



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

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# REPORT TO THE JUDICIAL COUNCIL

For business meeting on April 25, 2014

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Title	Agenda Item Type
Trial Court Efficiencies: Task Force on Trial Court Fiscal Accountability Efficient and Effective Program Recommendations	Action Required
Rules, Forms, Standards, or Statutes Affected	Effective Date
None	April 25, 2014
Recommended by	Date of Report
Task Force on Trial Court Fiscal Accountability Brian Walsh, Chair	April 18, 2014
	Contact
	Jody Patel, 916-263-1333 Jody.patel@jud.ca.gov

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### Executive Summary

The Task Force on Trial Court Fiscal Accountability (Task Force) was created by the Judicial Council to focus on identifying efficient and effective trial court programs and practices that provide greater access to justice. In response to this charge, the Task Force recommends that the Judicial Council approve the development and implementation of a web-based Innovation Knowledge Center (Knowledge Center) as a means of highlighting and sharing innovative, efficient, and effective trial court programs with the goal of encouraging the replication of these programs, as appropriate, in courts across the state.

### Recommendation

1. The Task Force recommends that the Judicial Council approve the development and implementation of the Knowledge Center on the Serranus website to house innovative, efficient, and effective trial court programs, with a launch date of May 2014.
2. The Task Force recommends that the Judicial Council authorize the creation of a Joint Trial Court Efficiencies and Innovations Working Group of the Trial Court Presiding Judges Advisory Committee (TCPJAC) and the Court Executives Advisory Committee (CEAC) to

provide ongoing oversight for maintaining and updating information and programs on the Knowledge Center and to identify and implement activities to promote and encourage the use of identified programs.

3. Given the nature of these ongoing activities and their similarities to efficiency-focused activities of the TCPJAC/CEAC Joint Working Group on Trial Court Business Process Reengineering (TCBPR) and the Trial Court Efficiencies Working Group, the task force recommends that part of the charge of the new Joint Trial Court Efficiencies and Innovations Working Group be to subsume the activities of these two groups.
4. Additionally, the Task Force recommends that the Administrative Office of the Courts (AOC) Trial Court Liaison Office, Trial Court Leadership Services Unit (TCLS), support the new working group.
5. The Task Force recommends that it sunset as a formal body in anticipation of the activities of the Chief Justice's new commission and that the directives contained in the Task Force charge that have not yet been addressed be returned to the council to be reassigned.

### **Previous Council Action**

Members of the Task Force were appointed by the Chief Justice on June 5, 2013, in response to Judicial Council action at the April 26, 2013, council meeting that directed the Task Force to consider specified recommendations of the Trial Court Funding Workgroup (TCFWG)<sup>1</sup> and the Trial Court Budget Working Group Funding Methodology Subcommittee.<sup>2</sup> The recommendations of these two bodies address branch efforts to meet the goals of a state-funded trial court system and promote a sustainable process for the development and allocation of trial court budgets based on workload. The Task Force held its first meeting on September 6, 2013, at which it determined how to prioritize the tasks detailed in the Task Force charge.

### **Task force background and charge**

At the April 26, 2013, council meeting, the Judicial Council directed that recommendations contained in reports of the TCFWG and the Funding Methodology Subcommittee be referred to various council advisory committees and task forces to address issues identified in those reports and take appropriate action and make recommendations to the council. In addition, the council approved the establishment of a new task force to focus on various nonfunding-related recommendations from the TCFWG and the Funding Methodology Subcommittee reports.

Presiding Judge Brian Walsh, Superior Court of Santa Clara County, was appointed as chair of the Task Force, and Presiding Judge Marsha Slough, San Bernardino Superior Court, was appointed as vice-chair. Current and past presiding judges and court executive officers were appointed to the Task Force to represent urban, suburban, and rural courts as well as small, medium, and large jurisdictions. Presiding judge and immediate past presiding judge members

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<sup>1</sup> *Trial Court Funding Workgroup: Report to the Judicial Council of California and Governor Edmund G. Brown Jr.* (Apr. 2013), [www.courts.ca.gov/partners/documents/TCFWG-Final-Report-20130418.pdf](http://www.courts.ca.gov/partners/documents/TCFWG-Final-Report-20130418.pdf).

<sup>2</sup> *Trial Court Budget Working Group: Recommendation of New Budget Development and Allocation Methodology* (Apr. 24, 2013), [www.courts.ca.gov/documents/jc-20130426-itemP.pdf](http://www.courts.ca.gov/documents/jc-20130426-itemP.pdf).

include Judge Lee Smalley Edmon, Judge Beth Labson Freeman (Retired), Judge Ira R. Kaufman, Judge Cynthia Ming-mei Lee, and Judge Brian L. McCabe; court executive officer members include Alan Carlson, Stephen H. Nash, Michael M. Roddy, Linda Romero Soles, Mary Beth Todd, and Kim Turner (Attachment A, Task Force on Trial Court Fiscal Accountability Roster).

The first meeting of the Task Force, held in September 2013, involved a thorough discussion of its charge, analysis of the recommendations of the TCFWG and the Funding Methodology Subcommittee, and prioritization of those recommendations (Attachment B, Task Force on Trial Court Fiscal Accountability Charge). Because of limited resources, the Task Force determined that its members should first focus on addressing aspects of the following recommendations that appear to meet the objectives of equal access and uniform standards and that highlight programs that are proven successful in courts for potential replication in other courts:

- Continually evaluate how the branch can promote and implement efficiencies and best practices and improve accountability and transparency.
- Analyze opportunities for cost savings that can be implemented statewide to achieve uniformity and equal access to justice across the state.
- Review accomplishments made toward achieving the goals of a state-funded trial court system, and begin the process of considering making some of these innovations mandatory and providing incentives for courts to implement others. To accelerate the pace of ensuring equal access to justice, some of the programs and services developed should be considered for statewide implementation. The Judicial Council should examine the list of accomplishments and prioritize statewide implementation of the programs and services that can result in statewide efficiencies or provide greater access to justice.

The aspects of these recommendations on which the Task Force decided to focus initially were summarized by the Task Force as: “review, analyze, and implement statewide the most efficient and effective programs and services being used by the trial courts in the state to promote equal access to justice with transparency and accountability.” The Task Force decided to defer its focus on the remaining aspects of these recommendations, such as consideration of mandatory implementation, to a later date.

Additionally, the Task Force acknowledged that there are many challenges associated with defining a best practice, because counties’ geographic size and population demography—coupled with courts’ staffing, fiscal resources, and technology capabilities—vary widely across 58 jurisdictions. Essentially, what may be recognized as a best practice in one court may not necessarily be feasible for another court, given the factors and other limitations described above. As such, rather than establishing best practices, the Task Force defined its initial scope as finding ways to identify and advise courts of innovative, efficient, and effective programs and to incent trial courts to replicate or customize the programs for implementation in their own jurisdictions.

## **Task Force activities**

***Branch focus on efficiencies.*** As described below, with the assistance of presiding judges and court executive officers across the state, the Task Force's first effort involved cataloging 75 programs as its initial set of innovative, efficient, and effective programs (Attachment C, Task Force on Trial Court Fiscal Accountability, Innovation Knowledge Center, Trial Court Efficient and Effective Programs). These programs represent just a small percentage of existing judicial branch and trial court activities but exemplify a wide range of projects or programs that have focused on efficiencies and the effective delivery of court services. The branch has a long and proven history of being both innovative and collaborative in developing creative strategies for providing improved access to justice and operational efficiencies. These strategies include:

- Development and implementation of efficient strategies at the local trial court level in response to changing statutes, rules of court, demographics, technology, and limited budgets that reflect the needs of respective court communities. Effective strategies are quickly replicated in other courts, as their success becomes known.
- Multicourt collaborations that benefit all participating courts. Examples include:
  - The Shared Procurement Services Program from the Superior Court of Riverside County, which provides 16 courts with full-time professional procurement services.
  - The Shared Collections Program from the Superior Court of Shasta County, which provides comprehensive collection services to six courts.
  - A consortium of Southern California courts developing a common portal for self-help litigants regarding small claims cases.
  - A consortium of five courts currently developing specifications for Tyler's Odyssey case management system for one or more case types.
- Trial Court Initiatives to Improve Equity and Operational Efficiency, including:
  - The development of the Workload-based Allocation Funding Methodology, which represents a national best practice, as recognized by the National Center for State Courts for equitable, accountable, and justifiable allocation of state funding to trial courts.
  - The development of proposals for efficiencies-focused legislation through the Trial Court Efficiencies Working Group.<sup>3</sup>
- Statewide development and implementation of programs that have resulted in efficiencies and cost savings to the branch (Attachment D, Branch Efficiencies). Examples include:
  - The adoption of a model jury summons that provides standardized summons language for court use.

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<sup>3</sup> Comprised of presiding judges and court executive officers, the Trial Court Efficiencies Working Group was created in 2012 to review proposals that will result in efficiencies and cost savings for the courts for submission by the Judicial Council to the Legislature in the form of legislation.

- The adoption of plain language, easy-to-read Judicial Council court forms in several languages.
- The Assigned Judges Program, which provides judicial resources to courts across the state that have judicial vacancies or an insufficient number of judicial positions.
- The creation of the California Courts Protective Order Registry, which is currently in use in 32 courts (and will be in 8 additional courts by the end of calendar year 2014) and provides a cross-jurisdictional repository of protective orders to assist judges, court staff, and law enforcement in monitoring protective order compliance.
- The Phoenix Financial System, an AOC program that provides a uniform system—including accounting, treasury, and trust accounting services—for tracking and reporting financial activities and budgets of all trial courts.
- Judicial Branch Workers’ Compensation Program, an AOC program that administers a self-insurance program for 57 trial courts.
- Dependency Representation, Administration, Funding, and Training, an AOC program that procures and oversees contracts for dependency counsel in 20 participating courts.
- The work of the Strategic Evaluation Committee, the Accountability and Efficiency Advisory Committee, and related Judicial Council directives focused on internal accountability of the AOC and the trial courts. In addition, related efforts to improve fiscal accountability, efficiency, and transparency within the administrative structure of the branch are numerous.

***Task Force innovative, efficient, and effective program identification.*** To identify the initial list of innovative, efficient, and effective programs, the Task Force members formed teams, composed of one presiding judge and one court executive officer, to focus on assigned subject areas. These teams used existing information on trial court programs that had previously been recognized by the branch or that were known to team members. The teams solicited their counterparts in other trial courts to identify administrative, operational, and adjudicative programs—initiated in their courts—that were innovative, efficient, or effective and that were potentially replicable in other courts.

To determine which programs would be included in the initial list of programs, the Task Force considered the following factors:

- Does the program promote innovation, efficiency, or efficacy?
- Does the program promote access to justice for customers?
- Does the program have a customer-focused outcome?
- Does the program focus on accountability and transparency?
- Are any legal impediments or legal issues raised by the program?

The Task Force identified 75 programs (Attachment C) as the initial set of innovative, efficient, or effective programs and included other programs that, although not directly promoting efficiency in the courts, represent community-focused collaborative programs that address needs of specific court populations and services (e.g., foster youth, grand juries, and teens).

***Sharing innovative, efficient, and effective programs—Innovation Knowledge Center.*** While gathering and compiling information on trial court programs, the Task Force turned to the task of determining how best to ensure that courts were able to share these programs and practices. To meet this challenge, the Task Force developed a concept similar to an App Store that would be housed on the intracourt website (Serranus) as a means of sharing information about efficiency efforts within the branch. In collaboration with the Web Services Unit of the AOC Information Technology Services Office (ITSO), the Task Force developed an interactive knowledge management platform that categorizes efficient branch activities and programs. The resulting Knowledge Center includes the following webpage elements:

1. Branch Efficiencies, comprising a listing and short description of efficient programs implemented statewide or in multiple jurisdictions (Attachment D).
2. Trial Court Efficient and Effective Programs, showcasing the initial listing of innovative, efficient, and effective programs identified by the Task Force. This webpage has the following interactive functionality:
  - Icons to link a user to an alphabetical listing of all trial court programs catalogued at the Knowledge Center and to the efficiencies-related proposed and chaptered legislation generated by the Trial Court Efficiencies Working Group.
  - Icons, for various case types and functional areas of court administration, that categorize the 75 trial court programs reviewed and vetted by the Task Force, with a program description page for each program. In addition to a summary of the program, each program description page contains:
    - Program documentation (procedures, local rules, audio and video presentations, technology specifications, etc.), local court contact information, and a listing of other courts that have the same or a substantially similar program.
    - A comments section, where users can provide observations about the program. These comments will be posted to the page. These conversation streams are intended to encourage courts to share their experiences with development and implementation of a program or provide information on how they developed a similar program.
    - A link to listservs related to the program area (e.g., PINetwork, Jury Network, and Equal Access Network).
    - A link for courts to download a template on which they can submit their own programs for potential inclusion in the Knowledge Center.
3. Trial Court Business Process Reengineering, including a link to the TCBPR Resource Page, which contains general information, templates, and resource materials on TCBPR methodology and analytical processes for the courts.

The Task Force recommends that, as time and resources are available, the Knowledge Center be further developed to include:

- A collective workspace that includes a section or link for community discussion forums and current information about hot topics or emerging issues. For example, because jail

overcrowding is an emerging issue for courts and counties across the state, local trial court programs that address this issue could be posted and addressed in this forum. The Knowledge Center could contain such electronic forums where topical ideas, issues, and solutions could be shared among the courts.

- Web reporting and analytics on what information in the Knowledge Center is being accessed most often, including the ability to monitor usage and reflect the number of visits to each program through a star rating system like that of Yelp.
- A public portal to display information on court efficiencies on the [www.courts.ca.gov](http://www.courts.ca.gov) website to make available to public visitors the ongoing innovation and efficiencies in the courts.
- A new security level for Serranus to enable court staff members who are not Serranus users to be granted access to the Knowledge Center.
- The ability for users to share information contained in the Knowledge Center with others through the application.

***Future oversight and maintenance needs for the Innovation Knowledge Center.*** The Knowledge Center can be successful only if it is monitored for usefulness, regularly updated with new information, and further developed to make it an even more robust collaborative environment to inspire innovation. New ideas will need to be vetted and new functionality and content for the site reviewed, requiring oversight from a formal body. Additionally, Task Force members have learned from companies that have similar websites that for the Knowledge Center to evolve and thrive, it must have dedicated resources for a curator/librarian who will be responsible for receiving and posting comments, facilitating review of new programs, receiving and sharing the analytics of use of the website and the various programs, and encouraging and promoting the use of the Knowledge Center.

It is recommended that the Task Force will sunset after this report is presented to the council. To ensure the sustainability of the Knowledge Center, the Task Force recommends that the council authorize the creation of a body to sustain the oversight and ownership of the Knowledge Center. Because the Knowledge Center is trial-court–focused, the Task Force also recommends that TCPJAC and CEAC develop a joint working group for this oversight. The Knowledge Center was presented and demonstrated at the March and April TCPJAC and CEAC meetings, during which both groups supported the concept of a new joint working group. Currently, TCPJAC and CEAC both participate in joint working groups focused on efficiencies through the Joint Working Group on Trial Court Business Process Reengineering and the Trial Court Efficiencies Working Group. The Task Force suggests that, because all three of these groups have a similar focus, merging their activities with the ongoing oversight of the Knowledge Center to form a new TCPJAC/CEAC working group (proposed to be called Joint Trial Court Efficiencies and Innovations Working Group) may be appropriate. This recommendation is consistent with the TCPJAC 2014 Annual Agenda, which already includes an item directing that discussion be initiated concerning the merger of these similar groups as a combined working group.

***Ideas to incentivize and encourage the use of the Knowledge Center.*** The success of the Knowledge Center is predicated on courts proactively using the site to find new business practices and programs to implement, and providing valuable content and ideas for the site. To encourage this participation, there must be an ongoing internal marketing campaign that informs, reminds, encourages the use of, and advertises the benefits of the Knowledge Center. The Task Force identified the following strategies for promoting the use of the site:

- Distributing periodic e-mails to presiding judge, judge, and court executive officer mailing lists for Knowledge Center announcements (e.g., Knowledge Center go-live).
- Branding the Knowledge Center with a unique logo, e-mail banner, and artwork to differentiate it from other branch communications.
- Making periodic postings to *Court News Update* highlighting specific programs or referring courts to the Knowledge Center.
- Creating a subscription list of court users who are interested in receiving an “alert” when new information is added to the Knowledge Center.
- Posting information on the usage of the Knowledge Center through reporting and analytics.
- Presenting information on the Knowledge Center at meetings and trainings for court leaders and court staff in programs such as:
  - California Judges Association conferences
  - Trainings for new presiding judges and court executives
  - Center for Judiciary Education and Research trainings
  - TCBPR trainings
  - California Trial Court Consortium or Bay Area Court Consortium meetings

***Task Force remaining charge.*** The Task Force’s first priority was to focus on identifying and sharing information on innovative, efficient, and effective court programs. Once this initial effort was complete, it was the Task Force’s intent to commence work on the other elements of its charge. However, in January 2014 the council decided that, in light of the timing of activities in support of the new commission of the Chief Justice and the limited resources available to support both initiatives, the Task Force should sunset. This decision was not made lightly as there are very important issues that still need to be addressed in the remaining charge. Therefore the following remaining Task Force charges will need to be redirected to another advisory body or commission:

- Include best practice standards. This item from the Funding Allocation Subcommittee of the Trial Court Budget Advisory Committee refers to consideration of whether to include best practice standards in the Workload-based Allocation and Funding Methodology.
- Review and develop indicators that demonstrate anomalies in expenditures and point to equal access and quality of justice to determine whether courts are operating efficiently and expending funds to promote equal access consistent with the Judicial Council’s identified priorities.
- Determine methods to effectively measure quality of justice.



- Include the following factors in the new allocation methodology to ensure that the above-stated principles are implemented:
  - The methodology should promote efficiency and accountability and direct the development of performance measures and strategies to deliver these goals.
- Personnel costs represent 79 percent of trial court expenditures, and the current system relies on individual courts to negotiate salaries and certain employee benefits, counties to negotiate other employee benefits, and the state to fund the costs. The council may wish to examine this area given that it is a primary cost driver and may be an area where opportunities exist for containing state costs.

### **Rationale for Recommendation**

The courts have experienced significant and devastating budget cuts, resulting in the need to focus now, more than ever, on implementing innovative, efficient, or effective programs. It is imperative that the branch develop the Knowledge Center to provide a modern, collaborative workspace to share information about successful programs so trial courts throughout the state can be encouraged to adapt these programs to their own jurisdictions. The Knowledge Center will meet this challenge and will better position courts to effectively share their successful ideas statewide so that these benefits can proliferate throughout California.

Additionally, the development of the Knowledge Center represents a first step for the judicial branch in laying the foundation for a modern approach to knowledge management. The courts have desired for years to create a clearinghouse of effective programs, practices, and ideas where courts can meet in a virtual environment to share information and hold discussions. The timing for the development and implementation of the Knowledge Center also coincides with the Serranus redesign project, which will start in the next few months. The Knowledge Center will be invaluable in informing the development of the Serranus redesign and other future knowledge-management efforts.

### **Comments, Alternatives Considered, and Policy Implications**

#### **External comments**

The recommendations contained in this report were not circulated for public comment. However, trial court innovations and efficiencies will be discussed at a public hearing tentatively scheduled for May 2014 in the Capitol to share information about trial court innovative, efficient, and effective programs.

#### **Internal comments**

The concept of the Knowledge Center and the programs contained in it were not formally circulated for comments internally because the Task Force was purposely composed of representative members of rural, suburban, and urban courts with small, medium, and large jurisdictions to gain insight from all court perspectives. Through listserv and e-mail communications, examples of innovative and efficient programs were actively solicited from courts around the state. Although not formally circulated, information and progress on the

Knowledge Center was shared with members of TCPJAC and CEAC, who were invited to and did provide comments and input. Additionally, Jody Patel, AOC Chief of Staff, shared the concept of the Knowledge Center and received input from the AOC Executive Office team. It should be noted that programs submitted by the courts are currently functioning and resulting in demonstrated success for the respective jurisdictions. As such, the Task Force did not deem it appropriate to seek a full legal review of the catalogued programs but instead requested and received a cursory review of proposed programs from AOC legal staff before including the programs in the Knowledge Center.

### **Alternatives**

The Task Force considered not approving further development and implementation of the Knowledge Center and instead listing the identified programs in this report in a searchable list format in Serranus. If this alternative were adopted, there would be no need for the creation of the proposed Joint Trial Court Efficiencies and Innovations Working Group. The list would be static, reflecting a point in time, and could be updated as time and resources allow.

The Task Force strongly supports the concept of a centralized website for compiling and sharing trial court successes to ensure that courts are encouraged to implement these efficient and effective programs. If the Knowledge Center is not maintained, the information it contains will become dated, will be less useful, and will eventually be ignored. It will also miss more recent efforts that have resulted in additional efficient and effective programs, reflecting the continuous refinement of programs and practices that have existed, but have not always been documented, in the trial courts. Therefore, the Task Force recommends approving further development and implementation of the Knowledge Center and approving the creation of a proposed TCPJAC/CEAC Joint Trial Court Efficiencies and Innovations Working Group supported by the TCLS, responsible for administration, maintenance, and updates to the Knowledge Center to ensure that it is relevant and useful to the courts.

### **Policy implications**

The catalog of programs identified by the Task Force represents initiatives that the courts themselves characterized as innovative, efficient, and effective. Each court in the state has unique challenges (mix of cases, geography, types of case management systems, population demographics, branch courthouses, etc.) and operates differently in response to these challenges, and although statewide efficiencies have been implemented in courts across the state, the Task Force had neither the time nor the resources to perform an analysis to determine if any program represented a practice suitable for statewide implementation. So, although plans exist to incent and encourage the use of these programs, the Task Force has not developed any recommendations that the council mandate implementation of any of the programs highlighted in the Knowledge Center.

## **Implementation Requirements, Costs, and Operational Impacts**

To ensure that the Knowledge Center remains a valuable tool for the courts, to promote its use, and assuming the Task Force recommendations are adopted, the following will be required on an ongoing basis:

- Active Joint Trial Court Efficiencies and Innovations Working Group members, comprising presiding judges and court executive officers, who will volunteer to participate in outreach and education events to promote and encourage the use of the Knowledge Center and provide oversight when reviewing and vetting new programs to add to the Knowledge Center.
- Trial courts that will proactively access and use the Knowledge Center and provide content on additional programs.
- ITSO Web Services Unit staff time and resources to further develop and refine additional functionality for the Knowledge Center and to develop analytics and report on usage of the website.
- Dedicated TCLS staff to act as curator/librarian for the Knowledge Center on a permanent basis.
- Redirection of TCLS staff who currently support the TCBPR Joint Working Group to now support the new Joint Trial Court Efficiencies and Innovations Working Group.

AOC ITSO and TCLS staff will absorb this additional workload into their regular duties as a new responsibility. Although this change will not result in new cost to the organization, it will result in a redirection of these staff from other projects to support the Knowledge Center.

## **Attachments and Links**

1. Attachment A: Task Force on Trial Court Fiscal Accountability Roster
2. Attachment B: Task Force on Trial Court Fiscal Accountability Charge
3. Attachment C: Task Force on Trial Court Fiscal Accountability, Innovation Knowledge Center, Trial Court Efficient and Effective Programs
4. Attachment D: Branch Efficiencies

## Task Force on Trial Court Fiscal Accountability Roster

As of April 18, 2014

**Hon. Brian Walsh, Chair**

Presiding Judge of the Superior Court of California,  
County of Santa Clara

**Mr. Stephen Nash**

Court Executive Officer  
Superior Court of California,  
County of Contra Costa

**Hon. Marsha Slough, Vice-Chair**

Presiding Judge of the Superior Court of California,  
County of San Bernardino

**Mr. Michael Roddy**

Court Executive Officer  
Superior Court of California,  
County of San Diego

**Hon. Lee Smalley Edmon**

Judge of the Superior Court of California,  
County of Los Angeles

**Ms. Linda Romero-Soles**

Court Executive Officer  
Superior Court of California,  
County of Merced

**Hon. Beth Labson Freeman, Retired**

Judge of the Superior Court of California,  
County of San Mateo

**Ms. Mary Beth Todd**

Court Executive Officer  
Superior Court of California,  
County of Sutter

**Hon. Ira R. Kaufman**

Judge of the Superior Court of California,  
County of Plumas

**Ms. Kim Turner**

Court Executive Officer  
Superior Court of California,  
County of Marin

**Hon. Cynthia Ming-mei Lee**

Presiding Judge of the Superior Court of California,  
County of San Francisco

**LEAD COMMITTEE STAFF**

**Hon. Brian L. McCabe**

Presiding Judge of the Superior Court of California,  
County of Merced

**Ms. Jody Patel**

Chief of Staff  
Administrative Office of the Courts

**Mr. Alan Carlson**

Court Executive Officer  
Superior Court of California,  
County of Orange

## **Task Force on Trial Court Fiscal Accountability Charge**

### **FOCUS**

The Task Force on Trial Court Fiscal Accountability will focus on implementing specified recommendations of the Trial Court Funding Workgroup and Trial Court Budget Working Group Funding Methodology Subcommittee as directed by the Judicial Council on April 26, 2013. The recommendations of these two bodies were designed to bring greater equity to California trial court funding and help ensure the delivery of quality justice, and equal access to justice statewide. This task force will sunset on June 30, 2014, unless extended by the Chief Justice.

### **DUTIES AND RESPONSIBILITIES**

The task force's overall responsibility is to review and provide recommendations for the state-funded trial court system relating to the adoption and use of uniform standards and procedures; operational efficacies through the use of economies of scale; and structural efficiencies, consistent with the goals of the Lockyer-Isenberg Trial Court Funding Act of 1997. In carrying out these duties, the task force shall consider the following:

- Evaluate how the judicial branch can promote and implement efficiencies and best practices and improve accountability and transparency.
- Review and develop indicators that demonstrate anomalies in expenditures and point to equal access and quality of justice to determine whether courts are operating efficiently and expending funds to promote equal access consistent with the Judicial Council's identified priorities.
- Analyze opportunities for cost savings that can be implemented on a statewide basis to achieve uniformity and equal access to justice across the state.
- Examine the area of trial court personnel costs and the current approach for funding and negotiating such costs to determine if there are opportunities for cost containment or savings.
- Determine methods to effectively measure quality of justice.

### **MEMBERSHIP**

The task force will include no more than 15 voting members and consist of trial court presiding judges and court executive officers appointed by the Chief Justice in the following manner:

- Representative of the diversity of state trial courts, to include:
  - Urban, suburban, and rural courts; and
  - Number of judgeships.
- Consistent with California Rules of Court, rule 10.31(c), the Chief Justice will appoint the chair of the task force.
- Consistent with California Rules of Court, rule 10.70, task force oversight will be assigned to the Judicial Council Executive and Planning Committee.
- Membership may include a presiding judge and court executive officer from the same court.
- Task force membership requires a commitment of several hours per month on average but may vary considerably from month to month.

### **TASK FORCE STAFFING**

AOC staff from the following offices will provide assistance to the task force:

- Chief of Staff, lead AOC staff
- Special Projects Office
  - Manager and Senior Court Services Analyst
- Court Operations Special Services Office
  - Office of Court Research Manager and Senior Research Analyst
- Fiscal Services Office
  - Manager or Supervising Budget Analyst
- Legal Services Office
  - Attorney
- Additional assistance provided by various subject matter experts throughout the AOC (i.e., Center for Families, Children & the Courts, Criminal Justice Court Services Office, Trial Court Administrative Services, etc.) on an as-needed basis

## Task Force on Trial Court Fiscal Accountability Innovation Knowledge Center Trial Court Efficient and Effective Programs

<b>Administrative</b>
<p><b>Leadership Program for Supervisors - Riverside Superior Court</b> A series of classes to facilitate the transition of new supervisors and managers into their roles.</p>
<p><b>On-line Employment Recruitment (NeoGov) - San Diego Superior Court</b> An online recruitment tool utilized by Court Human Resource Departments.</p>
<p><b>Online Payroll Advice/Leave Balance - Santa Clara Superior Court</b> Payroll advices and leave balance reports are received electronically from the County Controller and are posted on-line for employees, instead of distributing paper copies.</p>
<p><b>Procurement Services (BidSync) - San Diego Superior Court</b> A private vendor that provides end-to-end procurement and bid notification solutions.</p>
<p><b>Shared Procurement Services - Riverside Superior Court</b> Through an MOU with Riverside Superior Court, sixteen courts receive full-time professional procurement services to obtain the products and services for the best possible value.</p>
<b>Alternative Dispute Resolution</b>
<p><b>Civil Mediation Program (Small Claims, Unlawful Detainer, and Civil Harassment) - Nevada Superior Court</b> Volunteer mediators are available to mediate small claims, unlawful detainer and civil harassment cases at the time of the court calendars.</p>
<p><b>Loan Modification Settlement Conference - Santa Clara Superior Court</b> An innovative program to help limit litigation in foreclosure cases by assisting both the home owner and the financial institution to come to a mutual agreement.</p>
<b>Civil</b>
<p><b>Discovery Facilitator Program - Sonoma Superior Court</b> Discovery Facilitators provide up to two hours of free service to any of the parties to attempt to facilitate the resolution of discovery disputes and eliminate unnecessary discovery law and motion hearings and shorten the wait time for setting hearing dates.</p>
<p><b>Early Legal Assessment - Orange Superior Court</b> A retired judge or appellate justice provides confidential legal assessments of pivotal legal issues early in the litigation process to eliminate lengthy mediation and trials.</p>
<b>Community Outreach</b>
<p><b>Access to Higher Education - Fresno Superior Court</b> A free annual event for youth in foster care that provides resources and information for attending college and specialized job training.</p>
<p><b>Community Justice Conference - Fresno Superior Court</b> A restorative justice project that involves a nine-week evidence-based, early intervention program for first-time juvenile offenders to understand the consequences of their actions.</p>

<p><b>Constitution Day - Orange Superior Court</b> A conference held on September 17th each year to introduce high school students to the importance of the Constitution, registering to vote, and participating in the election process.</p>
<p><b>Court for Kids - Marin Superior Court</b> In collaboration with local education leaders, a program that teaches children about the court system and the services it provides.</p>
<p><b>Grand Jury Open House/Grand Jury Informational Meeting - Shasta Superior Court</b> A yearly informational meeting for the public to learn more about the grand jury and encourage individuals to apply for service.</p>
<p><b>Hispanic Community Forum - Mono Superior Court</b> Local law enforcement and court representatives provide bilingual presentations on topics of relevant interest for the county's Spanish-speaking population.</p>
<p><b>Real DUI Court in Schools Program - Solano Superior Court</b> The Court brings real DUI trials to local high schools to convey the perils of drinking and driving and to demonstrate the consequences of DUI.</p>
<p><b>Teen Court – Stopping Hate and Delinquency By Empowering Students (SHADES) - Los Angeles Superior Court</b> A specialized Teen Court that addresses bullying and youth crime rooted in hate and bias.</p>
<p><b>Tribal Alliance - Riverside Superior Court</b> This collaboration strives to develop culturally appropriate services to minimize Court and County intervention and increase tribal participation in issues involving Native American children and families.</p>
<p><b>Court Ordered Debt</b></p>
<p><b>Acceptance of Court Payments at Retail Locations and Through On-Line Banking - Riverside Superior Court</b> Court payments on criminal and infraction cases are accepted at retail locations or through on-line banking for which private companies serve as processors.</p>
<p><b>Automated Payment Processing - San Bernardino Superior Court</b> An Automated Payment Processing System utilized to batch and post payments to cases in the criminal and traffic case management system.</p>
<p><b>Defendant Payment Notification - Riverside Superior Court</b> Technology that provides payment notification reminders via text messages or emails two weeks before each payment is due to the Court for criminal, traffic and juvenile delinquency defendants who have opted-in to the program.</p>
<p><b>Shared Collections - Shasta Superior Court</b> Shasta Superior Court provides comprehensive collection services to six courts to collect court-imposed fees, fines, forfeitures, penalties and assessments.</p>
<p><b>Criminal</b></p>
<p><b>Comprehensive Case Flow Management Reports - Riverside Superior Court</b> Comprehensive criminal and civil case flow reports generated from the court case management system provide judicial leaders with the information necessary to make decisions to allocate resources.</p>



<p><b>Electronic On-Call Warrants - San Bernardino Superior Court</b> Electronic processing of warrants and probable cause declarations during non-court hours.</p>
<p><b>Misdemeanor Post Judgment Reengineering - Marin Superior Court</b> Following sentencing, misdemeanor defendants are directed to the clerk's office to make arrangements to pay, complete programs, sign up for community service work, and modify terms and conditions for most kinds of modifications.</p>
<p><b>Online Probable Cause Determinations - Contra Costa Superior Court</b> A web-based system that allows judicial officers to review probable cause declarations online. The arresting officer and jail are notified in real time to detain or release a detainee.</p>
<p><b>Family Law</b></p>
<p><b>Brief Focused Assessments - Santa Clara Superior Court</b> Judicial officers may order Brief Focused Assessments by court-appointed mental health professionals on limited issues related to child custody and visitation as an alternative to court-ordered full evaluations.</p>
<p><b>Family Court Services Mediation Tier System - Fresno Superior Court</b> Mediation services are provided through a tier-based system in which the type of mediation provided is determined based on specific case criteria (i.e., emergency circumstances, domestic violence).</p>
<p><b>Family Law Case Resolution - Orange Superior Court</b> Case management program for family law dissolution and paternity cases that includes regular reviews to assess whether a case is meeting pre-set milestones.</p>
<p><b>Family Law Facilitator's Office Online Workshop (FLOW) Reservation System - San Diego Superior Court</b> An on-line system that allows users to schedule appointments for a variety of Family Law Facilitator workshops and download forms to bring with them to the workshops.</p>
<p><b>Improved Services for Families in Crisis - San Bernardino Superior Court</b> Family law cases that meet specific criteria (e.g., requests for modifications, domestic violence or safety issues, cases with no orders) are set for an expedited hearing before a judge to determine if Child Custody Recommending Counseling is needed and, if so, the appointment is scheduled.</p>
<p><b>Mediation Participation by Skype - Santa Clara Superior Court</b> Litigants in Family Court Services going through the mediation process may appear via Skype to address the needs of litigants who may be unable to participate in person.</p>
<p><b>Notification of Continuance/Settlement Forms - San Diego Superior Court</b> Using an online system, family law litigants are able to alert the court clerk that one or both of the parties with an upcoming hearing will be requesting a continuance or that the parties have reached a settlement.</p>
<p><b>One-Day Divorce - Sacramento Superior Court</b> Volunteer attorneys and law students assist self-represented litigants with preparing all of the necessary paperwork in order to complete their dissolution of marriage and obtain a final judgment in one day.</p>
<p><b>Robo Call - Santa Clara Superior Court</b> An automated calling system to provide self represented litigants who have hearings set on the Case Status Conference Calendar with an automated reminder one week prior to their scheduled hearing date.</p>

<p><b>Self-Represented Litigants Facilitator Management - Sutter Superior Court</b> The Family Law Facilitator provides Family Law Status Conferences at regular intervals from the date of filing</p>
<p><b>Self-Represented Party Calendar - Orange Superior Court</b> Provides self-represented parties with a team of resources (e.g., self-help attorneys, court staff, Family Court Services mediators, volunteer attorneys, and family law judicial officers) to assist with their family law cases when they appear in court.</p>
<p><b>Jury</b></p>
<p><b>My Jury Duty Portal - Los Angeles Superior Court</b> An online web portal that allows jurors to register, postpone, request excuses or transfers, receive reporting instructions, and access other functions.</p>
<p><b>Online Juror Questionnaires - Marin Superior Court</b> Juror questionnaires are scanned and uploaded to a secure, password-protected webpage that can only be accessed by attorneys and parties who have been granted access to the page, instead of copying questionnaires for all attorneys/parties in a jury trial.</p>
<p><b>Justice Partner Collaboration</b></p>
<p><b>Community Justice Center - San Francisco Superior Court</b> A Collaborative Court and social service center provides defendants with access to case management, shelter placement, assistance with applying for benefits, on-site support groups, and service linkages to a wide variety of community providers.</p>
<p><b>Mental Health Court Linkage Program - Los Angeles Superior Court</b> Mental health clinicians are located in 23 courthouses to provide assessments and program recommendations to judges and attorneys for defendants with mental illness or co-occurring mental health and substance abuse disorders.</p>
<p><b>Violation of Probation in Lieu of Night Court - Sacramento Superior Court</b> In collaboration with criminal justice partners, certain non-violent felony cases are resolved by filing a violation of probation rather than filing new charges.</p>
<p><b>Juvenile Delinquency</b></p>
<p><b>Court Appointed Friend and Advocate - Santa Clara Superior Court</b> A pilot program for certain minors in the Deferred Entry of Judgment program that provides a minor with an advocate to support the minor in moving out of the juvenile justice system.</p>
<p><b>Electronic Calendar Date Requests in Juvenile Justice - Santa Clara County Superior Court</b> Requests for continuances are emailed from Probation and the District Attorney directly to the court staff saving time and providing a way to verify continuances were received.</p>
<p><b>Juvenile Justice Video Conferencing Program - Santa Clara Superior Court</b> Skype technology is used to allow minors in long term placement outside of the county to attend their permanency planning hearings held every six months.</p>
<p><b>Succeeding Through Achievement and Resilience (STAR) Court - Los Angeles Superior Court</b> A partnership with the Court and Probation to provide referrals to specialized services for underage victims of sex trafficking.</p>
<p><b>Language</b></p>
<p><b>Court Interpreters - Sonoma Superior Court</b> The court provides American Sign Language interpreter resources on one designated day each week via video remote interpreting.</p>

<p><b>Video Remote Interpreting (VRI) Project for American Sign Language Interpreting - Stanislaus Superior Court</b> American Sign Language interpreters are available through Video Remote Interpreting using specialized video equipment.</p>
<b>Probate</b>
<p><b>Mental Health Offsite Hearing - Santa Clara Superior Court</b> Implementation of video hearings for mental health calendars in probate for patients at a few state hospitals resulting in a reduction in transportation costs and less disruptions in treatment for those mental health litigants previously transported to hearings at the courthouse.</p>
<b>Records</b>
<p><b>Archival Court Reporter Notes (ACORN) – Orange and San Diego Superior Court</b> A web-based records archival and retrieval system for court reporter notes.</p>
<p><b>Online Copy Request - Riverside Superior Court</b> Using the court’s website, customers can order court case documents. Orders are directed to the Court Records Division for fulfillment either on paper, or via email.</p>
<p><b>Returned Mail Not Docketed - Orange Superior Court</b> Returned mail identified as ‘undelivered’ for civil, family law, juvenile, criminal, traffic, or probate cases is no longer retained/imaged or entered in the case management system.</p>
<b>Restraining Orders</b>
<p><b>Domestic Violence E-Fax Filing Program - Riverside Superior Court</b> Petitioners complete requests for a domestic violence restraining orders online. Requests are then electronically fax filed.</p>
<b>Self-Help</b>
<p><b>e-Correspondence - Sacramento Superior Court</b> A web-based service available to parties to submit questions and receive email responses regarding family law cases and legal procedures.</p>
<p><b>Probate Facilitator Program: Guardianship of the Person Only - Contra Costa Superior Court</b> Serves self-represented litigants via workshops, e-mail, telephone, and in-court services during the Guardianship calendar.</p>
<p><b>Public Law Center - Nevada Superior Court</b> A collaboration with the County Law Library to provide general self-help services and no-cost mediation to litigants in small claims and unlawful detainer cases.</p>
<p><b>Self Help Conservatorship Clinic (SHC) – Hot Docs for Conservatorship filings - Los Angeles Superior Court</b> An interview tool developed by the AOC utilizing the HotDocs program that assists attorneys with quickly completing forms in a self-help setting for Conservatorship filings.</p>
<p><b>Small Claims Advisor E-mail Program - Contra Costa Superior Court</b> A small claims advisor responds to court users’ questions via email utilizing a databank of legal topics consisting of over 600 pieces of discreet information.</p>
<p><b>Small Claims and Self Help Center E-mail Help - Santa Clara Superior Court</b> An advisor provides email responses through the use of a web form to litigants utilizing email templates that are customized for the customer’s issue.</p>

<p><b>Virtual Self-Help Law Center - Contra Costa Superior Court</b> A website that provides over 2,500 pages of expert legal information provided in text, video, and audio formats for self-represented litigants in English and Spanish.</p>
<p><b>Small Claims</b></p>
<p><b>Small Claims Volunteer pro Tem Judges - Marin Superior Court</b> A panel of local attorneys recruited to hear the small claims calendar after attending all mandatory trainings on judicial demeanor and conduct, ethics and small claims subject matter.</p>
<p><b>Specialty Courts</b></p>
<p><b>Achievement Collaborative Team - San Francisco Superior Court</b> A joint educational and behavioral health program providing multi-phased evidence-based treatment and court supervision for probation-involved youth in a school setting.</p>
<p><b>Homeless Court - Ventura Superior Court</b> A special Court session in collaboration with local shelters for the homeless to resolve outstanding minor offenses and warrants.</p>
<p><b>Technology</b></p>
<p><b>E-Courtroom Resource Status Program - Santa Clara Superior Court</b> An electronic program to track courtroom resource availability, such as court reporters, interpreters and other necessary courtroom staff.</p>
<p><b>Voice over Internet Protocol (VoIP) Phone System - Orange and San Diego Superior Courts</b> Telephone system that utilizes a Court's own high speed network for Internet Protocol (IP)-based voice services.</p>
<p><b>Traffic</b></p>
<p><b>Court Appearance Reminder System - Los Angeles Superior Court</b> Automated dialer phone technology reminds defendants of their scheduled court dates and offers the option of paying the citation in lieu of appearing in court.</p>
<p><b>Electronic Filing of Citations - Santa Clara Superior Court</b> Traffic citations in Santa Clara County are filed electronically by law enforcement agencies and the California Highway Patrol.</p>
<p><b>Paperless Traffic - San Mateo Superior Court</b> Replacement of individual traffic files with scanned images of all citations that can be viewed electronically by staff and the bench during the hearing.</p>
<p><b>Remote Video Proceedings - Fresno Superior Court</b> Depending on geographic location, certain violators may elect to appear in traffic court by video conference for traffic arraignment, trials, and related proceedings.</p>
<p><b>Reserve a Court Date Traffic - Orange Superior Court</b> Customers schedule traffic appearances online, by phone, or at the public counters and on the day of the hearing bypass the traffic counter and report directly to the courtroom.</p>
<p><b>Traffic Court Reengineering - Marin Superior Court</b> Requests for defendants that do not require judicial rulings (e.g., requests for extensions, payment plans, community service work, and traffic school) are handled by court staff in the Traffic Clerk's Office.</p>
<p><b>Traffic e-Calendars - Placer Superior Court</b> Electronic case files and calendaring for the traffic division.</p>

<p><b>Traffic On-line Arraignment Date Scheduling - San Mateo Superior Court</b> A web-based application provides traffic customers the ability to reserve an arraignment date in advance.</p>
<p><b>Trial by Declaration in Absentia and Civil Assessment for Failure to Pay - Santa Clara Superior Court</b> The court proceeds with a Trial by Declaration in Absentia to adjudicate cases in the traffic division when a defendant fails to appear in court or fails to contact the court by the due date on the citation.</p>
<p style="text-align: center;"><b>Unlawful Detainer</b></p>
<p><b>Unlawful Detainer Settlement Conference Program - Marin Superior Court</b> A collaboration with the court and Legal Aid to offer mandatory settlement conferences for all unlawful detainer cases in the week before trial.</p>

## BRANCH EFFICIENCIES

The Branch Efficiencies table represents judicial branch programs that have been implemented statewide or in multiple jurisdictions. These programs focus on increasing access to justice, implementing efficiencies and economies of scale, simplifying processes and procedures, and making overall structural improvements in the delivery of justice.

This table provides a brief description of each program along with a contact link that users can access to obtain additional information. Please note that programs will continue to be added as additional branch efficiencies are implemented and that the programs identified are not all-inclusive of every branch efficiency program currently implemented.

Programs	Description	For additional information
Adoption of model jury summons	Standardized, statewide summons for jury service currently utilized by at least 16 courts.	<a href="http://www.courts.ca.gov/3929.htm">www.courts.ca.gov/3929.htm</a>
Adoption of plain language, easy to read court forms	Court forms that use plain, easy-to-read language. Also provided in several languages other than English.	<a href="http://www.courts.ca.gov/forms.htm">www.courts.ca.gov/forms.htm</a>
Assigned judges program	AOC program that provides assistance to courts with judicial shortages for long or short term periods.	<a href="http://www.courts.ca.gov/documents/Assigned_Judges_Program.pdf">www.courts.ca.gov/documents/Assigned_Judges_Program.pdf</a>
Bench Handbook – Handling cases involving Self-Represented Litigants	Provides tools and techniques to help judicial officers handle the growing self-represented litigant portion of their caseload while complying with the law, maintaining neutrality, and increasing access to justice.	<a href="http://www2.courtinfo.ca.gov/protem/pubs/self_rep_litigants.pdf">www2.courtinfo.ca.gov/protem/pubs/self_rep_litigants.pdf</a>
Benchguides	Series of reference guides detailing specific court proceedings and procedures. Designed for use on and off the bench and includes procedural checklists, discussion of the applicable law, scripts, and written forms. Available on line or in hard copy.	<a href="http://serranus.courtinfo.ca.gov/programs/hr/jbwc.htm">serranus.courtinfo.ca.gov/programs/hr/jbwc.htm</a>
Blue Ribbon Panel on the Fair and Efficient Administration of Civil Cases	The panel recommended a series of practices to improve civil case processing, leading to rules of court and time standards to make the civil delay reduction program more flexible and practical for court users.	<a href="http://www.courts.ca.gov/documents/age0703.pdf">www.courts.ca.gov/documents/age0703.pdf</a>

**BRANCH EFFICIENCIES**

Programs	Description	For additional information
California Blue Ribbon Commission on Foster Care	The California Blue Ribbon Commission appointed in 2006 by Chief Justice Ronald M. George was charged with providing recommendations to the Judicial Council of California on the ways in which the courts and their child welfare partners could improve safety, permanency, well-being, and fairness outcomes for children and families in the state. After the commission issued its recommendations in August 2008, Chief Justice George reappointed the commission for another three years, starting in June 2009, to work on implementing the recommendations. In March 2012, Chief Justice Tani G. Cantil-Sakauye reappointed the commission to work on the implementation of its recommendations.	<a href="http://www.courts.ca.gov/brc.htm">www.courts.ca.gov/brc.htm</a>
California Courts Protective Order Registry (CCPOR)	The California Courts Protective Order Registry (CCPOR) is a statewide repository of protective orders containing both data and scanned images of protective orders issued by a judge that can be accessed by judges, court staff, and law enforcement officers. CCPOR currently includes orders from superior courts in 32 counties and from 11 tribal courts.	<a href="http://www.courts.ca.gov/15574.htm">www.courts.ca.gov/15574.htm</a>
Case Management System Replacement - shared configuration and codes (pilot program)	A pilot program of a consortium of courts (Alpine, Calaveras, Glenn, Lassen, Tehama, and Yuba) developing specifications for Tyler's Odyssey case management system for one or more case types. The system will result in common practices and reports across the participating courts.	<a href="http://www.saccourt.ca.gov/general/docs/pr-cms-rfp.pdf">www.saccourt.ca.gov/general/docs/pr-cms-rfp.pdf</a>

**BRANCH EFFICIENCIES**

Programs	Description	For additional information
Center for Judiciary Education and Research (CJER) provides uniform training for judicial officers and court staff	Comprehensive program of educational services for justices, judges, subordinate judicial officers, and court personnel to enhance the quality of justice.	<a href="http://www2.courtinfo.ca.gov/comet/">www2.courtinfo.ca.gov/comet/</a>
Children’s Waiting Rooms	Child-friendly place for families accessing the courts when children need to testify or otherwise participate in court processes.	<a href="http://www.courts.ca.gov/cms/rules/index.cfm?title=standards&amp;linkid=standard10_24">www.courts.ca.gov/cms/rules/index.cfm?title=standards&amp;linkid=standard10_24</a>
Civil and Criminal Jury Instructions	Standardized instructions that accurately state the law in a way that is understandable to the average juror with the goal of improving the quality of jury decisions.	<a href="http://www.courts.ca.gov/966.htm">www.courts.ca.gov/966.htm</a>
Collaborative Justice Courts	Principles developed for courts wanting to establish collaborative justice courts that focus on increasing access to services and gaining a higher level of public trust and confidence.	<a href="http://www.courts.ca.gov/programs-collabjustice.htm">www.courts.ca.gov/programs-collabjustice.htm</a>
Complex Civil Litigation Program	Training and resources for courts to efficiently and effectively manage complex civil cases.	<a href="http://www.courts.ca.gov/documents/comlit.pdf">www.courts.ca.gov/documents/comlit.pdf</a>
Comprehensive Collection Program, guidelines and standards, performance measures, and best practices	Focused on ensuring optimal collection of criminal and traffic fines and fees to ensure the enforcement of court orders and respect for the rule of law.	<a href="http://www.courts.ca.gov/partners/collections.htm">www.courts.ca.gov/partners/collections.htm</a>
Continuity of Operations Plans (COOP) Planning	Statewide web-based planning tools and training to ensure minimum disruption in the case of disaster.	<a href="http://www.courts.ca.gov/4926.htm">www.courts.ca.gov/4926.htm</a>
Court Construction Program	Judicial Branch program to identify, prioritize, and remedy courts that are in most need of structural improvements.	<a href="http://www.courts.ca.gov/programs-facilities.htm">www.courts.ca.gov/programs-facilities.htm</a>



**BRANCH EFFICIENCIES**

<b>Programs</b>	<b>Description</b>	<b>For additional information</b>
Dependency Representation, Administration, Funding, and Training (DRAFT) Program	For 30 participating courts the AOC provides attorney contracting and service administration (i.e., competitive bidding, execution of contracts, attorney performance, and training standards) while the courts retain responsibility for juvenile dependency counsel selection.	<a href="http://www.courts.ca.gov/15577.htm">www.courts.ca.gov/15577.htm</a>
Effective methodology for determining judgeship needs	Ensures that judgeships, when authorized and funded, are provided to the courts most in need.	<a href="http://www.courts.ca.gov/12922.htm">www.courts.ca.gov/12922.htm</a>
Emergency and security services consultation and specific services and assistance for judges and court facilities	Centralized guidance, templates, tools, and staff assistance for the creation of comprehensive court security plans; an entrance security screening equipment program; privacy protection program to assist judicial officers with online privacy; and assistance in creating emergency plans and continuity of operations plans.	<a href="http://serranus.courtinfo.ca.gov/programs/security/">serranus.courtinfo.ca.gov/programs/security/</a>
Established guidelines for security plans	Uniform guidelines for court security practices to improve safety for all court users.	<a href="http://serranus.courtinfo.ca.gov/programs/security/documents/csp-guideline.pdf">serranus.courtinfo.ca.gov/programs/security/documents/csp-guideline.pdf</a>
Expanded ADR and other conflict resolution programs	Court Alternative Dispute Resolution (ADR) and other conflict resolution programs help people resolve disputes without a trial and as early in the process as possible.	<a href="http://www.courts.ca.gov/programs-adr.htm">www.courts.ca.gov/programs-adr.htm</a>
Expanded availability of interpreters	Expanded availability of interpreters; forms translated into several languages; dedicated funds for interpreters in domestic violence cases; testing and qualification standards; and a master agreement to enable courts to purchase translation services.	<a href="http://www.courts.ca.gov/programs-interpreters.htm">www.courts.ca.gov/programs-interpreters.htm</a>

**BRANCH EFFICIENCIES**

<b>Programs</b>	<b>Description</b>	<b>For additional information</b>
Expedited jury trials	Alternative, streamlined method utilizing a smaller jury for handling civil jury trials in one day to promote the speedy and economic resolution of cases and to conserve judicial resources.	<a href="http://www.courts.ca.gov/12774.htm">www.courts.ca.gov/12774.htm</a>
Family Law Technical assistance	Caseflow management manual based on best practices used by local courts to improve the efficiency and effectiveness of family law processes.	<a href="http://www.courts.ca.gov/programs-cfcc.htm">www.courts.ca.gov/programs-cfcc.htm</a>
Fund security screening equipment	Assistance in purchasing screening and perimeter security equipment for courts.	<a href="http://serranus.courtinfo.ca.gov/programs/security/documents/office-of-security-information-on-screening-equipment.pdf">serranus.courtinfo.ca.gov/programs/security/documents/office-of-security-information-on-screening-equipment.pdf</a>
Internal audit function	AOC services provided to improve accountability for the use of public resources and adherence to statutory and constitutional mandates.	<a href="http://serranus.courtinfo.ca.gov/programs/finance/audit.htm">serranus.courtinfo.ca.gov/programs/finance/audit.htm</a>
Judicial Branch Contract Manual	Judicial Branch Contract Manual for procurement of goods and services that complies with provisions of the Public Contract Code and can be adopted by local courts as their local court contract manual.	<a href="http://www.courts.ca.gov/documents/jbcl-manual.pdf">www.courts.ca.gov/documents/jbcl-manual.pdf</a>
Judicial Branch Statistical Information System (JBSIS)	Pursuant to CA Rules of Court, established by the Judicial Council to provide accurate, consistent, and timely information about the activities of the courts for the judicial branch, the Legislature, and other state agencies.	<a href="http://www.courts.ca.gov/cms/rules/index.cfm?title=ten&amp;linkid=rule10_400">www.courts.ca.gov/cms/rules/index.cfm?title=ten&amp;linkid=rule10_400</a>  JBSIS Data Warehouse <a href="http://jbsis.courtinfo.ca.gov/">jbsis.courtinfo.ca.gov/</a>
Judicial Branch Website Redesign	A Web usability and site redesign project to improve public access and ease-of-use for the California Courts website and judicial branch business extranet.	<a href="http://serranus.courtinfo.ca.gov/programs/web/redesign.htm">serranus.courtinfo.ca.gov/programs/web/redesign.htm</a>
Judicial Branch Workers' Compensation Program (JBWCP)	A workers' compensation program for the Superior Courts established by the Administrative Office of the Courts and administered by a third party.	<a href="http://serranus.courtinfo.ca.gov/programs/hr/jbwc.htm">serranus.courtinfo.ca.gov/programs/hr/jbwc.htm</a>

**BRANCH EFFICIENCIES**

Programs	Description	For additional information
Judicial Council forms	Mandatory and optional Judicial Council forms are now in fillable savable PDF format. The forms are available at <a href="http://www.courts.ca.gov/forms.htm">http://www.courts.ca.gov/forms.htm</a> and individual superior court web sites.	<a href="http://www.courts.ca.gov/forms.htm">www.courts.ca.gov/forms.htm</a>
Litigation Management Program	Representation, defense, and indemnification of courts, judicial officers, and court employees for the resolution of claims against the courts.	<a href="http://serranus.courtinfo.ca.gov/programs/ogc/documents/leg-Appendix-to-Prior-Annual-Reports.pdf">serranus.courtinfo.ca.gov/programs/ogc/documents/leg-Appendix-to-Prior-Annual-Reports.pdf</a>  California Rules of Court, rule 10.202: <a href="http://www.courts.ca.gov/cms/rules/index.cfm?title=ten&amp;linkid=rule10_202">http://www.courts.ca.gov/cms/rules/index.cfm?title=ten&amp;linkid=rule10_202</a>
Management of Court Records using modern technology	The adoption of California Rules of Court that authorized the trial courts to manage and retain court records using modern technologies, transferred the oversight of such activities to the Judicial Council and the trial courts, and facilitated the transition from paper records to records that are created and may exist only in electronic form.	<a href="http://www.courts.ca.gov/documents/trial-court-records-manual.pdf">www.courts.ca.gov/documents/trial-court-records-manual.pdf</a>
New laws workshop and materials	Training and/or informational materials regarding new legislation that will affect court operations.  Note: Activities for the new law workshop have been curtailed due to budget cuts.	
One-day one-trial jury management	The one-day or one-trial system designed to reduce the impact of jury service for jurors (i.e., unproductive waiting time of jurors as well as the potential for lost income).	<a href="http://www.courts.ca.gov/documents/onedayonetrial.pdf">www.courts.ca.gov/documents/onedayonetrial.pdf</a>

**BRANCH EFFICIENCIES**

Programs	Description	For additional information
Online Self-Help Center	For use by all Superior Courts, Online Self-Help Center helps litigants or prospective litigants find assistance and information to work better with an attorney or to represent themselves in some legal matters.	<a href="http://www.courts.ca.gov/selfhelp.htm">www.courts.ca.gov/selfhelp.htm</a>
Outreach efforts	Outreach efforts to increase public trust and confidence in the judicial system through a variety of education and outreach efforts (e.g., mock trials, court visits, Civics, courts in the schools, Law Day).	Civics Education link: <a href="http://www.courts.ca.gov/programs-lawrelated.htm">www.courts.ca.gov/programs-lawrelated.htm</a>  Community Outreach link: <a href="http://www.courts.ca.gov/programs-commoutreach.htm">www.courts.ca.gov/programs-commoutreach.htm</a>  Law Day link: <a href="http://www.courts.ca.gov/lawday.htm">www.courts.ca.gov/lawday.htm</a>  Courts as Curriculum link: <a href="http://www.courts.ca.gov/documents/KlepsBrief_CourtsCurriculum.pdf">www.courts.ca.gov/documents/KlepsBrief_CourtsCurriculum.pdf</a>
Phoenix Financial System	Provides a uniform system for tracking and reporting all financial activities and budgets of trial courts and provides accounting, a treasury system, and trust accounting services.	<a href="http://www.courts.ca.gov/documents/Phoenix.pdf">www.courts.ca.gov/documents/Phoenix.pdf</a>

**BRANCH EFFICIENCIES**

Programs	Description	For additional information
Procedural Fairness Advisory Committee	In 2005, the Judicial Council of California commissioned a landmark public trust and confidence assessment, Trust and Confidence in the California Courts. In 2007, Chief Justice Ronald M. George launched a statewide initiative on procedural fairness aimed at ensuring fair process, quality treatment of all court users, and higher public trust and confidence in California's courts. In 2008, the Center for Court Innovation was commissioned to conduct a thorough needs assessment and analysis of best practices in promoting procedural fairness among the state's civil and traffic cases.	<a href="http://www.courts.ca.gov/programs-profair.htm">www.courts.ca.gov/programs-profair.htm</a>
Regional Collective Bargaining for Interpreters	Resulted in the reduction of court interpreter labor agreements from 58 to 4 statewide.	<a href="http://serranus.courtinfo.ca.gov/programs/interpreters/documents/map_ci_barg_reg.pdf">serranus.courtinfo.ca.gov/programs/interpreters/documents/map_ci_barg_reg.pdf</a>
Rules eliminating limitations on submissions of handwritten forms imposed by some courts	Implementation of rules regarding allowing submission of handwritten forms to improve access for low-income, self-represented litigants.	California Rules of Court, rule 2.118: <a href="http://www.courts.ca.gov/cms/rules/index.cfm?title=two&amp;linkid=rule2_118">www.courts.ca.gov/cms/rules/index.cfm?title=two&amp;linkid=rule2_118</a>  California Rules of Court, rule 2.135: <a href="http://www.courts.ca.gov/cms/rules/index.cfm?title=two&amp;linkid=rule2_135">www.courts.ca.gov/cms/rules/index.cfm?title=two&amp;linkid=rule2_135</a>
Self-help centers and family law facilitators	Provided in every court in the state, self-help centers and family law facilitators educate litigants, assist self-represented litigants, and provide referrals for additional assistance.	Self-Help Centers: <a href="http://www.courts.ca.gov/selfhelp.htm">www.courts.ca.gov/selfhelp.htm</a>  Family Law Facilitators: <a href="http://www.courts.ca.gov/selfhelp-facilitators.htm">www.courts.ca.gov/selfhelp-facilitators.htm</a>

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Programs	Description	For additional information
Self-Help Portal (pilot program)	Pilot program consisting of five southern California courts that are sharing resources to develop a self-help portal that would be used statewide to assist litigants with cases, starting with small claims.	E-mail: <a href="mailto:cfcc@jud.ca.gov">cfcc@jud.ca.gov</a>
Smart Judicial Council Forms	Three superior courts have joined to add intelligence to the fillable, savable forms to assist litigants in preparing them. When completing a form, the 'intelligence' assists by making sure that all required fields have information entered, that the information entered is proper, and that all associated forms in a packet are completed.	E-mail: <a href="mailto:cfcc@jud.ca.gov">cfcc@jud.ca.gov</a>
Statewide juror orientation video	Consistent information to jurors about the importance and value of jury duty and their role as jurors.	<a href="http://serranus.courtinfo.ca.gov/programs/pin/documents/i-deals_fact_sheet.pdf">serranus.courtinfo.ca.gov/programs/pin/documents/i-deals_fact_sheet.pdf</a>
Statewide Manuals Adopted	Statewide manuals for a variety of services and procedures to ensure consistent practices, clear guidelines, and best practices are shared statewide (e.g., Judicial Branch Contracts Manual, Trial Court Financial Policies and Procedures, Court Records Manual).	<p><i>Judicial Branch Contracts Manual:</i>  <a href="http://www.courts.ca.gov/documents/jbcl-manual.pdf">www.courts.ca.gov/documents/jbcl-manual.pdf</a></p> <p><i>Trial Court Financial Policies and Procedures Manual:</i>  <a href="http://www.courts.ca.gov/documents/7ed-full.pdf">www.courts.ca.gov/documents/7ed-full.pdf</a></p> <p><i>Court Records Manual:</i>  <a href="http://www.courts.ca.gov/documents/trial-court-records-manual.pdf">www.courts.ca.gov/documents/trial-court-records-manual.pdf</a></p>
Statewide Procurement Strategies	Established statewide procurement strategies to leverage economies of scale and minimize trial court costs by drawing on the purchasing power of the statewide judicial branch through master service agreements.	<a href="http://www.courts.ca.gov/procurementservices.htm">www.courts.ca.gov/procurementservices.htm</a>

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Programs	Description	For additional information
Statewide rules on fee waiver petitions	Statewide rules on fee waiver petitions providing litigants with a consistent process.	Government Code 68630: <a href="http://leginfo.ca.gov/cgi-bin/displaycode?section=gov&amp;group=68001-69000&amp;file=68630-68641">leginfo.ca.gov/cgi-bin/displaycode?section=gov&amp;group=68001-69000&amp;file=68630-68641</a>  California Rules of Court, rule 3.50: <a href="http://www.courts.ca.gov/cms/rules/index.cfm?title=three&amp;linkid=rule3_50">www.courts.ca.gov/cms/rules/index.cfm?title=three&amp;linkid=rule3_50</a>
Statewide services in areas of legal, human resources, and education	The AOC provides centralized services and support (e.g., training, legal opinion, litigation management, labor relations).	<a href="http://www.courts.ca.gov/12926.htm">www.courts.ca.gov/12926.htm</a>
Statewide Strategic and Operational Plans	Promotes uniformity and provides direction.	<a href="http://serranus.courtinfo.ca.gov/programs/community/">serranus.courtinfo.ca.gov/programs/community/</a>
Technology Planning Task Force	This task force is charged with addressing and making recommendations on the governance, strategy, and financial support for judicial branch technology. They work in partnership with the courts and with input from branch stakeholders.	<a href="http://www.courts.ca.gov/24858.htm">www.courts.ca.gov/24858.htm</a>
Telecommunications Program – Technology Refresh	Uniform set of standards for the trial courts developed to establish a basic framework to upgrade and maintain the networks of participating courts.	<a href="http://serranus.courtinfo.ca.gov/programs/tech/telecomm.htm#status">serranus.courtinfo.ca.gov/programs/tech/telecomm.htm#status</a>
Transcript Assembly Program System (TAPS) (pilot program)	Pilot program of the superior courts the Court of Appeal Fifth Appellate and a few other courts to provide electronic transcripts to the Court of Appeal.	<a href="http://www.courts.ca.gov/14125.htm">www.courts.ca.gov/14125.htm</a>
Treasury function for the judicial branch	Statewide management of court funds in a pooled operating bank account under a Master Banking Agreement.	<a href="http://www.courts.ca.gov/documents/jc-20140220-info3.pdf">www.courts.ca.gov/documents/jc-20140220-info3.pdf</a>

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Programs	Description	For additional information
Trial Court Business Process Reengineering Training	This training was developed by the Trial Court Presiding Judges Advisory Committee and the Court Executive Advisory Committee Joint Working Group on Trial Court Business Process Reengineering (TCBPR) to provide courts with information, tools, and a methodology for conducting business process reengineering in the trial courts.	<a href="http://www2.courtinfo.ca.gov/cjer/aoctv/lean/index.htm">www2.courtinfo.ca.gov/cjer/aoctv/lean/index.htm</a>
Trial Court Website Template Project	A set of Superior Court website templates available to all courts at no cost. The templates feature design elements that will help users find information more easily and quickly.	<a href="http://serranus.courtinfo.ca.gov/programs/web/connect.htm">serranus.courtinfo.ca.gov/programs/web/connect.htm</a>
Uniform Civil Filing Fees	Streamlined and simplified civil fee structure by implementing a single, statewide civil fee structure in accordance with the Uniform Civil Fees and Standard Fee Schedule Act of 2005.	<a href="http://www.courts.ca.gov/7646.htm">www.courts.ca.gov/7646.htm</a>  Government Code Section 70600: <a href="http://www.leginfo.ca.gov/cgi-bin/displaycode?section=gov&amp;group=70001-71000&amp;file=70600-70640">www.leginfo.ca.gov/cgi-bin/displaycode?section=gov&amp;group=70001-71000&amp;file=70600-70640</a>
Uniform rules and standards for jury management	California Rules of Court and Standards of Judicial Administration to improve jury service and experiences.	<a href="http://www.courts.ca.gov/8267.htm">www.courts.ca.gov/8267.htm</a>
Uniform standards for telephonic appearances	Rules allowing for telephonic appearances in certain cases.	<a href="http://www.courts.ca.gov/documents/amend-070111_6-24-11.pdf">www.courts.ca.gov/documents/amend-070111_6-24-11.pdf</a>