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REPORT TO THE JUDICIAL COUNCIL

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Title

AOC Restructuring: Efficiencies and
Restructuring at the Center for Families,
Children & the Courts (CFCC)

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Executive Summary

The Center for Families, Children & the Courts (CFCC) is an office of the Administrative Office of the Courts' Judicial and Court Operations Services Division of Administrative Office of the Courts. CFCC's core mission is to provide centralized and direct services to support effective and efficient court practices that comply with rules and code, reflect local court needs and resources, and meet the diverse needs of children and families in all case types. This informational report describes restructuring of the Center for Families, Children & the Courts.

All Judicial Council Restructuring Directives assigned to CFCC have been implemented, with the exception of those requiring information from the upcoming Classification and Compensation Study. The CFCC workforce was reduced by 32 people between June 30, 2011, and July 31, 2013. These numbers do not reflect the reassignment of four CFCC additional CFCC positions to the Criminal Justice Court Services Office in September, bringing the total reduction to 36 CFCC staff, a 35 percent workforce reduction. CFCC has implemented a new

organizational structure, refocused on mandates and core services offered by a reduced number of management groups and units. The three management groups are:

1. Access to Justice and Self-Help, Family Law and Domestic Violence, and Tribal/State Programs. This management group provides subject matter expertise and services in support of statewide and local programs, such as Self-Help Centers; the Judicial Branch Online Self-Help Center; Violence Against Women Educational Programs; resources supporting Indian Child Welfare Act (ICWA) compliance; and direct funding, program administration, and evaluation of the Sargent Shriver Civil Counsel Act Pilot Projects.
2. Child and Family Focused Services. This management group provides subject matter expertise to court services and court-connected professionals focusing on children and family issues in the courts. The group administers direct funding, program support, and provision of multidisciplinary education mandated by statute to collaborative justice courts, court stakeholders, child support commissioners, family law facilitators, family court services professionals, and access to visitation programs; posts information and resources on mental health issues on a dedicated section of the Serranus website; conducts the Child Support Guideline Study and other statutorily mandated statistical reporting and outcome data; and holds a summit for judicial officers, court staff, and youth involved in juvenile peer courts.
3. Juvenile Dependency and Delinquency Programs. This management group provides subject-matter expertise, direct funding, and services in support of juvenile court and court-connected programs, such as the Court Appointed Special Advocates (CASA) program; Judicial Resources and Technical Assistance (JRTA); Dependency Representation, Administration, Funding and Training (DRAFT); and the Dependency Online Guide (CalDOG).

Many CFCC projects administer direct funding to court programs and support those programs with integrated centralized and direct services, such as web-based information, consultation, education, financial administration, or legal, research, or program support. In order to provide the requested mix of services to each court, CFCC projects are staffed by multidisciplinary teams comprising staff who work on team assignments. This staffing model makes effective and efficient use of decreasing staff resources and also ensures that the work is done by staff at the appropriate classification who bring the required skills and expertise. For example, legal services are provided by attorneys; researchers compile statistics and analyze program outcome data; and court services analysts provide education, manage grants, and provide court program services. Additionally, this staffing model uses staff across subject matter areas to respond to the complex, multiple legal issues confronting children and families.

With extensive experience in management, the law, research, and court programs, CFCC senior management (director, assistant director, managing attorney, and two managers) is responsible for division-level decisions governing the scope of and resources assigned to multidisciplinary teams. Supervisors are responsible for all aspects of day-to-day project supervision and performance. Assignments are coordinated by CFCC management and reviewed at weekly

meetings to ensure effective and efficient deployment of staff to assignments appropriate for their classifications.

Previous Council and Administrative Action

- In February 2000, the AOC's Center for Families, Children & the Courts was established as a multidisciplinary center to serve children and families in the courts. The center was formed through a reorganization, creating a new division with existing funding and 49 employees from units in two AOC divisions: Trial Court Services' Statewide Office of Family Court Services, established under legislation in 1984, and Counsel and Legal Services' Center for Children in the Courts, established upon recommendations to the Judicial Council in 1997. The creation of a multidisciplinary center, dedicated to children and families in the courts, was later recognized as an exemplary model by the 2004 national Pew Commission on Children in Foster Care.
- Of the redirected positions, 22 were funded by AOC general funds, and the remaining 27 were funded by legislatively designated support from the Family Law Trust Fund and large federal grants from the U.S. Department of Health and Human Services Administration for Children and Families and Office of Child Support Enforcement, the California Department of Child Support Services, the California Department of Social Services, and the Equal Access Fund.

Restructuring after CFCC was established

- In 2002, the federally funded Violence Against Women Education Project (VAWEP) was transferred from the AOC Center for Judiciary Education and Research to CFCC.
- With federal and state funding, the Tribal Projects Unit was formed in 2003, providing support and technical assistance to local courts on tribal issues, as well as in cases relating to ICWA and domestic violence (domestic violence, dating violence, sexual assault, and stalking). The unit supports the Tribal Court/State Court Forum, appointed by then-Chief Justice Ronald M. George in 2010 and established as an advisory committee to the Judicial Council in 2013.
- In 2004, the Judicial Council approved the *Statewide Action Plan for Serving Self-Represented Litigants*, the guiding document that has led to the establishment of self-help centers in every court; the branch's Online Self-Help Center; support for self-help technology; as well as the provision of a range of planning, technical assistance, training, and other services to the courts. Four positions supporting this effort were eliminated in fiscal year 2011, and work in this area is coordinated throughout the Judicial and Court Operations Services Division.
- In 2005, the AOC Executive Office Programs Division's Collaborative Justice Courts (CJC) unit transferred to CFCC.

- In 2006, building on successful federal efforts, then-Chief Justice Ronald M. George appointed the California Blue Ribbon Commission on Children in Foster Care. Four employees were dedicated to this effort and funded with general funds. General fund support for the commission was discontinued in 2012. Current work of the commission is funded with federal Juvenile Court Improvement Funds, but only if it is allowable under that program. The commission is appointed through June 2014.
- In 2007, CFCC received funding from the state Mental Health Services Fund to develop programs to improve court response to mentally ill court users. Staff also supported the Judicial Council's Task Force on Criminal Justice Collaboration on Mental Health Issues, which brought together representatives from the system of services for mentally ill court users to find systemic responses to the challenges posed by this population. CFCC staff in the Children and Family Focused Services management group support the implementation of the juvenile- and family-related recommendations of this task force.
- On August 31, 2012, the Judicial Council approved a new organizational structure for the Administrative Office of the Courts, proposed by the interim Administrative Director of the Courts and incoming Administrative Director of the Courts. The new organizational structure reduced the AOC Executive Team to four positions (Administrative Director, Chief of Staff, Chief Operating Officer, and Chief Administrative Officer) and realigned existing divisions into offices housed under one of three newly created divisions (Judicial Council and Court Leadership Services Division, Judicial and Court Operations Services Division, and Judicial and Court Administrative Services Division). CFCC became an office in the Judicial and Court Operations Services Division. As noted in the implementation report describing this restructuring, the new AOC structure realizes efficiencies through consistent oversight, improved communication, streamlined decision-making, and clear designation of authority, responsibility, and accountability.
- In 2013, responsibility for the Domestic Violence Family Law Interpreter Program, work with courts on Limited English Proficiency plans, and translation services will be assumed by the Court Language Access Support Program (CLASP) in the Judicial and Court Operations Services Division's Court Operations Special Services Office (COSSO).
- Four CFCC staff from the Collaborative Justice program were recently transferred to the Judicial and Court Operations Services Division's Criminal Justice Court Services Office to work on criminal processing of adults in collaborative justice courts. CFCC will retain responsibility for matters affecting children and families in collaborative justice courts.

Recognition

- In 2003, the American Bar Association's Government and Public Sector Lawyers Division presented CFCC with the Hodson Award for Public Service in recognition of sustained and outstanding commitment to serving Californians.

- The 2004 federal Pew Commission on Children in Foster Care¹ recommended that every state Chief Justice adopt the CFCC model of a specialized center within its AOC administrative structure as a way of institutionalizing judicial branch commitment to improving outcomes for children and families.
- In 2008, the State Justice Institute recognized the AOC/CFCC's *Handling Cases Involving Self-Represented Litigants: A Benchguide for Judicial Officers* with its Howell Heflin Award as the grant project with the greatest potential to significantly improve the administration of justice in state courts nationwide.
- In 2012, CFCC Director Diane Nunn was the first recipient of the ABA Center for Children and the Law's Mark Hardin Award, citing CFCC's commitment to improving the lives of children and families in California. The work of numerous other staff has also been recognized by national entities in the fields of legal services, research, and services to vulnerable populations.

Relevant Strategic Plan Goals and Operational Plan Objectives

CFCC's mission is grounded in the judicial branch strategic goals. A full list of CFCC programs and services to the courts is included as Attachment D. Examples of services that advance strategic plan goals include:

- I. **Access, Fairness, and Diversity:** Sargent Shriver Civil Counsel Act Pilot Projects, Family Law Facilitators and Self-Help Centers
- II. **Independence and Accountability:** Drug Court Cost Analysis, California CalDOG Dependency Online Guide, local foster care commissions
- III. **Modernization of Management and Administration:** DRAFT, Juvenile Dependency Collections Program, case management workshops and technical assistance
- IV. **Quality of Justice and Service to Public:** Judicial Branch Online Self-Help Center, Access to Visitation Grants, CASA, *What's Happening in Court?* (children's activity book), *Together Again* (children's reunification book)
- V. **Branchwide Infrastructure:** Interdivisional collaboration on the California Courts Protective Order Registry (CCPOR)

Direction of CFCC through the Judicial Council advisory group annual agenda process

The revised organizational structure of CFCC, as discussed herein, is intended to facilitate responsiveness to the direction from the multiple advisory committees and task forces for which CFCC either directly or indirectly provides staffing. The annual agenda process for Judicial Council advisory groups provides the priorities and direction to CFCC management and staff. CFCC management ensures that all of the projects and deployment of staff resources will follow statutory directives and council direction through its committees.

¹ Pew Commission on Children and Foster Care, *Fostering the Future: Safety, Performance and Well-Being for Children in Foster Care* (2004).

Moreover, as discussed further below, through the implementation of the Judicial Council Restructuring Directives there is a stronger management focus on ensuring that CFCC services are directly relevant and responsive to the needs of the courts and children and family court users. This focus on effectively meeting the needs of courts and court users is also reflected in CFCC staff support to projects on the annual agendas of judicial council advisory groups. CFCC attorneys provide judicial council advisory groups with current, comprehensive legal research and analysis in order to ensure that the advisory groups' rules, forms, web-based information, and educational materials are grounded in a solid legal framework while also meeting the practical needs of local courts. The quality of this work has a direct impact on the ability of advisory committee projects to effectively facilitate efficient court procedures, reduce demands on court staff, ensure that litigants are prepared for court, conserve judicial time, and make it possible for the public to have meaningful access to the courts.

Staff provide additional support for advisory group projects that bring resources to the courts: Developing and vetting bench guides, checklists, toolkits, and resources that assist courts in complying with the law and effectively serving children and families in the courts; coordinating legal and technical requirements to create websites and self-help technology that reduces case processing time and improves court access; applying allocation methods approved by the Judicial Council for advisory group recommendations for direct funding to the courts; and researching best practices, and developing and testing procedures that enable courts to invest scarce resources in programs that have the greatest potential for success.

CFCC primary staffing responsibilities

Currently CFCC provides staff support and receives direction from several advisory committees and task forces.

Support for advisory groups staffed by CFCC.

Family and Juvenile Law Advisory Committee: Staff from across CFCC work on projects on the Annual Agenda of the Family and Juvenile Law Advisory Committee. Much of the direct funding to courts administered by CFCC is reviewed by this committee, including funds for AB1058 Child Support Commissioners and Family Law Facilitators, court appointed special advocates, and Access to Visitation Providers. Staff solicit and review applications for funding, prepare allocations for review, draft reports to the Judicial Council, and provide program support.

Attorneys are also responsible for legal research, analysis, and drafting to ensure that proposed rules and forms comply with statutory mandates, existing case law, and rules of court. CFCC attorneys draft a large number of the rules and forms proposals adopted by the council each year because the need for clear guidelines and forms to implement frequent legal challenges is so common in the high-volume areas of family and juvenile law.

Because of the increasing proportion of self-represented litigants, this function is of critical significance to efficient court operations. Also, given the prevalence of safety issues and vulnerable populations in these cases, it is especially important that rules and forms be legally sound. In addition, attorneys make certain that web-based information and educational materials for courts and the public are legally accurate and updated. The availability of comprehensive and accurate legal information online for litigants in case types, with large proportions of self-represented parties, is of great value to overburdened courts.

Support for Access to Justice and Self-Help, Family Law and Domestic Violence, and Tribal/State programs.

Violence Against Women Education Project Planning Committee: Staff support this multidisciplinary group of experts who provide guidance on educational content and appropriate programming in domestic violence, sexual assault, stalking, teen dating violence, human trafficking, and elder abuse issues in a wide range of case types. Staff also support implementation of rule 10.464 of the California Rules of Courts to provide for education on domestic violence for judges, commissioners, and referees. The Domestic Violence Safety Partnership grants are also administered by staff, who respond to trial court requests for training and technical assistance in identifying and implementing best practices in domestic violence cases.

Access and Fairness Advisory Committee: Staff provide legal research, analysis, drafting and implementation of projects on the annual agendas, including research and drafting of rules and forms proposals.

Staff support the efforts of the Access for Persons with Disabilities Subcommittee to update and disseminate the Q & A informational brochures on Rule 1.100 Project. The committee will provide input on existing AOC court user and court personnel informational publications to conform to recent changes in the law and to clarify issues relating to appellate review. The brochures will be available on the California Courts and Serranus websites.

In collaboration with CJER and the CJER Governing Committee, the Gender Fairness/Women of Color Subcommittee oversees a pilot mentoring program for trial court staff in the Superior Courts of Alameda, Contra Costa, San Francisco, and Solano Counties. Staff support the delivery of the program and assessment of the feasibility of instituting a statewide voluntary mentoring program for the courts.

Task Force on Self-Represented Litigants: Staff are creating interactive versions of all family, juvenile, child support, and domestic violence forms in Adobe LifeCycle. These forms add “smart” features that identify unique data elements for e-filing, which will assist litigants to complete forms by automatically computing addition, subtraction, and other math for certain forms. These forms should greatly simplify the process for e-filing and are being used by Orange County for that purpose.

Staff are soliciting feedback as directed by rule 10.960 on the *Guidelines for Operation of Self-Help Centers in California Courts* to prepare for the three-year review and potential revisions due on or before March 1, 2014.

Elkins Family Law Task Force Implementation Committee: Staff initiated and developed two new websites, www.familieschange.ca.gov and www.changeville.ca.gov, designed to provide extensive information on divorce and separation for children, teens, and parents and to assist California's courts in providing parent education on family law matters. A three-hour, free online parenting after separation course is in development at the request of courts that were seeking a means to require in dissolution matters parenting classes that would not impose a financial burden on low-income litigants. Staff also provided extensive analysis of data on family court resource needs, including a report to the Legislature, required by Government Code section 69614, *Special Assessment of the Need for New Judgeships in Family and Juvenile Law*.

Shriver Civil Counsel Act Implementation Committee: Staff provide contract and program management of \$9.5 million annually to support seven pilot programs selected through competitive bidding. They provide legal services and technical assistance to trial courts and legal services agencies in each pilot program. To meet the requirements specified in Assembly Bill 590 (Feuer; Stats. 2009, ch. 457) for evaluation of the seven civil representation pilot programs, staff develop legal and program evaluation components, conduct research and analysis, and manage the contract of an outside evaluator.

Legal Services Trust Fund Commission: The commission was created by the State Bar of California to administer earmarked funding provided in the budget to legal services agencies. The Budget Act requires the Judicial Council to distribute \$15,874,000 to legal services providers and support centers through the State Bar Legal Services Trust Fund Commission. Staff support distribution and administration of funds in two grant programs: IOLTA-Formula grants to legal services agencies, and partnership grants to legal services programs for projects conducted jointly with the courts to provide legal assistance to self-represented litigants.

Tribal Court/State Court Forum: Staff support the forum projects, which are designed to promote collaboration between state and tribal courts to minimize conflicting orders and ensure the most efficient use of resources. Staff support includes legal research and analysis on a two-year bill to streamline procedures for civil judgments, technical assistance and a report to the Legislature on tribal customary adoption, as required by Welfare and Institutions Code section 366.24(f). Staff also provided subject-matter expertise in establishing tribal access to CCPOR, a database containing the full text of all restraining and protective orders in participating courts.

Support for child and family-focused services.

Collaborative Justice Advisory Committee: Jointly staffed by CFCC and the Criminal Justice Court Services Office (CJCS), the committee serves as the oversight committee for the Substance Abuse Focus Grant program and makes recommendations to the council for funding

allocations. Staff are responsible for outreach, solicitation, application of the funding formula, preparation of the report to the Judicial Council, and provision of services to grant programs in 48 courts.

The Collaborative Justice Courts Advisory Committee advises the Judicial Council regarding dependency drug courts (DDCs) in the areas of education, funding, and research. Committee membership includes judges with expertise in DDC. Projects supported by staff include symposia at Beyond the Bench on evidence-based practices and recommendations for judicial education. Local courts receive funding through the Substance Abuse Focus Grants and assistance in obtaining federal funding and access to realigned state drug court services. Technical assistance services provide samples of intake forms, information sharing protocols, and subcontracting procedures. Federally funded in-depth technical assistance and data definition projects assisted courts to identify and track outcomes.

Mental Health Issues Implementation Task Force: Staff provide legal analysis and research data to support a one-stop Serranus site on mental health issues for judicial officers; support a juvenile competency working group; provide research and drafting of a rule amendment proposal to amend California Rules of Court, rules 10.952 (mental health agencies in court) and 10.951 (case protocols for mentally ill offenders). Mental health courts across California all follow a drug court model, but there is a range of practice regarding eligibility criteria, requirements, length, types of sanctions and incentives, services provided, and graduation criteria. Staff are conducting a process evaluation of California's mental health courts to identify model practices and measure long-range outcomes.

Support for juvenile dependency and delinquency programs.

Blue Ribbon Commission on Children in Foster Care: At the direction of the Judicial Council, staff are supporting the Chief Justice's Truancy and School Discipline Initiative, Keeping Kids in School and Out of Court. Thirty-one county teams have been formed. Staff have secured foundation funding for a statewide summit in December 2013 and have proposed content and logistics for the summit and two regional informational hearings for team members preceding the summit.

Consistent with CRC 5.505, staff respond to court requests for assistance in developing the capacity to collect mandated juvenile dependency court performance measures to advise resource allocation, assess the need for systemic improvements, and improve outcomes for children and families in the dependency system. Staff administers \$103 million in funding and provide project monitoring for court-appointed dependency counsel in all 58 counties. In accordance with the Blue Ribbon Commission on Children in Foster Care recommendations on dependency counsel, staff administer the DRAFT program, designed to reduce the workload of the courts by providing direct financial administration of \$72 million of Trial Court Trust Fund juvenile dependency court-appointed counsel funds. Staff conduct competitive solicitations and manage attorney contracts, including payment; provide education to attorneys; and measure attorney

performance. Staff report annually to the Blue Ribbon Commission on the outcomes of the DRAFT program.

Support for advisory groups not staffed by CFCC.

Trial Court Budget Advisory Committee: Under the direction of the Trial Court Budget Advisory Committee Subcommittee on Juvenile Dependency Counsel Collections, CFCC staff drafted and revised the Cost Recovery Guidelines for Dependency Counsel, recently adopted by the Judicial Council, and are now providing technical assistance to the 58 courts in implementing collections and re-allocating revenues in accordance with section 903.1(c) of the Welfare and Institutions Code.

SB56 Working Group: The SB 56 Working Group is responsible for responding to proposed performance measures and implementation plans and modifications to the Judicial Workload Assessment and the Resource Allocation Study (RAS) model by providing advice and suggestions to improve and to effectively implement the plans and models. At the direction of the working group, CFCC researchers partner with the Office of Court Research to conduct the family, juvenile, and collaborative justice portions of the judicial needs and workload studies, to update the RAS model, and to assist in staffing ongoing efforts to design and implement new measures of judicial administration.

Restructuring Methodology and Process

CFCC has made concerted efforts to implement the Judicial Council Restructuring Directives and has undergone significant workforce reductions. In light of these changes, a new organizational structure has been implemented to enable the most effective and efficient delivery of services to courts in mandated and core service areas.

The CFCC Staffing History Report from the AOC Human Resources Services Office (Attachment A) shows the reductions in CFCC authorized and other positions between June 30, 2011, and July 31, 2013.

In the 24 months between June 30, 2011, and July 31, 2013, CFCC abolished 22 authorized positions, a decrease of 23 percent of authorized positions. The transfer of four additional positions to the Criminal Justice Court Services Office (CJCSO), effective August 30, brings the total reduction in CFCC authorized positions to 28 percent.

The total workforce reduction—including reductions in retired annuitants, temporary 909 employees, and temporary agency staff—totals 32 people, representing a 31 percent decrease in the period shown in the HR staffing History Report. The transfer of four additional positions to CJCSO brings the total workforce reduction in CFCC to 36, a 35 percent total workforce reduction.

Three critical CFCC positions supporting the AB 1058 Child Support Program and the DRAFT program remain vacant at this time.

Response to Judicial Council Restructuring Directives

New organizational structure.

Directive #59: *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to propose an organizational plan for the Center for Families, Children, & the Courts that allows for reasonable servicing of the diverse programs mandated by statute and assigned to this division.*

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

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

The new organizational structure (Attachment B) is focused on mandates and core services within three management groups: (1) Access to Justice and Self-Help, Family Law and Domestic Violence, and Tribal/State Programs; (2) Child and Family Focused Services; and (3) Juvenile Dependency and Delinquency Programs.

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

CFCC continues to administer funding and services to statewide programs that support child support commissioners and family law facilitators, services for self-represented litigants, collaborative justice courts, supervised visitation providers, court-appointed special advocates, and court-appointed counsel in dependency cases.

The Senior Management Team, reduced by two positions, now comprises the director, assistant director, managing attorney, and two managers. The team has substantial management experience in different organizational contexts and represents the broad-range subject-matter expertise and skills supporting the work of CFCC.

Reflecting the total workforce reduction of 35 percent, the number of CFCC units has been reduced, consolidating technical and research units so that each management group has one unit providing court services and research. Two specialized legal units, Judicial Court Assistance and Rules and Forms, have been eliminated and critical tasks reassigned to staff in other units. Units in each management group are led by experienced supervisors. Unit names now correspond to specific subject-matter expertise and skills in the core function areas.

CFCC's staffing model employs multidisciplinary teams to deliver services to the courts. Teams supplement direct funding to the courts with services that enhance the effectiveness and efficiency of the programs. Services needed by a specific court may call upon staff with legal, research, educational, financial, or program expertise. Multidisciplinary teams comprise employees who dedicate part of their time to the project, according to the expertise required to meet court needs. Most employees belong to more than one team and work with their supervisors to manage multiple assignments. The use of multidisciplinary teams provides the flexibility to deploy the staff expertise required to efficiently respond to specific court needs. The team approach also ensures that the work is performed by staff at the appropriate classification. For example, a court might request AOC consultation on methods for delivering a mandated court service. A team of three people, each working a limited time, would be assigned by the relevant supervisor(s). The attorney on the team might be responsible for researching and applying legal requirements governing the organization, duties, procedures, and management of the service. An analyst on the team might collect examples of best practices to meet these requirements and propose methods for tracking the efficiency, effectiveness, and desired outcomes for the program. An administrator might be responsible for logistics.

Moreover, the essential value of the staffing model is that it recognizes that families in the judicial system confront issues across subject-matter areas. For example, families involved in the juvenile justice system often have multiple but related issues confronting them, such as child support obligations, domestic violence, or mental health and substance abuse problems. The CFCC staffing model allows the deployment of staff expertise to address multiple and cross-cutting issues and bring multidisciplinary resources to address issues faced by families and children in the justice system.

The CFCC staffing model requires strong management and communication, so that team assignments and performance are carefully structured and frequently reviewed. The division director, assistant director, and managers, each representing different subject matters and skills, make decisions about team composition and resources. This is done with input from supervisors and line staff. Supervisors are responsible for setting expectations for staff and reviewing day-to-day work. The process is reviewed at weekly management meetings, and discussions also occur at the monthly staff meeting.

Attachment E provides additional examples of multidisciplinary teams working on Judicial Council priorities.

Legal services.

Directive #52: *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.*

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

(b) There are nearly 30 attorney positions in CFCC, including 7 attorneys who act as Judicial Court Assistance Team Liaisons. All attorney position allocations should be reviewed with a goal of reducing their numbers and/or reallocating them to nonattorney classifications.

Directive #52.1: *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(b) and (c) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.*

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

(c) The CFCC has numerous grant-funded positions, including five in its Rules and Forms Unit. Implementation of our recommendations for the AOC's Grants and Rulemaking Processes could result in some reductions in these positions.

Consistent with Directives #52 and #52.1, units dedicated to Judicial Court assistance and rules and forms have been eliminated and any essential services redistributed to subject-matter experts in other units. Since June 2011, CFCC's attorney workforce has been reduced by 24 percent, with 22 attorneys remaining.

Attorneys maintain current, in-depth knowledge of substantive and procedural legal principles and applications in their core service areas. They are responsible for consulting and advising on questions from judges, court executive officers, judicial council advisory groups, and the AOC Legal Services Office. They provide legal analysis to support the content of websites, education and curricula; provide legal consultation, advice, and information to advisory groups, courts, and staff; and develop rules and forms consistent with guidelines set down by the Judicial Council's Rules and Project Committee. Attorneys also work as legal subject-matter experts on multidisciplinary teams to make *centralized services* available to all courts (such as the Judicial Branch Online Self-Help Center, the California Dependency Online Guide, and multidisciplinary educational resources for judicial officers that meet mandatory training requirements for court staff). CFCC attorneys also work on *direct services* offered locally upon request of judicial officers and court administrators (such as legal analysis, resources to support compliance with

rules and statutes and to support mutual recognition of orders issued by tribal and state courts, financial administration, technical assistance to court operations, and assistance responding to cases involving domestic violence).

Directive #57: *E&P recommends that the Judicial Council support SEC Recommendation 7-4(h) with no further action.*

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

The Judge-in-Residence position in this division should be eliminated.

In response to Directive #57, the Judge-in-Residence position was eliminated. The former judge-in-residence now volunteers as a mentor judge.

Reducing burdens on the courts.

Directive #62: *E&P recommends that the Judicial Council direct the Administrative Director of the Courts that a systems review of the manner in which AOC staff review trial court records should be conducted to streamline Judicial Review and Technical Assistance audits, if possible, and to lessen the impact on court resources.*

Corresponding SEC Recommendation: *A systems review of the manner in which trial court records are reviewed should be conducted to streamline audits, if possible, and to lessen the impact on court resources.*

The Judicial Review and Technical Assistance (JRTA) project responds directly to questions from judicial officers and juvenile court professionals related to dependency and delinquency law and case management. JRTA attorneys visit local courts to conduct courtesy reviews of court files, providing judges with an overview of the findings and orders necessary to maintain compliance with federal and state statute. Most problems found are related to the presentation of information to the court by dependency and delinquency professionals, social workers, county counsel, probation officers, and attorneys for parents and children. After consultation with the bench, the JRTA attorney provides the appropriate county agencies with recommendations and training to improve the information provided to the court. In the course of the year, JRTA attorneys are available to respond to court requests for additional targeted visits and special training sessions for juvenile court professionals in the county.

In response to Directive #62, JRTA completed a system review and made numerous revisions to streamline the process and to reduce the impact of the reviews on court resources. The name of the program was also changed from “Judicial Review and Technical Assistance” to “Judicial Resources and Technical Assistance” to emphasize that it is a service and resources program. Specific modifications of the program were made to reduce burdens on the courts:

- Ensuring that judicial officers, court staff, and stakeholders understand that JRTA liaisons conduct a courtesy file review and do not audit court files
- Giving courts up to nine months to schedule site visits
- Reducing the frequency of reviews for courts when prior reviews find no need for technical assistance
- Conducting interviews at the convenience of the judicial officer
- Offering the services of the liaison to pull and reshelve files
- Reducing the volume of material that judicial officers are asked to review; developing fact sheets, bench cards, and other tools whenever possible
- Focusing the file review on mandated state and federal eligibility determinations and any issues raised by the presiding juvenile court judge
- Providing county agencies with recommendations and training to improve the information provided to the court, thereby reducing hearing delays and unnecessary workload for courts
- Responding to court requests for caseflow management consultation
- Providing follow-up technical assistance requested by the court, whenever possible, through e-mail, conference calls, or web ex, and reducing follow-up visits

Additionally, the JRTA systems review also examined the use of attorney time to ensure that, wherever possible, attorneys not be used to perform duties more appropriately performed by analysts. Administrative staff are responsible for visit logistics, reports, and material production, and an education specialist develops tools and educational materials. To use attorney time more effectively, the program will pilot the remote review of digitized case files. The JRTA program has been consolidated with other juvenile court assistance programs, and two dedicated JRTA attorney positions have been eliminated. The California Department of Social Services provides funding for four full-time equivalent (FTE) attorneys for the JRTA project. Two of the four FTEs remain dedicated attorney positions, with the remaining JRTA work covered on short-term assignments by other attorneys in CFCC.

Research services.

Directive #53: *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(d) and implement the necessary organizational and staffing changes, contingent upon the council's approval of an organizational structure for the AOC.*

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

The CFCC has a number of positions devoted to research programs, as do other offices to be placed within the Judicial and Court Operations Services Division, presenting opportunities for efficiencies by consolidating divisional research efforts.

To improve the efficiency and effectiveness of research in support of the Judicial Council and the courts and consistent with Directive #53 (and a corresponding Directive #72.1 to COSSO), all research analysts in the AOC have been consolidated into the Judicial and Court Operations Services Division. The division includes research analysts in three offices: the Center for Families, Children & the Courts; the Court Operations Special Services Office; and the Criminal Justice Court Services Office. The three offices submitted a Research Communications and Coordination Protocol to the Judicial Council in June 2013.

CFCC researchers work within multidisciplinary teams on a wide range of assignments. They conduct legislatively mandated studies, such as the Sargent Shriver Civil Counsel Act Pilot Project Evaluation, the periodic Child Support Guideline Study, and the Family Law Uniform Statistical Reporting System. They maintain program utilization and outcome information for Family Law Facilitator programs, Access to Visitation Services, CASA, Dependency Court-Appointed Counsel, and the full range of services for the 450 collaborative justice courts across the state. They also analyze program cost-benefit data. They provide limited consultation with courts to measure workload and case-processing data that support effective and efficient family law proceedings. Researchers work on programming for interactive forms and fill court requests to extract outcome data from their case management systems. They use child welfare data to provide juvenile judges and attorneys with the status of their dependency caseload. They prepare evaluations of mental health courts, family finding efforts, and case managers in dependency courts. Researchers also provide fact sheets and research briefings to support the use of evidence-informed practices.

Following the transfer of two research positions to CJCSO in September, CFCC's research workforce will be reduced to six, down from 15 in June 2011. As a result, the scope of CFCC research assignments is severely limited. Timelines have been extended and project cycles extended. In addition, CFCC now lacks the capacity to maintain projects that generate statewide data for uniform statistical reporting. Mandatory requirements will need to be met using short-term agency temporary staff or contractors.

Directive #58: *E&P recommends that the Judicial Council support SEC Recommendation 7-4(i) with no further action, as the positions related to CCMS have been eliminated through the AOC's initiatives to reduce cost and downsize its workforce and operations.*

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

Positions related to CCMS should be eliminated.

CFCC workforce reductions included four employees whose positions related to CCMS work. They had been redeployed to work on CCMS and their regular duties suspended.

This downsizing substantially reduced CFCC's capacity to respond to court requests for technical assistance in the analysis of extant administrative data systems in family, juvenile, and collaborative justice courts, as well as to generate data for local cost-benefit analysis, business decisions, program data requirements, or use in local court applications for grant funding. Several projects have been suspended or substantially reduced in scope, including a cost-benefit analysis of mental health courts, an evaluation of DUI courts, generation of data from child support facilitator services, and case flow management analysis. These projects shared the common goal of identifying court procedures that optimize the efficient use of court resources.

Publications.

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

Corresponding SEC Recommendation: *CFCC's current number of authorized positions should be reduced. To achieve the reduction, these areas should be reviewed and considered, and appropriate actions taken: (including)*

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

In response to this directive, oversight has been increased, analysis of California data has been replaced in large part with referral to related sources, and two research positions have been eliminated. New publications are limited to those developed at Judicial Council direction or approved in an advisory group's annual agenda. Several publications have been discontinued, including the *Journal of the Center for Families, Children & the Courts*. To save printing and distribution costs, publications, resources, and tools are available online only. Any exceptions require approval of a written justification. Updates to publications have been deferred. Summaries and links to publications developed by other agencies are provided, where available. Legislatively mandated publications are produced through temporary reassignment of staff or collaboration with other offices.

With the elimination of two senior research analyst positions, CFCC has very limited capacity to research and develop publications on topics related to self-help programs, domestic violence, juvenile delinquency, and many areas of family law, including program evaluations, briefings, and literature reviews on topics requested by Judicial Council committees and judicial officers.

Self-Help services.

Directive #60: *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider maximizing and combining self-help resources with resources from similar subject programs, including resources provided through the Justice Corps and the*

Sargent Shriver Civil Counsel program, and return to the council with an assessment and proposal.

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

To achieve greater oversight and efficiencies, AOC organizational restructuring approved by the Judicial Council in August 2012 placed self-help and similar programs in the Judicial and Court Operations Services Division. The programs are Justice Corps, Family Law Facilitators, Self-Help Centers, Model Self-Help Programs, Family Law Information Centers, Self-Help Assistance and Technology, Equal Access legal services and partnership grants, Sargent Shriver Civil Counsel program, and Judicial Branch Online Self-Help Center content. The Legal Services Office provides subject-matter consultation in small claims, landlord-tenant matters, and other case types involving high proportions of self-represented parties. Consistent with Directive #60, a formal protocol for coordination of self-help resources within the Judicial and Court Operations Services Division has been developed in order to optimize the effectiveness of the new organizational structure. The protocol has been working effectively since it went into effect in February 2013.

Workforce reductions in CFCC eliminated four positions that worked on self-help and related programs. The new Access to Justice unit brings together staff to support the merger of the Judicial Council's Access and Fairness Advisory Committee with the Task Force on Self-Represented Litigants. Attorneys supporting each of these advisory groups will be in the Access to Justice unit. The new unit will also support public, remote, and equal access for children and families in the courts.

Directive #55: *E&P recommends that the Judicial Council support SEC Recommendation 7-4(f) with no further action, as these administrative and grant support functions have been consolidated through the AOC's initiatives to reduce costs and downsize its workforce and operations.*

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

(f) The CFCC maintains a Core Operations Unit, which is essentially an administrative and grant support unit. The consolidation of administrative functions and resources within the Judicial and Court Administrative Services Division should lead to the downsizing of this unit.

In compliance with Directive #55, CFCC's Core Operations Unit has been downsized by 50 percent and all unit-level administrative services have been decentralized. The three-person unit

has been renamed “Resource Management Unit” to reflect the current focus of its responsibility for CFCC-level financial and human resource management, monitoring, and reporting. Staff work closely with the director and assistant director on complex and confidential matters and provide information and analysis to support decision making. The unit is also responsible for CFCC-level performance, timeliness, and consistency in invoicing, travel reimbursement, and other transactions involving the Financial Services Office.

CFCC’s secretarial and administrative workforce has also been reduced. Temporary agency administrative support is used for short-term, high-workload assignments.

Directive #63: *With the exception of assigned judges, AOC staff must not investigate complaints from litigants about judicial officers*

Corresponding SEC Recommendation: *The CFCC should discontinue investigating and responding to complaints from litigants about judicial officers who handle family law matters, as such matters are handled by other entities.*

AOC staff are directed not to investigate complaints against bench officers. Complaints and concerns about specific judges, commissioners, or courts are referred to the appropriate entities, consistent with the California Rules of Court.

Judicial Council Restructuring Directive tied to the outcome of the AOC Classification and Compensation Study.

Directive #51: *E&P recommends that the Judicial Council direct the Administrative Director of the Courts to consider SEC Recommendation 7-4(a) and implement the necessary organizational and staffing changes, taking into account the results of the classification and compensation studies to be completed.*

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

CFCC has a one-over-one management structure with a Division Director and an Assistant Division Director position. The Assistant Division Director position should be eliminated.

Implementation of this directive is tied to the outcome of the AOC Classification and Compensation Study. This directive is pending until the completion of the study. Additional changes will be considered at that time.

Policy and Cost Implications

Fiscal Services Office data show the funding sources for CFCC authorized positions (Attachment C). Of the 72 authorized positions in CFCC, 14 are funded by CFCC’s General Fund Allocation. All others are funded by longstanding allocations of state and federal funds, two funds dedicated to AOC services in family and mental health areas, respectively. All of the work done with this

funding is aligned with Judicial Council advisory committee and task force agendas, compliance with rules and statutes, and the existing branch strategic objectives.

Service to the courts is the primary function of CFCC. The office lacks the capacity to meet all existing and emerging needs. This widening gap is likely to increase downstream costs and the workload of the courts as they try to meet demands for public information, deal with litigants less likely to be prepared for court, and miss opportunities to leverage resources through systemic collaboration.

Summary of Findings

CFCC has completed all assigned Restructuring Directives, with the exception of one directive tied to the Classification and Compensation Study. When recent transfers are reflected in AOC Human Resources Services staffing statistics, the workforce reduction since June 2011 will reach 35 percent.

CFCC has implemented a new organizational structure and refocused on mandates and core services offered by a reduced number of management groups and units. The three management groups are (1) Access to Justice and Self-Help, Family Law and Domestic Violence, and Tribal/State Programs; (2) Child and Family Focused Services; and (3) Juvenile Dependency and Delinquency Programs. CFCC management is responsible for ensuring that all projects and the deployment of staff resources follow council direction through the committee agenda process.

CFCC's new organizational plan will better equip the office to provide core services to the courts and to children and families in the courts. Multidisciplinary teams, comprising staff with appropriate expertise, have increased the efficiency and effectiveness of operations. Nonetheless, meeting the continuing demand for services is increasingly difficult.

CFCC staff remain dedicated and innovative, finding new ways to do business in a challenging financial environment.

Next Steps

At the direction of the Judicial Council, CFCC is continuing to address issues that are serious, pervasive, and longstanding. CFCC is working directly with courts to address emerging challenges to achieving Judicial Council objectives, such as responding effectively to economic hardships facing court users, effectively using shrinking public resources, navigating changes in the administration of public services through downsizing and realignment, and working with high-risk, high-need populations.

Attachments

1. Attachment A: CFCC Staffing History Report From AOC Human Resources Services Office
2. Attachment B: CFCC Organizational Chart
3. Attachment C: Funding Sources for CFCC Authorized Positions

4. Attachment D: CFCC Services by Lead Unit
5. Attachment E: Deployment of CFCC Staff to Multidisciplinary Teams

ATTACHMENT A

**Center For Families, Children & The Courts (CFCC)
Staffing History Report From AOC Human Resources Services Office**

	June 30 2011	Dec. 31 2011	June 30 2012	Dec. 31 2012	July 31 2013 (Current)
Position Status Report (PSR)					
Filled authorized positions	83.80	77.00	65.90	67.00	67.00
Authorized positions	94.00	90.00	84.00	72.00	72.00
Vacancies*	10.20	13.00	18.10	5.00	5.00
Total number of regular employees headcount	87.00	80.00	68.00	69.00	69.00
Total number of 909 employees	4.00	2.00	1.00	1.00	0.00
Total number of agency (temporary) employees	9.00	5.50	2.50	0.00	1.00
Total number of retired annuitants	2.00	2.00	0.00	0.00	0.00
Total number of people working in CFCC	102.00	89.50	71.50	70.00	70.00 [†]
Change from June 2011		(12.5) 12% reduction	(30.5) 30% reduction	(32.0) 31% reduction	(32.0) 31% reduction

*07/31/2013 Vacant Positions:

- Position 1931 (Sr. Court Services Analyst) = 1.00
- Position 1443 (Accounting Technician) = 1.00
- Position 1980 (Senior Attorney)= 1.00

[†] The transfer of 4 positions from CFCC to Criminal Justice Court Services Office is not reflected in these statistics. The transfer brings the total number of people working in CFCC to 66, a number that includes 2 temporary agency staff.

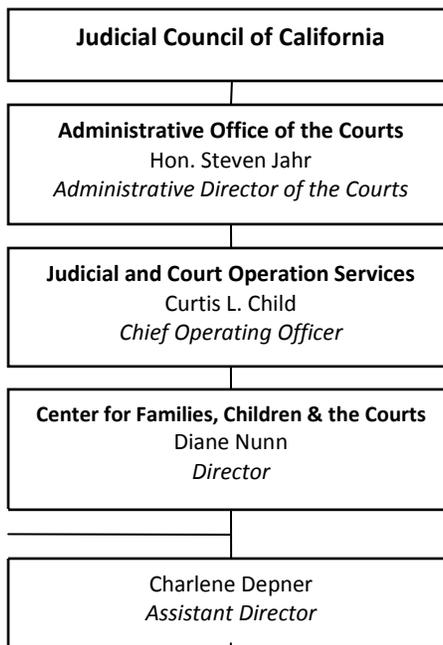


**ADMINISTRATIVE OFFICE
OF THE COURTS**

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION

CENTER FOR FAMILIES, CHILDREN & THE COURTS

Kathy Tyda, *Executive Secretary*



**Access to Justice and Self-Help, Family Law and
Domestic Violence, and Tribal/State Programs**
Bonnie Hough, *Managing Attorney*

Access to Justice
Julia Weber, *Sup Attorney*
Deborah Chase, *Sr Attorney*
*Donna Clay-Conti, *Sr Attorney*
Tracy Kenny, *Attorney*

Family Law and Domestic Violence
Bobbie Welling, *Sup Attorney*
Tamara Abrams, *Sr Attorney*
Gabrielle Seldon, *Attorney*

Tribal/State Programs
Jenny Walter, *Sup Attorney*
Vida Castaneda, *CSA*
Ann Gilmour, *Attorney*
Harry Jacobs, *Sr Attorney*

**Court Services, Technological
Applications, Evaluation**
Karen Cannata, *Sup RA*
Penny Davis, *Sr CSA*
Youn Kim, *SA II*
Yolanda Leung, *SA II*

Administrative Support
Carolynn Bernabe, *Sr Admin*
Kelly Meehleib, *Agency Temp*
Joseph Nguyen, *Admin I*
Xiaoyu Zhang, *Admin II*

Child and Family Focused Services
Nancy Taylor, *Manager*

**Collaborative Justice and
Mental Health**
Carrie Zoller, *Sup Attorney*
Christine Cleary, *Attorney*
Jenie Chang, *Attorney*
Karen Moen, *Sr CSA*

**Child Support and Family
Dispute Resolution**
Michael Wright, *Sup Attorney*
Anna Maves, *Sr Attorney*
Ruth McCreight, *Sr Attorney*
Shelly La Botte, *Sr CSA*
Larry Tolbert, *Sr CSA*

**Court Services, Research,
Youth Participation**
Deana Farole, *Sup RA*
Amy Bacharach, *Sr RA*
Nadine Blaschak-Brown, *Sr. CSA*
Danielle McCurry, *CSA*
Donna Strobel, *Ed Specialist II*
Kim Tyda, *RA*

Administrative Support
Irene Balajadia, *Sr Admin*
Juan Palomares, *Sr Admin*
Marita Desuasido, *Sec II*
Katie Runkel, *Admin I*
Angelica Souza, *Admin I*

Juvenile Dependency and Delinquency
Don Will, *Manager*

**Juvenile Dependency
and Delinquency**
Audrey Fancy, *Sup Attorney*
Melissa Ardaiz, *Attorney*
Beth Bobby, *Attorney*
Kerry Doyle, *Attorney*
Marymichael Miatovich, *Attorney*
Laura Pedicini, *Attorney*

Christopher Wu, *Sup Attorney*
Corby Sturges, *Attorney*
Vacant, *Sr Attorney*

**Court Services, Court Appointed
Counsel, DRAFT Administration, CASA**
Amy Nunez, *Sup RA*
Angela Duldulao, *CSA*
Kelly Parrish, *SA I*
Anthony Villanueva, *RA*
Kristine Van Dorsten, *Sr CSA*
Vacant, *Sr CSA*

Administrative Support
Myrna Caamic, *Sr Admin*
Alma Balmes, *Admin I*
Cindy Chen, *Admin I*
Arlene Negapatan, *Sec II*
Carly Thomas, *Admin I*

*Legal Services Office Employee on assignment to CFCC
**Two CFCC authorized positions, one Accountant and one Accounting Technician are funded by AB1058 Child Support and other grants. Both are supervised by the Financial Services Office. The Accounting Technician position is vacant and the required work is being completed by a temporary agency position, funded by CFCC.

Funding Sources for CFCC Authorized Positions*[†]

	Funding Established	Positions 7/31/13
General Fund		
CFCC General Fund Allocation	2000	14
AB 131 Court Appointed Counsel Cost Recovery		2 [‡]
Comprehensive Drug Court Implementation	2000	6 [§]
Equal Access Fund	1999	3
Federal Trust Fund		
Juvenile Court Improvement Appropriation	1995	16
Access to Visitation Fund	1998	1
Mental Health Services Fund	2008	6
Family Law Trust Fund	1998	9
General Fund Reimbursements		
California Department of Child Support Services: AB 1058 Child Support Allocation	1997	8
California Department of Social Services: Judicial Resources and Technical Assistance	1995	2
Indian Child Welfare Act	2003	2
CalEMA: Violence Against Women Act	2001	3
Total Authorized Positions (Filled and Vacant)		72

* Data from the Fiscal Services Office July 31, 2013, report.

[†] Employees can charge project time to sources other than CFCC General Fund Allocation when appropriate.

[‡] Two positions are reimbursed by Court Appointed Counsel Cost Recovery.

[§] Four positions transferred to the Criminal Justice Court Services Office are not yet reflected in these data.

CFCC Services by Lead Unit

Access to Justice and Self-Help, Family Law and Domestic Violence, and Tribal/State Programs

Access to Justice

- Judicial Branch Online Self-Help Website content
- Self-Help education and educational materials
- Legal subject-matter expertise: information, consultation, and technical assistance to courts
- Coordination with AOC Legal Services Office (LSO) on CFCC rules and forms proposals
- Judicial Council Advisory Group support
 - Access and Fairness Advisory Committee
 - Legal Services Trust Fund Commission
 - Shriver Civil Counsel Act Implementation Committee
 - Family and Juvenile Law Advisory Committee (Family Subcommittee)

Family Law and Domestic Violence

- Website content: www.familieschange.ca.gov and www.changeville.ca.gov
- Legal subject-matter expertise: information, consultation, and technical assistance to courts
- Staff to the Elkins Family Law Implementation Committee (through Oct. 31)
- Staff to the Violence Against Women Education Project Planning Committee
- Violence Against Women Educational Program, funded by the U.S. Office of Violence Against Women
- Court self-assessment tools: comprehensive checklists of legal requirements for child custody and domestic violence procedures
- Domestic Violence Safety Partnership Grants to courts for local training and technical assistance to courts
- Translation of domestic violence forms
- Coordination with LSO on CFCC rules and forms proposals

Tribal/State Programs

- Management of program and funding from the U.S. Office of Violence Against Women, the California Department of Social Services, and the U.S. Department of Health and Human Services
- Legal and cultural subject-matter expertise: information, consultation, and technical assistance to courts and tribes
- Resources to support mutual recognition and enforcement of orders issued by state courts and California's growing numbers of tribal courts, which exercise jurisdiction over more than 30 types of cases

- Education and technical assistance
 - Judicial education regarding federal Indian law as it applies to all civil and criminal cases
 - Support for access to state courts; tribal/state court coordination regarding issues concerning tribal members
 - Comprehensive resources and technical assistance to facilitate compliance with the Indian Child Welfare Act
- Technical support on California's Tribal Customary Adoption provisions
- Staff to the Tribal Court/State Court Forum
- Coordination with LSO on CFCC rules and forms proposals

Court Services, Technological Applications, and Evaluation

- Expertise in research, self-help technology, program finance and administration: information, consultation, and technical assistance
- Mandated evaluation of Sargent Shriver Civil Counsel Act Pilot Projects
- Web-based resources and technology
- Forms completion programs
- Direct funding and court support for:
 - Self-help centers
 - Family law information centers
 - Model self-help programs
 - Equal Access grants in 58 jurisdictions
 - Sargent Shriver Civil Counsel Act Pilot Projects
 - Substance abuse focus grants

Child and Family Focused Services

Collaborative Justice and Mental Health

- Legal, program, and subject matter expertise: information, consultation, and technical assistance to courts
- Program direction for substance abuse focus grants
- Law and behavioral health internship programs for local courts
- Legal analysis and information for multidisciplinary audiences regarding children's mental health issues, special needs of children, based on mental health and developmental issues
- Information and educational resources for courts on mental health issues associated with disproportionality, children of incarcerated parents, LGBT children/youth, military families
- Assistance to court programs in identifying and securing resources
- Coordination with LSO on CFCC rules and forms proposals
- Support of Judicial Council advisory and working groups
 - Chief Justice's Truancy and School Discipline Initiative
 - Collaborative Justice Courts Advisory Committee
 - Mental Health Issues Implementation Task Force
- Staff support to the Child Welfare Council

Child Support and Family Dispute Resolution

- Expertise in legal issues, court services, program finance and administration: information, consultation, and technical assistance to courts
- Management of AB 1058 funding for child support commissioners and family law facilitators
- Annual mandated education conference for child support commissioners and family law facilitators
- Court clerk and financial reporting
- Training concerning policy changes and emerging issues affecting child support—including military families, realignment and reentry, tribal issues, DOMA, Proposition 8, and parentage
- Legal analysis of regulations and policies to ensure compliance
- Liaison to California Department of Child Support Services and local courts
- Management of federal Access to Visitation Grant Program: funding, education, and technical assistance to courts
- Ensuring of program compliance with federal/state regulations; on Standard 5.20 (Uniform standards of practice for providers of supervised visitation) and Family Code section 3200.5 requirements for professional providers of supervised visitation
- Coordination with LSO on CFCC rules and forms proposals

Court Services, Research, Youth Participation

- Expertise in research, court services, program finance and administration, and youth participation: information, consultation, and technical assistance to courts
- Implementation of Mental Health Task Force recommendations and offer to courts of evidence-informed practices pertaining to children in the courts, and access to mental health services
- Family Code 1850 mandates:
 - Mandatory education for mediators, evaluators, and administrators
 - Transition to on-demand online courses and webinars
 - Information and technical assistance to support mediation services
 - Family Law Uniform Statistical Reporting System
- Information, court tools, web resources, and technical assistance for Family Court Services directors; Veterans and Military Families Project; statewide trainings in partnership with the American Bar Association, California Association of Drug Court Professionals, Center for Court Innovation, and Mental Health Association partners
- Research
 - Family research agenda
 - Family court assessment project
 - Mental health court evaluation
 - Child Support Guideline Study
 - Family Law Facilitator Database
 - Drug court data
 - Collaborative Justice roster and outcomes data
 - Statistical data, fact sheets, and briefings
- Technical assistance to courts

- Implementing technology for e-filing and case management in family proceedings
- Analysis of court case management data, and assessments of caseload, workload, and caseflow analysis
- Listserv for mental health judges
- Youth participation
 - Truancy and School Discipline Summit
 - Youth Summit
 - Art and Writing Project
 - Youth Participation at Beyond the Bench
 - Education and outreach materials for youth court programs in bullying, trauma issues, mental health, and substance abuse
- Liaison to California Association of Youth Courts
- Program and funding support for child and family focused collaborative justice courts
 - Management of Substance Abuse Focus Grants
 - Program support for Substance Abuse Focus Grants
 - Consultation on local court funding proposals and administration for local, state, and federal grants (RFP, proposals, data definitions/reporting for funders)
 - Assistance to collaborative justice courts in identifying and responding to the impacts of the realignment of state services and drug court funding, mental health programs, and criminal justice case supervision responsibilities

Juvenile Dependency and Delinquency

Juvenile Dependency and Delinquency

- Expertise in legal issues, research, court services, program finance, and administration: information, consultation, and technical assistance to courts
- Staff to Judicial Council's California Blue Ribbon Commission on Children in Foster Care
- Staff to Family and Juvenile Law Advisory Committee (Juvenile Subcommittee)
- Judicial Resources and Technical Assistance
- Juvenile court technical assistance
- Coordination with LSO on CFCC rules and forms proposals
- Beyond the Bench Conference

Court Services, Court Appointed Counsel, DRAFT Administration, CASA

- Expertise in legal issues, research, court services, program finance, and administration: information, consultation, and technical assistance to courts
- Federal Dependency Court Improvement Program (CIP) grant administration: provide statewide resources in cost-effective and efficient manner to reduce local court workload
- California Department of Social Services IV-E funding for multidisciplinary local education
- Dependency Online Guide
- Court Appointed Special Advocate Program

- Administration of court-appointed counsel funding
- Dependency Representation, Administration, Training and Funding
- Juvenile Dependency Mediation programs
- Juvenile dependency and child welfare data reports
- Court case manager evaluation

Deployment of CFCC Staff to Multidisciplinary Teams

Projects at the Center for Families, Children & the Courts (CFCC) are staffed by multidisciplinary service teams. Many CFCC projects administer direct funding to court programs and support those programs with integrated centralized and direct services, such as web-based information, consultation, education, and support with legal, research, financial administration, or program issues. As a result, CFCC projects are staffed by multidisciplinary teams composed of staff who work on projects on limited, part-time assignments. This model makes effective and efficient use of limited staff resources and also ensures that the work is done by staff at the appropriate classifications who bring the required skills and expertise. Staff deployment and coordination are reviewed at weekly meetings of CFCC management.

Following are examples of how CFCC staff are deployed to specific programs, services, and local courts.

Funding and Program Assistance

The Sargent Shriver Civil Counsel Act Pilot Programs

Staff assigned to implement the Sargent Shriver Civil Counsel Act, AB 590, administer an annual \$9.5 million in direct funding to seven pilot projects across the state. Each pilot is a partnership between a lead legal services nonprofit corporation, the court, and other legal services providers in the community. An Attorney, Analyst, and Administrative Coordinator, each assigned for part of their time, provide funding and program support to the pilot programs. Consistent with their classifications, staff develop and manage contracts, review invoices, and provide technical assistance (via e-mail, telephone calls, and site visits) to the pilot programs. The staff also provide logistical support, research, and analysis to the Shriver Civil Counsel Act Implementation Committee, appointed by the Judicial Council to review applications and make recommendations about funding. An Attorney and Research Analyst, each assigned for part of their time, are responsible for the AB 590 mandate for rigorous analysis of outcomes for litigants in the pilot projects, effects on court workload, efficient and effective practices, and continuing unmet legal needs of low-income people. A manager with extensive research experience provides consultation on research design and implementation.

AB 1058 Child Support Commissioner and Family Law Facilitator Program

The AB 1058 Child Support Program provides program and financial administration of \$55 million in grant funding to courts in all 58 counties and provides courts with assistance to comply with federal and state regulations. Recently, the program supervisor partnered with the Financial Services Office (FSO) to expedite invoice processing. AOC Attorneys draft contracts, assist in providing courts with research on specific legal authority for program issues and

requirements, and coordinate with the Legal Services Office on both substantive and procedural legal information, rules and forms specific to the child support program. Researchers and Analysts prepare educational content for the mandated child support conference each year. Accountants assigned to this project (supervised by FSO) prepare formula-based allocations and reports for Judicial Council approval. Accountants and Analysts respond to an average 150 e-mail and telephone court inquiries a month. Consultation covers a wide range of topics, including determination of grant-allowable program expenses; financial documentation; assistance with various federal, state, and agency audits; access to various resources and tools for assisting self-represented litigants; information on specialized interstate court case processing procedures; and development of interagency plans of cooperation and intercourt MOUs for shared resources and services. Researchers maintain mandated data on workload and outcomes and produce the legislatively mandated periodic Child Support Guideline Study. Administrators support all legal, educational, financial, and research projects.

Court Appointed Special Advocate (CASA) Program and Funding Assistance

In fiscal year 2013–2014, the Judicial Council will allocate \$2.2 million to 45 CASA programs serving 49 counties. Different staff complete discrete assignments at the Analyst level. Assignments include preparing formula-based allocations for Judicial Council approval; completing first drafts of 90 contracts annually; reviewing invoices and responding to a weekly average of four requests for technical assistance from judicial officers, court executive officers, and CASA program managers; using outcomes and accountability systems to monitor, evaluate, and improve juvenile projects; analyzing CASA outcomes data for annual statistical analysis to courts and CASA programs; administering funding obtained from the federal title IV-E program for training and technical assistance to CASA programs; and supporting compliance with California Rules of Court, rule 5.665, and state and federal reimbursement standards. Recent staff analysis of the CASA funding methodology resulted in working with the Judicial Council’s Family and Juvenile Law Advisory Committee to develop, vet, and seek Judicial Council approval of a revised formula for program funding, effective this fiscal year. With a recent resignation, the project now lacks the capacity to join CalCASA in onsite technical assistance. Consultation will be provided by telephone only.

Judicial and Court Program Resources

Mental Health Resources and Research

Implementing recommendations assigned to the Judicial Council’s Mental Health Issues Implementation Task Force, an Attorney, Researcher, and Education Specialist are each working part-time on consolidating, updating, and supplementing judicial resources and legal information about mental health in one single location on the Serranus site. Content will include juvenile competency, children’s rights and mental health, elder abuse, veteran status, post-traumatic stress, forensic assessment, adult competency, and alternate case processing in veterans courts and mental health courts. Research briefings and fact sheets will include the mental health court

evaluation, reentry court cost-benefit study, the collaborative justice and mental health court utilization data project, and links to useful resources.

Family Court Services Technical Assistance Project

In compliance with Family Code section 1850, this project provides information and technical assistance to local child custody mediation programs. An Attorney devotes part of her time to respond to legal questions. One Court Services Analyst responds to program and service issues, answering approximately 10 e-mails and telephone calls a week on such topics as meeting and tracking mandatory training, reducing wait times, report writing, parent orientation, and guardianships and step-parent adoptions, and responding to complaints. The Analyst also conducts regular conference calls with family court services directors and works with them to address current legal and operational issues in their mandatory training. Upon the request of their courts, the Analyst arranges onsite technical assistance. The most recent example of onsite assistance was intensive skills training to implement programmatic changes in a local court mediation service delivery model. Highlights from the technical assistance are being incorporated into statewide training.

Local Training and Assistance

Indian Child Welfare Act

One program Attorney provides comprehensive resources on the Indian Child Welfare Act (ICWA) and offers educational workshops tailored to meet the needs identified by local courts. The Attorney and one Analyst are available upon court request for technical assistance and access to resources that assist compliance with ICWA in juvenile dependency and delinquency cases, family custody, and probate guardianship cases. Educational offerings include regional trainings and local collaborative workshops addressing when ICWA applies; exclusive versus concurrent jurisdiction; determination of tribal membership or eligibility for membership; notice to tribes; tribal participation and intervention; active efforts, including culturally appropriate services; cultural case planning; placement preferences; and qualified expert witnesses. A part-time administrator is responsible for communications, logistics, and production of materials.

Educational Programs²

AB1058 Child Support Statewide Conference

This statewide educational program meets mandatory education requirements for more than 350 child support commissioners, child support administrators and clerks, and family law facilitators. It provides current information to meet federal and state requirements and to support effective

² CFCC educational programs are closely coordinated with CJER to ensure consistent information and avoid duplicative programming. CFCC staff serve on CJER program development committees.

and efficient operation of the child support system. Content reflects mandated program areas, including legal, fiscal and program support and research. New commissioner and facilitator training and continuing education covering legal updates, child support calculator software, ethics, and effective program practices are supported by CFCC attorneys who assist commissioner and family law facilitator faculty members with legal research, compiling and reviewing new case law and statutes, and legal review of faculty materials. Day-long training for accountants, administrators, and clerks is developed and delivered by AOC Accountants and management. Analysts also provide training content and data from the Family Law Facilitator Database. Administrative coordinators support program logistics, communications, registration, and materials.

Beyond the Bench

Beyond the Bench is a biennial, multidisciplinary, educational event that brings together more than 1,000 attendees from the system of professionals serving children and families in the courts, including judicial officers, court executives and staff, tribal representatives, dependency attorneys, court-appointed special advocates, child welfare workers, probation officers, juvenile prosecutors, county counsel, service providers, youth, and other stakeholders.

Under direction of the Division Director and Assistant Director, a core staff multidisciplinary team of four work on part-time assignments and coordinate the decentralized contributions of subject-matter experts throughout CFCC. The Lead Management and Program Analyst is responsible for managing all aspects of the program, including communications, registration, and day-to-day staffing assignments. Content is developed by one Supervising Attorney who assigns Attorneys or Analysts by subject-matter expertise to solicit or evaluate workshop proposals in targeted areas. AOC Attorneys and Analysts also serve as faculty and subject-matter experts who provide content and resources. The Supervising Attorney works with foundations interested in providing support for the event. The Management and Program Analyst manages a program budget drawn from numerous funding sources. A temporary agency administrator works on communications, program materials, and registration information and monitors enrollment. Staff from across CFCC will cover logistics and on-the-ground support at the event.