

2007 ANNUAL REPORT



BUILDING THE BRANCH
Reviewing the Accomplishments of 2006



JUDICIAL COUNCIL
OF CALIFORNIA

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The Judicial Council's 2007 *Annual Report* summarizes the achievements of the California judicial branch as well as key trends in court workload and budget allocations for fiscal year 2006. The online version of the report contains numerous links to the California Courts Web site (www.courtinfo.ca.gov) for more detailed information. A companion online publication, the *Court Statistics Report*, provides detailed 10-year statistical caseload and trend data on a wide variety of court business as well as caseload data for each superior court, the Courts of Appeal, and the Supreme Court.

On the front cover: (Left to right) Historic Napa County Courthouse, now on the National Register of Historic Places and still in use for civil matters (*photo Administrative Office of the Courts, Office of Court Construction and Management staff*); service counter, Superior Court of Los Angeles County (*photo Administrative Office of the Courts, Office of Court Construction and Management staff*); Superior Court of Contra Costa County human resources staff consulting inside the court's Administrative Offices in Martinez (*photo Richard Hixson*); Superior Court of Contra Costa County Judge John H. Sugiyama consulting about a case in his Richmond courtroom (*photo Richard Hixson*).

On the back cover: (Left to right) Screening station, Superior Court of San Luis Obispo County (*photo courtesy of the Superior Court of San Luis Obispo County*); courtroom, Superior Court of Contra Costa County (*photo Administrative Office of the Courts, Office of Court Construction and Management staff*); filing counter, Peter L. Spinetta Family Law Center, Superior Court of Contra Costa County (*photo Richard Hixson*); Chief Justice Ronald M. George at the State Capitol to deliver the State of the Judiciary address (*photo Erika Johnson*).

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Judicial Council of California 2007 Annual Report

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Judicial Council of California Members, 2006–2007

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ADMINISTRATIVE DIRECTOR

OF THE COURTS

Mr. William C. Vickrey

Judicial Council Advisory Committees and Task Forces

Administrative Office of the Courts Directors, 2006

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Administrative Presiding Justices Advisory Committee
Advisory Committee on Civil Jury Instructions
Advisory Committee on Criminal Jury Instructions
Appellate Advisory Committee
Civil and Small Claims Advisory Committee
Collaborative Justice Courts Advisory Committee
Court Executives Advisory Committee
Court Interpreters Advisory Panel
Court Technology Advisory Committee
Criminal Law Advisory Committee
Family and Juvenile Law Advisory Committee
Governing Committee of the Center for Judicial
Education and Research (CJER)
Judicial Service Advisory Committee
Probate and Mental Health Advisory Committee
Traffic Advisory Committee
Trial Court Presiding Judges Advisory Committee

TASK FORCES

Appellate Indigent Defense Oversight Advisory
Committee
Blue Ribbon Commission on Children in Foster Care
Court Facilities Transitional Task Force
Domestic Violence Practice and Procedure Task Force
Legal Services Trust Fund Commission
Probate Conservatorship Task Force
Science and the Law Steering Committee
Task Force on Judicial Ethics Issues
Task Force on Self-Represented Litigants

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Jody Patel
Regional Administrative Director, Northern/Central Region
Christine Patton
*Regional Administrative Director, Bay Area/Northern
Coastal Region*



RONALD M. GEORGE



WILLIAM C. VICKREY

Message from the Chief Justice and Administrative Director of the Courts

Dear Friend of the Courts:

Over the past decade, the judicial branch in California has become stronger and more effective. Our achievements have resulted from a combination of the court system's actions to improve the administration of justice and its continued cooperation with and assistance from our sister branches of government, the executive branch and the Legislature.

Last year was no different. The Legislature and the Governor approved three measures that will significantly assist the courts: the creation of 50 desperately needed new judicial positions, increased compensation for judges, and the enactment of legislation facilitating the transfer of court facilities from county to state ownership under judicial branch management. Each action will benefit the public in the following ways:

- Fifty new judgeships were created for 20 courts that need them most. Fifteen went to the Superior Courts of Riverside and San Bernardino Counties, which are located in one of the fastest growing areas of California and lack a sufficient number of judges to handle caseload demands. The new positions will help ensure that judges are available to adjudicate all matters in a fair and timely manner.
- An 8.5 percent increase in pay for judges was granted, intended to help attract and retain well-qualified individuals on the bench. A judiciary composed of experienced judges drawn from diverse backgrounds benefits the state in many ways. By reflecting the constantly changing face of California and its needs, the bench can respond creatively to the challenges facing the judicial branch, while enhancing public trust and confidence in the courts.
- The enactment of Senate Bill 10 removed an obstacle to the transfer to the state of court buildings with a high seismic risk rating. Under the provisions of this bill, counties agree to retain liability for earthquake-related damage equal to what was in effect before the transfer to the state. As a result, we can provide safer, more functional courthouses for the thousands of Californians who arrive each day to pay a traffic ticket, obtain an official document, seek dissolution of a marriage, determine child custody, adjudicate other legal claims, testify as a witness, work as an employee, or serve as a juror.

Of course, much remains to be done. During 2007 and 2008, we will work to add 100 additional urgently needed new judgeships. For many highly qualified attorneys, the Judges' Retirement System II is a strong disincentive to seeking a career on the bench, and we are continuing our efforts to improve this system. We also are working with the counties to enhance the collection of fines, fees, and penalties to potentially increase revenues to the state, local governments, and the courts significantly, and to strengthen the enforcement of court orders.

All these steps, and the many others being pursued, are intended to enhance fair and meaningful access to the courts. One large concern is the increasing number of litigants unable to afford counsel. In 2006, the Judicial Council allocated an additional \$3.7 million to assist self-help services. Our goal is to install self-help programs in every court, as we continue to support and learn from the creative programs being developed in the local courts.

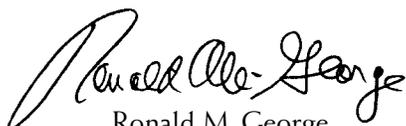
The judicial branch also is taking advantage of technological advances. In 2006, our Courts of Appeal modernized their technology infrastructure to provide more support to court operations and to better manage their caseloads. Implementation of this court case management system began in the First Appellate District of the Court of Appeal in May, and the remaining appellate districts and the Supreme Court are scheduled to be operational by the end of 2007.

At the trial court level, local courts have supplied crucial leadership and expertise in the design, development, expansion, and updating of standard case management, accounting, and human resources systems. Experts from several courts have worked closely with the Administrative Office of the Courts on design and deployment.

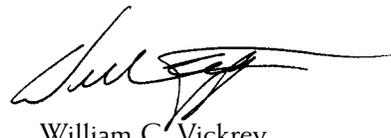
Looking ahead, the Judicial Council recently updated the judicial branch's strategic goals for the next six years, based on input gathered from the public, attorneys, and judicial leaders during 2005 and 2006. This process and the ensuing strategic plan reflect a renewed effort to improve our service to the public and to ensure procedural fairness, both as important objectives in their own right and to bolster public trust and confidence in the courts.

Challenges for the future abound. Efforts to obtain resources sufficient to enable the courts to perform their essential governmental function likely never will end. At the same time, we must help ensure that our judicial branch remains strong and impartial. Last fall, the Judicial Council sponsored the first Summit of Judicial Leaders to focus on the politicization of judicial elections and discuss ways to meet this challenge. We will continue to explore methods to maintain a judicial branch that functions in accordance with the rule of law, and not in response to partisan or financial pressure.

California's judiciary is fortunate that our state government at every level has demonstrated repeatedly that California's leaders value a strong, fair, and accessible judicial branch, accountable for its funding, responsive to the needs of our diverse population, and eager to ensure the fair and accessible administration of justice for all. We also are fortunate to have the talent and commitment of so many individuals working within the judicial branch. With the cooperation of our sister branches of government and the participation of concerned and committed Californians in all parts of the state, we look forward to making California's court system even better. For both of us personally, it is a privilege to work with the enormously talented and dedicated judges and staff who are the judicial branch.



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



William C. Vickrey
Administrative Director of the Courts



The Year 2006 in Review

Building the judicial branch means much more than constructing new courthouses or installing new computer systems. It means using the opportunity to involve those who work throughout the branch to participate and educate each other about innovative ways of improving service to the members of public who look increasingly to the courts for ways to solve their problems.

During 2006, California's judicial branch accomplished much in building the branch, working together as allies with a stake in the branch's future. This annual report details much of the work that was done.

But it is critical to never stop building the branch, to always press forward, finding new and better ways of serving the public.

One of the judicial branch's key accomplishments of 2006 was to update its strategic goals for the next six years. The strategic goals were

amended in light of both the 2005 *Trust and Confidence in the California Courts* survey of approximately 2,400 Californians from all walks of life and 500 practicing attorneys, and the focus groups conducted in 2006 of the general public, judicial officers, and court administrators. The resulting strategic plan, *Justice in Focus: The Strategic Plan for California's Judicial Branch, 2006–2012*, outlines the council's long-range vision for the state's judicial system as well as the strategic goals that will help manifest that vision.

Also in 2006, California judicial branch leaders focused on challenges to the independence and impartiality of the judiciary by convening the first Summit of Judicial Leaders in November 2006. As a result the judiciary will unify in its advocacy for resources and policies that support and protect independent and impartial judicial decisionmaking in

accordance with the state 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.

"To remain effective and to deserve the confidence of those we serve, our courts must be up to the demands of a vibrant and constantly changing community."

—Chief Justice Ronald M. George

Highlights of the year include:

- Establishment of the Probate Conservatorship Task Force to improve the management of probate conservatorship cases.
- Creation of 50 new judgeships to ease the workload of overburdened trial courts (Sen. Bill 56; Stats. 2006, ch. 390).
- Assurances by the legislative and executive branches to increase the diversity (gender, ethnic, cultural, and professional) of the pool of applicants for judicial appointments.
- The first-ever Summit of Judicial Leaders was held in San Francisco in November to explore the challenges posed by attacks on judges by political and special interests.

Here is a more detailed summary of the achievements of the California judicial branch during 2006.

Probate Conservatorship Task Force Created

In January 2006, Chief Justice Ronald M. George announced the creation of the Judicial Council's Probate Conservatorship Task Force to make recommendations for improving the management of probate conservatorship cases in California's trial courts. Headed by Court

of Appeal Justice Roger W. Boren, the task force began holding public hearings to hear from all those involved when a court assumes oversight of persons who are unable to care for themselves or their property.

During 2006, the Administrative Office of the Courts' Office of Court Research (OCR) initiated a study of case processing in conservatorship cases to assist courts in identifying best practices to ensure the protection of the due process rights of conservatees. This study seeks

to identify an appropriate standard of care for the courts to exercise in establishing and monitoring these cases. The study began with the identification of promising practices and an analysis of effectiveness and will culminate in the development of implementation strategies for the courts.

Working closely with the Probate Conservatorship Task Force, OCR staff involved in the case-processing study will assist in the development of standards to ensure that courts have sufficient resources to protect the rights of some of California's most vulnerable citizens. Finally, and with the advent of the Omnibus Conservatorship and Guardianship Reform Act of 2006 (Stats. 2006, ch. 493), the study will seek to determine what additional funding the courts will need to effectively carry out the mandates of the new law while at the same time maintaining an appropriate standard of care.

Blue Ribbon Commission Focuses on Children in Foster Care

The California Blue Ribbon Commission on Children in Foster Care was appointed by the Chief Justice in March 2006 to develop recommendations on the ways in which courts and their partners can improve safety, permanency, well-being, and fairness outcomes for children and families. Under the leadership of Supreme Court Justice Carlos R. Moreno, the

42-member commission is focusing on the role of the courts in achieving improved outcomes for children and families, court collaboration with partner agencies, and funding and resource options for child welfare services and the courts. The commission will submit its recommendations in a final report to the Judicial Council in the spring of 2008.

Judicial Leaders Gather for Summit

More than 300 state court leaders gathered in San Francisco on November 1 through 3 to explore the challenges that America's courts face due to recent developments in judicial elections and attacks against judges by political and special interests. The Summit of Judicial Leaders featured special guests and other speakers who provided participants with information on trends developing in many other states and facilitated discussions on what can be done to prevent such developments in California.

Sponsored by the Judicial Council of California, the summit also took an in-depth look at disaster planning and recovery, featuring speakers from New York and Louisiana with firsthand experience. Keynote speakers, moderators, and panelists included:

- U.S. Supreme Court Justice Sandra Day O'Connor (Ret.);
- Kenneth R. Feinberg, Special Master/Administrator of the federal September 11 Victim Compensation Fund; and
- Kathleen Sullivan, Quinn Emanuel Urquhart Oliver & Hedges, LLP.

Self-Help Funding Expanded

In 2006, the Judicial Council approved self-help assistance as a top priority, based on recommendations of the Trial Court Budget Working Group and surveys of courts' needs for self-help assistance. Ongoing funding became available for trial courts to provide services to self-represented litigants. In fiscal

year 2006–2007, trial courts will receive \$8.7 million in funding.

In addition, over 400 persons attended the first Statewide Conference on Self-Represented Litigants. The conference offered 44 workshops, as well as plenary sessions, planning roundtables, and addresses by Assembly Member Dave Jones, California Supreme Court Justice Carlos R. Moreno, Court of Appeal Justice Laurie D. Zelon, and Administrative Director of the Courts William C. Vickrey.

More Court Interpreters Recruited

The Court Interpreters Program (CIP) and the Office of Communications teamed together in 2006 to launch a campaign to recruit qualified interpreters through the state's increasingly influential multilingual ethnic media. The campaign was coordinated by New America Media, an editorial and marketing association of more than 400 ethnic news organizations.

The goal of the campaign was to increase the number of certified court interpreters to meet the state's increasing language challenges. CIP has expanded recruitment and outreach efforts to address the growing gap between the number of spoken languages and the need for interpreter services. The "One Law. Many Languages" recruitment campaign initiated a successful periodic recruitment program to increase awareness of court interpreter opportunities among targeted non-English-speaking communities.

The Judicial Council also launched a new study of testing procedures and instruments to determine the degree to which current test instruments and procedures align with the needs and concerns identified by the interpreters and others with a stake in the Court Interpreters Program. The final results of the study, along with the consultants' recommendations, will be available by October 2007.

JUSTICECORPS VOLUNTEERS DESCRIBE THEIR EXPERIENCES

“Prior to the JusticeCorps program, I always thought the court system was way too complicated to understand and thought that nothing could ever get accomplished without an attorney. This program helped me gain a better understanding of the court system, how it operates, and an understanding of the forms and how they are filed. Not only has this experience opened up my view points to real life situations, I have learned to take things step by step and realize anything is possible if you take a second to understand and not be so overwhelmed. This experience has also given me the opportunity to share my understanding and encounters of the law with others that may have the same impression that I first did.” *Written by one Los Angeles JusticeCorps member upon graduating from the program in August 2006.*

“I joined JusticeCorps because of what they stand for—committed to helping others and to fight and provide equal access to justice for all. What all this really means is that as humans, we should always fight for equality for all, especially those in need (children, women, minorities, and the underfunded). I also joined because I wanted to gain some experience working with people within the legal system to help me decide if I wanted to go to law school and pursue a legal career. The experience I received has reaffirmed my desire not only to go to law school but to also pursue a joint program in the area of child advocacy and/or family counseling in order to maximize the impact I would have on communities.” *Another JusticeCorps member shares thoughts.*

JusticeCorps Expanded

The successful pilot program that began in Los Angeles in 2004 was replicated to bring the benefits of the program to Northern California. In September of 2006, the Superior Court of Alameda County, in collaboration with the Superior Courts of San Francisco, San Mateo, and Santa Clara Counties, recruited and placed 40 JusticeCorps members in service in court-based self-help legal access centers around the Bay Area.

Beginning its third year in 2006, the Los Angeles JusticeCorps program continued to invigorate the Superior Court of Los Angeles County’s legal access self-help efforts. In 2006, JusticeCorps members provided over 27,000 hours of service to the courts, helped the self-help centers assist over 122,000 people, and were assessed at consistently high levels for their service by supervising attorneys throughout the year. With the guidance of program staff, JusticeCorps members helped develop and facilitate new types of family law workshops, translate resource materials for litigants from English into Spanish and other languages, and develop instructional tools to assist with training future volunteers as well as the public.

As home of the original JusticeCorps program, the Superior Court of Los Angeles County continues to provide the model for best practices. In June 2006, the Los Angeles JusticeCorps program received two Achievement Awards from the National Association of Counties. One award specifically honored the service that JusticeCorps members provide at the Los Angeles County Department of Consumer Affairs’ Small Claims Advisor Program, while the other honored the entire JusticeCorps program created by the Los Angeles court. Program staff in Los Angeles have provided hours of mentoring and shared resources with new program staff in the Bay Area who are just beginning to forge local partnerships and develop a new JusticeCorps program.

Report Completed for Phase II of Trust and Confidence Assessment

At the direction of the Judicial Council, staff of the Administrative Office of the Courts, beginning in late 2005 and continuing through the first half of 2006, delved more deeply into key issues raised by stakeholders in phase I of the public trust and confidence assessment, *Trust and Confidence in the California Courts: A Survey of the Public and Attorneys*. Using focus groups and interviews, phase II researchers sought direct

"[T]he strongest predictor of the public's confidence in the courts is their sense that decisions have been made through procedures and processes that are fair and understandable."

—Justice Richard D. Huffman

information from court users—new information to yield specific, effective strategies for addressing customer concerns identified by the 2005 survey. Separate focus groups conducted with members of the judicial branch—both judicial officers and court administrators—yielded an insiders' perspective on the California courts and helped identify additional possible means of improving the delivery of justice. Several interviews were conducted with business and community leaders, as well as with individual providers of private alternative dispute resolution services and attorneys who use such services. The new study report, *Trust and Confidence in the California Courts, Phase II: Public Court Users and Judicial Branch Members Talk About the California Courts*, has confirmed that the public has a high regard for the courts, particularly for judges, and expands on themes identified in phase I (such as the importance of procedural fairness and its impact on public confidence and approval of the courts). The new report and companion DVD are available on the California Courts public Web site at www.courtinfo.ca.gov/reference/4_37pubtrust.htm.

First Homeless Court Roundtable Held

The first statewide Homeless Court Roundtable was held at the County of Alameda Conference Center on October 26, 2006. The roundtable was convened to provide a forum to identify best practices and to discuss common issues, including funding, types of offenses addressed in homeless courts, and implementation models. The event received attention from several media outlets, including the *California Bar Journal*, *California Courts News*, and National Public Radio. The event was cosponsored by the Administrative Office of the Courts' Center for Families, Children & the Courts and the American Bar Association's Commission on Homelessness and Poverty and the Judicial Division. The

Superior Court of Alameda County served as the host court for the event, which was attended by 100 representatives of courts, justice system partners, and community programs serving the homeless from around the state.

Grant Awarded to Improve Justice for Abused Elders

The AOC Center for Families, Children & the Courts was awarded a grant by the Archstone Foundation to conduct a research project designed to document innovative practices in handling cases of elder abuse. The goal is to improve the quality of justice for abused elders accessing the court system. The project will assess the needs of abused elders who must come to court to obtain protection from their abusers and the barriers they face in coming to court. The research spans criminal, civil, family, domestic violence, and probate courts. Results will inform content for training and technical assistance on effective practices for meeting the needs of elders and their caregivers. The four study courts in the project are the Superior Courts of Alameda County,

Orange County, Ventura County, and San Francisco County.

Judicial Council Adopts Continuing Education for Trial Courts

In October, the Judicial Council unanimously approved a comprehensive minimum education program for trial court judges and subordinate judicial officers, court executive officers, managers, supervisors, and court personnel. The council took this action by adopting an alternative proposal to the Governing Committee of the Center for Judicial Education and Research's recommendation on minimum education requirements. The alternative proposal retained most of the original recommendation but changed continuing education for judges to an expectation rather than a requirement and added tracking

"The tremendous leadership of our courts in implementing major court reforms, such as court unification, the one-day or one-trial jury system, [and] self-help centers, has had a major, positive impact on the public's confidence in the courts over the last decade."

—Administrative Director William C. Vickrey

and reporting requirements for judges and presiding judges. Effective January 1, 2007, the new rules of court governing the education program are another important step in broadening the Judicial Council's commitment to judicial branch education and recognizing the importance of the branch's accountability to the public in providing fair and accessible justice to all Californians.

Follow-up Study on Gender Bias Approved

The Judicial Council approved funding to conduct a follow-up to the 1990 study by the Advisory Committee on Gender Bias in the Courts, whose charge was to investigate

and document instances of gender bias in the California courts. In 1996, the advisory committee issued its final report, which contained 67 recommendations designed to reduce or eliminate the gender bias in the courts that the report documented. The overarching goal of the newly funded study will be to identify progress that the judicial branch has made toward eliminating gender bias in the courts and to determine whether additional efforts are needed in this area, and if so, to identify other strategies that should be implemented to continue the effort.

Uniform Civil Fee Structure Implemented

In December 2003, Chief Justice Ronald M. George appointed the Court Fees Working Group to undertake a comprehensive review of civil fees and to make policy recommendations in order to achieve several goals. The group recommended the creation of a uniform civil fee structure to streamline and simplify civil fees; provide for uniformity of fees across the state; address the funding shortfall occurring under the fee structure at the time; and improve financial

stability, accountability, and predictability in the courts. In December 2004, the Judicial Council approved sponsorship of legislation to establish a uniform civil fee structure. The Uniform Civil Fees and Standard Fee Schedule Act of 2005, approved as part of the 2005–2006 Budget Act, took effect on January 1, 2006. For most fees, the same amounts are charged for the same services across all 58 counties.

The uniform civil fee structure offers numerous benefits:

- **STREAMLINES AND SIMPLIFIES THE CIVIL FEE STRUCTURE.** The former variety of surcharges and add-on fees were consolidated into one filing fee.

- **CREATES UNIFORMITY.** The same filing fee is charged for a given service in all 58 counties, with an exception to accommodate the local courthouse construction surcharges in three counties.
- **MAINTAINS ACCESS.** Average fees were modestly increased, and the ability to ensure access to justice for all Californians has been maintained.
- **ENHANCES EQUAL ACCESS.** The new structure provides additional funding for equal access programs.
- **ENSURES FAIRNESS.** Reasonable differentials based on different case types remain in the fees.
- **ENSURES ACCURACY AND ACCOUNTABILITY.** The implementation of a single, statewide civil fee structure has increased accuracy in the collection and distribution of fees and provides more detailed fee information for local courts, counties, and the state.
- **OFFERS PREDICTABILITY.** Courts and attorneys know what the fees are and that fees will remain unchanged through the end of 2007.
- **STABILIZES FUNDING.** The uniform civil fee structure:
 - Removes sunset dates;
 - Increases filing fees to restore revenues to the level of the 2003 Budget Act; and
 - Preserves the current revenue level for noncourt recipients of fees (e.g., counties, law libraries).
- **CREATES AND SUPPORTS THE INFRASTRUCTURE.** To the extent feasible, funding is provided to support facility and technology improvements in the trial courts.

The AOC Finance Division's Trial Court Trust and Treasury Services unit and Information Services Division worked together to develop the Uniform Civil Fees (UCF) System to support distribution of the uniform civil fees collected by the trial courts. The development of the system began in mid-December 2005, and the initial version was completed in time

to process the January 2006 UCF distribution by the state-mandated deadline of March 15, 2006. The system receives collection information from the trial courts and calculates distribution of fees to various state funds, the county, the court, and third parties such as a county law library. The system was enhanced several times throughout 2006 to support improvements in the business process and to add functionality that was not included in the initial version of the system, including penalty processing for late reporting and processing of adjustments. In 2006, the UCF System successfully distributed over \$478 million in civil fees collected by the courts.

Drug Courts Found to Save Taxpayers Millions

The final report on the second phase of the California Drug Court Cost Analysis Study was released in May 2006. Results show that drug courts save taxpayers more than \$90 million annually. Conducted by the Judicial Council's Collaborative Justice Courts Advisory Committee with NPC Research (Northwest Professional Consortium, Inc.) of Portland, Oregon, the four-year study, *California Drug Courts: A Methodology for Determining Costs and Benefits*, examined the costs and benefits of nine drug courts in seven counties. Key findings include:

- The average re-arrest rate for drug court graduates was 17 percent, compared to 29 percent for all drug court participants and 41 percent for those subject to the traditional court process.
- Taxpayers realized a total cost savings of more than \$9 million based on the study courts alone. With an estimated 90 adult drug courts in California, taxpayers can expect to save more than \$90 million annually.
- For most criminal justice system agencies, the cost invested in drug courts was less than the cost of traditional court processing. This can be attributed to case-processing efficiencies that drug courts allow.

- In the majority of drug courts studied, the net “investment” was less than \$3,000 per participant, with most costs tied to probation and treatment programs. The average savings from fewer re-arrests of drug court participants was \$11,000 per participant, a substantial savings.
- Both drug court participants and the comparison group accessed treatment services as a condition of probation. Drug court participants were more likely than the comparison group to access services during their probation and to continue treatment after their probation was completed.

In addition, state drug court funding was increased to \$25.3 million, as follows:

- Continued funding of \$7.6 million for Drug Court Partnership Act programs;
- Continued funding of \$8.9 million for Comprehensive Drug Court Implementation Act base programs and added \$4 million for adult felony drug courts; and
- Continued \$1.8 million for previously funded dependency drug courts and added \$3 million for new dependency drug courts.

“Thank you all for your support. I’m never going back—I’ve come too far.”

—Drug Court Graduate

These funds are coadministered by the Administrative Office of the Courts and the State Department of Alcohol and Drug Programs.

Underfunded Courts Receive Over \$5 Million in Added Funding

For the second consecutive year, the Trial Court Budget Working Group adopted the Resource Allocation Study (RAS) model, developed by the AOC Office of Court Research, to identify severely underfunded courts and allocate

additional funds to them. Over \$5.6 million was allocated to augment the baseline budgets of 18 courts identified by the RAS model. Combined with the previous year’s funding allocation based on the RAS model, over \$18 million in new funding has now been added to the baseline for severely underfunded courts.

Money for Legal Services Programs Increases

Legal services programs in California received an additional \$5 million in funding through an increase in the Equal Access Fund. These funds support 100 legal services agencies that assist low-income persons with their civil legal needs. The Judicial Council approved \$1.37 million of Equal Access Fund Partnership Grants for legal services agencies partnering to provide self-help assistance in collaboration with local courts.

Major Reorganization of Court Rules Approved

The Judicial Council approved a major reorganization of the California Rules of Court, a group of more than 1,000 rules and 47 standards of judicial administration that govern state court policy and procedure. Under the rules reorganization, effective January 1, 2007, the rules are significantly improved, clearer, and better organized. The rules

have a new, improved numbering system and are in a more readable format using consistent modern stylistic conventions. “The changes in the California Rules of Court are part of the larger, historic effort to make the law clearer, more accessible, and user-friendly,” said Chief Justice Ronald M. George when the reorganization was approved. “This major rules reorganization joins the ranks of other successful efforts to improve public understanding of the courts, such as the Judicial Council’s plain English jury instructions and plain-language

court forms for self-represented litigants," said the Chief Justice.

New Jury Instructions Approved for Publication

In June 2006, the council approved 34 new or revised civil jury instructions (CACI), including two new series on breach of fiduciary duty and the Uniform Fraudulent Transfer Act. In August 2006, the council voted to approve over 300 new or revised criminal jury instructions (CALCRIM).

New Rule on Grand Jury Demographics Adopted

As a step toward achieving the goal of seating regular grand juries in the trial courts that are broadly representative of the communities they serve, the Judicial Council adopted rule 10.625 of the California Rules of Court, which requires trial courts to (1) collect certain demographic information about prospective and seated regular grand jurors, (2) maintain a database containing that information, and (3) prepare an annual summary that will be available to the public. By collecting and maintaining this information, the trial courts will have the ability to self-monitor and compare specific demographics of their regular grand juries with the county's population demographics.

Domestic Violence Courts to Be Studied Nationwide

The AOC Center for Families, Children & the Courts is partnering with New York's Center for Court Innovation to conduct a study of domestic violence courts. The study is designed to describe protocols for domestic violence courts across the country in order to identify key defining elements. It consists of a survey and site visits to criminal domestic violence courts. The study began in fall 2006 and will be fielded in early 2007.

AOC and Local Courts Working on Youth DUI Prevention

The AOC is working with California's peer/youth court system to develop and implement a statewide Peer Courts Driving Under the Influence (DUI) Prevention Strategies Program. This two-year project, which officially kicked off in March 2006 and is funded by a grant provided by the California Office of Traffic Safety, is currently developing a prevention curriculum that will be completed and implemented statewide by California's peer/youth courts in the spring of 2007. The goal of the program is to educate youths on the dangers of DUI and to engender long-lasting changes in their attitudes and behaviors. A companion Web site for the curriculum will be developed for access by the peer/youth court system as well as by middle and high school students statewide. A professional evaluation will assess the impact of the curriculum.

In addition, the first statewide Youth Court Summit was held in August 2006 at the University of California at Santa Cruz. Sponsored by the Center for Families, Children & the Courts, with funding provided by a grant from the California Office of Traffic Safety through the National Highway Traffic Safety Administration, the main goals of the summit were to assist in the effort to establish an official statewide youth court association and provide adult and youth input for the AOC's California peer court DUI prevention curriculum project aimed at educating youths on the dangers of driving under the influence.

The summit, co-led by California youths, included a media event luncheon that was covered by local and statewide newspaper press, local television stations, and National Public Radio. Attendees, who included more than 200 youths, youth/peer court staff, juvenile court bench officers, education experts, probation, law enforcement, and representatives of statewide juvenile justice associations, shared ideas and best practices about youth courts.

CourTools Pilot Projects Launched

In consultation with the National Center for State Courts, the AOC Office of Court Research began implementing a set of 10 performance measures in two pilot courts in California—the Superior Courts of San Joaquin and San Mateo Counties. This balanced set of measures, also known as the CourTools, is composed of the following measures: Access and Fairness, Clearance Rates, Time to Disposition, Age of Active/Pending Caseload, Trial Date Certainty, Reliability and Integrity of Case Files, Collection of Monetary Penalties, Effective Use of Jurors, Court Employee Satisfaction, and Cost per Case.

Over 1,300 court users were surveyed in the two pilot courts to measure the public's perceptions of the courts. Combined with the other measures contained in the CourTools, this data will provide a practical tool to allow the courts to better manage their resources, be responsive to the public and their employees, and identify areas for the improvement of case processing. The final report will be completed in the two pilot courts in spring 2007. The long-term goal for this project is to have all California trial courts implement and use performance measures in their courts, in all court divisions and across all case types.

Enhanced Collections Group Makes Progress

The Judicial Council took the following actions based on recommendations from the Collaborative Court-County Working Group on Enhanced Collections:

- Approved the Sentencing Fines and Fees Access Database for distribution statewide to the courts and other justice partners;
- Authorized the Fee Waiver Subcommittee to continue as a working group to develop and propose legislation and

amendments to court rules and forms to improve the fee waiver process;

- Adopted the *Guidelines and Standards for Cost Recovery* for use by the courts and counties in recovering the costs of operating a comprehensive collection program;
- Adopted the revised collections reporting template proposed by the Reporting Subcommittee, which includes action plans and aging data, to be used collaboratively by courts and counties beginning in fiscal year 2006–2007; and
- Approved *Alternatives for Collection of Court-Ordered Sanctions*, proposed by the working group's Sanctions Subcommittee.

Technical Assistance Provided to Improve Criminal Case Processing

The Administrative Office of the Courts' Bay Area/Northern Coastal Regional Office (BANCRO) continued its work on developing effective practices in criminal caseload management. Three workshops, one each with small, medium, and large courts, were conducted. In all, almost 150 staff from trial courts across the state attended the workshops to learn about effective practices to reduce delay, minimize the number of continuances, and streamline the processing of criminal cases. In addition to the three workshops, BANCRO provided direct, on-site technical assistance to eight courts.

The Developing Effective Practices in Criminal Caseload Management project is now working with six courts to develop operational measures of effective case processing.

Trial Courts Continue to Upgrade Telecommunications Networks

As of December 2006, 47 trial courts completed basic telecommunications upgrades and established 24/7 security monitoring of their networks. Upgrades included new cabling plants,

network hardware, monitoring of intrusion detection, segregation from county networks, and training for information technology staff. Telecommunications standards were developed by the AOC, working with the courts and vendors. A new statewide wide-area network (WAN) was implemented, and work began on an updated AOC local-area network (LAN). The WAN enables courts to connect to the California Courts Technology Center more economically. Many courts with new networks have begun work on Internet Protocol-based telephone systems, IP-based videoconferencing, use of peripherals for physical security, and improved Internet access for courtrooms. Two large superior courts in Southern California—San Bernardino and Ventura—completed telecommunications upgrades in 2006, with a third trial court, Riverside, completing its project by year's end. Project completion for telecommunication upgrades is scheduled for fiscal year 2009–2010.

More Courts Hosted in California Courts Technology Center

The California Courts Technology Center is providing 24/7 application and Internet infrastructure management to 42 superior courts and 3 appellate courts for various court management systems and applications. This includes 39 courts on the Phoenix Financial System (CARS) and 1 court on the Phoenix Human Resources System (CHRIS), both based on SAP software; 8 courts on the Interim Case Management Systems; 5 courts on Exchange and Active Directory; and 3 courts on the California Court Case Management System (CCMS). A new Appellate Court Case Management System was installed in the technology center in the spring of 2006, and the 3 Courts of Appeal began using the new system later that year.

Statewide Court Management Systems Combined

In 2006, the SAP financial and human resources management systems combined into the Phoenix project, with a single governance structure, leadership, and project management office. The objective is to ensure that all 58 trial courts have access to an integrated management system for finance and human resources, with consistency among all trial courts. The number of superior courts using the financial system increased in 2006 from 23 to 39. The Superior Courts of Humboldt, San Joaquin, Colusa, El Dorado, Napa, Plumas, Santa Cruz, Sonoma, Riverside, San Francisco, Sacramento, Shasta, Alpine, Amador, Inyo, and Mono Counties went live on the statewide system. In July, Sacramento became the first court to implement the SAP human resources system. Five additional superior courts (Lake, Riverside, Santa Cruz, Siskiyou, and Stanislaus) were preparing to implement the new human resources system at year's end. The Phoenix financial system provides timely information about expenditures and enables courts to control expenditures and comply with policies, procedures, regulations, and other standardized processes. The system includes general ledger, cost accounting, materials management, accounts payable,

"The infrastructure strongly influences our ability to operate effectively and efficiently, to be transparent to the public and accountable to the other two branches of government and the public."

—Administrative Director William C. Vickrey

accounts receivable, and project accounting. The Phoenix human resource management program includes organization management, personnel administration, time management, benefits, net payroll, compensation (salary and

wage schedules), and employee self-service (ESS)/managers self-service (MSS).

In July 2006, the Superior Court of Sacramento County successfully implemented the new statewide integrated SAP Court Accounting and Reporting System (CARS) and the Courts Human Resources Information System (CHRIS), becoming first in the state of California to achieve this distinction. This milestone achievement leads the way for all trial courts to have one fully integrated system for their financial, human resources, and payroll functions. This successful launch resulted from the exceptional efforts by experts from the California trial courts, leaders and staff in the Sacramento court, and dedicated leadership and project staff in the Finance, Human Resources, and Information Services Divisions of the Administrative Office of the Courts—with expert assistance by BearingPoint Consulting and staff in the California Courts Technology Center.

More Trial Courts Receive Funding for Jury Management Systems

Since fiscal year 2000–2001, 55 courts have received funding for projects to upgrade their jury management systems. Courts also have received additional funding to help them enable jurors to access information about their jury service via the Web or through interactive voice response (IVR) phone systems.

E-filing Spreads

Four superior courts—those in Sacramento, San Mateo, Contra Costa, and Santa Clara Counties—offer e-filing services based on the California E-filing Specifications. A Court Electronic Filing Workgroup, with members representing 10 courts, reviewed lessons learned from California's e-filing implementations and developed recommendations for amendments to the California Rules of Court on electronic filing and service, and provided input on an implementation guide for courts deploying e-filing.

The CCMS Civil, Small Claims, and Probate module now includes a fully developed e-filing system, based on branch standards that will be available to courts when they deploy the system. The Superior Courts of Orange and Ventura Counties have begun deployment activities for providing e-filing as part of their CCMS rollout.

Courts Implement California Court Case Management System

The California Court Case Management System (CCMS) is a statewide initiative to bring the courts together to use one application for all case types. The project is being managed by the Administrative Office of the Courts' Southern Regional Office in Burbank with the participation of the AOC Information Services Division. The design and development is being led by five courts—the Superior Courts of Sacramento, Orange, Ventura, San Diego, and the Los Angeles Counties. Other courts also have participated in planning and design sessions. These include the Superior Courts of Alameda, San Francisco, Monterey, Riverside, and San Bernardino Counties.

CCMS has three components or versions: V2—criminal and traffic; V3—civil, probate, small claims, and mental health; and V4—family law and juvenile plus integration of V2 and V3.

The Superior Court of Fresno County implemented CCMS-V2 in July 2006, and the trial courts in San Luis Obispo, Solano, Sonoma, and Plumas Counties are preparing to implement it in 2007. The Superior Courts of San Diego and Orange Counties implemented CCMS-V3 for small claims cases in November 2006; San Diego is scheduled to implement the civil case type in February 2007. The Superior Court of Sacramento County will implement probate in February 2007, followed by Ventura's implementation of small claims in March 2007. The Superior Courts of Los Angeles and San Joaquin Counties are also in various stages of preparation to deploy CCMS-V3.

The development of functionality for the mental health case type began on October 2, 2006, and is scheduled to be released as part of CCMS-V3 in July 2007. The functional requirements for the next phase of the project, CCMS-V4, have been completed.

The courts have taken advantage of the numerous opportunities to work together and share information in order to create efficiencies. The benefit to the public continues to increase as enhancements for public access, e-filing, and court kiosks are added to the application.

The CCMS Regional Office Project Team was established to begin building the application support structure for the courts. Maintenance and support for the CCMS-V2 product was transitioned to Deloitte Consulting, which is now the single vendor for all CCMS products.

Enhanced Collections Improved

During 2006, the AOC Enhanced Collections Unit initiated the Comprehensive Collection Program Awards to improve the collection of court-ordered debt by providing funding to courts to implement new collection programs or enhance existing programs.

The unit also presented workshops to members of the California Revenue Officers Association, the California Probation Officers Association, judicial officers, and court and county staff, and assisted 25 courts with the development of collection programs. In collaboration with the AOC Information Services Division, the unit also developed Web sites where courts and justice partners can obtain templates, references, and information on collection-related issues.

Judicial Council–Sponsored Legislation Signed Into Law

During 2006, the Legislature enacted the following:

- **SENATE BILL 56 (DUNN; STATS. 2006, CH. 390)—TRIAL COURTS: JUDGESHIPS.** Authorizes 50 additional judges based on the uniform criteria and allocation approved by the Judicial Council following the Judicial Needs Study. Requires the Judicial Council to report to the Legislature biannually on the continuing need for new judgeships and their allocation based on the same uniform criteria.
- **SENATE BILL 10 (DUNN; STATS. 2006, CH. 444)—TRIAL COURT FACILITIES.** Revises the Trial Court Facilities Act of 2002 to allow buildings with a seismic level 5 rating to transfer to the state so long as counties remain liable for earthquake-related damage, replacement, injury, and loss to the same extent that they would have been liable if the responsibility for court facilities had not transferred to the state. This liability will attach to the county until or after the earliest of the following: (1) the seismic rating is improved; (2) the building no longer contains court facilities; (3) 35 years have passed from the date of transfer of the facilities; or (4) the county has complied with the conditions for relief from liability as specified in an agreement.
- **ASSEMBLY BILL 2129 (SPITZER; STATS. 2006, CH. 474)—FIREARMS RELINQUISHMENT: PROTECTIVE ORDERS.** Requires that any firearms possessed by a person subject to a protective order issued either by a criminal court or for civil harassment, workplace violence, or elder and dependent adult abuse be relinquished within 24 hours of the order being served on the restrained person. Requires that proof of relinquishment be filed with the court within 48 hours of service of the protective order.

- ASSEMBLY BILL 2303 (ASSEMBLY JUDICIARY COMMITTEE; STATS. 2006, CH. 567)—CIVIL OMNIBUS: COURT OPERATIONS.** The Judicial Council sponsored the provisions of this omnibus bill that clarify the procedures governing a change of name; make service times for elder abuse protective orders consistent with those for other protective orders; authorize courts to receive notice to appear citations for non-parking Vehicle Code violations electronically if they have the ability to receive the information and reproduce it in a printed form; and extend the sunset date on existing statutory authority for courts to impose modest monetary sanctions on jurors who fail to respond to a jury summons.

Integration Services Backbone Installed

To meet the judicial branch's basic requirement to electronically share information with local court justice partners, state partners, and other entities with which the branch does business, the AOC has installed and deployed the Integration Services Backbone (ISB). The ISB will serve as the single means for the branch's enterprise applications, such as the California Court Case Management System (CCMS), to share and receive information from any branch business partner, irrespective of technology platform, in a timely and secure manner.

The ISB infrastructure was installed in the California Courts Technology Center in the fall of 2005. As part of its alignment with the CCMS rollout, the ISB is being deployed with the Superior Court of San Luis Obispo County's implementation of the criminal and traffic modules of CCMS and the Superior Court of Sacramento County's implementation of the CCMS civil module. Future deployments are planned for the Superior Courts of Orange, Sonoma, and Ventura Counties. In addition, a "proof of concept" for the Phoenix (CARS/CHRIS) program is being deployed, using exchanges between SAP HR and Fidelity Investments.

Access to Law Enforcement Databases Made Available

The California Law Enforcement Telecommunications System (CLETS) provides access to various databases maintained within California and other states, and by the FBI, that include information on criminal history, restraining orders, warrants, and firearms. CLETS connectivity has been established with the state Department of Justice and the California Courts Technology Center, with both the technical solution and access support provided by the AOC. Completion of the CLETS infrastructure is scheduled for fiscal year 2006–2007.

AOC Works to Improve Web Sites

In 2006, the AOC Office of Communications undertook a comprehensive user assessment of all AOC-maintained Web sites to help lay the foundation for future improvements. The study, conducted between April and July 2006, analyzed the effectiveness of the California Courts public Web site, Center for Families, Children & the Courts Web site, the Serranus Web site, the Education Division/Center for Judicial Education and Research (CJER) portal, and COMET Web site.

The results of the assessment concluded that while AOC Web sites do an excellent job of presenting audiences with necessary and useful information, opportunities for improvement exist in both visual design consistency and ease of use. The next step in addressing these issues will be a series of redesign initiatives that will commence in 2007. The Office of Communications is following the lead of State Chief Information Officer Clark Kelso and the California State Portal in transforming our own sites into more citizen-centric venues for sharing information, resources, and knowledge.

More Communities of Practice Connected

The Office of Communications continued to expand the number of listserves that connect communities of practice across the branch. The AOC added four new listserves throughout 2006, including the EducationNetwork, ProcurementNetwork, PJ_APJNetwork, and SecurityNetwork. There are now a total of 10 listserves, with more to come. These easy-to-use group discussion forums facilitate the exchange of information and best practices across the state and allow a free-flowing dialogue among peers.

AOC and Supreme Court Launch New Web-Based Court-Appointed Counsel System

The first phase of a new Web-based system, the Supreme Court–Appointed Counsel System (SCACS), went live on August 31, 2006. Designed and developed by a joint team in the Supreme Court, the AOC Appellate and Trial Court Judicial Services Division, and AOC Information Services Division, the system automates time-consuming operations related to payment of invoices and tracking expenses and provides key data on the court-appointed counsel program. The first five completed modules include central files, fixed-fee progress payment, habeas corpus reimbursement, security, and interfaces with other systems, including the Oracle Financials System and the FullCourt Case Management System, and will allow the Supreme Court staff to streamline their internal payment processing and begin automated collection of data on the cost of automatic appeals for capital cases.

New Appellate Court Case Management System (ACCMS) Developed

ACCMS is a Web-enabled case management system developed to replace and unify systems in the Supreme Court and Courts of Appeal. ACCMS is hosted at the California Courts Technology Center. AOC Information Services Division development staff completed the core functionality for the ACCMS in April 2006, and the First Appellate District of the Court of Appeal began using the new system in May 2006.

Three Courts of Appeal began using the new system in 2006, with rollout to the remaining Courts of Appeal and the Supreme Court planned for 2007. ACCMS has been well received by the courts because it follows Web-based standards, making it familiar from the start, and it streamlines some common functions. The development staff is currently testing additional functionality to assist users with identifying and tracking conflicts of interests for justices. They are also developing functionality to support the conferencing process, which is unique to the Supreme Court. The new functionality is targeted for release in 2007.

Technology Center Completes Successful Recovery Exercise

The California Courts Technology Center (CCTC) successfully completed its second annual disaster recovery exercise over the June 2–4, 2006, weekend. The exercise successfully demonstrated that infrastructure and network services, and trial and appellate court applications, could be safely and securely backed up, redirected, and restored at an alternate site in Philadelphia, Pennsylvania. Disaster recovery exercises test the strength of the CCTC recovery strategy and ensure that vital court services, as well as data and communications, can be restored at a designated location.

Test findings help the judicial branch identify opportunities to strengthen the CCTC disaster recovery program.

2006 Judicial Branch Information Security Session Held

The first Judicial Branch Information Security Summit, held in San Francisco on October 26, 2006, focused on the security architecture that has been designed and implemented at the California Courts Technology Center for the courts throughout California—how it protects our systems and our data; what makes it a secure model; and what the various roles are in providing security support. Summit topics included trends in information security, encryption, wireless, remote access, authentication, threats, and vulnerability management.

The summit, developed at the request of the courts following the 2005 information technology conference, was attended by court executive officers, information technology managers, and technical staff from 38 trial courts; system administrators from all six districts of the Courts of Appeal and the Supreme Court; Administrative Office of the Courts' technical staff; and vendor business partners. Representatives from the courts, including the Superior Courts of Orange, Sacramento, San Luis Obispo, Monterey, Ventura, Contra Costa, and Santa Barbara Counties, led panel discussions. A number of judicial branch technology business partners also assisted in developing the program. Mary Ann Davidson, Chief Security Officer, Oracle Corporation, gave a keynote address on the importance of security policy and its role in bringing together security technologies.

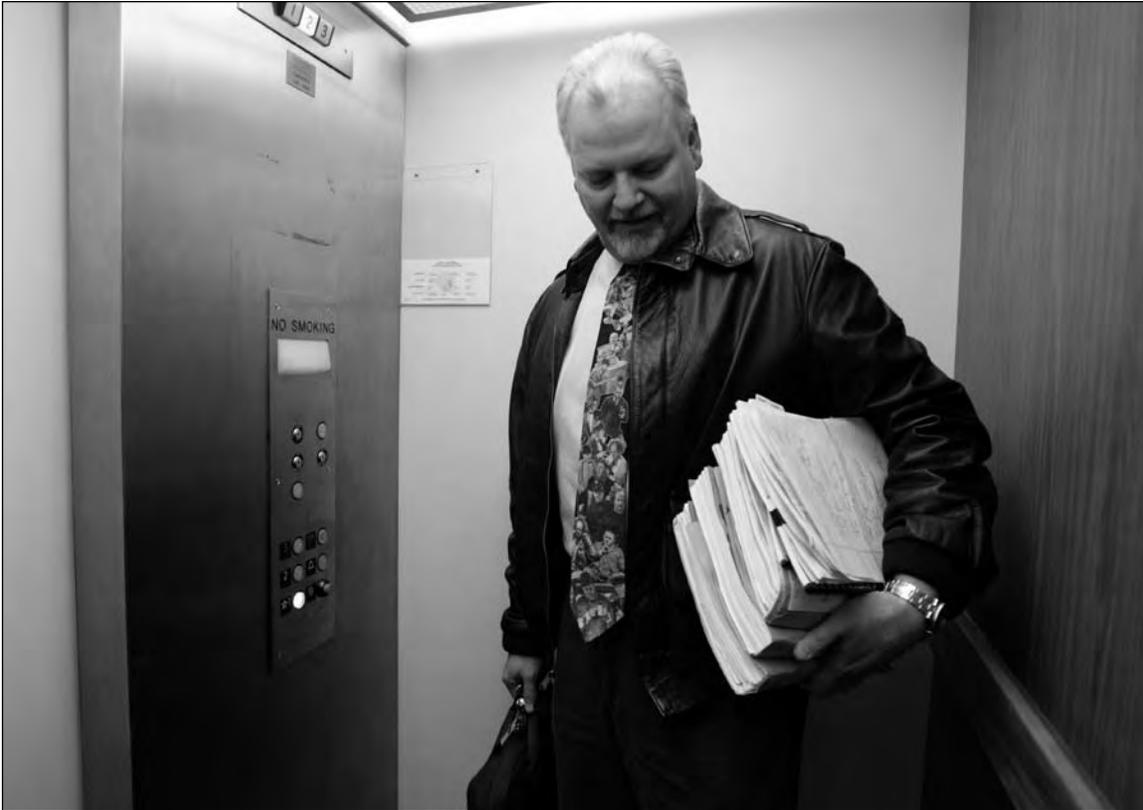
Court Security Improvements Begun

Continuity of operations (COOP) planning is designed to assist in recovery of court operations following a disaster. A pilot program is currently under way in the Superior Court of

Fresno County. This program is being developed to create a standard for contingency planning within the state. Software has been developed to support the pilot program and will be reviewed by a statewide committee. Recommendations for enhancements and modifications will be made and evaluated prior to implementation of a statewide program.

The Exercise, Review, and Implementation program is an integral part of this disaster planning and recovery process. The emergency response analyst will review and implement an exercise-planning program that will assist the courts and the AOC with their emergency response and recovery efforts. The AOC Emergency Response and Security (ERS) unit will assist in the execution of each exercise through either a software program or on-site training and reporting. After each exercise a report and critique will be developed to assist the courts with future planning efforts.

In order to provide the courts with the most complete and comprehensive security assessments and recommendations, ERS plans to incorporate threat and vulnerability assessment software into the security review process. The software will be customized to address court-specific security issues and use nationwide security standards to identify security and safety concerns and best practices. The software also will assist in identifying all-hazard threats to the courts, vulnerability to those threats, and their consequences. Recommendations will include remediation steps to eliminate or reduce specific threats and reduce vulnerabilities and will provide a cost-benefit analysis for specific security and safety suggestions. The reports can be aggregated, allowing local, regional, and statewide analysis of court security. ERS's development of statewide court security standards will provide a basis for determining which courts need assistance and the nature of the assistance needed to improve safety and security at their facilities.



Trends in Court Workload

After reaching a plateau in fiscal year 2004–2005, trial court filings resumed their upward trend in fiscal year 2005–2006. Total filings in the trial courts surpassed the 9 million mark for the first time since fiscal year 1993–1994, growing by a little more than 200,000, an increase of 2.5 percent. The overall growth in filings during the most recent fiscal year, however, was far from uniform across all case types. Strong growth in some filings categories actually offset slight declines in other case types.

Filings of all types of criminal and juvenile cases increased in fiscal year 2005–2006. Case types with especially large growth in fiscal year 2005–2006 include nontraffic misdemeanor and infractions—up 19 and 12 percent, respectively, and juvenile delinquency—up almost 12 percent,

with the growth spread evenly among original and subsequent delinquency petitions. Juvenile dependency and traffic misdemeanor filings grew by 3.4 and 2.6 percent, respectively.

All major categories of civil filings showed growth in 2005–2006, with the exception of small claims. Both motor vehicle and “other” tort filings increased by about 10 percent, and limited civil filings increased by 5 percent. In contrast, small claims filings declined for the fourth consecutive year, falling by just under 20,000 filings—almost 8 percent—from the previous fiscal year. The other major decline in filings came in the category of family law petitions, which fell by just over 7 percent.

Workload Measurement and Resource Allocation

Filings are a useful but imperfect measure of the amount of work required for case processing in the courts. Each filing represents a unique set of circumstances—an individual dispute, a particular crime, a distinct family relationship—and so must be treated by the court system with care and attention to the specifics of the case. From the standpoint of trial court administration and workload assessment, however, it is necessary to group filings into comparable categories. To the extent that certain types of filings share similar characteristics and require similar court staff and resources—such as small claims advisors, family law mediators, court interpreters, and courtroom security—these similarities can be used to organize the work of the courts in a manner that best meets the needs of the public.

Translating the raw numbers of filings that come before the court into useful measures of workload is the challenge of every court administrator who needs to determine where to allocate staff. It is also the challenge of the Administrative Office of the Courts (AOC) in its efforts to realize the promise of state funding and ensure that resources are allocated equitably among courts.

Two invaluable tools that the AOC has drawn on to equalize resources among the courts are the Judicial Workload Assessment and the Resource Allocation Study (RAS) models. Together, these workload models allow the AOC to compare resources across courts—weighting filings numbers by workload standards appropriate to the work of judicial officers and court staff—and identify where resources are most urgently needed. These models serve to assist with the allocation of the branch budget and with efforts to supplement the budgets of historically underfunded courts, as well as to inform the Legislature about where new judgeships should be created.

JUDICIAL WORKLOAD ASSESSMENT

The workload of judicial officers is not easily quantified. Although the public most commonly thinks of judges sitting on the bench, gavel in hand, courtroom work is only one component of the workload of judges. Judicial officers frequently work directly with litigants to reach agreement in settlement conferences; they review case files and reports from other justice system partners in preparation for their work on the bench; and they research substantive questions of law and provide postdisposition review of offenders, sometimes monitoring and tracking the progress of cases after they are formally disposed by the court.

With the advent of state funding of the trial courts in 1998, the need for measures of judicial workload became all the more urgent. Given the formal establishment of the trial courts as part of a single judiciary, it became more important than ever for the Judicial Council and the AOC to provide direction regarding branch priorities. Instead of individual courts seeking funding from the Legislature for the judicial officers that they need, the Judicial Council now represents all the courts before the Legislature and the Governor. Advocacy on behalf of the trial courts has required that the council and the AOC have the tools needed to measure judicial workload, assess available resources, and prioritize new judgeships.

In 1999, the AOC's Research and Planning unit (now the Office of Court Research) contracted with the National Center for State Courts (NCSC) to develop a workload model that could provide the council with the information it needed to determine whether, how many, and where new judgeships were needed. A Workload Assessment Policy Committee (WAPC), comprising judicial officers representing 11 courts, guided the work of the NCSC. Beginning with a time study, the NCSC collected data on the amount of time that judges were spending on different aspects of case processing. Over 300 judges partici-

pated in the study, recording the amount of time spent processing 18 distinct case types.

After reviewing preliminary case weights derived from the time study, the NCSC then worked with WAPC members to conduct focus groups, collecting additional information on the adequacy of existing practice. Qualitative adjustments were made in instances where the WAPC determined that the case weights either were deficient or inflated the actual amount of time required for case processing. Follow-up site visits with courts provided further validation of the case weights used to assess the workload of judicial officers. The final report of the NCSC in 2001 estimated that California needed more than 350 additional judicial officers than it had at the time, a deficiency of almost 19 percent.

When the Judicial Council approved the Judicial Workload Assessment model in 2001, it also approved a three-year plan to seek 150 of the most urgently needed judges from the Legislature. When the Legislature declined to act on the council's proposal, the model was updated in 2004 to take into account changes in workload since the development of the first plan. In 2006, the Legislature created the first 50 new judgeships, using the 2004 update to the judicial workload study. During 2007, the AOC will continue to advocate for additional judgeships to meet the needs of providing equal justice for all.

THE RESOURCE ALLOCATION STUDY MODEL

Like the Judicial Workload Assessment, the Resource Allocation Study (RAS) was a collaborative product of the Office of Court Research (OCR), the trial courts, and the National Center for State Courts. This project was designed to bring a greater measure of transparency, predictability, and stability to trial court funding by establishing statewide case weights to estimate the workload of court staff. These standards provide benchmarks against which courts can evaluate their own operations, and they also provide metrics or

measurements for the AOC to use in evaluating funding priorities.

While the basic methodology underlying the RAS was similar to that of the Judicial Workload Assessment, there were also important differences. Whereas the case weights for judicial officers are used to estimate the workload for a single functional area of court operations—the judicial function—the RAS needed to estimate workload for almost all of the remaining staff who work in support of judges and whose work is driven by incoming filings.

To overcome differences in the way that courts organize their work as well as differences in employee classification schemes, the RAS developed case weights that evaluated workload by case type and by functional area. A comprehensive list of functional areas of case processing guided the data collection in a time study conducted in nine courts, in which nearly 3,000 trial court staff reported the time that they were spending on case processing. Organization of the time-study data into functional areas of court operations allowed for a more detailed analysis of how the allocation of time across case types differed from one court to another and for follow-up data validation.

An advisory working group, the Resource Allocation Study Working Group, comprising court executives from 16 trial courts, reviewed and commented on early versions of the study and recommended a number of important changes. The RAS Working Group assisted in the development of a final set of 15 case weights that were created using the time study and focus groups to refine the time estimates. The RAS Working Group also recommended distinguishing those staff whose work is primarily driven by filings from those whose work is linked to the work of judicial officers. Further refinements of the model were made in consultation with the AOC Finance Division to include estimates of the numbers of managerial, supervisory, and administrative staff so that the workload estimates of the RAS model could be compared to trial court budgets to

determine which courts most urgently needed additional funding.

Following its approval by the Judicial Council in 2005, the RAS model was used to allocate over \$13 million in new, ongoing baseline funding approved by the Legislature under the new state appropriations limit (SAL) formula. In 2006, an additional \$5.6 million was added to the baseline budgets of the most underfunded

trial courts, using the RAS model. Rather than having all of the new SAL funding distributed in proportion to historical funding levels, or according to specifically identified items in the branch budget, the RAS model allowed the AOC to direct some of this funding to augment the baseline budgets of courts that had been historically underfunded.

TRIAL COURT FILINGS BY CASE TYPE

Fiscal Year 2005-2006

	NUMBER OF FILINGS	PERCENTAGE OF TOTAL FILINGS
Motor Vehicle	31,389	0.34
Other Personal Injury/Property Damage/Wrongful Death	24,324	0.26
Other Civil Complaints	118,386	1.28
Appeals	4,040	0.04
Habeas Corpus	9,772	0.11
General Civil	187,911	2.04
Limited Civil	503,111	5.46
Small Claims	236,511	2.57
Limited Civil	739,622	8.03
Family Law	157,929	1.71
Juvenile Delinquency	105,714	1.15
Juvenile Dependency	43,203	0.47
Mental Health	14,369	0.16
Probate	49,889	0.54
Civil Petitions	296,951	3.22
Family and Juvenile	668,055	7.25
Felonies	289,206	3.14
Nontraffic Misdemeanors	625,233	6.78
Traffic Misdemeanors	777,351	8.43
Felonies and Misdemeanors	1,691,790	18.36
Nontraffic Infractions	314,760	3.42
Traffic Infractions	5,613,747	60.91
Infractions	5,928,507	64.33
Statewide Total	9,215,885	100.00

Moving Toward Performance Evaluation and Performance Measurement

While the Judicial Council acknowledged the historic nature of the RAS when it approved the use of this model for budget allocations, council members also directed staff to examine the linkages between the case weights in the RAS model and measures of trial court performance. In response to that directive, OCR staff and staff in other divisions of the AOC have begun moving forward on a number of initiatives to ensure that resources not only are allocated equitably, but are allocated effectively and utilized efficiently. Some, but not all, of these initiatives are summarized below.

COURTOOLS

In consultation with the National Center for State Courts, the Office of Court Research began implementing a set of 10 performance measures in two pilot courts in California—the Superior Courts of San Joaquin, and San Mateo Counties. This balanced set of measures, also known as the CourTools, is composed of the following measures: Access and Fairness, Clearance Rates, Time to Disposition, Age of Active/Pending Caseload, Trial Date Certainty, Reliability and Integrity of Case Files, Collection of Monetary Penalties, Effective Use of Jurors, Court Employee Satisfaction, and Cost per Case.

Over 1,300 court users were surveyed in the two courts to measure the public's perceptions of the courts. Combined with the results obtained from the other measures contained in the CourTools, this data will provide a practical tool to allow the courts to better manage their resources and be responsive to the public and their employees, as well as identify areas for improving case processing. The final report will be completed in the two pilot courts in spring 2007. The long-term goal for this project is to have all California trial courts implement and use performance measures in

their courts—in all court divisions and across all case types.

STUDY TO EVALUATE THE PROTECTION OF DUE PROCESS RIGHTS OF CONSERVATEES

In 2006, OCR staff initiated a study of case processing in conservatorship cases to assist courts in identifying best practices to ensure the protection of the due process rights of conservatees. This study seeks to identify an appropriate standard of care for the courts to exercise in establishing and monitoring these cases. The study began with the identification of promising practices and an analysis of effectiveness and will culminate in the development of implementation strategies for the courts.

Working closely with the Judicial Council's Probate Conservatorship Task Force, OCR staff involved with this study will assist in the development of standards to ensure that courts have sufficient resources to protect the rights of some of California's most vulnerable citizens. Finally, and with the advent of the Omnibus Conservatorship and Guardianship Reform Act of 2006, the study will seek to determine what additional funding the courts will need to effectively carry out the mandates of the new law while at the same time maintaining an appropriate standard of care.

DATA AUDITING

The Office of Court Research has been developing and implementing protocols for the auditing and improvement of operational data reported to the AOC by the trial courts. Operational data include, but are not limited to, the number of filings, dispositions, trials, hearings, and continuances, as well as manner of disposition and time to disposition. In 2006, OCR contracted with an auditing firm that has conducted a variety of operational, systems, data verification, and fiscal-related audit and evaluation projects at more than 30 California superior courts to develop protocols for auditing operational data and then pilot-test these protocols.

The court research office is continuing to work with this consulting firm to refine these auditing protocols in a number of ways, including (1) testing the transferability of the protocols to larger courts, (2) evaluating the feasibility of focusing audit procedures on a more limited number of case types or case-processing practices, and (3) refining data audit protocols where necessary to capture essential elements of trial court performance.

AOC TECHNICAL ASSISTANCE HELPS TRIAL COURTS IMPROVE CRIMINAL CASE PROCESSING

The AOC Bay Area/Northern Coastal Regional Office (BANCRO) continued its work on developing effective practices in criminal case-flow management in 2006 and conducted

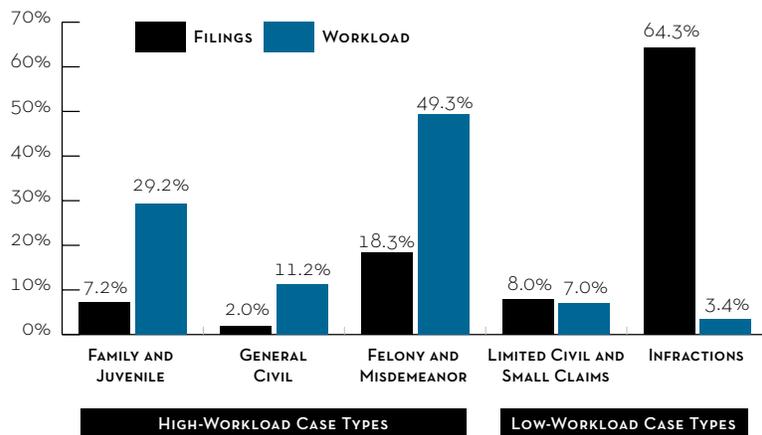
three workshops, one each with small, medium, and large courts. In all, almost 150 staff from trial courts across the state attended the workshops to learn about effective practices to reduce delay, minimize the number of continuances, and streamline the processing of criminal cases. In addition to the three workshops, direct, on-site technical assistance was provided to eight courts across the state. The criminal caseflow management project is now working with six courts to develop operational measures of effective case processing.

For an accurate understanding of judicial workload, filings must be considered together with an analysis of case types. For example, although family and juvenile cases represent about 7 percent of total filings, they account for nearly one-third of the trial courts' judicial workload based on workload standards adopted by the Judicial Council. Conversely, infraction filings make up almost two-thirds of total trial court filings, but represent only 3.4 percent of overall judicial workload.

TRANSLATING TRIAL COURT FILINGS INTO JUDICIAL OFFICER WORKLOAD

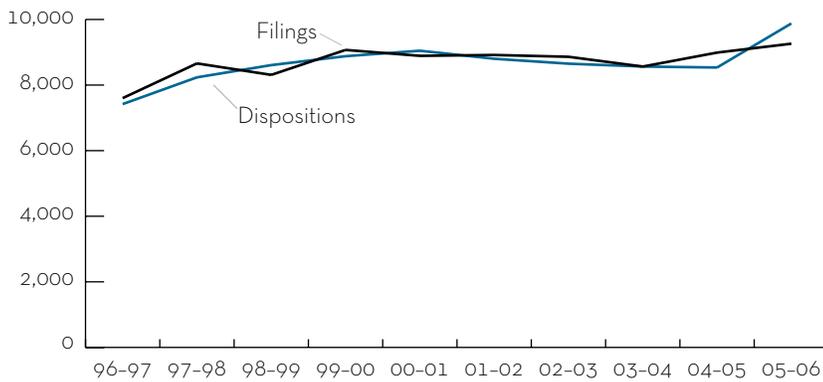
Fiscal Year 2005-2006

Filings and workload of each case type presented as a percentage of total



TOTAL SUPREME COURT FILINGS AND DISPOSITIONS

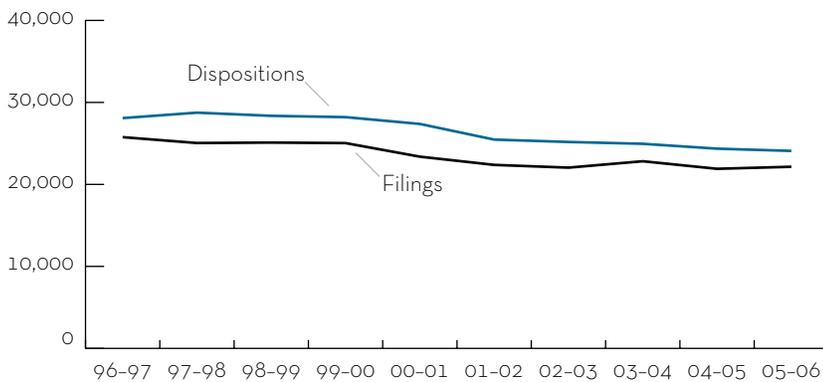
1996-1997 to 2005-2006



After growing nearly 5 percent in the previous fiscal year, Supreme Court filings in fiscal year 2005-2006 increased again by about 3 percent: from 8,990 to 9,261. Total dispositions experienced a larger increase: from 8,535 to 9,878, a growth of about 16 percent. The number of cases in which the court filed an opinion remained unchanged, at 125 cases. Petitions for review from original criminal proceedings were nearly steady, changing from 3,183 to 3,163. Original habeas petitions declined from 2,851 to 2,740.

TOTAL COURTS OF APPEAL FILINGS AND DISPOSITIONS

1996-1997 to 2005-2006

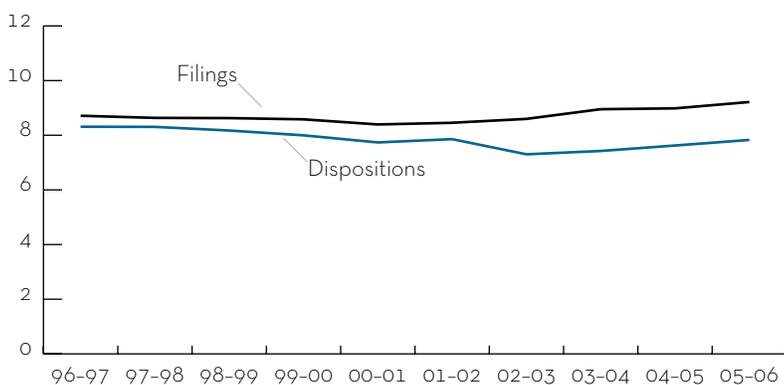


Courts of Appeal filings increased slightly (1.1 percent) in fiscal year 2005-2006, from 21,901 in the previous year to 22,150. Total dispositions declined from 24,358 to 24,084 during the same period. Dispositions by written opinion also declined slightly, from 11,747 to 11,615.

TOTAL TRIAL COURT FILINGS AND DISPOSITIONS

1996-1997 to 2005-2006

In millions



Total filings in the trial courts reached 9.2 million in fiscal year 2005-2006, a growth of more than 2 percent compared to the previous year. Trial court dispositions during the same period experienced similar growth, increasing from 7.6 million in the previous year to approximately 7.8 million.



JUDICIAL BRANCH RESOURCES

Many opportunities and challenges faced the California court system in 2006. During this time, a number of efforts proved critical to continued access to justice for all Californians.

Last year, a uniform civil fee structure that streamlined and simplified the civil fees collected by the courts was implemented throughout the state's trial courts. For most fees, the same amounts are now charged for the same services across all 58 counties. Revenue from the new fee structure provides additional funding for equal access programs, such as self-help services, as well as support for facility and technology improvements in the trial courts—all key elements for maintaining access to a fair system of justice.

In addition, 18 of the state's most under-resourced trial courts received additional, ongoing

funding in fiscal year 2006–2007 as part of the Judicial Council's efforts to equalize funding among state courts. This funding, based on the Resource Allocation Study (RAS) model, was used to hire additional staff and enhance existing programs, allowing courts to remain open and to provide consistent services from court to court. It also represented the second year in which the statewide trial court budget was adjusted by state appropriations limit (SAL) factor, a change in the budget process implemented with the fiscal year 2005–2006 budget as a means of providing a more stable, predictable funding process for the courts.

In 2006, a number of ongoing fiscal accountability initiatives continued as part of the branch's responsibility for the prudent management and stewardship of public resources. These included the ongoing implementation of a statewide

HOW IS THE JUDICIAL BRANCH FUNDED IN FISCAL YEAR 2006-2007?

In millions of dollars, from all sources

Statewide Judicial Programs:	
Supreme Court	43.00
Courts of Appeal	191.00
Judicial Council / AOC	122.00
Judicial Branch Facility Program	35.00
Habeas Corpus Resource Center	13.00
Total—Statewide Judicial Programs	404.00
Trial Courts:	
General Fund	1,640.00
Trial Court Trust Fund	1,218.00
Trial Court Improvement Fund	144.00
Modernization Fund	36.00
Motor Vehicle Account	0.17
Federal Trust Fund	2.00
Reimbursements	52.00
Total—Trial Courts	3,092.17
Judicial Branch Total	3,496.17
Total State Budget	131,403.17

Notes:

Figures represent comparison of budgets, not actual expenditures.

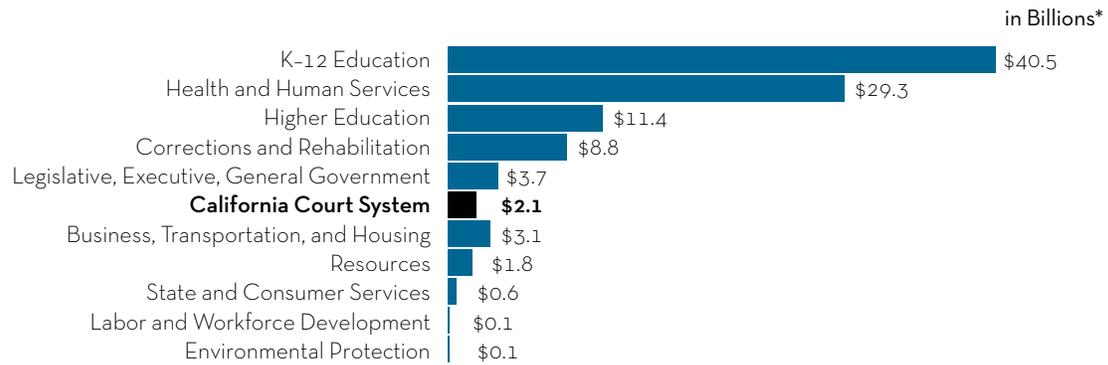
Data from FY 2007-2008 Proposed Governor's Budget.

accounting system, enhancement of centralized treasury services available to all courts, and other measures designed to assist courts in effectively managing their resources.

Despite these advances, the judicial branch continued to face numerous funding challenges. These included the rising cost for securing courtrooms and courthouses, which has become increasingly acute in both the public and private sectors following the September 11, 2001, terrorist attacks. The Administrative Office of the Courts is committed to working with state and local sheriffs' associations to ensure the highest level of security for state courts while balancing available resources. A number of areas throughout the state, particularly the Central Valley and Inland Empire, also have experienced phenomenal population growth over the last decade that added millions to the state population. During this time, punctuated by severe economic crises in the state, there were years when some courts did not receive resources that kept pace with the demand for services that corresponded to the increase in local populations. As noted earlier, efforts have been made to provide additional resources to underresourced courts, but more work remains to be done.

Given the dynamic nature of court funding, the year ahead may prove instrumental in resolving ongoing resource issues and ensuring equal access to justice for all Californians.

HOW DOES SPENDING FOR CALIFORNIA'S COURT SYSTEM COMPARE WITH OTHER BUDGET CATEGORIES?

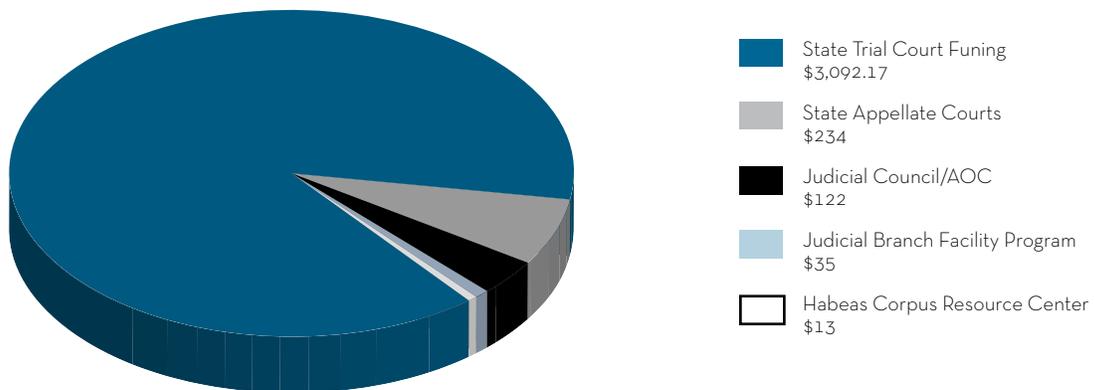


*General Fund expenditures

Source: Department of Finance, State Budget Highlights 2006-2007 (July 2006).

WHAT IS THE BREAKDOWN OF FISCAL YEAR 2006-2007 FUNDING FOR CALIFORNIA'S COURT SYSTEM?

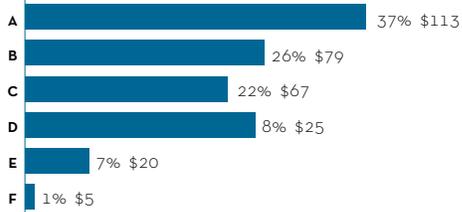
Dollars in millions



Data from FY 2007-2008 Proposed Governor's Budget.

WHAT DID THE GENERAL FUND CONTRIBUTE TO THE APPELLATE AND JUDICIAL ADMINISTRATION BUDGET IN FISCAL YEAR 2005-2006?*

*This includes the Supreme Court, the Courts of Appeal, the Judicial Council/AOC, and the Habeas Corpus Resource Center. Dollars in millions.**

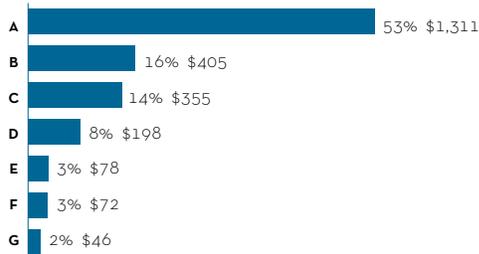


- (A): Nonjudicial Salaries, Benefits, and Operating Expenses and Equipment (Nondiscretionary) (includes death penalty cases, criminal cases, juvenile cases, Assigned Judges Program, rule making, mandated programs and reports, and Habeas Corpus Resource Center)
- (B): Nonjudicial Salaries, Benefits, and Operating Expenses and Equipment (Discretionary)
- (C): Court-Appointed Counsel and Program Support (Nondiscretionary)
- (D): Facilities—Rent (Nondiscretionary)
- (E): Judicial Salaries and Benefits (Nondiscretionary)
- (F): Security (Nondiscretionary)

* The sum of all percentages may not equal 100% due to rounding.
 † Dollar amounts rounded to the nearest million.

HOW WAS THE TRIAL COURTS’ BUDGET SPENT IN FISCAL YEAR 2005-2006?*

Includes Trial Court Trust Fund (TCTF) and non-TCTF expenditures. Dollars in millions.†



- (A): Salaries and Benefits
- (B): Security (contract and staff—includes estimated salary and benefit expenditures for court attendants and marshals)
- (C): Other (includes miscellaneous expenses such as rent, janitorial services, phone and telecommunications, printing and postage, equipment, travel and training, legal subscriptions and memberships, and fees for consultative and professional services)
- (D): Court Reporters (contract and staff—includes estimated salary and benefit expenditures for court reporter employees)
- (E): Court Interpreters (contract and staff—includes estimated salary and benefit expenditures for staff interpreters, coordinators, and program staff)
- (F): Electronic Data Processing
- (G): County Charges

* The sum of all percentages may not equal 100% due to rounding.
 † Dollar amounts rounded to the nearest million.

STAFFING* AND EXPENDITURES** BY TRIAL COURT SYSTEM

This table reflects the allocation of resources and utilization of funding for fiscal year 2005–2006.

*FY 2005–2006 Total Authorized FTEs (as of July 1, 2006); data includes permanent and temporary nonjudicial employees, both Trial Court Trust Fund (TCTF) and non-TCTF court employees. The subordinate judicial officer (SJO) category includes commissioners, referees, and hearing officers as reported by the trial courts.

**Combined Trial Court Trust Fund (TCTF) and non-TCTF expenditures. Data from FY 2005–2006 Quarterly Financial Statements (fourth quarter); includes Trial Court Improvement Fund and Judicial Administration Efficiency and Modernization Fund expenditures.

COURT	POPULATION	JUDGESHIPS	SJOs	AUTHORIZED FTEs (w/out SJOs)	FILINGS	EXPENDITURES
Alameda	1,526,148	69	16	876	401,262	117,742,971
Alpine	1,261	2	0	5	1,130	579,358
Amador	38,435	2	0	36	10,014	3,154,013
Butte	218,069	10	2	130	41,598	12,080,117
Calaveras	46,028	2	0	29	12,097	2,652,180
Colusa	21,951	2	0	15	12,292	1,775,664
Contra Costa	1,042,341	33	12	381	175,269	61,312,685
Del Norte	29,341	2	0	32	(i) 13,838	2,395,527
El Dorado	178,674	6	4	86	32,268	10,366,223
Fresno	917,515	36	9	491	252,159	51,624,587
Glenn	28,915	2	0	23	15,297	2,779,800
Humboldt	131,959	7	1	89	33,573	7,209,784
Imperial	172,672	9	2	109	82,274	10,274,365
Inyo	18,383	2	0	20	16,049	2,252,096
Kern	801,648	33	8	456	219,892	48,941,211
Kings	151,381	7	1	81	32,670	7,718,372
Lake	64,276	4	1	39	14,693	4,211,490
Lassen	36,375	2	0	24	12,868	2,313,365
Los Angeles	10,331,939	429	204	5,497	2,842,137	710,971,288
Madera	148,721	7	0	84	34,172	6,797,524
Marin	255,982	10	4	163	56,912	18,433,869
Mariposa	18,254	2	0	12	---	1,088,525

COURT	POPULATION	JUDGESHIPS	SJOs	AUTHORIZED FTEs (w/out SJOs)	FILINGS	EXPENDITURES
Mendocino	90,291	8	1	76	25,958	7,475,708
Merced	251,510	6	4	107	77,309	11,920,497
Modoc	9,721	2	0	10	(i) 2,814	918,659
Mono	13,985	2	0	16	7,084	1,278,178
Monterey	425,960	18	2	212	99,475	18,367,481
Napa	135,969	6	2	88	28,313	11,294,506
Nevada	99,766	6	2	68	31,463	6,226,214
Orange	3,098,121	109	36	1,642	683,145	208,180,097
Placer	324,495	9	5	133	83,937	16,047,425
Plumas	21,128	2	0	17	6,586	2,069,549
Riverside	2,031,625	49	21	906	448,498	111,473,690
Sacramento	1,406,804	52	16	792	405,487	98,566,755
San Benito	57,803	2	1	28	(i) 13,450	2,566,854
San Bernardino	2,028,013	63	17	919	509,468	104,607,546
San Diego	3,098,269	128	27	1,636	635,735	215,845,101
San Francisco	808,844	50	16	547	188,520	91,651,985
San Joaquin	679,687	26	4	289	182,316	31,764,094
San Luis Obispo	264,900	11	4	149	65,023	18,529,128
San Mateo	733,496	26	7	375	166,345	46,689,616
Santa Barbara	424,425	19	5	275	76,815	29,670,312
Santa Clara	1,808,056	79	10	827	343,259	125,256,143
Santa Cruz	264,125	10	4	149	54,802	15,940,190
Shasta	181,401	9	2	163	51,172	13,818,318
Sierra	3,485	2	0	6	---	969,452
Siskiyou	45,953	4	1	52	27,052	5,320,004
Solano	424,823	16	6	235	120,480	27,138,771
Sonoma	481,765	16	5	206	106,549	29,917,033
Stanislaus	521,497	17	4	212	58,630	21,252,170
Sutter	93,919	5	0	59	21,275	5,347,224
Tehama	61,774	4	0	45	24,136	3,949,564

COURT	POPULATION	JUDGESHIPS	SJOs	AUTHORIZED FTEs (w/out SJOs)	FILINGS	EXPENDITURES
Trinity	14,171	2	0	15	(i) 973	1,319,951
Tulare	429,006	16	5	237	93,895	22,551,163
Tuolumne	57,223	4	1	43	12,557	4,351,990
Ventura	825,512	28	4	373	192,968	47,799,543
Yolo	193,983	9	4	98	32,774	12,301,468
Yuba	70,745	5	0	50	25,158	4,817,047
Statewide	37,662,518	1,498	479	19,727	9,215,885	\$2,463,868,440

Data Sources: Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State With Annual Percent Change, January 1, 2006 and 2007 (Sacramento, CA: May 2007); Judicial Council of California, *2007 Court Statistics Report* (2007), superior courts table 1, for total filings; and numbers of subordinate judicial officers (SJOs) and authorized FTEs from AOC Schedule 7A, *Salary and Position Worksheet* for fiscal year 2006–2007.

Note: (i) denotes courts reported partial filings data; --- denotes courts did not report any filings data.

California Judicial Branch

The California court system, with nearly 2,000 judicial officers, more than 19,000 court employees, and more than 9 million cases in over 451 court locations, and a 2005–2006 General Fund budget of more than \$2 billion, serves over 37 million people—12.5 percent of the total U.S. population.

THE COURTS

California Supreme Court

- Hears oral arguments in San Francisco, Los Angeles, and Sacramento;
- Discretionary authority to review decisions of the Courts of Appeal; direct responsibility for automatic appeals after death penalty judgment (www.courtinfo.ca.gov/courts/supreme/about.htm).

Courts of Appeal

- Six districts, 19 divisions, 9 court locations;
- Reviews the majority of appealable orders or judgments from superior court (www.courtinfo.ca.gov/courts/courts/appeal/about.htm).

Superior Courts

- 58 courts, one in each county, with from 1 to 55 branches;
- State and local laws define crimes and specify punishments, and define civil duties and liabilities (www.courtinfo.ca.gov/courts/trial/about.htm).

BRANCH AND ADMINISTRATION POLICY

Judicial Council of California

Administrative Office of the Courts

The Judicial Council is the constitutionally created 28-member policymaking body of the California courts; its staff agency is the Administrative Office of the Courts (www.courtinfo.ca.gov/courtadmin/jc/).

BRANCH AGENCIES

Commission on Judicial

Appointments

Confirms gubernatorial appointments to the Supreme Court and appellate courts (www.courtinfo.ca.gov/courtadmin/otheragencies.htm).

Commission on Judicial

Performance

Responsible for the censure, removal, retirement, or private admonishment of judges and commissioners. Decisions subject to review by California Supreme Court (www.cjp.ca.gov).

Habeas Corpus Resource Center

Handles state and federal habeas corpus proceedings; provides training, support for private attorneys who take these cases (www.courtinfo.ca.gov/about/abouthcrc.htm).

RELATED ORGANIZATION

State Bar of California

Serves the Supreme Court in administrative and disciplinary matters related to attorneys (www.calbar.ca.gov).

Mission and Goals of the Judicial Council of California

Under the leadership of the Chief Justice and in accordance with the California Constitution, the law, and the mission of the judiciary, the Judicial Council sets the direction and provides the leadership for improving the quality and advancing the consistent, independent, impartial, and accessible administration of justice.

The council's mission is carried out by pursuing these six strategic goals:

GOAL I:

ACCESS, FAIRNESS, AND DIVERSITY

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.

GOAL II:

INDEPENDENCE AND ACCOUNTABILITY

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.

GOAL III:

MODERNIZATION OF MANAGEMENT AND ADMINISTRATION

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.

GOAL IV:

QUALITY OF JUSTICE AND SERVICE TO THE PUBLIC

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 user 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.

GOAL V:

EDUCATION FOR BRANCHWIDE PROFESSIONAL EXCELLENCE

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.

GOAL VI:

BRANCHWIDE INFRASTRUCTURE FOR SERVICE EXCELLENCE

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.



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