



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

RONALD M. GEORGE
Chief Justice of California
Chair of the Judicial Council

WILLIAM C. VICKREY
Administrative Director of the Courts

RONALD G. OVERHOLT
Chief Deputy Director

April 3, 2006

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

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

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

Re: Annual Report of Fiscal Year 2004–2005 Court Facilities Trust Fund Expenditures

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

In conformance with the provisions of Government Code section 70352(c), the Administrative Office of the Courts (AOC) respectfully submits the following report of fiscal year 2004–2005 Court Facilities Trust Fund expenditures.

Money deposited in the Court Facilities Trust Fund, under County Facilities Payment agreements, provides for the maintenance and operation of court facilities that transfer to state responsibility.

In FY 2004–2005, \$89,039 was expended from the Court Facilities Trust Fund for operation and maintenance costs for the Riverside County court facility, which transferred to state responsibility in April 2005. There were no other expenditures from the fund in FY 2004–2005.

Ms. Boyer-Vine, Mr. Schmidt, and Mr. Wilson
April 3, 2006
Page 2

If you have any questions related to this report, please contact Ms. Gisele Corrie, Financial Manager, at 415-865-7951 or by e-mail at gisele.corrie@jud.ca.gov.

Sincerely,



William C. Vickrey
Administrative Director of the Courts

WCV/GA/bf

cc: Alex MacBain, Consultant, Senate Budget & Fiscal Review Committee
Janus Norman, Consultant, Assembly Budget Committee
Jaci-Marie Thomson, Principal Program Budget Analyst, Department of Finance
Seija Virtanen-Blaylock, Legislative Analyst's Office
Members of the Judicial Council
Ronald G. Overholt, AOC Chief Deputy Director
AOC Regional Administrative Directors
Kim Davis, Director, AOC Office of Court Construction and Management
Christine M. Hansen, Director, AOC Finance Division
Stephen H. Nash, Assistant Director, AOC Finance Division
Gisele Corrie, Financial Manager, AOC Office of Court Construction and Management
Eraina Ortega, Manager, AOC Office of Governmental Affairs



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

RONALD M. GEORGE
Chief Justice of California
Chair of the Judicial Council

WILLIAM C. VICKREY
Administrative Director of the Courts

RONALD G. OVERHOLT
Chief Deputy Director

March 29, 2006

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

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

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

Re: Annual Report of Special Funds Expenditures for Fiscal Year 2004–2005

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

Under the reporting requirements stated in Government Code section 77209(j), regarding the Trial Court Improvement Fund, and in the Supplemental Report of the 2000 Budget Act, Item 0450-101-0932–Trial Court Funding, pertaining to the Judicial Administration Efficiency and Modernization Fund, the Judicial Council respectfully submits the Annual Report of Special Funds Expenditures for fiscal year 2004–2005.

Funding provided by the Trial Court Improvement Fund and the Judicial Administration Efficiency and Modernization Fund represents an essential component of the judicial branch

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

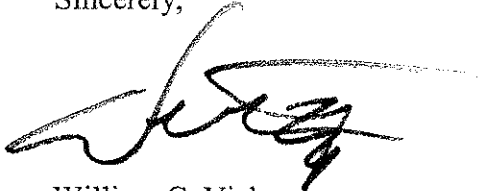
March 29, 2006

Page 2

budget. These funding sources are the foundation for essential statewide services, ongoing technology programs and infrastructure initiatives, for educational and development programs, and they provide the critical funding necessary to support innovative and model programs, pilot projects, and other special projects. The programs and initiatives detailed in this report highlight many of the judicial branch's efforts to ensure that all Californians have access to a fair system of open and equal justice.

Should you have any questions, please contact Ms. Christine Hansen, Administrative Office of the Courts Chief Financial Officer, by phone at 415-865-7951 or by e-mail at tina.hansen@jud.ca.gov.

Sincerely,



William C. Vickrey
Administrative Director of the Courts

WCV/BF

Attachments

cc: Greg Jolivette, Director, Legislative Analyst's Office
Alex MacBain, Consultant, Senate Committee on Budget and Fiscal Review
Janus Norman, Senior Consultant, Assembly Budget Committee
Jaci-Marie Thomson, Principal Program Budget Analyst, Department of Finance
Members of the Judicial Council
Ronald G. Overholt, AOC Chief Deputy Director
AOC Regional Administrative Directors
Christine M. Hansen, Director, AOC Finance Division
Kathleen Howard, Director, AOC Office of Governmental Affairs
Stephen H. Nash, Assistant Director of Finance, AOC Office of Budget Management
Ruben Gomez, Manager, AOC Fiscal Administration and Technical Support Services
Eraina Ortega, Manager, AOC Office of Governmental Affairs

Report to the Judicial Council and the Legislature

Annual Report of Special Funds Expenditures For Fiscal Year 2004–2005

**Pursuant to reporting requirements set forth in the
Government Code Section 77209(i)
(Trial Court Improvement Fund - 0159)
And
Supplemental Report of the 2000 Budget Act
(Item 0450-101-0932 -- Trial Court Funding)**

March 24, 2006

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

**Report to the Judicial Council and the Legislature:
Annual Report of Special Funds Expenditures for Fiscal Year 2004–2005
March 24, 2006**

Introduction

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

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

Annual Report

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

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

The Improvement Fund (Attachment A, page 1) is continuously appropriated and has a variety of funding sources, including annual deposits from the 2% Automation Fund, 50/50 Excess Fines Split, interest from the Surplus Money Investment Fund, sale of documents, and a transfer from the Trial Court Trust Fund (TCTF). The transfer of these funds has specific restrictions such as reserving at least one-half of the one percent transfer for a specified time-period unless allocated to a court or courts for urgent needs¹. The Modernization Fund (Attachment B, page 1) is appropriated annually in the state Budget Act.

¹ At its September 17, 2004 meeting, the Executive and Planning Committee temporarily extended this from March 15 to June 30 in order to create an emergency fund to address current year and budget year trial court budget needs.

For FY 2004–2005, expenditures from the special funds were made in the following categories:

Improvement Fund (refer to Attachment A, page 2)

• Ongoing Funding for Court Base Operations	\$44,256,241
• Ongoing Statewide Programs	19,695,753
• Trial Court Projects and Model Programs	5,320,335
• Emergency Funding Reserve	592,203
• Pro-rata, Statewide General Administrative Services	<u>554,313</u>
Total Expenditures by Category: <u>\$70,418,845</u>	

Modernization Fund (refer to Attachment B, page 1)

• Statewide Technology Projects	\$26,287,502
• Education and Developmental Programs	1,711,569
• Pilot Projects, Special Initiatives and Ongoing Programs	<u>5,696,411</u>
Total Expenditures by Category: <u>\$33,695,482</u>	

Fiscal Year 2004–2005 Expenditures

Improvement Fund (refer to Attachment A, page 2)

In FY 2004–2005, the council expended \$70.419 million from the Improvement Fund. Most of the projects funded by the Improvement Fund represent ongoing efforts or initiatives that support current trial court operations, programs that most courts would not otherwise be able to provide or absorb within their base operation funding. Since the passage of the Trial Court Funding Act of 1997 (Chapter 850, Statutes of 1997), the state has been responsible for fully funding trial court operations. Consonant with this change, the AOC has been responsible for developing and implementing a statewide infrastructure to provide services that were previously provided by the counties. The following four categories represent critical efforts of statewide importance as well as direct support for the trial courts provided from the Improvement Fund:

Category 1: Ongoing funding for Court Base Operations: \$44.256 million (refer to Attachment A, page 3)

The purpose of this funding is to support unfunded trial court operations and various operational needs, including:

- > Otherwise unfunded or under-funded trial court base operations and negotiated salary increases;

- 2% Automation (automated record keeping system improvements pursuant to GC 68090.8);
- Funding for courts with insufficient resources;
- Baseline Funding to address FY 1996–1997 under-reported operational court costs; and
- 50/50 Excess Split Revenue Distribution to trial courts pursuant to Government Code section 77205(a).

Category 2: Ongoing Statewide Programs: \$19.696 million (refer to Attachment A, page 4)

Funding originally provided for ongoing statewide programs in prior fiscal years continued in FY 2004–2005 for the support of several innovative programs that enhance the provision of justice throughout the state. Some of these initiatives include the following:

➤ Litigation Management Program

Section 811.9 of the California Government Code requires the Judicial Council to provide for the representation, defense, and indemnification of the state's trial courts, trial court judicial officers, and trial court employees. The council has established the Litigation Management Program and allocated funds to pay for defense and indemnification as required by the code. The funds are used to pay the costs of defense, including fees for attorneys from the Attorney General's Office and private counsel, and to pay settlements and judgments. Unspent funds carry over to the next year in order to cover pending obligations.

➤ Commission on Judicial Performance (CJP) Defense Insurance

In 1999, the Judicial Council approved the insurance program as a comprehensive loss prevention program. CJP Defense Insurance is for purposes of (1) providing cost effective, efficiently administered, and uniform insurance for all State of California justices, judges, and subordinate judicial officers as to CJP complaints, (2) protecting judicial officers from exposure to excessive financial risk for acts committed within the scope of the judicial duties, and (3) lowering the risk of conduct that could develop into increased complaints through required ethics training for judicial officers.

➤ Trial Court Transactional Assistance Program

The Judicial Council established the Trial Court Transactional Assistance Program (TCTAP) in July 2001 as a means by which the AOC's Office of the General Counsel (OGC) could provide transactional legal assistance to the trial courts through outside counsel selected and managed by the OGC. Subsequently, the council broadened authorized uses of TCTAP funds to include any legal services required by the trial courts relating to trial court operations. During budget planning for FY 2004–2005, the OGC determined that most legal services could

be provided more economically by in-house counsel who could establish on-going, professional relationships with trial court personnel, and develop institutional knowledge and expertise. Consequently, the Judicial Council approved the decision to redirect a substantial portion of the annual \$2 million TCTAP budget to fund eight attorney positions and three support staff positions in the regional offices. Accordingly, the TCTAP budget in FY 2004–2005 was reduced from \$2 million to \$1.102 million, of this amount, actual expenditures in FY 2004–2005 were \$1.049 million, as indicated on Attachment A, page 4, and the remaining funds were allocated to fund the regional office OGC positions on a half-year basis beginning in January 2005. The actual expenditures for these positions in FY 2004–2005 were reimbursed from the Improvement Fund and reported under Administrative Infrastructure Cost pursuant to GC 68085(a)(4), as indicated on Attachment A, page 4.

➤ *Employee Assistance Program for Bench Officers*

In FY 2004–2005, allocated funding for this program was expended to provide the Judicial Officers' Assistance Program to the justices, judges, commissioners, referees and assigned judges in the Supreme Court, Courts of Appeal and Superior Courts. This program provides assistance to the members and their families in dealing with a wide range of personal, family and financial matters.

➤ *Statewide Interpreter Conference*

In FY 2004–2005, allocated funds were expended to make it possible for the AOC to sponsor the first Statewide Interpreters Conference on September 18, 2004. The theme of the conference was, "One Voice: A Community of Interpreters". The purpose of the interpreter conference was to build a sense of community and shared vision among the state's interpreters who provide interpreter services for many of the 220 languages used in California. More than 600 interpreters attended this event and discussed various court interpreting issues. The conference reflected the interpreting community's shared goal to ensure that limited-English-speaking, deaf, or hearing-impaired Californian have access to a qualified interpreter in a court proceeding.

➤ *Self-Represented Litigants–Strategic Planning*

In FY 2004–2005, allocated funds were expended to plan for implementation of judicial branch assistance for self-represented litigants that has been enormously successful in generating participation from local courts. The Judicial Council adopted an objective as part of its operational plan that every trial court should have an action plan for serving self-represented litigants. It also adopted an objective that the number of self-help centers should be increased. Over the last four years, 55 courts serving over 99 percent of California's population have participated in the program, preparing action plans for serving self-represented litigants. Forty-three courts have been given additional grants to help them

implement all or part of their action plans. Ten courts have been able to start self-help centers using these funds as seed money. Others have developed brochures, videos, and other informational materials for self-represented litigants. These materials are available online to be shared or adapted by all courts.

Enormous progress has been made on the statewide technology initiatives that support the objectives set forth by the Judicial Council in its Strategic and Operational Plans. Several information technology infrastructure projects are included as a significant component of the judicial branch's ongoing statewide initiatives (refer to Attachment A, Addendum 1). The majority of the funding in FY 2004–2005 was expended on the following projects:

➤ California Case Management System (CCMS)

In FY 2004–2005, allocated funds were expended consistent with Judicial Council direction in February 2003; efforts are underway to provide a statewide case management system that includes all case types for all of the courts. This is a multi-year effort with two phases currently underway - the criminal/traffic portion of the system is in the testing phase, and work has begun with the ten courts slated to move to this portion of the system over the next two fiscal years. The civil/probate/small claims portion of the system is under development with over thirty court staff serving as subject matter experts working with the software developers. The presiding judges and court executives of the six lead courts on CCMS provide direction as members of the CCMS Oversight and Steering Committee which is chaired by the regional administrative director of the AOC's Southern Regional Office.

➤ Statewide Planning and Deployment Support

In FY 2004–2005, allocated funds were expended to complete transition plans for the 58 courts. These plans documented the current state of technology in each of the courts particularly as it related to telecommunications, case management, and jury management. The plans also documented the technology staff support available either at the court or through their county. The AOC has maintained its commitment to keep these plans current as they provide valuable information not only for the information technology projects but also for a number of other divisions. There are also a number of other initiatives in progress that are not specific to any one project. These include the next phase of the development of an Enterprise Architecture, which provides a roadmap for how all of the various technology initiatives need to fit together from both a business and technology perspective. There are also plans to move beyond the basic efforts to develop a branch-wide security policy as it relates to both data and network security, which also serves to inform the efforts already underway for disaster recovery and continuity of business operations. Under this objective, we have also provided direction for initiatives developed by the various court working groups that have a technology component.

➤ Interim Case Management Systems (CMS)

In FY 2004–2005, allocated funds were expended to allow five vendors of case management systems in use in the courts of California to be certified as meeting both the state and local functional requirements as defined by the courts. Courts further out in the deployment schedule for CCMS are being migrated to the California version of these certified products to ensure stability of critical court operations during this transition period. The work being done with these courts as it relates to data cleanup, data conversion and interfaces with the justice partners will greatly facilitate the ability of these courts to move to CCMS.

➤ Data Integration

In FY 2004–2005, allocated funds were expended to continue the data integration program and to work with the trial courts to develop a statewide approach. Prior to state funding, solutions for data sharing with local justice partners varied widely in the trial courts. To date, the AOC has coordinated a number of efforts to develop statewide data integration standards:

- The program has developed 17 exchange specifications that address over 70 high value criminal and traffic information exchanges identified by the courts.
- The program has documented a roster of high-value family and juvenile information data exchanges in support of the development of the same case types in the California Case Management System (CCMS).
- The Integration Services Backbone (ISB), which uses an enterprise messaging tool, was selected as the technical solution to integrate courts with their local and state justice partners.
- Currently, the ISB infrastructure is being implemented in the California Courts Technology Center (CCTC) and being deployed in concert with the criminal module of CCMS.

➤ Information Technology Infrastructure – Court Technology Center

In FY 2004–2005, allocated funds were expended to provide courts with comprehensive information technology support services. Court Accounting and Reporting Systems (CARS) are at the Technology Center, as well as the Sustain case management system and CCMS-Criminal. A major focus of FY 2004–2005 was to offer additional services in the areas of email, desktop, disaster recovery, and possibly voice hosting.

Category 3: Trial Court Projects and Model Programs: \$5.32 million (refer to Attachment A, page 5)

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

➤ *Trial Court Benefits Program*

In FY 2004–2005, allocated funding for this program was expended to provide web-based enrollment capabilities for the Superior Courts of Contra Costa, Alameda, Placer, and San Luis Obispo Counties. These courts joined the Trial Court Benefits Program for the Superior Courts of California for the first time in January 2005. Combined, they totaled 1,478 employees who needed to be enrolled in the program. The web based product was the most efficient way to accurately process the information required to perform this enrollment. The remaining funding was used to pay a portion of the April 2005 invoice from the third-party administrator for the benefits program. Twenty-eight superior courts participate in this program and the third-party administrator collects and maintains eligibility information, bills and collects premiums from the courts and pays the vendors in the program and passes eligibility information to the vendors.

➤ *Trial Court Benefits Reserve*

In FY 2004–2005, allocated funding for this program was expended to cover unanticipated medical claims and to provide a reserve fund for claims volatility in the self-insured medical program included in the benefits program. Twelve superior courts participate in the self-insured medical program and 28 trial courts participate in the benefits program. In addition, some of the reserve funds were encumbered to pay for third-party administrator, legal, and plan operation consulting services.

➤ *Family Law Interpreter Program*

In FY 2004–2005, allocated funding for this program was expended to support interpreter services for litigants in family law cases where domestic violence protective orders have been issued or are being sought. Twenty-eight court systems received funding through this program to provide services in court hearings, Family Court Services mediation proceedings, Family Law Facilitators sessions, and court-sponsored self-help settings. Participating courts may use the funds to cover the costs of providing certified or registered interpreters (which includes their per diem or salary, benefits, and mileage), and to pay for interpreter coordinator services. The project also ensures that domestic violence related court forms are translated into Spanish, Korean, Chinese, and Vietnamese. Feedback from participating courts indicates that the program has been extremely helpful in improving access to California's justice system, enhancing safety for domestic violence victims and children, and improving court efficiency by reducing the need for continuances of court hearings due to lack of interpreters.

➤ *Uniform Model Family Court Projects*

In FY 2004–2005, allocated funds were expended to create and support unified court systems that coordinate family, juvenile and related case types. The

coordinated systems are meant to improve court procedures and outcomes for California's children and families and make better use of strained court resources. Through unified or coordinated family court systems, the model courts seek to improve access to the California justice system, expedite appropriate resolutions, provide safety and protection for victims, reduce and eliminate duplication of court and court-connected services, ensure system accountability and integrity, increase efficiency and cost savings, and enhance public trust and confidence. Courts receiving funding to implement approaches to unification and coordination include Del Norte, Butte, and Glenn as a collaborative, Los Angeles, Napa, Placer, San Joaquin, and Yolo. Additionally, the Superior Court of San Francisco City and County hired a case manager to improve coordination of family and juvenile matters and to provide data to the AOC on case management system needs; and Inyo implemented a coordinated family and juvenile parenting program. Each of these courts participated in the original planning grant process that provided a basis for many courts to consider how to more effectively coordinate family and juvenile matters. By coordinating these cases and providing case managers to assist with coordination and service referrals, courts have reported a decrease in the number of hearings, more efficient handling of matters by combining more than one case type in some instances, and improved access to necessary services such as counseling.

➤ *Local Court Strategic Planning*

In FY 2004–2005, allocated funds were expended to provide support grants to the trial courts and for related activities that are intended to enhance the process of ongoing comprehensive and community-focused court strategic planning. To date, these funds have been used to support research, public forums, and data collection; develop operational plans pursuant to the courts' respective strategic plans and conduct ongoing planning; and provide outreach and education to the public and court users. The accomplishments included creation and implementation of an Internet-based application (database) for the submission of trial court operational plans and an annual progress report on local planning. A public trust and confidence survey was conducted with judicial branch stakeholders (including 2,400 California adults and 500 California practicing attorneys). The information provided valuable input for the council's annual planning session. Additionally, planning workshops were conducted for the courts and comprehensive analysis was prepared on the annual planning progress reports submitted by the 58 trial courts. A report and analysis of judicial branch stakeholder input, "Recommendations for Improving Public Trust & Confidence: Analysis of Trial Court Plans and AOC Strategic Projects," was produced and presented to the Judicial Council at its June 2005 planning session. The report is expected to be used by the council in revising its strategic plan in FY 2005–2006.

Category 4: Emergency Funding Reserve: \$0.592 million (refer to Attachment A, page 6)

The one-half of one percent emergency funding reserve becomes fully available, under statute, on March 15 of each year, unless allocated to a court or courts to meet an urgent need. An urgent need is defined as an unanticipated or critical financial obligation that cannot be reasonably funded from within the local court's budget and that requires a one-time allocation of funds within the fiscal year in which the urgent need arises.

The Emergency Funding Reserve in FY 2004–2005 was budgeted at \$27.561 million. In this reporting period, \$592,203 was allocated to cover urgent needs in 2 courts, \$480,000 to the Superior Court of Lake County for one-time needs, and \$112,203 to reimburse the extraordinary costs incurred by the Superior Court of San Mateo County as a result of the high profile case of People vs. Peterson, which was moved from the Superior Court of Stanislaus County. Allowable costs such as judges' travel costs, reporters' fees, transcript costs, jury costs, prosecution costs, defense costs, sheriff's costs, and miscellaneous costs such as prorated costs of additional equipment were reimbursed upon submittal of approved invoices. Costs that are not allowable include, but are not restricted to administrative indirect overhead, accounting and auditing costs, and salaries. As directed by the council, the remaining balance of the reserve was carried over to FY 2005–2006.

Modernization Fund (refer to Attachment B, page 1)

In FY 2004–2005, the total available funding in the Modernization Fund was \$34.122 million. Of that amount, the council expended \$33.695 million. In addition, \$1,950 for statewide general administrative (pro rata) charges was directly charged to the fund. Funding provided by the Modernization Fund provides the primary support for critical technology projects (e.g., case management systems, fiscal management systems, human resources management systems), mandated education for judicial officers and court staff (e.g., orientation for new judges, continuing judicial studies), and key local assistance initiatives such as remote interpreting services, alternative dispute resolution, and complex civil litigation pilot programs. A description of some of these projects in each of the three categories follows:

Category 1: Statewide Technology Projects: \$26.288 million (refer to Attachment B, page 2)

The adoption of the council's Tactical Plan for Court Technology has provided the framework for a coordinated and integrated approach to building a statewide technology infrastructure for all courts. Trial court funding for technology during the past decade neither provided adequate resources to ensure that all courts operated with a minimum acceptable level of technology nor encouraged the development of effective court management and information-sharing systems at the local, county, or state level. The result was 58 court systems with multiple disparate court management systems and management information systems of various vintages and complexity.

In February 2003, the council reaffirmed its previous direction to the AOC to develop and implement the necessary administrative infrastructure to support the operations of the trial courts to provide efficient, cost-effective, and reliable statewide administrative services (to avoid duplication of services, etc.). In addition, the council directed the AOC to continue developing trial court technology initiatives and seek the necessary resources to provide a statewide Technology Center for use by all courts, to stabilize courts with critical needs by focusing on a select number of certified case management systems, while proceeding with the development of an integrated, statewide case management system. In FY 2004–2005, continuing progress was made to work with the courts to apply judicial branch standards to meet their operational needs and the statewide objectives set forth by the council in its Strategic and Operational Plans, and articulated in its technology funding priorities.

The Modernization Fund allocation of \$26.288 million was allocated for various inter-related technology initiatives, including:

➤ *Statewide Planning and Deployment Support*

In FY 2004–2005, both the Improvement Fund and the Modernization Fund funded the statewide technology plan. See the Statewide Planning and Development Support item in the Improvement Fund section for the detailed description.

➤ *Court Accounting and Reporting System (CARS)*

In FY 2004–2005, allocated funds were expended to continue the implementation of this project that spans multiple fiscal years. The project has allowed the branch to standardize its accounting functions, and provide timely and comprehensive financial information to all required parties. At the end of FY 2004–2005, CARS had been implemented in a total of seventeen courts.

➤ *Court Human Resources Information System (CHRIS)*

In FY 2004–2005, allocated funds were expended to support the implementation efforts associated with a statewide offering of human resource functions which uses the same operating platform that supports CARS. AOC Human Resources Division worked with the courts and the Finance Division to expand the enterprise resource planning (ERP) system functionality to include human resources, and to pilot the system in two of the trial courts. The ability to implement a true ERP provides enormous benefit to the branch in its management of both human and financial resources.

➤ *Jury Management System*

In FY 2004–2005, allocated funds were expended to make additional functionality available to other courts throughout the state. Over the last two fiscal years, over

forty courts have been upgraded to the most current version of their vendor software. About half of those courts have also been able to add functionality to provide web access, integrated voice response systems, and check writing modules. The additional functions, where implemented, have saved the courts considerable staff time.

Information Technology Infrastructure - Court Technology Staff

In FY 2004–2005, allocated funds were expended to deploy the statewide initiatives. Beginning in FY 2000–2001, one time funding was provided to courts with no information technology staff or support from their counties. The number of courts needing this assistance has decreased slightly from 22 to 18 courts. This funding support is extremely valuable to the courts and to the AOC.

➤ *Information Technology Infrastructure – Telecommunications*

In FY 2004–2005, allocated funds were expended to continue the project of telecommunications standards that were developed by the AOC working with the courts and telecommunications vendors. Over the past three years, 46 of the 58 courts were upgraded to meet these standards, which included new cabling plants, new network hardware, intrusion detection monitoring, and segregation from their county networks. Efforts will continue this fiscal year to move toward completion of courts in the Southern Region.

➤ *Data Integration*

In FY 2004–2005, both the Improvement Fund and the Modernization Fund funded the data integration projects. The AOC has coordinated a number of efforts to develop statewide data integration standards including the data elements, data definitions, and the associated XML schema (successor to HTML web programming language). This work allowed for the consistent exchange of information among and between the courts, their local justice partners and state partners. The most significant effort was the selection and implementation of a series of tools to create an Integration Services Backbone for the branch to electronically share information with all of its partners including the public.

➤ *Interim Case Management Systems (CMS)*

In FY 2004–2005, both the Improvement Fund and the Modernization Fund funded the CMS projects. Funding from the Modernization Fund assists courts in upgrading existing software to a certified version. This project funded the preliminary work to move eight courts to the interim environment in FY 2004–2005.

➤ California Case Management System (CCMS)

In FY 2004–2005, both the Improvement Fund and the Modernization Fund funded the CCMS projects. See the California Case Management System item in the Improvement Fund section for the detailed description.

Category 2: Educational and Developmental Programs: \$1.712 million (refer to Attachment B, page 3)

The council's strategic plan identifies education of judges, subordinate judicial officers, and non-judicial court staff as a significant means to advance the mission and goals of the judiciary in the areas of access, fairness, diversity, and ethics. With the increasing complexity of the law and court procedures, delivery of justice to the people of California requires judges and court personnel to be equipped with knowledge, skills, and attitudes that enable them to administer the justice system in a fair, effective manner that fosters public confidence. The allocations for education programs and statewide meetings fall into five general categories: Mandated State Education Programs for Judges, Non-Mandated Education Programs for Judges, Education/Training/Programs related to Court Administration, Education Programs for Court Staff, and Other Educational and Developmental Programs.

Funding for the following projects enables judges and subordinate judicial officers to participate in mandated and assignment-related educational programs. Additionally, this funding supports trial court staff training programs.

Mandated State Education Program

Orientation for New Court Judges
B.E. Witkin Judicial College of California
Family Law Assignment Education
Juvenile Law Assignment Education
Ethics Training for Judges

Non-Mandated Education Programs

Summer Continuing Judicial Studies Program
Fall Continuing Judicial Studies Program
Criminal Law and Procedure Institute
Cow County Judges Institute
Statewide Fairness Conference
Winter Continuing Judicial Studies Program
Probate and Mental Health Institute
Computer Classes for Judges
Civil Law and Procedure Institute

Programs related to Court Administration

Court Management Courses

California Judicial Administration Conference
Train the Trainers – Faculty Development
Training Coordinators Conference
Trial Court Faculty (Statewide Education Programs)

Programs for Trial Court Staff

Mid-level Management Conference
Court Clerk Training Institute
Distance Learning (Satellite Broadcast)
Trial Court Judicial Attorney Institute

Other Educational and Developmental Programs

Trial Court Financial Reports Training
“Transfer of Knowledge” Symposium
Teen Courts and Beyond the Bench

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

Category 3: Pilot Projects, Special Initiatives and Ongoing Programs: \$5.696 million (refer to Attachment B, page 4)

The provision of justice in the courts can be enhanced by improving access, efficiency, and effectiveness. In FY 2004–2005, the council again allocated funding from the Modernization Fund to support innovative programs that enhanced the provision of justice, such as alternative dispute resolution program; complex litigation pilot program, and a pilot program to facilitate access to the courts for non-English-speaking individuals in geographically isolated areas and to decrease the use of non-certified interpreters. Funding was also used to evaluate and make recommendations relating to the reporting of the record, support a Blue Ribbon Commission to identify innovations (effective practices), and improve jury management and data collection, including the establishment of model jury summons. Some significant projects include:

➤ *Alternative Dispute Resolution*

In FY 2004–2005, allocated funding for this program was expended to provide continued support for mediation programs in two of the pilot courts and to support expansion of mediation and settlement programs for civil cases in all California trial courts to the optimal level. In 2004, the Judicial Council received the staff report on these pilot programs, *Evaluation of the Early Mediation Pilot Programs*, and forwarded it to the Legislature and the Governor. The report showed that all

five of the Early Mediation Pilot Programs were successful, resulting in substantial benefits to both litigants and the courts, including:

- Reductions in the trial rate among participating cases were shown in two programs;
- Reductions in the time required for participating cases to reach disposition were shown in all five programs;
- In all five programs, increased attorney satisfaction with the services provided by the court, with the litigation process, or with both, was shown among participating cases; and
- In all five programs, attorneys in pilot program cases that settled at mediation estimated that their clients' costs were between 61 and 68 percent lower than they would have been had they not used mediation to reach settlement.

Approximately \$379,000 of these funds was used to help support the continued operation of the early mediation programs in the Superior Courts of Contra Costa and Fresno Counties. Approximately \$1.125 million was used to provide new grants to trial courts for two purposes: 1) to conduct a needs assessment or plan a mediation or settlement program, and 2) to implement a new mediation or settlement program or improve or expand an existing one. There were nine planning grants, ranging from \$5,781 to \$7,500 each, that were awarded. The courts that received these grants are required to report on the results of their planning process in 2006. Thirteen implementation grants, ranging from \$22,000 to \$100,000 each, were also awarded.

➤ *Complex Civil Litigation Pilot Program*

In FY 2004–2005, allocated funding for this program was expended to provide support for the Complex Civil Litigation Program, which began as a pilot project in January 2000. In August 2001, the council approved making this a permanent program and it is tasked with improving the management of complex civil cases. The program involves 16 departments in the Superior Courts of Alameda, Contra Costa, Los Angeles, Orange, San Francisco and Santa Clara Counties. The National Center for State Courts reported on the program in its Evaluation of the Centers for Complex Litigation Pilot Program. The lengthy report included information on the number of complex cases filed, the impact of the complex litigation departments on case and calendar management, the impacts on trial courts, attorneys, and parties, and recommendations to the Legislature and the Governor concerning complex litigation departments. In FY 2003–2004, the program was funded from both the Improvement Fund (\$1,486,000) and the Modernization Fund (\$1,369,000). However, starting with FY 2004–2005, it is proposed that the program be funded entirely from the Modernization Fund.

➤ *Self-Represented Litigant Electronic Forms (Interactive Software)*

In FY 2004–2005, allocated funds were expended to help expand the availability of electronic document preparation programs to 38 of the 58 courts. The goal is to improve access to justice and the efficiency of the courts by enabling litigants to complete many legal forms using a simple question and answer process. It also helped in the development of “plain language” forms and translation of commonly used forms as a first step toward interactive forms. It enabled the development of interactive programs that can be used in every county such as one to help litigants decide on the correct procedure and forms to change their name and to write necessary demand letters in small claims cases and other basic programs.

➤ *Self-Represented Litigant Agreement Template*

In FY 2004–2005, allocated funds were expended to enable the development of a web-based program that assists self-represented litigants to write simple custody/visitation agreements. It includes tips and information on parenting as well as opportunities to discuss and agree on a wide variety of issues that parents face. The template is being field tested and will be integrated into the self-help website. It will also be available to court-based mediators to assist them in drafting agreements.

➤ *Presiding Judges and Court Executives Meetings*

In FY 2004–2005, allocated funds were expended to make it possible for convening three in-person meetings of the Trial Court Presiding Judges Advisory Committee (TCPJAC) and Court Executives Advisory Committee/Conference of Court Executives (CEAC/COCE). These statewide meetings provide an opportunity for the superior court presiding judges, assistant presiding judges, executive officers, and senior managers to discuss, comment, collaborate, and take action on judicial branch issues of statewide and local concern. Additionally, the funds were used to hold individual committee meetings during the fiscal year. The TCPJAC Executive Committee convened to discuss and act on committee governance matters and topics of concern for the judicial branch. The CEAC met periodically with the directors of the AOC to collaborate and take action on key court administration issues. These meetings will continue to be held annually.

➤ *Kleps Award Program*

In FY 2004–2005, allocated funding for this program was expended to continue the program that was established in 1991 in honor of Ralph N. Kleps, the first administrative director of the California courts. The purpose of this program is to recognize and celebrate the contributions made by individual courts to the field of judicial administration. The awards are now presented bi-annually to encourage courts to develop new programs that :1) align with the goals of the Judicial Council’s Strategic Plan, Leading Justice into the Future, and 2) provide outcomes that improve service to the public. The awards selection is made by a statewide

committee of court leaders including judges, court executives, and court program managers. These funds enable the committee members to travel to meetings and make site visits to review nominated projects.

➤ *Jury Management - Model Summons*

In FY 2004–2005, allocated funds were expended to provide for continuation of a project initiated in FY 2002–2003. The purpose is to facilitate collaboration among courts to adopt a common, shared summons based on the model jury summons and encourage cost savings through economies of scale in the printing and mailing of summons. Concurrently, research is being conducted on better employment of National Change of Address technology to make the summoning process more efficient. Approximately twenty courts participated in a working group to develop a common summons and examine their summoning practices and work toward identifying best practices. Funds have been used to assist courts with the costs associated with attending technical assistance, staff retraining, and converting forms. Additionally, the funds were used to print a juror information pamphlet to accompany the new summons. As of the beginning of 2005, the Superior Courts of San Francisco, Contra Costa, Alameda, and Marin Counties were poised to implement a single summons form and to share the costs of printing and mailing. In addition, the Superior Courts of Riverside and San Bernardino Counties have selected a common vendor and will implement their summon in early 2005. And the Superior Court of Los Angeles County has adapted the two-sided, single page format and the look-and-feel of the model summons to pilot a more streamlined version of their summons in three of their court locations. Twelve additional courts are working towards converting their summons forms.

➤ *Reporting of the Record Task Force*

In FY 2004–2005, allocated funds were expended to support the efforts of the Reporting of the Record Task Force (RRTF) which was appointed by the Chief Justice in FY 2003–2004. The RRTF was charged with evaluating and making recommendations to the Judicial Council on specified issues relating to court reporters in California. The task force held its last meeting and permanently adjourned in August 2004. At this meeting, the task force completed a draft report of its findings and broad policy recommendations for the future of court reporting in the state. The recommendations addressed the transcript format, delivery and maintenance of transcripts, training for court reporters, and transcript fees. The draft report was posted to the California Courts Web site for public comment from September 27 to November 5, 2004. Upon review of the comments, the report was revised and published as the final report of the task force. The final report was presented to and received by the Judicial Council in February 2005.

➤ Branchwide Communications Planning

In FY 2004–2005, allocated funds were expended to identify and update the judicial branch infrastructure needed to support effective communications. Phase I of the Branchwide Communication Planning initiative included an assessment of current communications practices and needs. Following a request for proposal, a consultant was selected to conduct a survey of select court leaders on the strengths, weaknesses, opportunities, and challenges for facilitating effective communications between the AOC and the courts. This was followed by a series of focus groups held with presiding judges and court administrators from throughout the state. A proposed infrastructure for enhancing judicial branch communications was distributed to trial court leaders for comment in December 2004 and approved for implementation. Branch media channels are planned to be re-engineered to reflect the California Courts Connected model along with a follow-up survey of court.

➤ Institutionalization of the Judicial Council Operational Plan

In FY 2004–2005, allocated funds were expended to publish and distribute the Judicial Council’s three-year Operational Plan in December 2003. The plan articulates those high-priority, state-level objectives and outcomes that support its Strategic Plan vision and direction for the California court system. The publication was helpful in educating court staff about branchwide objectives as they consider and prepare their local operational and strategic plans.

➤ Promising Practices

• The California Justice Corps Project:

\$125,000 was used to initiate the California Justice Corps project. This project was designed to enhance the assistance provided to the public in the Los Angeles area self-help legal access centers. One hundred volunteers were recruited from local universities to act as assistants in legal access self-help centers. Each student volunteer agrees to make a commitment to serve 300 hours in the centers over the course of one academic year in exchange for a \$1,000 educational award. The funding was used to pay for a staff project coordinator and provide training to the 100 volunteers. The federal AmeriCorps program provided an additional \$250,000 grant to help support this major initiative.

• Innovations in the California Courts:

This new publication was printed and distributed to court leaders throughout California using the allocated funds. The book profiles replicable court innovations and statewide initiatives in California, including projects that have recently been recipients of the Ralph N. Kleps Awards for Improvement in the Administration of the Courts. Examples include programs that serve self-represented litigants that address language access issues, and that increase the

use of technology in the courts. The book also contains statewide initiatives designed to promote advances in infrastructure, management, communications and other aspects of the day-to-day business of the California courts.

➤ *Trial Court Performance Measures Study*

In FY 2004–2005, allocated funding for this study was expended to allow the judicial branch to build on the previous work that was accomplished with the FY 2003–2004 Trial Court Performance Measures Study and improve the allocation of resources to the trial courts. More specifically, performance standards were identified that will be used to evaluate the trial courts and demonstrate their accountability to the public. Performance standards include both efficiency measures as well as measures of effectiveness. The work begun in FY 2004–2005 involves four inter-related projects that are being used to pilot test the utility of measuring different aspects of performance including: 1) data quality audits in two small courts to test procedures for assuring the validity and reliability of data reported by the courts for input into the Resource Allocation Study model, 2) a court tools performance standards project to test ten performance measures developed by the National Center for State Courts in two mid-sized courts, 3) a family law computer simulation to test a bottom-up approach to the identification of operational challenges associated with the processing of family law cases in a large, Bay Area court, and 4) conservatorship case processing standards to look at the resources necessary to comply with statute and protect the elderly in the handling of conservatorship cases.

➤ *California Drug Court Cost Analysis*

In FY 2004–2005, allocated funding for this analysis was expended to support multi-year statewide study to determine whether adult drug courts are cost-effective and to identify promising practices among adult drug courts. In follow-up to the in-depth cost analysis of six adult drug courts conducted in FY 2003–04, consultants from the Northwestern Professional Consortium worked on creating a drug court Cost Self-Assessment Tool to test in a six court pilot project. The tool is intended to be used by courts to conduct the same type of analysis on their own operations. The Cost Self-Assessment Tool will be pilot tested and made available to courts in both hard-copy and as a web-based interface to enable courts to easily identify costs and benefits of operating Drug Courts.

➤ *Resource Allocation Study*

In FY 2004–2005, allocated funding for this study was expended to support maintenance and refinement of the Resource Allocation Study model including: 1) the analysis and transfer of time-study data from nine pilot courts from the National Center for State Courts to the AOC, and 2) technical revisions to the model as needed to include any additional factors that can be used to identify

workload variation in the trial courts such as the number of court locations, use of technology, or organizational practices.

➤ *Innovative and Effective Practices*

In FY 2004–2005, allocated funds were expended to institute the following innovative and effective practices projects:

- **Developing Effective Practices in Criminal Caseflow Management Project:**
This project was conducted in response to a request from the trial courts for operational technical assistance on enhancing existing caseflow management. A project consultant was hired to assist a project planning team of staff from the AOC, trial courts, and appellate courts to develop workshops conducted throughout the state in March 2005. The workshop objectives were to use California-based examples to provide participants with an enhanced understanding of the basic principles of caseflow management and to prepare improvement and action plans, setting forth promising practices or “lessons learned” within their own court. Phase Two of the project has focused on the provision of technical assistance to thirteen trial courts that have undertaken initiatives to improve criminal caseflow management. Three follow-up one-day workshops are planned to be conducted for small, mid-size, and large courts in the Spring of 2006.

- **Records Management Improvement Plan Project:**
The Records Management Improvement Plan Project was created in response to a request from the trial courts for operational technical assistance on promising court records management practices. Regional meetings were held with trial court representatives as well as representatives from various AOC divisions to begin addressing the following significant court records management issues: 1) Regional off-site records storage and reduction of leased storage in individual counties, 2) Revision of records retention standards including permanent digital storage standards to replace the AINSI/AIIM standards, which require hard copy or microfilm retention of permanent records, 3) Standardized records management policies and procedures for the trial courts, 4) Coordination of records creation/retention with the development of the California Case Management System (CCMS); and 5) Study exhibit storage for consideration in CCMS planning. The consultant prepared a discussion paper that addresses the above issues and provides recommendations for the development of a strategy to improve records management. This report has been shared by the Working Group on Alternatives Document Storage established by the Court Executive Advisory Committee.

Conclusion

During the past decade, the judicial branch has undergone dramatic structural changes, including the shift from county to state funding of the trial courts, the unification of 220 municipal and superior courts into 58 courts—one in each county, with a single level of trial court—and the first stages of the shift of ownership and management responsibility for California's 451 courthouse facilities from the counties to the state. All these changes have been encouraged and embraced as part of the judicial branch's focus on creating a strong judicial branch that is better equipped to ensure that it can administer fair and objective justice for all. By creating a stronger infrastructure for the judicial branch, stabilizing its funding system, taking more responsibility for fashioning its future, and standing accountable for our decisions in these areas, we are building a strong platform for the judiciary to successfully maintain its effort to uphold the rule of law—a vital component of our democratic society.

Funding from the Improvement and Modernization Funds continues to represent an essential element of the judicial branch budget.

Trial Court Improvement Fund
FY 2004-2005
Resources

Description	Amount
Beginning Balance	\$ 116,639,578
Prior Year 2% Automation Fund - Adjustment	238,363
Prior Year 50/50 Excess Fines Split - Adjustment	3,559,353
Unexpended Expenditure Accrual from Prior Year(s)	650,629
Sale of Documents	50,755
2% Automation Fund (Fine Collections)	14,805,549
50/50 Excess Fines Split	69,351,756
Interest from Surplus Money Investment Fund	2,382,622
Escheat	18
1% Transfer from the Trial Court Trust Fund	19,357,840
Unallocated Reduction Share to Trial Court Trust Fund, Budget Act of 2004	-13,000,000
Total Resources	\$ 214,036,463

**Trial Court Improvement Fund
FY 2004–2005 Actual Expenditures
Summary**

Description	Amount
Resources	\$ 209,588,118
Net FY 2003–2004 Accrual Adjustment	4,448,345
Total Resources	214,036,463
Ongoing Funding for Base Operations	44,256,241
Ongoing Statewide Programs	19,695,753
Trial Court Projects and Model Programs	5,320,335
Emergency Funding Reserve	592,203
Subtotal Expenditure by Category	69,864,532
Pro-rata, Statewide General Administrative Services ¹	554,313
Total Expenditures and Pro-Rata	70,418,845
Total Fund Balance	\$ 143,617,618

¹ Pro-rata is a direct charge to the fund, not an expenditure against the appropriation.

**Trial Court Improvement Fund
FY 2004-2005 Actual Expenditures
Ongoing Funding for Base Operations**

Description	Amount
Support for Trial Court Operations	27,257,064
2% Automation (for Record Keeping)	10,907,494
Courts with Insufficient Resources	3,000,000
FY 1996 - 1997 Under-Reported Operational Court Costs	1,305,816
50/50 Excess Split Revenue Distribution [GC 77205(a)]	1,785,867
Total Ongoing for Base Operations	\$ 44,256,241

**Trial Court Improvement Fund
FY 2004–2005 Actual Expenditures
Ongoing Statewide Programs**

Description	Amount
Litigation Management Program (including Carryovers)	4,131,663
Commission on Judicial Performance Defense Insurance	773,717
Trial Court Transactional Assistance Program	1,048,500
Subscription Cost - Judicial Conduct Reporter	28,770
Employee Assistance Program for Bench Officers	46,231
Statewide Interpreter Conference	51,127
Administrative Cost, Center for Families, Children and the Courts	33,869
Self-Represented Litigants Strategic Planning	300,395
Self-Represented Litigants Fillable Forms	540
On-line Training	68,115
Administrative Infrastructure Cost [GC68085(a)(4)]	269,712
Information Technology Infrastructure Projects ¹	12,943,114
Total Ongoing Statewide Programs	\$ 19,695,753

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

**Trial Court Improvement Fund
FY 2004–2005 Actual Expenditures
Trial Court Projects and Model Programs**

Description	Amount
Workers Compensation Program Implementation Reserve	3,924
Trial Court Benefits Program	52,500
Trial Court Benefits Reserve ¹	1,617,000
Family Law Interpreter Program	1,552,500
Uniform Model Family Court Projects	1,747,346
Local Court Strategic Planning	347,065
Total Trial Court Projects and Model Programs	\$ 5,320,335

¹ The Trial Courts Benefits Reserve was previously approved as a one-time set aside.

**Trial Court Improvement Fund
FY 2004–2005 Actual Expenditures
Emergency Funding Reserve**

Description	Amount
Emergency Funding	592,203
Total Emergency Funding Reserve	\$ 592,203

Trial Court Improvement Fund
FY 2004–2005 Actual Expenditures
Ongoing Statewide Programs - Information Technology Infrastructure Projects

Description	Amount
California Case Management System (CCMS)	4,499,656
Court Accounting & Reporting System (CARS)	780,730
Statewide Planning & Development Support	89,440
Interim Case Management Systems (CMS)	2,565,295
Data Integration	1,820,536
Information Technology Infrastructure - Court Technology Center	3,187,457
Total Ongoing Statewide Programs - Technology Projects	\$ 12,943,114

Judicial Administration Efficiency and Modernization Fund
FY 2004–2005 Actual Expenditures
Summary

Description	Amount
Appropriation	\$ 34,122,000
Statewide Technology Projects	26,287,502
Education and Developmental Programs	1,711,569
Pilot Projects, Special Initiatives and Ongoing Programs	5,696,411
Subtotal Budget by Category	33,695,482
Appropriation Savings	\$ 426,518

Judicial Administration Efficiency and Modernization Fund
FY 2004–2005 Actual Expenditures
Statewide Technology Projects

Description	Amount
Statewide Planning and Deployment Support	341,310
Information Technology Infrastructure - Court Technology Center	72,351
Court Human Resources Information System (CHRIS)	1,258,382
Jury Management Systems	215,262
Court Accounting and Reporting System (CARS)	4,134,088
Information Technology Infrastructure - Court Technology Staff	990,113
Information Technology Infrastructure - Telecommunications	491,191
Data Integration	1,633,642
Interim Case Management Systems (CMS)	1,554,465
California Case Management System (CCMS)	15,588,667
Unbudgeted	8,031
Total Statewide Technology Projects	\$ 26,287,502

Judicial Administration Efficiency and Modernization Fund
FY 2004–2005 Actual Expenditures
Educational and Developmental Programs

Description	Amount
<i>Mandated Programs for Judges</i>	
Orientation for New Court Judges	36,672
B.E. Witkin Judicial College of California	133,021
Family Law Assignment Education	44,363
Juvenile Law Assignment Education	37,010
Ethics Training for Judges	5,807
<i>Subtotal</i>	256,873
<i>Non-Mandated Programs for Judges</i>	
Summer Continuing Judicial Studies Program	55,235
Fall Continuing Judicial Studies Program	33,548
Criminal Law and Procedure Institute	21,595
Cow County Judges Institute	22,313
Statewide Fairness Conference	72,966
Winter Continuing Judicial Studies Program	77,460
Probate and Mental Health Institute	12,724
Computer Classes for Judges	1,646
Civil Law and Procedure Institute	18,417
<i>Subtotal</i>	315,904
<i>Programs Related to Court Administration</i>	
Court Management Courses	42,726
California Judicial Administration Conference	57,026
Train the Trainers - Faculty Development	78,916
Training Coordinators Conference	0
Trial Court Faculty (Statewide Education Programs)	276,611
<i>Subtotal</i>	455,279
<i>Programs for Trial Court Staff</i>	
Mid-level Management Conference	29,513
Court Clerk Training Institute	117,975
Distance Learning (Satellite Broadcast)	381,985
Trial Court Judicial Attorney Institute	49,967
<i>Subtotal</i>	579,440
<i>Other Educational and Developmental Programs</i>	
Trial Court Financial Reports Training	1,400
"Transfer of Knowledge" Symposium	11,267
CFCC Programs (Teen Courts and Beyond the Bench)	91,406
<i>Subtotal</i>	104,073
Total Education and Developmental Programs	\$ 1,711,569

Judicial Administration Efficiency and Modernization Fund
FY 2004–2005 Actual Expenditures
Pilot Projects, Special Initiatives and Ongoing Programs

Description	Amount
Alternative Dispute Resolution	1,504,022
Complex Civil Litigation Pilot Program	2,854,800
Remote Interpretive Services	12,712
Self-Represented Litigant Electronic Forms	106,530
Self-Represented Litigant Agreement Template	15,000
Regional Assistance	2,100
Presiding Judges and Court Executives Meetings	78,140
Kleps Award Program	21,510
Jury Management - Model Summons	194,295
Reporting of the Record Task Force	7,512
Branchwide Communications Planning	21,841
Institutionalization of the Judicial Council Operational Plan	2,450
Promising Practices	253,582
Trial Court Performance Measures Study	352,314
California Drug Court Cost Analysis	106,057
Resource Allocation Study	30,147
High Priority Media Relations Projects	18,945
Innovative and Effective Practices	114,454
Total Pilot Projects, Special Initiatives and Ongoing Projects	\$ 5,696,411