

**JUDICIAL COUNCIL OF CALIFORNIA  
ADMINISTRATIVE OFFICE OF THE COURTS**

455 Golden Gate Avenue  
San Francisco, California 94102-3688

**Report**

TO: Members of the Judicial Council

FROM: Executive and Planning Committee  
Hon. Richard D. Huffman, Chair  
Mr. William C. Vickrey, Administrative Director of the Courts  
Mr. Kenneth L. Kann, Director, Executive Office Programs Division  
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DATE: March 1, 2008

SUBJECT: Branchwide Planning: The Operational Plan for California's Judicial  
Branch for 2008–2011 (Action Required)

Issue Statement

The operational plan for California's judicial branch, adopted in December 2003 on a three-year cycle, is due for revision. The revised plan submitted herewith, *The Operational Plan for California's Judicial Branch, 2008–2011*, represents a concerted effort by the council and many other judicial branch stakeholders to establish objectives and outcomes for accomplishing the long-term goals and policies set forth in *Justice in Focus: The Strategic Plan for California's Judicial Branch, 2006–2012*, which the council adopted in December 2006.

In order to ensure that revisions to the operational plan would be responsive to stakeholder needs and priorities, the Judicial Council, working through its staff agency, the Administrative Office of the Courts (AOC), employed a planning process designed to ensure the broadest possible stakeholder involvement. The operational plan has been informed by a wide, representative array of branch stakeholders, including all presiding judges and justices, all court executive officers and appellate court administrators, the leadership of the council's advisory committees and task forces, members of the public, community leaders, trial court staff persons, members of the State Bar, and other justice system partners. In all, over 250 individuals helped to shape the objectives and desired outcomes of the revised three-year plan. In addition, trial court planning priorities, which

are submitted annually on the Serranus Web site for California judges and court staff, were carefully analyzed and considered in developing the plan.

The proposed plan is attached.

### Recommendation

The Executive and Planning Committee recommends that the Judicial Council, effective May 1, 2008, adopt the proposed operational plan for California's judicial branch for fiscal years 2008–2009 through 2010–2011, with instructions to AOC staff to broadly communicate the plan within the courts and to judicial branch stakeholders. Furthermore, the committee recommends the council instruct AOC staff to develop specific accountability instruments for tracking the plan's implementation.

### Rationale for Recommendation

The Executive and Planning Committee believes that the operational plan sets an ambitious, realistic three-year agenda appropriate to the evolving needs of California's judicial branch and the many constituencies it serves. The plan maps a course that the judicial branch and its many partners have agreed upon—a course of action that has been shaped by stakeholders and that is designed to be responsive to their needs.

The proposed operational plan re-envisions 29 objectives and 84 associated outcomes that open multiple avenues and options for ensuring the previously adopted branchwide goals:

- Access, fairness, and diversity;
- The independence and accountability of the branch;
- Modernization of management and administration within the branch;
- Quality of justice and service to the public;
- Education for branchwide professional excellence; and a
- Branchwide infrastructure for service excellence.

The course of action set by the operational plan for achieving the above-referenced six core-level priorities makes *The Operational Plan for California's Judicial Branch, 2008–2011*, an appropriate instrument for guiding an evolving branch.

### Alternative Actions Considered

None. The operational plan is essential to fulfilling the council's goal-setting and planning responsibilities under rule 10.1 of the California Rules of Court.

### Comments From Interested Parties

The proposed plan was reviewed at the annual Branchwide Planning Meeting, June 2007, by 140 justice system partners, who offered multiple revisions and refinements. The plan

was sent out for comment (via Internet survey) on two occasions—in August 2007 and again in January 2008. Over 250 individuals were invited to review and comment on the plan. More than 1,000 individual comments and suggested revisions were received and considered in developing the plan. The Judicial Council also reviewed and critiqued the draft plan at its issues meeting on February 21, 2008; this draft includes the additional revisions requested at that time as approved by the council’s Executive and Planning Committee.

The following entities and groups were invited to review and comment on the plan:

- Judicial Council members
- Advisory committee and task force chairs, cochairs, and vice-chairs
- All presiding justices and judges
- All trial court executive officers
- All appellate court administrators
- Leadership of the State Bar
- Members of the AOC Executive Team
- Community leaders

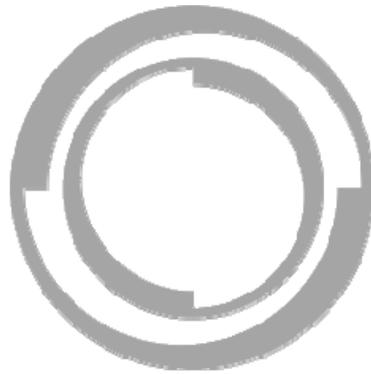
#### Implementation Requirements and Costs

Implementation of the branchwide operational plan will be collaboratively undertaken by the trial courts (via their local plans), the council’s advisory committees and tasks forces, the AOC, the State Bar, and many other justice system partners. AOC staff anticipates normal costs associated with producing and distributing the operational plan document within the judicial branch and to justice system partners. The Judicial Council, through its budget allocations, provides funding for efforts addressing desired outcomes.

Attachments

# The Operational Plan for California's Judicial Branch, 2008–2011

Draft 6  
(copyedited)



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## INTRODUCTION

### About the Judicial Council of California

The 28-member Judicial Council is the policymaking body of the California courts, the largest court system in the nation. The Judicial Council is composed of 28 members:

- The Chief Justice;
- 14 judges appointed by the Chief Justice (1 associate justice of the Supreme Court, 3 justices of the Courts of Appeal, and 10 trial court judges);
- 4 attorney members appointed by the State Bar Board of Governors;
- 1 member from each house of the Legislature; and
- 7 advisory members who include court executives or administrators and the president of the California Judges Association.

This roster includes all council members, present and past, who participated in the development of *The Operational Plan for California's Judicial Branch, 2008–2011*.

Hon. Ronald M. George  
*Chief Justice of California and  
Chair of the Judicial Council*

Hon. Marvin R. Baxter  
*Vice-Chair of the Judicial Council  
and Associate Justice of the Supreme Court*

Hon. Candace D. Cooper  
*Presiding Justice of the Court of Appeal  
Second Appellate District, Division Eight*

Hon. Brad R. Hill  
*Associate Justice of the Court of Appeal  
Fifth Appellate District*

Hon. Richard D. Huffman  
*Associate Justice of the Court of Appeal  
Fourth Appellate District, Division One*

Hon. Eileen C. Moore  
*Associate Justice of the Court of Appeal  
Fourth Appellate District, Division Three*

Hon. George J. Abdallah, Jr.  
*Judge of the Superior Court of California,  
County of San Joaquin*

## **INTRODUCTION**

Hon. Peter Paul Espinoza  
*Assistant Supervising Judge of the Superior Court of California,  
County of Los Angeles*

Hon. Terry B. Friedman  
*Judge of the Superior Court of California,  
County of Los Angeles*

Hon. Jamie A. Jacobs-May  
*Assistant Presiding Judge of the Superior Court of California,  
County of Santa Clara*

Hon. Suzanne N. Kingsbury  
*Presiding Judge of the Superior Court of California,  
County of El Dorado*

Hon. Carolyn B. Kuhl  
*Judge of the Superior Court of California,  
County of Los Angeles*

Hon. Thomas M. Maddock  
*Judge of the Superior Court of California,  
County of Contra Costa*

Hon. Charles W. McCoy, Jr.  
*Assistant Presiding Judge of the Superior Court of California,  
County of Los Angeles*

Hon. Barbara J. Miller  
*Judge of the Superior Court of California,  
County of Alameda*

Hon. Dennis E. Murray  
*Presiding Judge of the Superior Court of California,  
County of Tehama*

Hon. James Michael Welch  
*Judge of the Superior Court of California,  
County of San Bernardino*

Hon. Ellen M. Corbett  
*Member of the Senate*

Hon. Dave Jones  
*Member of the Assembly*

## **INTRODUCTION**

Mr. Raymond G. Aragon  
*Attorney at Law*

Mr. Anthony P. Capozzi  
*Attorney at Law*

Mr. Thomas V. Girardi  
*Attorney at Law*

Ms. Barbara J. Parker  
*Chief Assistant City Attorney, City of Oakland*

Hon. Ronald E. Albers  
(Advisory Member)  
*Commissioner of the Superior Court of California,  
County of San Francisco*

Hon. Joseph Dunn  
(Advisory Member)  
*Chief Executive Officer  
California Medical Association*

Hon. Ira R. Kaufman  
(Advisory Member)  
*Presiding Judge of the Superior Court of California,  
County of Plumas*

Hon. Scott L. Kays  
(Advisory Member)  
*Judge of the Superior Court of California,  
County of Solano*

Hon. Nancy Wieben Stock  
(Advisory Member)  
*Presiding Judge of the Superior Court of California,  
County of Orange*

Ms. Tamara Lynn Beard  
(Advisory Member)  
*Executive Officer of the Superior Court of California,  
County of Fresno*

## INTRODUCTION

Ms. Deena Fawcett  
(Advisory Member)  
*Clerk/Administrator of the Court of Appeal  
Third Appellate District*

Mr. Michael D. Planet  
(Advisory Member)  
*Executive Officer of the Superior Court of California,  
County of Ventura*

Mr. Michael M. Roddy  
(Advisory Member)  
*Executive Officer of the Superior Court of California,  
County of San Diego*

Ms. Sharol H. Strickland  
(Advisory Member)  
*Executive Officer of the Superior Court of California,  
County of Butte*

### **Purpose of the Operational Plan**

The operational plan articulates high-priority, state-level operational **objectives**, or *courses of action*, for achieving the branchwide strategic goals that are vital to the effective administration of justice in California. Those core goals, as set forth in *Justice in Focus: The Strategic Plan for California's Judicial Branch*, adopted in 2006, are:

- Access, Fairness, and Diversity
- Independence and Accountability
- Modernization of Management and Administration
- Quality of Justice and Service to the Public
- Education for Branchwide Professional Excellence
- Branchwide Infrastructure for Service Excellence.

Also set forth in the operational plan are **desired outcomes**, or *short-term deliverables*, that result from the wide variety of projects, initiatives, and other endeavors undertaken by the council, its advisory committees and task forces, the courts, the Administrative Office of the Courts, and other justice system partners.

The operational plan is not an exhaustive inventory of activities to be performed at the state level but rather a short-term agenda of results to be collaboratively achieved by a wide array of judicial branch stakeholders. The plan's 29 objectives and 84 desired outcomes provide a road map to steer the efforts and resources of the judicial branch as it strives to ensure systemwide improvements.

## INTRODUCTION

### **The Operational Planning Process**

The hallmark of judicial branch operational planning is a highly inclusive process that draws input from a wide variety of stakeholders, each of whom will participate in implementation activities to ensure that core branch goals and values are achieved. Development of the operational plan began in January 2007; stakeholders participating in the process are listed below.

- Judicial Council members
- Judicial Council advisory committees
- Judicial Council task forces
- All presiding justices and judges
- All superior court executive officers and appellate court administrators
- The California trial courts (via local priorities submitted on the Serranus Trial Court Planning Web site)
- The Executive Team of the Administrative Office of the Courts (regional administrative directors and division directors)
- The State Bar of California
- The public (via the Judicial Council's public trust and confidence assessments)

### *Major Events in the Development of the Operational Plan*

- January–April 2007: Stakeholders submit proposed plan priorities
- May 2007: Draft 1 Operational Plan prepared
- June 2007: Judicial Branch Planning Meeting, San Francisco; 140 branch stakeholders meet to review, discuss, revise Draft 1 Operational Plan
- August 2007: Draft 2 Operational Plan circulated for comment
- September–November 2007: Draft 3 Operational Plan produced and reviewed by the Judicial Council's Executive and Planning Committee; additional revisions/consolidations effected to produce Draft 4
- January 2008: Draft 4 Operational Plan circulated for comment
- February 2008: Draft 5 Operational Plan presented for Judicial Council review and revision
- April 2008: Judicial Council adopts *The Operational Plan for California's Judicial Branch, 2008–2011*.

## **GOAL I: ACCESS, FAIRNESS, AND DIVERSITY (Draft 6)**

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

**Issue Description (the challenges):** California's judicial branch serves an increasingly diverse population. The branch must work to remove all barriers to access and fairness by being responsive to the state's cultural, racial, socioeconomic, linguistic, physical, and age diversities. Branch efforts in this regard must include ensuring that the courts are free from both bias and the appearance of bias, meeting the needs of increasing numbers of self-represented litigants, remaining receptive to the needs of all branch constituents, ensuring that court procedures are fair and understandable, and providing culturally responsive programs and services. Finding effective strategies for removing barriers in all case types will require a continued branchwide commitment to innovation, to excellence in public service, and to strong leadership at local and state levels.

In addition, in order to serve the state of California effectively, the judicial branch should reflect the diversity of the state. The judicial branch must continue efforts to enhance public trust and confidence by working with other branches of government toward a judicial branch that mirrors the state's diversity.

## GOAL I: ACCESS, FAIRNESS, AND DIVERSITY (Draft 6)

6 Objectives, 17 Desired Outcomes

Proposed Operational Objectives for 2008–2011	Proposed Desired Outcomes
<p><b>Objective 1.</b> Ensure that all court users are treated with dignity, respect, and concern for their rights and cultural backgrounds, without bias or appearance of bias, and are given an opportunity to be heard.</p>	a. Customer service and cultural sensitivity training for judges and court staff
	b. Judicial and court resources allocated to allow more time for cases to be heard
	c. Court public trust and confidence initiatives and programs responsive to cultural differences
	d. Mechanisms to collect, analyze, and respond to input from court users and key stakeholders
<p><b>Objective 2.</b> Identify and eliminate barriers to court access at all levels of service; ensure interactions with the court are understandable, convenient, and perceived as fair.</p>	a. Convenient court-user access to court facilities, services, records, and information
	b. Measures to assist the trial courts in achieving efficiency and fairness in family law proceedings and to ensure access to justice for litigants, including the self-represented
<p><b>Objective 3.</b> Ensure that persons with disabilities have access to court facilities and services.</p>	a. A statewide model and standards for courtrooms that comply with the Americans With Disabilities Act (ADA)
	b. Reasonable accommodations or physical access improvements to court facilities
<p><b>Objective 4.</b> Expand the availability of legal assistance, advice, and representation for litigants with limited financial resources.</p>	a. Partnerships and volunteer programs to increase pro bono activity, and additional support for self-help centers
	b. Mechanisms to identify litigants who qualify for free or low-cost legal representation and address proper referrals of those litigants
	c. Research and recommendations on the impact of unbundling legal services
<p><b>Objective 5.</b> Increase qualified interpreter services in mandated court proceedings and seek to expand services to additional court venues; increase the availability of language-assistance services to all court users.</p>	a. Innovative programs and initiatives to recruit certified and registered court interpreters and to increase interpreter services
	b. Effective case management practices to optimize interpreter services
	c. Increased technology integration for “real time” language line services
	d. Resources to expand interpreting services to civil cases
<p><b>Objective 6.</b> Promote a state judiciary and judicial branch workforce that reflects California’s diverse population.</p>	a. Policies and pipeline programs to attract, retain, and advance a diverse workforce and to promote careers in the judicial branch
	b. Improved judicial compensation, retirement plan, and benefits to encourage a diverse applicant pool

## **GOAL II: INDEPENDENCE AND ACCOUNTABILITY (Draft 6)**

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

**Issue Description (the challenges):** California's judicial branch is an independent, separate, and co-equal branch of state government charged with preserving the rule of law, upholding Californian's constitutional rights, and ensuring fair and impartial courts. In order to discharge these important constitutional responsibilities, the branch must maintain its independence and resist pressures that would compromise the independence of judicial decisionmaking. Increasingly, judicial officers must contend with a variety of challenges as they make legal decisions on issues that are charged with public controversy.

In serving the people of California, the judicial branch must also exercise its constitutional and statutory authority and responsibility to plan for, direct, monitor, and support the business of the branch and to account to the public for the branch's performance. The judicial branch must develop meaningful system performance standards, measure performance against the standards, analyze data on those measures, report the results to constituents on a regular basis, and support changes to increase efficiency and effectiveness.

These responsibilities and challenges must be met with strong branch leadership and effective strategies for preserving the status of the judicial branch as a separate, independent, co-equal branch of government.

## GOAL II: INDEPENDENCE AND ACCOUNTABILITY (Draft 6)

### 4 Objectives, 11 Desired Outcomes

Proposed Operational Objectives for 2008–2011	Proposed Desired Outcomes
<b>Part A: Independence of Judicial Decisionmaking</b>	
<p><b>Objective 1.</b> Safeguard judicial impartiality and strengthen the ability of the branch and local courts to respond effectively to attempts to politicize the decisions of individual judicial officers.</p>	<p>a. Methods for assessing risks to judicial impartiality and procedures and initiatives for responding to those risks</p>
	<p>b. Collaborations with the legal community, other justice system partners, community leaders, and other branches of government to protect and strengthen the independence of the judicial branch</p>
<b>Part B: Branch Independence and Accountability</b>	
<p><b>Objective 2.</b> Partner with other branches and the public to secure constitutional and statutory amendments that will strengthen the Judicial Council’s authority to lead the judicial branch.</p>	<p>a. Administrative, statutory, and constitutional strategies to foster the independence and accountability of the judicial branch</p>
	<p>b. Stable and sufficient funding for the judicial branch and ability to allocate and reallocate branch assets and funds and to manage courthouse facilities and other branch assets</p>
	<p>c. Competitive salaries and benefits for judicial branch officers, via measures such as:</p> <ul style="list-style-type: none"> <li>i. Reforms to the Judges’ Retirement System II (JRS II)</li> <li>ii. Benchmarks against which judicial compensation is periodically evaluated and that authorize the judicial branch to improve judicial compensation</li> </ul>
	<p>d. Nonpartisan mechanisms for creating new judgeships</p>
<p><b>Objective 3.</b> Improve communication within the judicial branch, with other branches of government, with members of the bar, and with the public to achieve better understanding of statewide issues that impact the delivery of justice.</p>	<p>a. Communications by judicial branch leaders (including speeches, news releases, Web site content, legal opinions, position papers) about issues of importance to the judicial branch and made readily available to appropriate judicial branch personnel, parties within other branches of government, and the public</p>
	<p>b. Communications to the courts, the public, and the press consistent with the branchwide strategic priorities</p>
	<p>c. Branchwide strategic priorities integrated into education and professional development programs for judges and court staff</p>
<p><b>Objective 4.</b> Measure and regularly report branch performance—including branch progress toward infrastructure improvements to achieve benefits for the public.</p>	<p>a. Mechanisms for reporting judicial branch business and performance to the public and other stakeholders</p>
	<p>b. Practices to increase perceived accountability</p>

### **GOAL III: MODERNIZATION OF MANAGEMENT AND ADMINISTRATION (Draft 6)**

**Goal Statement (the goal for addressing branch challenges):** Justice will be administered by a highly qualified judicial and executive leadership team in a fair, timely, efficient, and effective manner by using modern management practices that implement and sustain innovative ideas and effective practices.

**Issue Description (the challenges):** The judicial branch is responsible for providing a court system that resolves disputes in a just and timely manner and operates efficiently and effectively. Some of the pressures affecting the branch's ability to do so are increased competition for limited state resources, expanding workloads, greater number of cases and resulting backlogs, increased case complexity, and the courts' need to respond to the information requirements of many entities. The branch also faces the difficult work of unifying and consolidating the judicial administration policies, practices, and systems that are more efficiently coordinated on a statewide basis, while preserving and facilitating the ability of courts to develop and maintain efficient local practices.

The effective administration of justice requires deliberate attention to recruiting, developing, and retaining high-quality staff at all levels, as well as to developing and implementing appropriate accountability and compliance measures. The judicial branch must also implement and sustain innovative practices and ensure that court environments are safe and secure.

**GOAL III: MODERNIZATION OF MANAGEMENT AND ADMINISTRATION  
(Draft 6)**

*5 Objectives, 19 Desired Outcomes*

Proposed Operational Objectives for 2008–2011	Proposed Desired Outcomes
<b>Part A: Trial and Appellate Court Management</b>	
<b>Objective 1.</b> Develop and implement methods to attract, recruit, and retain a highly qualified and motivated judicial branch workforce that reflects California’s diverse population.	<ul style="list-style-type: none"> <li>a. Local and regional court professional development and advancement opportunities for court employees</li> <li>b. Branchwide recruiting practices and policies that emphasize court employment as a career</li> <li>c. Competitive salaries for all judicial branch employees</li> </ul>
<b>Objective 2.</b> Evaluate and improve management techniques, allocation of funds, internal operations, and services; support the sharing of effective management practices branchwide.	<ul style="list-style-type: none"> <li>a. Presiding judge/court executive officer rules of court amended to clarify leadership roles and standards of accountability</li> <li>b. Statewide administrative systems and quality control processes for assessing data and reporting on performance of local programs and practices</li> <li>c. Standards for determining adequate resources for all case types—particularly for complex litigation, civil and small claims, and court venues such as family and juvenile, probate guardianship, probate conservatorship, and traffic; accountability mechanisms for ensuring that resources are properly allocated according to those standards</li> <li>d. Equity in the funding of the state’s trial courts</li> <li>e. Strategies and processes for assessing and sharing best management practices</li> <li>f. Effective branchwide communication to improve operations and service delivery</li> </ul>
<b>Objective 3.</b> Improve safety, security—including disaster preparedness—at all court locations for all court users, judicial officers, and staff.	<ul style="list-style-type: none"> <li>a. Emergency preparedness and continuity of operations plans and programs in all courts</li> <li>b. Funding for court security based on statewide court security standards</li> </ul>
<b>Objective 4.</b> Uphold the integrity of court orders, protect court user safety, and improve public understanding of compliance requirements; improve the collection of fines, fees, and forfeitures statewide.	<ul style="list-style-type: none"> <li>a. Postadjudication services and plain-language orders to assist defendants and litigants in understanding and complying with court-ordered obligations</li> <li>b. Statewide online system to ensure compliance with court orders (such as minors’ compromises and domestic violence restraining orders) and to protect vulnerable parties</li> <li>c. Statewide collections manual outlining best practices (policies and procedures) for recovering delinquent account balances</li> <li>d. Fine assessment incorporated into branchwide case management systems</li> </ul>

**GOAL III: MODERNIZATION OF MANAGEMENT AND ADMINISTRATION  
(Draft 6)**

*5 Objectives, 19 Desired Outcomes*

Proposed Operational Objectives for 2008–2011	Proposed Desired Outcomes
	e. Legislation, rules of court, and forms to improve and expand permissible options for collection of fines, fees, forfeitures, bail penalties, and assessments
<b><i>Part B: Trial and Appellate Case Management</i></b>	
<b>Objective 5.</b> Develop and implement effective trial and appellate case management rules, procedures, techniques, and practices to promote the fair, timely, consistent, and efficient processing of all types of cases.	a. Statewide rules of court, new or improved forms, best practice recommendations, and legislation to implement and improve practices and procedures in all court venues
	b. Standardized appellate local rules, forms, and procedures across all Court of Appeal districts
	c. Increased availability of electronic filing and electronic access to trial and appellate court records

## **GOAL IV: QUALITY OF JUSTICE AND SERVICE TO THE PUBLIC (Draft 6)**

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

**Issue Description (the challenges):** California's judicial branch is committed to providing quality justice to an increasingly diverse society. Many court users are poor; some are not fluent in English. Many more are unfamiliar with the scope, processes, and procedures of the American legal system. Increasingly, court users and the public look to the courts to do more than resolve legal matters and dispose of cases—they expect courts to offer programs and services that will help to resolve underlying problems. The courts must also resolve disputes in accordance with the law in a fair and timely manner while remaining responsive to the needs of diverse court users. In addition, the judicial branch faces numerous emerging trends, including new, complex legal and ethical issues, that may impact its ability to deliver quality justice and service.

Key to meeting these challenges and maintaining the public's trust and confidence is ensuring that court procedures and processes are fair and understandable. This requires a continued branchwide commitment to excellence in public service and to education and training. Employing community outreach and other means to increase the public's basic understanding of the courts and the judicial branch must also remain a high priority. To foster and retain the respect, trust, and confidence of its diverse constituencies, the judicial branch must continue to anticipate and respond to these and other challenges.

**GOAL IV: QUALITY OF JUSTICE AND SERVICE TO THE PUBLIC (Draft 6)**  
*3 Objectives, 14 Desired Outcomes*

Proposed Operational Objectives for 2008–2011	Proposed Desired Outcomes
<p><b>Objective 1.</b> Foster excellence in public service to ensure that all court users receive satisfactory services and outcomes.</p>	a. Necessary resources to all courts to ensure and support quality services
	b. Practices, procedures, and service programs to improve timeliness, quality of service, customer satisfaction, and procedural fairness in all courts—particularly high-volume courts
	c. Innovative problem-solving practices and expanded collaborative justice programs
	d. Improved safety, permanency, and fairness outcomes for children and families
	e. Improved practices and procedures to ensure fair, expeditious, and accessible administration of justice for litigants in domestic violence cases
	f. Improved practices, procedures, and administration of probate conservatorship and guardianship cases
	g. Increased alternatives to hearings, including such alternative dispute resolution (ADR) options as mediation, arbitration, neutral evaluation, and settlement conferences
<p><b>Objective 2.</b> Improve the quality of, and participation in, jury service.</p>	a. Methods for achieving participation in jury service by a fair cross-section of each community
	b. Best practices for determining jury panel sizes
	c. Best practices and model programs for improved jury administration
	d. Compensation for jurors on par with federal rates
<p><b>Objective 3.</b> Develop and support collaborations to improve court practices, to leverage and share resources, and to create tools to educate court stakeholders and the public.</p>	a. Methods and mechanisms that help justice system partners to identify, assess, and share practices and processes for improving court services
	b. Community outreach programs for serving diverse community needs—including specific ethnic and cultural communities
	c. Programs and resources that link educators with judicial officers in the cause of public education about the judicial branch

## **GOAL V: EDUCATION FOR BRANCHWIDE PROFESSIONAL EXCELLENCE (Draft 6)**

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

**Issue Description (the challenges):** Professional excellence is the standard and expectation for all judicial officers and court personnel throughout California's judicial branch. The judicial branch must provide ongoing professional development, education, and training to address many concerns, including (1) the increasing complexity of the law and court procedures, (2) emerging legal and ethical issues, (3) new and emerging practices in treating behavioral disorders and addictions, (4) new technologies, (5) accelerated management and executive development programs needed to complement succession planning efforts, (6) the importance of procedural fairness in all court operations and interactions with the public, and (7) new management, operational, and service-level expectations. Additionally, the challenges of a resource-competitive environment mean the branch must actively pursue partnerships and other innovative ways and means to provide professional development, education, and training opportunities for all members of the branch. Maintaining branchwide professional excellence will promote public trust and confidence in the judicial branch.

**GOAL V: EDUCATION FOR BRANCHWIDE PROFESSIONAL EXCELLENCE  
(Draft 6)**

*2 Objectives, 4 Desired Outcomes*

Proposed Operational Objectives for 2008–2011	Proposed Desired Outcomes
<p><b>Objective 1.</b> Provide relevant and accessible education and professional development opportunities for all judicial officers (including court-appointed temporary judges) and court staff.</p>	<ul style="list-style-type: none"> <li>a. Participation of 20,000 court employees and 2,000 judicial officers in educational and professional development opportunities—including professional development opportunities that emphasize branchwide strategic and operational priorities</li> <li>b. Collaborations and partnerships with institutions of higher learning, and with justice system partners, to leverage educational resources</li> <li>c. Methods for assessing the value of new and existing educational and professional development programs</li> </ul>
<p><b>Objective 2.</b> Promote public trust and confidence by establishing and maintaining high standards of professionalism and ethics.</p>	<ul style="list-style-type: none"> <li>a. Curriculum and associated training programs and other professional development opportunities addressing cultural competency, ethics, procedural fairness, public trust and confidence, and public service for judges and court staff</li> </ul>

## **GOAL VI: BRANCHWIDE INFRASTRUCTURE FOR SERVICE EXCELLENCE (Draft 6)**

**Goal Statement (the goal for addressing branch challenges):** The judicial branch will enhance the quality of justice by providing an administrative, technological, and physical infrastructure that supports and meets the needs of the public, the branch, and its justice system and community partners, and that ensures business continuity.

**Issue Description (the challenges):** For the judicial branch to fulfill its mission and purpose, it must have a sound infrastructure that supports and meets its needs and ensures business continuity. Specifically, the judicial branch must meet the challenge of providing the necessary technological, human resources, fiscal, and facilities infrastructure, as well as other relevant and critical internal functions, to provide the highest quality of justice and service to the people of California. Infrastructure improvements needed to better serve the public include (1) acquisition, construction, renovation, and maintenance of adequate facilities; (2) greater technological access and integration; (3) coordinated and effective case management systems; (4) systems for measuring court performance and accounting for the use of resources; (5) systems for sharing appropriate information throughout the branch and with other partners; (6) human resource systems to facilitate recruiting and retaining high-quality staff; and (7) staffing to provide legal assistance to the courts.

**GOAL VI: BRANCHWIDE INFRASTRUCTURE FOR SERVICE EXCELLENCE  
(Draft 6)**

*9 Objectives, 19 Desired Outcomes*

Proposed Operational Objectives for 2008–2011	Proposed Desired Outcomes
<b>Part A: Facilities Infrastructure</b>	
<b>Objective 1.</b> Obtain funding/financing to acquire, renovate, construct, and maintain court facilities.	<ul style="list-style-type: none"> <li>a. Collaborations with the courts, justice system partners, and the private sector on creative funding and financing alternatives</li> <li>b. A statewide bond initiative in place to support acquisition, construction, and maintenance of facilities</li> </ul>
<b>Objective 2.</b> Facilitate the acquisition of sites for, and the construction, renovation, maintenance, and expeditious transfer of, court facilities.	<ul style="list-style-type: none"> <li>a. Legislative assistance to expedite transfer of facilities; if necessary, extended timelines for transfer</li> <li>b. Models and guidelines for acquiring sites for new facilities and maintaining facilities and for transferring existing facilities</li> <li>c. Shared practices in place for building courthouses to better meet the needs of all court users and judicial branch staff</li> <li>d. Funding and operational standards for small construction and renovation projects for the courts</li> </ul>
<b>Part B: Technology Infrastructure</b>	
<b>Objective 3.</b> Ensure that all technology decisions are compatible with the judicial branch enterprise technology master plan.	<ul style="list-style-type: none"> <li>a. New technologies compatible with and integrated into branchwide infrastructure, including the California Courts Technology Center, telecommunications, security systems, and educational technology</li> </ul>
<b>Objective 4.</b> Implement new tools to facilitate the electronic exchange of court information while balancing privacy and security.	<ul style="list-style-type: none"> <li>a. A secure, easy-to-use enterprise electronic case filing system</li> <li>b. New statutes and rules of court to support increased electronic archiving of court records</li> <li>c. A single point of Internet access to the Judicial Council/Administrative Office of the Courts for the California courts, justice partners, and the public</li> </ul>
<b>Part B: Technology Infrastructure (continued)</b>	
<b>Objective 5.</b> Continue to develop, implement, and support the California Court Case Management System technology.	<ul style="list-style-type: none"> <li>a. New and enhanced technology solutions for managing court cases, enabling data exchanges with justice partners, providing e-services, and creating venue transparency for increased access and better service to the public</li> <li>b. Data repository for producing management reports derived from accurate statistics for evaluating and improving operations, performance, and overall case management</li> </ul>
<b>Objective 6.</b> Continue to develop, implement, and support the uniform statewide accounting and human resource system (Phoenix) technology to address the fiscal, payroll, administrative, and operational needs of the branch.	<ul style="list-style-type: none"> <li>a. Completed statewide rollout of the Phoenix Financial System providing               <ul style="list-style-type: none"> <li>i. Standardized accounting and business functions</li> <li>ii. Maximized investment opportunities</li> <li>iii. Uniform financial maintenance and reporting</li> </ul> </li> <li>b. Continued statewide rollout of the Phoenix Human Resources System providing common data and process requirements as agreed upon with the trial courts</li> </ul>

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(Draft 6)**

*9 Objectives, 19 Desired Outcomes*

<b>Proposed Operational Objectives for 2008–2011</b>	<b>Proposed Desired Outcomes</b>
<p><b>Objective 7.</b> Develop, support, and implement a statewide business continuity and emergency preparedness technology infrastructure—with emphasis on key system features.</p>	<p>a. Threat and vulnerability assessment systems/technology funded and in place</p>
	<p>b. Funding structure for actual disaster recovery/continuity of operations</p>
<p><i><b>Part C: Administrative Infrastructure</b></i></p>	
<p><b>Objective 8.</b> Provide courts with a comprehensive administrative legal services infrastructure.</p>	<p>a. Branchwide access to attorneys trained in multiple areas of the law</p>
	<p>b. A fully searchable online database of legal opinions available to court leadership</p>
<p><b>Objective 9.</b> Provide courts with a comprehensive human resources administrative infrastructure.</p>	<p>a. Service delivery options available to the courts in labor negotiations and relations, benefits and pension plan administration, and payroll</p>