as to the role of the Chief Counsel directed for the February 2013 council meeting and will instead provide recommendations at the April 26, 2013 council meeting.

 File Attachment

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>SAVINGS</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>COST</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>OTHER</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>

**ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL**


<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>

**ACTIVITY REPORTING AND PROPOSAL FORM****JUDICIAL COUNCIL DIRECTIVES  
AOC RESTRUCTURING**


<b>DATE</b>	1/29/2013
<b>PREPARED BY</b>	Mary M. Roberts
<b>OFFICE NAME</b>	<u>Legal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	116
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council support SEC Recommendation 7 -77(a) and (d), and direct the Administrative Director of the Courts that the Office of the General Counsel should employ and emphasize a customer service model of operation, recognizing a primary goal of providing timely service and advice to its clients, including to internal clients in the AOC and to those courts that request legal advice or services from this office.
<b>SEC RECOMMENDATION</b>	This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:  (a) Most fundamentally, this division should employ and emphasize a customer service model of operation — recognizing a primary goal of providing timely service and advice to its clients, including to internal clients in the AOC and to those courts that request legal advice or services from this office.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>To address this directive, the Legal Services Office has implemented a matter tracking system, described in more detail in response to JC directive 108, and implemented changes to practices within its Legal Opinions Unit (LOU), which is responsible for providing legal advice to the Judicial Council, AOC, and appellate and trial courts.</p> <p>The matter tracking system tracks legal services matters assigned throughout the LSO, by unit; assigns a level of complexity; tracks completion time and date; and allows for a tickler system to monitor open matters.</p> <p>Within the LOU, the LOU Supervisor closely monitors the status and response time of all LOU matters. Clients are regularly updated on the status of their opinion requests and the content and date of these follow-up client contacts are documented to ensure maximum responsiveness. As urgent client requests are received, the LOU Supervisor reprioritizes and reassigns work as necessary to ensure that urgent client needs are met. To help address the impact of reduced attorney staff in LOU and to meet client needs, attorneys in other units of the Legal Services Office are regularly assigned advice matters, thereby expediting the delivery of requested legal guidance. To speed the review of opinions, and thereby delivery of service to clients, the task of reviewing draft opinions is now performed by both the LOU Supervisor and a Senior Attorney in LOU. Use of outside legal counsel to assist with opinions is also considered, where appropriate and cost-effective.</p> <p>The LSO also will soon undertake additional steps to heighten its existing customer service model of operations. The LSO will institute a practice of circulating statewide legal opinions in draft form to</p>	




presiding judges and court executives for feedback and comment. This client-centered approach is intended to ascertain the practical implications of legal guidance and to ensure that advice delivered is of maximum utility to trial courts. Additionally, the LSO plans to inform court leaders, on a quarterly or bi-annual basis, of significant LSO legal opinions posted to the existing central repository for legal opinions (a secure section of the Serranus website) so that court leaders are reminded of the expanding body of legal guidance available to them.

 File Attachment

This directive is forwarded to the Judicial Council with options for consideration:

 File Attachment

Other:




 File Attachment

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	Ongoing.
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>COST</b>	<input type="text"/>  File Attachment
	<input type="text"/>

<input type="checkbox"/> <b>EFFICIENCIES</b>	 File Attachment
<input checked="" type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<p>While the LSO strives to maintain a high level of service and is exploring all avenues for doing so, reduced resources impair the ability to provide timely services. The LSO continues to communicate with clients to set due dates, and incoming matters are reviewed for urgency and priority. During intake, the LSO communicates with each client to establish realistic expectations.</p>  File Attachment
<input type="checkbox"/> <b>OTHER</b>	 File Attachment
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>


**ACTIVITY REPORTING AND PROPOSAL FORM****JUDICIAL COUNCIL DIRECTIVES  
AOC RESTRUCTURING**


<b>DATE</b>	1/29/2013
<b>PREPARED BY</b>	Mary M. Roberts
<b>OFFICE NAME</b>	<u>Legal Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	118
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts that the Office of the General Counsel service model should emphasize that time is of the essence when it comes to delivering advice and opinions to the courts; that recommendations and advice to courts should include a full range of options available to the courts; and that there must be a greater recognition that the AOC's interests may conflict with the specific interests of the courts. Clearer procedures should be put in place to safeguard the interests of individual courts in those instances when legitimate conflicts arise.
<b>SEC RECOMMENDATION</b>	This office must place greater emphasis on being a service provider and in improving how it provides services, including as follows:  The service model should emphasize that time is of the essence when it comes to delivering advice and opinions to the courts; that recommendations and advice to courts should include a full range of options available to the courts; and that there must be a greater recognition that the AOC's interests may conflict with the specific interests of the courts. Clearer procedures should be put in place to safeguard the interests of individual courts in those instances when legitimate conflicts arise.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>Responses to directives 108 and 116 set forth steps taken by the Legal Services Office to speed delivery of requested legal advice and opinions to the courts, based on the client service principle that time is of the essence. Those steps include developing and implementing a Matter Tracking System as a single method to track legal services office-wide, and closely monitoring and providing updates to clients on the status and response time of all requests for legal opinions and advice.</p> <p>With respect to the direction that recommendations and advice to courts should include a full range of options available to courts, LSO will continue to consider, research, and provide available options to clients. When responding to requests for advice, to determine options for courts, LSO regularly consults with the courts and other AOC divisions. For example, when conclusions on legal requirements will entail administrative or financial burdens for court clients, LSO routinely interfaces with the AOC's Office of Governmental Affairs to ascertain whether legislation is possible to address court concerns. If policy issues are raised, LSO interfaces with other AOC divisions to discuss the policy and whether a change of policy might be proposed. LSO also regularly interfaces with executive branch agencies to promote its clients' interests in delivery of justice (e.g., coordinating with the Secretary of State with respect to election day issues and judicial elections) and also regularly interfaces with other governmental entities to address concerns of judicial officers (e.g., working with FPPC staff to address security concerns associated with FPPC posting of Statements</p>	

of Economic Interests).


With respect to the direction that there must be a greater recognition that the AOC's interests may conflict with the specific interests of the courts and that clearer procedures should be put in place to safeguard the interests of individual courts in those instances when legitimate conflicts arise, LSO relies upon the process set forth in rule of court to address conflicts that may arise over the handling or resolution of litigation.

By statute, the Judicial Council is required to provide for the representation, defense, and indemnification of the courts. (Gov. Code, § 811.9.) By rule of court, courts must use LSO services for claims and litigation management. (Cal. Rules of Court, Rule 10.202 (c) (requiring the trial and appellate courts to notify LSO promptly on receipt of a claim or lawsuit and to forward the claim or lawsuit to LSO for handling).) Because the use of LSO in litigation is mandatory, a process is in place to handle any potential conflicts over the handling or resolution of the litigation. Rule 10.202(d) provides for the resolution of any such dispute. Rule 10.202(d) states that if a court disagrees with a decision of LSO about major strategic decisions, the court may deliver a written objection to LSO and the same will be delivered to the Litigation Management Committee. The Committee will then resolve the dispute. This resolution process is also outlined in the Litigation Management Program Resource Manual, the internal handling guideline used by LSO attorneys, at section 4.3.1, concerning the selection of counsel, and 4.7.1 concerning settlements. The manual is intended to provide guidance and direction to LSO attorneys in achieving the program objectives. In every instance where a court has expressed concern about a proposed decision of the LSO in litigation, court leaders are reminded of the process for addressing concerns with the Litigation Management committee as provided by rule of court.


 Attachment to Response to JC Directive 118.pdf  
Adobe Acrobat Document  
77.3 KB

 Attachment 2 to Response to JC Directive 118.pdf  
Adobe Acrobat Document  
85.8 KB

This directive is forwarded to the Judicial Council with options for consideration:








 File Attachment

Other:

 File Attachment

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED</b>	Ongoing.
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<b>IMPLEMENTATION DATE</b>	
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input checked="" type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	Litigation Management Resource Manual, sections 4.3.1 and 4.7.1  File Attachment
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	 File Attachment
<input type="checkbox"/> <b>SAVINGS</b>	 File Attachment
<input type="checkbox"/> <b>COST</b>	 File Attachment
<input type="checkbox"/> <b>EFFICIENCIES</b>	 File Attachment
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	 File Attachment
<input type="checkbox"/> <b>OTHER</b>	 File Attachment
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: 2/7/2013
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: 2/14/2013

## 4.3 Defense Counsel

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### 4.3.1 SELECTION

In addition, the OGC attorney also should discuss with a supervising attorney any disagreement by court defendants about the counsel proposed by OGC. If the court's objection cannot be resolved after discussions between the court and OGC, rule 6.202 [now rule 10.202] allows the Presiding Judge to present to OGC a written statement of the objection, which OGC will present to the Litigation Management Committee for resolution.<sup>1</sup>

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<sup>1</sup> Excerpt from Litigation Management Program Resource Manual (2003 edition).

## 4.7 Settlement

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### 4.7.1 GENERAL GUIDELINES



Pursuant to rule 6.202 [now rule 10.202], the OGC makes settlement decisions or recommendations after consultation with the affected court and any individual court defendant being provided representation under the program. The OGC attorney managing a case should discuss settlement alternatives with court defendants when considering a settlement recommendation. If a court defendant disagrees with a proposed settlement plan, and the disagreement cannot be resolved, the court may present a written objection to the Litigation Management Committee, through the OGC. (See rules 6.202 and 6.14 [now rules 10.202 and 10.14].)<sup>1</sup>

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<sup>1</sup> Excerpt from Litigation Management Program Resource Manual (2003 edition).

## ACTIVITY REPORTING AND PROPOSAL FORM

### JUDICIAL COUNCIL DIRECTIVES AOC RESTRUCTURING


<b>DATE</b>	1/12/2013
<b>PREPARED BY</b>	Peter Allen
<b>OFFICE NAME</b>	<u>Office of Communications</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	124
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, to the extent that resources are available, that Office of Communication resources, including the Public Information Officer, should be made more available to furnish increased media relations services to courts requesting such assistance
<b>SEC RECOMMENDATION</b>	The resources of this office, including the Public Information Officer, should be made more available to furnish increased media relations services to courts requesting such assistance.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px; width: 150px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px; width: 150px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>At the time the Strategic Evaluation Committee made its final report in May 2102, the Office of Communication was comprised of 14 employees and was providing ad hoc “media relations service” to small and medium-sized courts. The service was provided by three individuals. When the Judicial Council adopted a similar recommendation in August 2012, the office had been downsized and the ad hoc media relations service to courts was provided by two individuals, one of whom was Leanne Kozak, a former television broadcaster and Public Information Officer for the San Joaquin court. Leanne was based in Sacramento and was able to travel to courts at their request to manage media issues in a high-profile case. Leanne has since retired and the Office of Communications has shrunk to seven employees. The office continues to provide general, high-level assistance—i.e. telephone consulting—when any court requests it, but does not have the resources to provide anything more than telephonic consultation.</p> <p>The use of Public Information Officers was the focus of one of the recommendations made by the</p> </div>	




Bench Bar Media Committee, chaired by Associate Justice Carlos R. Moreno. The committee was created in 2008 by Chief Justice Ronald M. George to make recommendations to improve communications and working relationships among the three key stakeholders - judges, attorneys, and members of the media. The committee's term expired in December 2010. In its final report, the Bench Bar Media Committee recommended the "Creation of regional public information officer (PIO) positions . . . when funds are available. The primary responsibilities of the regional PIOs would include assisting local courts, upon request, with: (1) coordination of media activities in high-profile cases, (2) responses to other complex media situations, and (3) community outreach efforts and general media relations. Until the creation of these regional positions, the AOC Office of Communications should continue to provide the trial courts with assistance on high-profile cases and other media matters on an ad hoc basis when requested by the courts and according to AOC resource availability." The Judicial Council never adopted this recommendation and it was never referred to any other committee or advisory group.

Bench Bar Media Committee: <http://www.courts.ca.gov/10842.htm>

Bench Bar Media Final Report: <http://www.courts.ca.gov/documents/jc-121311-itemL.pdf>

 File Attachment

 File Attachment

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**



<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/>  File Attachment
<input type="checkbox"/> <b>COST</b>	<input type="text"/>  File Attachment
	<input type="text"/>

<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>


**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	12/27/2012
<b>PREPARED BY</b>	Malcolm Franklin
<b>OFFICE NAME</b>	<u>Office of Security</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	125
<b>JUDICIAL COUNCIL DIRECTIVE</b>	Judicial Council Directive E&P recommends that the Judicial Council direct the Administrative Director of the Courts to return to the Judicial Council with an analysis, defining the necessary emergency response and security functions for the branch and a recommendation on the organizational plan for council approval.
<b>SEC RECOMMENDATION</b>	7-54. There is no need for a stand-alone Office of Emergency Response and Security. Most necessary functions performed by the office can be reassigned and absorbed by existing units in the Judicial and Court Operations Services Division. 7-55. The functions of this office should be refocused and limited to those reasonably required by statute or by the Rules of Court, primarily including review of security plans for new and existing facilities; review of court security equipment, if requested by the courts; and review of emergency plans. 7-56. Reductions in this office are feasible. The office cannot effectively provide branch-wide judicial security and online protection for all judicial officers. Positions allocated for such functions should be eliminated. The Administrative Director should evaluate whether some activities undertaken by this office are cost effective, such as judicial security and online protection functions.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented:  <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:  <div style="border: 1px solid black; height: 20px; width: 100%;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other:  <div style="border: 1px solid black; padding: 2px;">           The council voted unanimously to retain the Office of Security. However, the council deferred action         </div>	








on the remaining recommendations, most importantly the recommendation that a Court Security Advisory Committee be established, pending an assessment of the costs of the committee, and E&P's comprehensive review of all the council's advisory groups. Final decisions regarding the functions of the Office of Security are pending further decisions by the council or other advisory committees.

 File Attachment

**TIMELINE AND RESOURCES FOR IMPLEMENTATION**

<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	12/14/12
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	None

**ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)**

<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>SAVINGS</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>COST</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>
<input type="checkbox"/> <b>OTHER</b>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <p> File Attachment</p>

**ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL**



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<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: 2/7/2013 <input type="text"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: 2/14/2013 <input type="text"/>

**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	2/7/2013
<b>PREPARED BY</b>	Olivia Lawrence
<b>OFFICE NAME</b>	<u>Trial Court Administrative Services Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	132
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council determine whether to continue with the chargeback model whereby courts reimburse the AOC from their Trial Court Trust Fund allocations for the courts' use of the Phoenix Financial System; and whether the Los Angeles court will be required to reimburse the AOC for use of the Phoenix Financial System.
<b>SEC RECOMMENDATION</b>	As policy matters, it is recommended that the Judicial Council determine whether to continue with the chargeback model whereby courts reimburse the AOC from their Trial Court Trust Fund allocations for the courts' use of the Phoenix financial system; and whether the Los Angeles court will be required to reimburse the AOC for use of the Phoenix financial system.
<b>RESPONSE (check applicable boxes)</b>	
<input checked="" type="checkbox"/> This directive has been completed and implemented:	
<p>At its January 17, 2013 meeting, the Judicial Council approved the allocation of \$6.769 million in one-time funding from the State Trial Court Improvement and Modernization Fund (IMF) for direct costs related to the financial component of Phoenix Financial and Human Resources Services, suspending the chargeback model for fiscal year 2012-2013. Please see recommendation 2 on Page 4 of the attached Judicial Council report from the Trial Court Budget Working Group.</p>	
<div style="border: 1px solid black; padding: 5px;">  <p>JC-20130117-itemH.pdf Adobe Acrobat Document 163 KB</p> </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration:	
<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
<div style="border: 1px solid black; padding: 5px;">  File Attachment         </div>	
<input type="checkbox"/> Other:	
<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	

<input type="button" value="File Attachment"/>	
<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	The suspension of the chargeback model was immediate; the allocation of IMF monies to the Phoenix Program is in process.
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	N/A
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	N/A <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	N/A <input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> <b>SAVINGS</b>	This one-time exception to the statewide administrative services policy provides a measure of financial relief to the trial courts in the amount of \$6.679 million in fiscal year 2012-2013. <input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> <b>COST</b>	Expenditure authority for Program 30 appropriation was augmented by \$6.679 million for fiscal year 2012-2013. <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	N/A <input type="button" value="File Attachment"/>
<input checked="" type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	There is no impact to the services provided to the courts by the Phoenix Program. <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	N/A <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: 2/7/2013

EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>



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# REPORT TO THE JUDICIAL COUNCIL

For business meeting on: January 17, 2013

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Title	Agenda Item Type
Trial Court Allocation: Phoenix Financial Services Costs and New \$30 Court Reporter Fee Revenue	Action Required
Rules, Forms, Standards, or Statutes Affected	Effective Date
None	January 17, 2013
Recommended by	Date of Report
Trial Court Budget Working Group and Administrative Office of the Courts (AOC)	January 10, 2013
	Contact
Hon. Laurie M. Earl, Co-Chair, Trial Court Budget Working Group	Steven Chang, 415-865-7195 steven.chang@jud.ca.gov
Zlatko Theodorovic, Director, AOC Fiscal Services Office, and Co-Chair, Trial Court Budget Working Group	Colin Simpson, 415-865-4566 colin.simpson@jud.ca.gov

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## Executive Summary

The Trial Court Budget Working Group and the Administrative Office of the Courts submit recommendations for distribution of the new \$30 court reporter fee revenue to the courts and for allocation of monies from the State Trial Court Improvement and Modernization Fund to pay for the trial courts' direct costs related to Phoenix financial services.

## **Recommendation**

The Trial Court Budget Working Group (TCBWG) and the Administrative Office of the Courts (AOC) recommend that, effective January 17, 2013, the Judicial Council:

- 1a. Allocate revenue from the new \$30 fee for court reporting services in civil proceedings lasting under one hour to each trial court in the amount that each court remits to the Trial Court Trust Fund;
- 1b. Direct the AOC to request from the Department of Finance and the Legislature an additional \$4 million in Trial Court Trust Fund Program 45.10 (Support for Operation of the Trial Courts) expenditure authority for the purpose of distributing the new court reporter fee revenue to courts;
- 1c. Direct the AOC to distribute this allocation to courts even if the Department of Finance and/or the Legislature do not approve an additional \$4 million in expenditure authority; and
2. Allocate \$6.769 million in one-time funding from the State Trial Court Improvement and Modernization Fund for direct costs related to the financial component of Phoenix Financial and Human Resources Services that had been paid for by courts in previous years according to council policy.

## **Previous Council Action**

The council considered the recommendation for allocating the new court reporter fee revenue at its October 26, 2012 business meeting, but postponed any action due to possible concerns of the Department of Finance (DOF).

At its April 21, 2006 business meeting, the Judicial Council approved a TCBWG recommendation establishing council policy on which expenses for statewide administrative infrastructure services would be state-funded and which would be funded by the trial courts. Among the costs the council directed to be reimbursed by the courts were court-specific services related to the Court Accounting and Reporting System (CARS) and Court Human Resources Information System (CHRIS), which are now known as the Phoenix Financial and Human Resources Services program.

On the recommendation of the TCBWG at the council's August 31, 2012 business meeting, the council deferred the one-time allocation of \$6.769 million from the Trial Court Trust Fund (TCTF) Program 30 appropriation for the AOC staffing costs charged to trial courts for the financial component of the Phoenix Financial and Human Resources Services program until the council's October 2012 meeting, but approved the allocation of \$1.424 million from the TCTF

Program 30 appropriation for the AOC staffing costs charged to trial courts for the human resources component of the Phoenix program.

At its October 26, 2012 business meeting, the council allocated \$6.758 million from the State Trial Court Improvement and Modernization Fund (STCIMF) for costs of the Phoenix Financial and Human Resources Services program that are not costs funded by the trial courts. The council deferred action on the TCBWG recommendation to allocate, on a one-time basis, \$6.769 million for trial courts' direct costs related to Phoenix financial services from the STCIMF instead of the TCTF. The council deferred action due to potential concerns of the DOF.

## **Rationale for Recommendation**

### **Recommendation 1a: Trial Court Trust Fund allocation of revenue from new civil court reporting services fee**

As a result of the enactment of Senate Bill 1021, effective June 27, 2012, Government Code<sup>1</sup> section 68086(a)(1)(A) requires a new \$30 fee for court reporting services in civil proceedings lasting under one hour. Section 68085.1 requires trial courts to remit any monies collected pursuant to section 68086 to the Trial Court Trust Fund (TCTF). While section 68086(b) is silent on how the monies should be allocated among courts, it requires that the fees collected "shall be used only to pay the cost for services of an official court reporter in civil proceedings." In order to offset the costs incurred by the courts that are providing court reporter services in civil proceedings lasting under one hour, the TCBWG is recommending that the council allocate to courts any revenue from the new \$30 fee for court reporting services in civil proceedings lasting under one hour in the amount that each court has collected. If a court were to receive a share of the statewide \$30 fee revenue in an amount that exceeded its actual costs, the court could not use the "excess" monies for any other purpose, including reduction offset. The allocation of the revenues back to courts in the amount that they have collected ensures that statewide the maximum amount of the restricted revenues will be used to offset courts' court reporter costs.

### **Recommendation 1b: Requesting \$4 million in additional expenditure authority**

The Budget Act of 2012 does not include additional TCTF Program 45.10 expenditure authority for distribution of this new revenue to trial courts. Courts have remitted about \$1.16 million for the first four months of the fiscal year (see Attachment A). Assuming the statewide average monthly remittances for the remaining eight months will be the average of the August, September, and October monthly remittances, the total annual amount of revenue in 2012–2013 will be about \$3.8 million. If more courts start charging the fee or if collections in the remaining eight months are on average higher than the first four months, the total revenue collected will likely exceed \$3.8 million. Given the possibility of total annual revenue in 2012–2013 exceeding \$3.8 million, it would be prudent to request \$4 million in additional expenditure authority.

<sup>1</sup> All future code references are to the Government Code unless specified otherwise.

Provision 4 language in the Budget Act of 2012, provided below, authorizes the council to request additional TCTF Program 45.10 expenditure authority due to additional revenues:

Upon order of the Director of Finance, the amount available for expenditure in this item may be augmented by the amount of any additional resources available in the Trial Court Trust Fund, which is in addition to the amount appropriated in this item. Any augmentation must be approved in joint determination with the Chairperson of the Joint Legislative Budget Committee and shall be authorized not sooner than 30 days after notification in writing to the chairpersons of the committees in each house of the Legislature that consider appropriations, the chairpersons of the committees and appropriate subcommittees that consider the State Budget, and the chairperson of the joint committee, or not sooner than whatever lesser time the chairperson of the joint committee, or his or her designee, may determine. When a request to augment this item is submitted to the Director of Finance, a copy of that request shall be delivered to the chairpersons of the committees and appropriate subcommittees that consider the State Budget. Delivery of a copy of that request shall not be deemed to be notification in writing for purposes of this provision.

**Recommendation 1c: Distribution of allocation of revenue from new civil court reporting services fee**

Currently, there is estimated to be \$25.1 million in available TCTF Program 45.10 expenditure authority, which can be used to distribute the new \$30 court reporter fee revenue to courts (see row 51 of Attachment B). The TCBWG recommends allocating this revenue regardless of approval of additional appropriation authority since direct costs have been and continue to be incurred by the courts that provide court reporting services in civil proceedings lasting under one hour. If the Department of Finance and/or the Legislature do not approve an additional \$4 million in Trial Court Trust Fund Program 45.10 (Support for Operation of the Trial Courts) expenditure authority, there would be an estimated \$21.1 million in expenditure authority available to allocate funding for other purposes, including reduction offsets (see row 55 of Attachment B). The TCBWG is deferring to a subsequent council meeting any recommendations on whether the council should allocate any further reduction offsets to trial courts, due, at least in part, to the TCBWG wanting to consider any recommendations on trial court funding allocation methodologies that might be issued by the Trial Court Funding Workgroup.

**Recommendation 2: State Trial Court Improvement and Modernization Fund (STCIMF) allocation for Phoenix financial services costs**

This recommendation is for a one-time exception to statewide administrative services policy in order to provide a measure of financial relief to the courts from the \$385 million of additional reductions allocated in FY 2012–2013. This adjustment will have no impact on the services

provided to the trial courts by the AOC Trial Court Administrative Services Office. If the council allocates funding from the STCIMF for these Phoenix financial services direct costs, courts would not be charged what they had been in FY 2011–2012 and prior years through distribution reductions in their TCTF allocation (see Attachment D).

Based on current revenue estimates and currently approved allocations, there are sufficient monies to fund this allocation (see Column E of Attachment C). Excluding the recommended allocation, AOC is projecting an ending unrestricted fund balance of \$38.3 million. In terms of expenditure authority, the Budget Act of 2012 authorizes the AOC to increase the current Program 30 appropriation amount of \$9 million to an amount up to \$18.673 million. To accommodate an additional \$6.769 million, the AOC would need to augment the current expenditure authority by \$5.815 million to \$14.822 million (see Column E of Attachment C).

### **Alternatives Considered and Policy Implications**

The TCBWG considered an alternative of distributing the new court reporter fee revenue pro-rata based on share of the TCTF allocation, but that would not ensure that statewide the maximum amount of the restricted revenues will be used to offset courts' court reporter costs. If a court were to receive a share of the statewide \$30 fee revenue in an amount that exceeded its actual costs, the court could not use the "excess" monies for any other purpose, including reduction offset. Regarding the funding of the AOC staffing costs for Phoenix financial services, the only other alternative the TCBWG considered was the status quo, where courts continue to pay for direct costs related to Phoenix financial services from their TCTF allocation.

### **Attachments**

1. Attachment A: 2012–2013 Remittance of \$30 Court Reporter Fee to Trial Court Trust Fund
2. Attachment B: 2012–2013 Trial Court Trust Fund Program 45.10: Appropriation vs. Actual/Estimate Allocation
3. Attachment C: 2011–2012 Phoenix Financial Services Charges to Trial Courts
4. Attachment D: State Trial Court Improvement and Modernization Fund—Summary Fund Condition Statement

**FY 2012-2013 Remittance of \$30 Court Reporter Fee  
Revenue to Trial Court Trust Fund**

<b>Court</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Total</b>
Alameda	-	-	1,999	12,813	<b>14,813</b>
Alpine	-	-	-	-	-
Amador	-	-	-	-	-
Butte	-	120	60	135	<b>315</b>
Calaveras	-	30	240	60	<b>330</b>
Colusa	-	-	-	-	-
Contra Costa	13,593	19,338	17,508	18,666	<b>69,105</b>
Del Norte	-	-	-	-	-
El Dorado	40	-	-	-	<b>40</b>
Fresno	840	120	60	90	<b>1,110</b>
Glenn	-	-	-	-	-
Humboldt	-	-	-	-	-
Imperial	537	659	1,200	1,050	<b>3,446</b>
Inyo	-	-	-	-	-
Kern	-	-	-	124	<b>124</b>
Kings	1,620	3,900	2,340	2,730	<b>10,590</b>
Lake	-	179	1,199	658	<b>2,036</b>
Lassen	-	-	-	-	-
Los Angeles	90	30	30	538	<b>688</b>
Madera	30	150	240	180	<b>600</b>
Marin	-	150	240	150	<b>540</b>
Mariposa	30	120	90	210	<b>450</b>
Mendocino	120	120	30	-	<b>270</b>
Merced	-	-	60	60	<b>120</b>
Modoc	-	-	-	-	-
Mono	-	-	-	-	-
Monterey	-	150	90	60	<b>300</b>
Napa	-	-	-	-	-
Nevada	-	-	-	30	<b>30</b>
Orange	22,979	89,554	67,269	84,596	<b>264,399</b>
Placer	-	-	60	54	<b>114</b>
Plumas	60	150	90	90	<b>390</b>
Riverside	43,703	64,144	54,240	64,716	<b>226,803</b>
Sacramento	989	1,497	1,526	1,708	<b>5,719</b>
San Benito	-	-	-	-	-
San Bernardino	32,253	52,747	50,187	58,132	<b>193,320</b>
San Diego	-	-	-	-	-
San Francisco	3,180	13,860	11,640	15,870	<b>44,550</b>
San Joaquin	-	-	-	-	-
San Luis Obispo	2,756	2,108	810	419	<b>6,093</b>
San Mateo	-	30	-	11,858	<b>11,888</b>
Santa Barbara	-	-	-	-	-
Santa Clara	27,853	45,315	37,155	43,320	<b>153,643</b>
Santa Cruz	-	-	-	-	-
Shasta	-	-	-	-	-
Sierra	-	-	-	-	-
Siskiyou	-	-	-	-	-
Solano	-	9,124	8,830	9,587	<b>27,541</b>
Sonoma	2,128	11,122	9,623	11,955	<b>34,829</b>
Stanislaus	960	3,480	3,460	3,060	<b>10,960</b>
Sutter	-	-	-	-	-
Tehama	-	748	30	30	<b>808</b>
Trinity	-	-	-	-	-
Tulare	3,381	10,265	7,418	10,402	<b>31,465</b>
Tuolumne	30	-	-	-	<b>30</b>
Ventura	2,876	14,080	10,755	12,638	<b>40,348</b>
Yolo	-	-	-	-	-
Yuba	-	-	-	-	-
<b>Total</b>	<b>160,048</b>	<b>343,290</b>	<b>288,478</b>	<b>365,989</b>	<b>1,157,805</b>

## Trial Court Trust Fund Program 45.10: Appropriation vs. Estimated/Approved Allocations

#	Description	Type	Estimated and Approved 2012-13 Allocations
1	<b>I. Prior-Year Ending Baseline Allocation</b>	<b>Base</b>	1,684,326,038
3	<b>II. Adjustments</b>		
4	Reduction for FY 2011-12 Appointed Converted SJO Positions	Base	-1,545,824
5	New Screening Station Funding	Base	114,509
6	<b>Total, Adjustments</b>		<b>-1,431,315</b>
8	<b>III. FY 2012-2013 Allocations</b>		
9	\$385 Million Court Operations Reduction	Non-Base	-385,000,000
11	\$240 Million Adjustment for Funding to be Distributed from ICNA	Non-Base	-240,000,000
12	2.0% Holdback	Non-Base	-27,813,940
13	1.5% & 0.5% Emergency Funding & Unspent Funding Allocated Back to Courts	Non-Base	27,813,940
14	San Luis Obispo CMS Replacement	Non-Base	3,360,000
15	Prior Year Judicial Council-Approved Allocations for screening stations and facilities operations and security	Non-Base	192,136
16	Criminal Justice Realignment Funding	Base	9,223,000
17	Non-Sheriff's Base Security Funding	Base	3,615,864
18	Prior Year Judicial Council-Approved Allocations for screening stations	Base	505,426
19	<b>Total, FY 2012-2013 Allocations</b>		<b>-608,103,574</b>
21	<b>IV. Estimated Reimbursements</b>		
22	Court-Appointed Dependency Counsel (includes DRAFT Program)	Non-Base	103,725,000
23	Jury	Non-Base	16,000,000
24	PC Replacement	Non-Base	7,400,000
25	Replacement Screening Stations	Non-Base	1,286,000
26	Self-Help Center <sup>1</sup>	Non-Base	2,500,000
27	Elder Abuse	Non-Base	332,000
28	<b>Total, Reimbursements</b>		<b>131,243,000</b>
30	<b>V. Estimated Revenue Distributions<sup>1</sup></b>		
31	Civil Assessment	Non-Base	96,996,491
32	Fees Returned to Courts	Non-Base	18,036,810
33	Replacement of 2% automation allocation from TCIF	Non-Base	10,907,494
34	Children's Waiting Room	Non-Base	4,012,388
35	Automated Recordkeeping and Micrographics	Non-Base	3,149,166
36	Telephonic Appearances Revenue Sharing	Non-Base	943,840
37	<b>Total, Revenue Distributions</b>		<b>134,046,190</b>

## Trial Court Trust Fund Program 45.10: Appropriation vs. Estimated/Approved Allocations

#	Description	Type	Estimated and Approved 2012-13 Allocations
39	<b>VI. Miscellaneous Charges</b>		
40	Judicial Branch Worker's Compensation Fund Premiums	Non-Base	-16,516,037
41	Statewide Administrative Infrastructure Charges	Non-Base	-5,698,887
42	<b>Total, Miscellaneous Charges</b>		<b>-22,214,924</b>
44	<b>Total, Base Program 45.10 Allocations</b>		<b>1,696,239,013</b>
45	<b>Total, Non-Base Program 45.10 Allocations</b>		<b>-378,373,598</b>
47	<b>Total, Estimated FY 2012-13 Program 45.10 Trial Court Allocations</b>		<b>1,317,865,415</b>
49	<b>Program 45.10 Appropriation (per AB 1477)</b>		<b>1,343,000,963</b>
51	<b>Estimated Remaining Program 45.10 Appropriation</b>		<b>25,135,548</b>
53	Estimated Court Reporter Fee Allocation	Non-Base	3,800,000
55	Estimated Remaining Program 45.10 Appropriation		21,335,548

1. With the exception of the 2% replacement allocation and the telephonic appearance fee revenue sharing allocation, both of which are fixed by statute, the revenue level, by court and statewide, depends on actual fee and assessment remittances to the Trial Court Trust Fund.



**State Trial Court Improvement and Modernization Fund --  
Summary Fund Condition Statement<sup>1</sup>**

		Actual <sup>2</sup>		Estimate		
		FY 2010-11	FY 2011-12	FY 2012-13	New Allocation	FY 2012-13 Adjusted
		A	B	C	D	E
1	Beginning Balance	51,607,538	41,298,062	48,128,575		48,128,575
2	Prior-Year Adjustments	8,248,413	4,622,852	6,129,159		6,129,159
3	<b>Adjusted Beginning Balance</b>	<b>59,855,951</b>	<b>45,920,914</b>	<b>54,257,734</b>		<b>54,257,734</b>
5	Revenue	63,977,881	55,152,046	52,627,726		52,627,726
6	Transfers - Ongoing <sup>3</sup>	34,378,140	26,842,630	5,312,000		5,312,000
7	<b>Subtotal, Revenue/Ongoing Transfers</b>	<b>98,356,021</b>	<b>81,994,676</b>	<b>57,939,726</b>		<b>57,939,726</b>
8	Transfers - One-time <sup>4</sup>	(31,600,000)	(20,000,000)	(7,223,000)		(7,223,000)
10	<b>Total Resources</b>	<b>126,611,972</b>	<b>107,915,590</b>	<b>104,974,459</b>		<b>104,974,459</b>
12	<b>Expenditures/Encumbrances/Allocations</b>					
13	Program 30 (support provided by AOC staff)	5,817,863	7,207,342	8,053,000	6,769,000	14,822,000
14	Program 45 (distribution to courts and vendors)	78,634,277	52,133,635	57,101,000		57,101,000
15	Charge for services provided by the SCO	861,770	446,039	163,000		163,000
16	<b>Total Expenditures/Encumbrances/Allocations</b>	<b>85,313,910</b>	<b>59,787,016</b>	<b>65,317,000</b>		<b>72,086,000</b>
18	<b>Fund Balance</b>	<b>41,298,062</b>	<b>48,128,575</b>	<b>39,657,459</b>		<b>32,888,459</b>
19	Net Revenue/Ongoing Transfers Over or (Under) Expenditure	13,042,111	22,207,660	(7,377,274)		(14,146,274)
21	<i>Restricted Fund Balance</i>					
22	Jury Instructions Royalties	1,068,731	1,478,216	1,386,405		1,386,405
23	<b>Total Restricted Fund Balance</b>	<b>1,068,731</b>	<b>1,478,216</b>	<b>1,386,405</b>		<b>1,386,405</b>
25	<b>Total Unrestricted Fund Balance (row 18 -23)</b>	<b>40,229,331</b>	<b>46,650,359</b>	<b>38,271,054</b>		<b>31,502,054</b>
27	<b>Appropriation Authority</b>					
28	Program 30 (support provided by AOC staff <sup>5</sup> )	9,601,000	9,601,000	9,007,000	5,815,000	14,822,000
29	<b>Program 30 Appropriation Balance</b>	<b>3,783,137</b>	<b>2,393,658</b>	<b>954,000</b>		-
30	Program 45 (distribution to courts and vendors) <sup>6</sup>	N/A	N/A	71,309,000		71,309,000
31	<b>Program 45 Appropriation Balance</b>	N/A	N/A	<b>14,208,000</b>	<b>5,815,000</b>	<b>14,208,000</b>

**Notes**

- 1 SB 1021, effective in FY 2012-2013, merged the Judicial Administration Efficiency and Modernization Fund and the Trial Court Improvement Fund into the State Trial Court Improvement and Modernization Fund.
- 2 Combines the FY 2010-2011 and FY 2011-2012 fund condition statements of the Judicial Administration Efficiency and Modernization Fund and the Trial Court Improvement Fund.
- 3 Included in this line are transfers from the General Fund, to the Trial Court Trust Fund per GC 77209(j) (previously GC 77209(k)), from the Trial Court Trust Fund (TCTF) previously required per GC 77209(b), and assumes that \$20 million of the transfer to the TCTF in FY 2012-2013 will continue in future fiscal years.
- 4 Included in this line are the \$31.6 million and \$20 million transfers from the Modernization Fund to the TCTF in FY 2010-2011 and FY 2011-2012 as well as FY 2012-2013 transfers to the TCTF related to AOC staff cost savings, the Deloitte CCMS Delay Cost reimbursement, and fund balance.
- 5 The 2012 Budget Act allows this item's appropriation to be increased up to \$18.673 million.
- 6 Prior to FY 2012-2013, the former Trial Court Improvement Fund was continuously appropriated and did not have an expenditure limit. The Judicial Administration Efficiency and Modernization Fund had an appropriation of \$38.709 million in FY 2010-2011 and \$18.709 million in FY 2011-2012.


**2011-2012 Phoenix Financial  
Services Charges to Trial Courts**

<b>Court</b>	<b>Amount</b>
Alameda	381,129
Alpine	3,797
Amador	18,473
Butte	68,305
Calaveras	15,079
Colusa	8,306
Contra Costa	208,602
Del Norte	16,375
El Dorado	46,894
Fresno	258,771
Glenn	12,341
Humboldt	46,396
Imperial	59,035
Inyo	10,917
Kern	239,691
Kings	43,239
Lake	21,264
Lassen	12,958
Los Angeles	-
Madera	44,260
Marin	86,669
Mariposa	7,594
Mendocino	41,483
Merced	58,024
Modoc	5,696
Mono	9,137
Monterey	110,970
Napa	46,467
Nevada	36,215
Orange	710,790
Placer	71,789
Plumas	9,374
Riverside	388,511
Sacramento	342,002
San Benito	14,951
San Bernardino	396,411
San Diego	708,995
San Francisco	244,616
San Joaquin	153,426
San Luis Obispo	79,905
San Mateo	196,974
Santa Barbara	144,066
Santa Clara	361,206
Santa Cruz	79,065
Shasta	83,299
Sierra	4,438
Siskiyou	27,529
Solano	124,592
Sonoma	110,519
Stanislaus	113,129
Sutter	30,614
Tehama	23,888
Trinity	8,472
Tulare	124,829
Tuolumne	23,020
Ventura	194,055
Yolo	54,298
Yuba	26,342
<b>Total</b>	<b>6,769,192</b>

**ACTIVITY REPORTING AND PROPOSAL FORM**

**JUDICIAL COUNCIL DIRECTIVES**

**AOC RESTRUCTURING**

<b>DATE</b>	2/1/2013
<b>PREPARED BY</b>	Lee Willoughby
<b>OFFICE NAME</b>	<u>Judicial Branch Capital Program Office</u>
<b>JUDICIAL COUNCIL DIRECTIVE NUMBER</b>	139
<b>JUDICIAL COUNCIL DIRECTIVE</b>	E&P recommends that the Judicial Council direct the Administrative Director of the Courts, once organizational changes are made as approved by the Judicial Council, to evaluate and make recommendations regarding staff reductions.
<b>SEC RECOMMENDATION</b>	Staff reductions appear feasible in light of the slowdown in new court construction and should be made accordingly. The Chief Operating Officer should be charged with implementing necessary reductions.
<b>RESPONSE (check applicable boxes)</b>	
<input type="checkbox"/> This directive has been completed and implemented: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input type="checkbox"/> This directive is forwarded to the Judicial Council with options for consideration: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	
<input checked="" type="checkbox"/> Other: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>The construction program is in a state of flux due to the funding reductions proposed in the Governor's budget and retirements of two assistant directors and the director. It is difficult to accurately assess staffing reductions at this time without knowing the full impact to the program of the proposed construction funding. Construction fund reductions include \$50 million on going, proposed payment of the Long Beach service fee, and the \$200 million redirection proposed for FY 13/14. Efforts are in progress to restore some or all of the proposed \$200 million redirection and if successful, further assessment of resources will be necessary. Resources at this time are managing the active projects that will include 15 projects totaling about \$2 billion in construction during 2013. We will reevaluate the staffing requirements in light of the final budget for fiscal year 2013-14 and will provide additional information to the council at the August council meeting.</p> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">  File Attachment         </div>	

<b>TIMELINE AND RESOURCES FOR IMPLEMENTATION</b>	
<b>IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE</b>	<input type="text"/>
<b>RESOURCES REQUIRED FOR IMPLEMENTATION</b>	<input type="text"/>
<b>ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)</b>	
<input type="checkbox"/> <b>PROCEDURES/ POLICIES UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>TRAINING UPDATED OR DEVELOPED</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SAVINGS</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>COST</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>EFFICIENCIES</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>SERVICE LEVEL IMPACT</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<input type="checkbox"/> <b>OTHER</b>	<input type="text"/> <input type="button" value="File Attachment"/>
<b>ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL</b>	
<b>ADOC REVIEW</b>	Administrative Director of the Courts Review Date: <input type="text" value="2/7/2013"/>
<b>EXECUTIVE AND PLANNING (E&amp;P) COMMITTEE REVIEW</b>	
<b>E&amp;P REVIEW</b>	Executive and Planning Review Date: <input type="text" value="2/14/2013"/>