



JUDICIAL COUNCIL OF CALIFORNIA

455 Golden Gate Avenue
 San Francisco, CA 94102-3688
 Tel 415-865-4200
 TDD 415-865-4272
 Fax 415-865-4205
 www.courts.ca.gov

HON. TANI G. CANTIL-SAKAUYE
 Chief Justice of California
 Chair of the Judicial Council

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MR. MARTIN HOSHINO
 Administrative Director,
 Judicial Council

January 23, 2015

Hon. Mark Leno, Chair
 Senate Budget and Fiscal Review Committee
 State Capitol, Room 5019
 Sacramento, California 95814

and

Chair, Joint Legislative Budget Committee
 1020 N Street, Room 553
 Sacramento, California 95814

Hon. Shirley N. Weber, Chair
 Assembly Committee on Budget
 State Capitol, Room 6026
 Sacramento, California 95814

Re: *Annual Report of State Trial Court Improvement and Modernization Fund Expenditures for Fiscal Year 2013–2014*, as required under Government Code section 77209(i)

Dear Senator Leno and Assembly Member Weber:

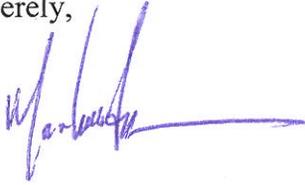
The Judicial Council respectfully submits the attached *Annual Report of State Trial Court Improvement and Modernization Fund Expenditures for Fiscal Year 2013–2014* under the reporting requirements stated in Government Code section 77209(i).

The State Trial Court Improvement and Modernization Fund is an important component of the judicial branch budget, supporting statewide services for the trial courts, ongoing technology programs and infrastructure initiatives, and educational and development programs, as well as innovative and model programs, pilot projects, and other special projects. The programs and initiatives detailed in this report highlight many of the judicial branch's efforts to ensure that all Californians are treated in a fair and just manner and have equal access to the courts.

Hon. Mark Leno
Hon. Shirley N. Weber
January 23, 2015
Page 2

If you have any questions related to this report, please contact Zlatko Theodorovic, Director,
Judicial Council Finance, at 916-263-1397.

Sincerely,



Martin Hoshino
Administrative Director
Judicial Council of California

MH/sc

Attachments

cc: Diane F. Boyer-Vine, Legislative Counsel
Danny Alvarez, Secretary of the Senate
E. Dotson Wilson, Chief Clerk of the Assembly
Margie Estrada, Policy Consultant, Office of Senate President pro Tempore Kevin de León
Fredericka McGee, Special Assistant to Assembly Speaker Toni G. Atkins
Anita Lee, Senior Fiscal and Policy Analyst, Legislative Analyst's Office
Tina McGee, Executive Secretary, Legislative Analyst's Office
Madelynn McClain, Program Budget Analyst, Department of Finance
Peggy Collins, Principal Consultant, Joint Legislative Budget Committee
Julie Salley-Gray, Consultant, Senate Budget and Fiscal Review Committee
Matt Osterli, Consultant, Senate Republican Fiscal Office
Marvin Deon, Consultant, Assembly Budget Committee
Allan Cooper, Consultant, Assembly Republican Fiscal Office
Jolie Onodera, Consultant, Senate Appropriations Committee
Chuck Nicol, Principal Consultant, Assembly Appropriations Committee
Benjamin Palmer, Chief Counsel, Senate Judiciary Committee
Mike Petersen, Consultant, Senate Republican Policy Office
Leora Gershenzon, Counsel, Assembly Judiciary Committee
Paul Dress, Consultant, Assembly Republican Policy Office
Cory T. Jaspersen, Director, Governmental Affairs, Judicial Council
Peter Allen, Senior Manager, Communications, Judicial Council
Curt Soderlund, Chief Administrative Officer, Judicial Council
Zlatko Theodorovic, Director, Finance, Judicial Council
Steven Chang, Manager, Finance, Judicial Council



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Administrative Director,
Judicial Council

Report Title: *Annual Report of State Trial Court Improvement and Modernization Fund Expenditures for Fiscal Year 2013–2014*

Statutory Citation: Assembly Bill 1700 (Stats. 2001, ch. 824)
Code Section: Gov. Code, § 77209(i)

Date of Report: January 23, 2015

The Judicial Council has submitted a report to the Legislature in accordance with Government Code section 77209(i) regarding the use of the State Trial Court Improvement and Modernization Fund.

The following summary of the report is provided per the requirements of Government Code section 9795.

The State Trial Court Improvement and Modernization Fund is an important component of the judicial branch budget, supporting statewide services for the trial courts, ongoing technology programs and infrastructure initiatives, and educational and development programs, as well as innovative and model programs, pilot projects, and other special projects. The programs and initiatives detailed in this report highlight many of the judicial branch's efforts to ensure that all Californians are treated in a fair and just manner and have equal access to the courts.

In fiscal year 2013–2014, ending June 30, 2014, \$69.9 million was expended or encumbered from the State Trial Court Improvement and Modernization Fund for various programs and projects, including information technology services, legal services, education programs, and families and children programs.

The full report is available at www.courts.ca.gov/7466.htm.

A printed copy of the report may be obtained by calling 415-865-7955.

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*Chief Justice of California and
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Mr. Martin Hoshino
*Administrative Director
Judicial Council of California*

Mr. Curt Soderlund
Chief Administrative Officer

ADMINISTRATIVE DIVISION

FINANCE

Mr. Zlatko Theodorovic
Director

Mr. Steven Chang
Manager / Primary Author of Report

Annual Report of State Trial Court Improvement and Modernization Fund Expenditures for Fiscal Year 2013–2014

JANUARY 2015



JUDICIAL COUNCIL
OF CALIFORNIA

Recommendations Regarding the IMF

Government Code section 77209 requires the Judicial Council to make “appropriate recommendations” to the Legislature concerning the State Trial Court Improvement and Modernization Fund (IMF) in the annual report. The council does not have recommendations at this time.

Resources, Expenditures, and Fund Balance Overview

In fiscal year (FY) 2013–2014, the IMF was supported by a variety of funding sources, including the 50/50 excess fees, fines, and forfeitures split revenue under Government Code section 77205(a); the 2 percent automation fund under Government Code section 68090.8(b); interest from the Surplus Money Investment Fund; royalties from publication of jury instructions under Government Code section 77209(h); and a transfer from the State General Fund. Including prior year adjustments and a transfer to the Trial Court Trust Fund, the total available resources was \$96.7 million (see Attachment 1).

As of June 30, 2014, from allocations approved by the council for FY 2013–2014, \$69.9 million was expended and encumbered for various programs and projects, namely trial court security grants, self-help center funding, education programs for judicial officers and trial court personnel, the litigation management program, the complex civil litigation program, enhanced collections, information technology, and Phoenix financial and human resources services, all of which were managed by the Judicial Council staff (see Attachment 2). Of the \$69.9 million expended and encumbered, \$56.5 million was related to local assistance—distributions to trial courts or payments to vendors in support of trial courts—and \$13.4 million was for administrative support provided by Judicial Council staff.

Given the resources that were available for the fiscal year and the resulting expenditures and encumbrances, the fund ended the year with a positive balance of \$26.2 million (see Attachment 3).

Use of IMF Resources for Trial Courts during FY 2013–2014

For FY 2013–2014, the council approved allocations of funding from IMF resources for various programs and projects that improve trial court administration, increase access to justice and the provision of justice throughout the state, and improve court management, efficiency, case processing, and timeliness of trials. A description of how each project and program used its allocation of funding is included below.

Families and Children Programs

Self-Represented Litigants—Statewide Support

\$99,999 was expended and/or encumbered to support statewide services available to court self-help centers in all of California’s 58 trial courts. The California Online Self-Help Center has over 4,000 pages of content in English, also available in Spanish, as well as hundreds of links to other free legal resources. Over 4 million users view the self-help website annually. The self-help site provides local courts with information that they can use to research, translate, and post local court information on their own. In a time when many courts have suffered staff reductions, the site enables California’s courts to provide information and avoid duplicative work by making a wide range of resources available to them at one single location.

Updates to the California Courts Online Self-Help Center were also supported by this allocation. Instructional materials and forms to be used by self-help centers and the public—as well as translations for the self-help website and support staff that review Spanish-language translations for accuracy—contributed to updating outdated content on videos, with editing to make them more “web-friendly,” and adding local content to make it available statewide.

The allocation supported professional educational content for self-help center staff on legal updates and contributed to the maintenance of an extensive bank of resources for self-help and legal services programs to share, such as sample instructions, translations, and other materials.

Domestic Violence—Family Law Interpreter Program (Translation)

\$20,167 was expended and/or encumbered to pay for the translation of domestic violence forms and instructions into Spanish, Chinese, Korean, and Vietnamese, and to make them available to all courts. It is critical to keep these forms updated to reflect legislative changes.

Self-Help Centers

\$4,999,831 was distributed directly to the courts for public self-help center programs and operations. All 58 trial courts receive funding for their self-help centers. The minimum allocation per court was \$34,000, with the remainder distributed according to population. Ninety-two percent of the funds distributed are used by the courts for staffing.

Self-help services improve the quality of documents filed, thereby reducing follow-up and cleanup work in the clerks’ offices, which would increase courts’ other costs.

Evaluations show that court-based assistance to self-represented litigants is operationally effective and carries measurable short- and long-term cost benefits to the court. One study found that self-help center workshops save \$1.00 for every \$0.23 spent. When the court provides one-on-one individual assistance to self-represented litigants, savings of \$1.00 can be achieved from

expenditures ranging from \$0.36 to \$0.55. If the self-help center also provides assistance to self-represented litigants to bring their cases to disposition at the first court appearance, the court saves \$1.00 for every \$0.45 spent. Demand for self-help services is strong. Courts indicate that they are not able to keep up with increasing public demand for self-help services and need additional staff. In a 2007 survey, the courts identified a need of \$44 million in additional funds to fully support self-help. Currently, the judicial branch has been able to allocate roughly a quarter of that amount—a combined \$11.2 million annually from this fund and the Trial Court Trust Fund—assisting over 900,000 persons.

Interactive Software—Self-Represented Litigant Electronic Forms

\$60,069 was expended and/or encumbered to develop document assembly software programs that simplify the process of completing Judicial Council forms and other pleadings. Using a “Turbo-Tax” model, litigants enter information only once; the program automatically fills in the information on the rest of the form. This saves substantial time and assists self-represented litigants in preparing understandable and legible pleadings. Self-help centers report that these programs can significantly enhance their efficiency and effectiveness. The time of clerks and judicial officers is similarly saved by having legible and fully completed documents.

Educational Programs

\$89,716 was expended and/or encumbered to support the biannual Beyond the Bench Conference, providing 70 educational workshops and 4 plenary sessions for 1,400 attendees: judicial officers, attorneys, law enforcements personnel, social workers, probation officers, and other professionals who deal with family and juvenile law proceedings. Conference content included legal updates, emerging issues, and best practices, and met continuing education requirements for attorneys, court administrators, mental health professionals, and probation officers.

The allocation further supported technical support to court-based Family Court Services programs as well as education for approximately 450 mediators, child custody recommending counselors, evaluators, and management staff to fulfill Family Code section 1850 and California Rules of Court mandates. Also funded were regional trainings, distance learning Webinars, and videoconference programs, as well as a statewide program held in conjunction with the Center for Judiciary Education and Research’s (CJER) Family Law Institute. The statewide program included joint educational sessions for judicial officers, child custody mediators, recommending counselors, evaluators, and management staff. The statewide program also provided mandated training specifically designed for child custody mediators and recommending counselors hired within six months of the program, and provided continuing education for Family Court Services management staff.

The Youth Court Summit provided a statewide training program for approximately 150 youth court participants, judges and staff. The funding was used for youth scholarships, lodging/meal

costs and speakers. This event was also partially funded by other outside sources and was a collaborative effort between the California Association of Youth Courts and the Judicial Council's Collaborative Justice Courts Advisory Committee.

Publications

\$20,000 was expended and/or encumbered to support the California Dependency Online Guide (CalDOG). The number of court professionals using CalDOG continues to grow. The website currently has 4,165 subscribers, a 34 percent increase compared to this time last year. Subscribers encompass most of the categories of judicial branch dependency stakeholders, including 268 judicial officers, 2,329 attorneys, 702 child welfare agency social workers, and 852 other child welfare professionals including educators, probation officers, tribal representatives and psychologists. CalDOG provides subscribers with a bimonthly e-mail summary of new cases and other current information. Resources on the website include a comprehensive case law page with summaries and case text for California dependency and related state and federal cases; distance-learning courses including for-credit online courses that meet the eight-hour training requirement for new dependency attorneys; educational content, such as the curriculum and materials for Assembly Bill 12/212 training, and handouts from recent Beyond the Bench conferences and other events; and articles, brochures, videos, reference charts, and publications. CalDOG page views averaged 21,408 in June 2014.

Education Programs

Mandated, Essential, and Other Education for Judicial Officers

New Judge Education and Primary Assignment Orientation Courses

The allocation was expended and/or encumbered to pay for trial court participant lodging and business meals, meeting room rental, audiovisual (AV) equipment and other program-related rentals, as well as participant materials production expenses for the New Judge Orientation (NJO), B.E. Witkin Judicial College, and Primary Assignment and Overview courses.

All newly elected and appointed judges and subordinate judicial officers are required by California Rules of Court, rule 10.462 (c)(1) to complete new judge education offered by CJER by attending the NJO program within six months of taking the oath of office, attending an orientation course in their primary assignment within one year of taking the oath of office, and attending the B.E. Witkin Judicial College within two years of taking the oath of office. By rule of court, CJER is the sole provider for these audiences. These three programs which comprise the new judge education required under rule 10.162(c)(1) have been determined by the CJER Governing Committee to be essential for new judges and subordinate judicial officers, and are specifically designed for that audience. The content of each program has been developed by the various curriculum committees appointed by the CJER Governing Committee.

1. New Judge Orientation Program

\$83,480 was expended and/or encumbered to pay for the week-long New Judge Orientation (NJO) program that is designed to assist new judges and subordinate judicial officers in making the transition from attorney advocates to judicial officers, and includes the subject areas of judicial ethics, fairness, and trial management. There are four highly experienced faculty members for the entire week. Program participants focus on ethics, including demeanor (demeanor issues are the number one cause of discipline by the Commission on Judicial Performance), fairness, and courtroom control in this highly interactive program, as well as learning about the judicial branch, Judicial Council, and the courts. The concept at NJO is to give the new judges the opportunity, as they begin their careers, to focus on the core of what it means to be a judge and to come away with a commitment to maintaining high standards in their work. The number of programs offered depends on the number of judicial appointments in a given year.

2. B.E Witkin Judicial College

\$143,990 was expended and/or encumbered to pay for the two-week Judicial College that offers new judges and subordinate judicial officers a broader educational experience than the orientation courses while still emphasizing their current position as new bench officers. Extensive courses in evidence and other basic civil and criminal courses are offered as well as a multitude of relevant elective courses, including mental health and the courts, self-represented litigants, and domestic violence. The college class is divided into seminar groups, which meet frequently during the college to provide participants an opportunity to discuss the courses and answer questions that arise during the program. The college design is premised on the belief that working professionals learn best from each other. The small group design of the college, as well as the presence of trained seminar leaders, is a means to encourage this type of learning. This also allows participants to bring sensitive issues with them that they might be reluctant to raise at their local courts. The statewide program provides an early opportunity for new judges to see a variety of approaches within different courts. The number of Judicial College participants varies based on the number of judicial appointments. In the past, participation has ranged from approximately 55 to 140 judges and subordinate judicial officers.

3. Primary Assignment Orientation and Overview Courses

\$256,686 was expended and/or encumbered to pay for the Primary Assignment Orientation (PAO) courses that provide new judges and subordinate judicial officers with an intense immersion in their primary assignment (civil, criminal, probate, family, juvenile, traffic, probate) with emphasis on the nuts and bolts of the assignment, detailed procedures and protocols, as well as classroom exercises designed to test their skills in the assignment. The courses are typically offered at one of three venues throughout the year, but some of the courses are offered multiple times throughout the year. These courses are also available to experienced judges who are moving into a new assignment for the first time and to judges returning to an assignment after a period of time.

In addition to the PAO courses, CJER offers advanced courses for experienced judges who are moving into new assignments which are substantively more complex than those covered by the PAO above (e.g., felony sentencing, homicide trials, and capital cases). These programs are designed for experienced judges who are expected by the education rule to take a course in their new primary assignment or to fulfill other statutory or case law-based education requirements. There are also a number of courses developed by the Judicial Council Center for Families, Children & the Courts (CFCC)—dealing specifically with domestic violence issues—that CJER supports by augmenting the grant funds used for the programs and offering the programs at CJER venues. The funds are used to pay for participant meal costs that the grants cannot fund. By attending the domestic violence programming, judges and subordinate judicial officers also meet the provisions of California Rules of Court, rule 10.464 that sets forth the education requirements and expectations for judges and subordinate judicial officers on domestic violence issues. Planned courses can accommodate approximately 680 participants per year.

All of the PAO courses are taught by judicial faculty who are experts in these assignments and specifically trained for this education program. Because these programs focus deeply on all of the major bench assignments, the Assigned Judges Program relies heavily on the PAO to provide its judges with the education and training they need to be able to take on assignments which these retired judges may not have had during their active careers. These PAO courses are statewide programs, offered throughout the year, that provide judges and subordinate judicial officers from all over the state the opportunity to network with their colleagues and learn the ways various courts do the work of judging. This encourages cohesiveness of the bench, as well as the fair administration of justice statewide. Educating judges to understand the rules and issues of ethics and fairness enhances public confidence in the judiciary.

The structure of NJO as well as the college also provides two opportunities for new judges to develop relationships that last throughout their career. Bringing the newly assigned judges together allows them to ask the faculty questions and discuss issues with them as well as with their colleagues. Uniformity in judicial practice and procedure is promoted by the sharing of ideas and best practices. The benefits to the individual judge, who is able to feel confident in his or her practice on the bench, and to courts, most of whom are unable to provide a systematic training program for judges, are great. Moreover, providing a well educated judiciary enhances the administration of justice, increases the public's confidence in the judicial branch, and promotes support for the branch.

Continuing Judicial Education—Leadership Training

\$40,507 was expended and/or encumbered to pay for participant lodging and business meals, meeting room rental, AV equipment and other such program-related rentals, and participant materials production expenses for the Presiding Judge/Court Executive Officer Court Management Program and Supervising Judges Program that offered educational opportunities for trial court judicial leadership.

These programs offer court leaders a chance to learn management techniques, strategies, and best practices designed for the unique environment of the courts. The ability to bring presiding judges and court executive officers together to focus on the specific and special nature of their responsibilities is essential to the smooth, efficient, and fair operations of the court. These programs enable judges to fulfill continuing education hours and expectations under California Rules of Court, rules 10.462(c)(2) and 10.462(c)(2)(A–C).

Continuing Judicial Education—Statewide Judicial Institutes

\$95,919 was expended and/or encumbered to cover lodging and group meals for judges and subordinate judicial officers participating at the Criminal Law, Probate and Mental Health Law, and Cow County Institute programs. Additional costs covered include materials production, meeting room rental, and AV equipment rental.

CJER offers institutes in all of the major trial court bench assignments (civil, criminal, family, juvenile, probate) as well as specific programs for appellate justices, rural court judges, appellate court attorneys, and trial court attorneys. The bench assignment institutes are designed primarily for experienced judicial officers, but judges new to the assignment also benefit from attending. These two-day programs typically offer between 12 and 20 courses covering topics of current interest, legal updates, and other current material. Participants frequently comment that the learning environment is greatly enhanced by meeting statewide with their colleagues, because it provides an opportunity to learn about different strategies for dealing with the many challenges faced by judges in the same assignment or by the specific audiences attending the institute. By attending these programs, judges and subordinate judicial officers achieve education hours towards the continuing education expectations and requirements of the California Rules of Court.

Attendance numbers at the institutes range from 70 to 140 attendees. Essential content is identified by Curriculum Committees appointed by the CJER Governing Committee and then more specifically developed by workgroups. This content can include in-depth coverage of common, yet complex, issues which are not covered in sufficient detail at the Primary Assignment Orientations. In addition, there are many course offerings on advanced topics as well as courses on recent developments in the law. The primary benefit to the courts, and the branch as a whole, is that statewide programming for experienced judges encourages uniformity in the administration of justice and the opportunity for judicial officers to learn from more experienced colleagues. Additionally, some sessions may be videotaped and posted online, where they are available to all judicial officers. In FY 2012–2013, the Education Plan developed by the CJER Governing Committee included the institutes for Criminal Law, Probate & Mental Health Law, and Cow County Judges (judges in small, often rural courts who hear all assignments).

Continuing Judicial Education—Advanced Education for Experienced Judges

\$32,473 was expended and/or encumbered to pay for trial court participant lodging and business meals, meeting room rental, AV equipment and other such program-related rentals, and participant materials production expenses.

CJER develops and provides a small number of advanced courses for experienced judges. These are continuing education courses designed to address advanced judging issues, and include such topics as Advanced Capital Case Issues, Complex Civil Litigation, and Civil and Criminal Evidence. CJER also supports the delivery of specialized courses in domestic violence and sexual assault offered by the CFCC. CJER funds participant meal costs that CFCC's grant money cannot fund. As with the New Judge Orientation and Primary Assignment Orientation courses, these are statewide programs providing judges and subordinate judicial officers from all over the state the opportunity to work with and learn from their colleagues, and exchange techniques and strategies. This enhances cohesiveness of the bench as well as the fair and consistent administration of justice statewide. Planned courses can typically accommodate approximately 210 participants per year.

Continuing Judicial Education—Regional and Local Education Courses

\$3,150 was expended and/or encumbered to pay for trial court participant business meals and materials production expenses.

Statewide budget reductions over the past few years have necessitated that CJER develop and expand both local and regional programs because they offer a far less expensive alternative to statewide programming while preserving the quality of education. The content and courses that lend themselves to both regional and local programming are considered and identified by the CJER Governing Committee's curriculum committees and are taught by experienced CJER judicial faculty.

Essential and Other Education for Court Executives, Managers, and Supervisors

Manager and Supervisor Training

\$26,551 was expended and/or encumbered to pay for business meals, meeting room rental, AV equipment and other program-related rentals, as well as participant materials production expenses and trial court participant lodging for the Core 40 Courses—but not the Institute for Court Management (ICM) courses—for which the courts pick up the cost of participant lodging.

1. CORE 40

The CORE 40 course is an intensive one-week program for new and experienced trial court supervisors and managers. It contains valuable and practical information that can be used to improve leadership skills that result in the overall improvement in performance of staff. Classes are limited to 28 participants who are selected from applications received online. Topics include group development, employment law, and performance management. Experienced court personnel serve as the faculty.

2. Institute for Court Management (ICM)

ICM courses lead to certification by the National Center for State Courts (NCSC) in a number of national curriculum areas related to court management. The courses serve a dual

purpose: a) to provide relevant education courses for court leaders based on the core competencies identified by the National Association for Court Managers, and b) to provide this education locally at a significantly reduced cost to courts and participants as compared to the national programs. This program grew out of a multistate consortium formed in 2008 between the California Judicial Council ICM, and six other states interested in enhancing the existing ICM certification program and preparing court leaders with the skills and knowledge they need to effectively manage the courts. This effort resulted in the ability of CJER to provide education and certification for court managers and supervisors. In the past, the courts had to pay ICM to bring these courses to their location, or to send their staff to NCSC headquarters in Williamsburg, Virginia, the cost of which was prohibitive for most courts. CJER's ability to offer these courses at the regional offices using California faculty has allowed all courts—small, medium, and large—to reap the benefits of this program.

The initial capital investment has yielded extremely positive results in advancing judicial branch education for court leaders. Since June 2009, over 90 court leaders have achieved the Certified Court Manager or Certified Court Executive certification from ICM, and there have been approximately 900 course participants who have taken one or more courses. The ICM courses are taught and held within California, making attendance affordable and convenient.

Essential and Other Education for Court Personnel

Court Personnel Institutes

\$122,895 was expended and/or encumbered to pay for trial court participant lodging and business meals, meeting room rental, AV equipment and other such program-related rentals, and participant materials production expenses for the Court Clerk Training Institute (CCTI) and Trial Court Judicial Attorneys Institute (TCJAI).

Court Clerk Training Institute (CCTI)

The week-long CCTI offers courtroom and court legal process clerks education in each substantive area of the court (civil, traffic, criminal, probate, family, juvenile). The institute provides training in the California Rules of Court, changes in the law, customer service, and other aspects of performance that impact court operations “behind the scenes.”

CCTI plays an important training role for the smaller courts, although all 58 courts have accessed this education for their staff. Smaller courts do not typically have training departments and rely on CJER to provide education on the duties and responsibilities of courtroom and counter staff. The larger courts often provide faculty for this program. CCTI has been an essential education program for courts for more than 25 years and continues to prepare court staff for the essential functions of their jobs consistent with the law and statewide practices. In addition to legal process and procedure, classes stress statewide consistency, ethical performance, and efficient use of public funds.

Trial Court Judicial Attorney Institute (TCJAI)

This multiday, biennial statewide education program is designed to meet the educational needs of trial court judicial attorneys. This program includes education in dealing with the issues currently dominating in the trial courts, such as criminal realignment, anti-SLAPP litigation, and elder abuse, in addition to the traditional areas of civil, criminal, family, juvenile, and probate. Courses dealing with ethics and related topics are also included. Trial court attorneys from across the state attend this program. This institute provides much needed education, especially for the smaller courts that do not have local education for this critical audience. This program typically serves nearly 200 trial court attorneys. It should also be noted that trial court attorneys, unlike other government-employed attorneys, are **not** exempt from the Minimum Continuing Legal Education (MCLE) requirements of the California State Bar and, as such, this education program provides an essential education venue for them.

Regional and Local Court Staff Courses

\$8,258 was expended and/or encumbered to pay for trial court participant business meals, meeting room rental, AV equipment and other such program-related rentals, and participant materials production expenses for the Regional and Local Court Staff Courses and the Core Leadership and Training Skills Course.

1. Regional and Local Court Staff Courses

Regional and local court staff courses allow CJER to provide high-quality education to trial court personnel at a significantly reduced cost and with greatly enhanced convenience to the courts. The courses and programs included in both the regional and local programming are considered and identified by the Governing Committee's curriculum committees, and are taught by experienced CJER faculty. Courses cover a wide array of topics including human resources; traffic court; case processing in the major court assignments of civil, criminal, probate, family, and juvenile; as well as broad topics relevant to all court staff, such as preventing sexual harassment.

2. Core Leadership and Training Skills Course

This course is designed for lead/senior clerks and assistant supervisors. Among other things, this two-day course teaches participants skills that contribute to effective leadership, discusses challenges to leading friends and former peers, identifies strategies to meet those challenges, and identifies approaches to building successful and effective work relationships at all levels of the organization.

Faculty and Curriculum Development

Trial Court Faculty Expenses—Statewide Education Programs

\$231,803 was expended and/or encumbered to cover lodging, group meals, and travel for pro bono faculty teaching at trial court courses and programs. The amount needed directly correlates with the amount of statewide, regional, and local trial court programs and products developed and provided. Enabling expert judges, court executives, managers, and staff to share their

knowledge and experience by teaching their peers is the core mechanism by which CJER leverages resources for the good of all California courts and by extension, for the good of Californians who rely on the courts benefit of an educated judiciary. Faculty members who are asked to serve as volunteers are less likely to offer their services for statewide benefit if their expenses are not paid by CJER.

Faculty Development Expenses

\$41,806 was expended and/or encumbered to cover the cost of lodging, group meals, and travel for trial court participants at “train-the-trainer” and faculty development programs, some of which are foundational for new faculty and some of which are designed to support specific courses or programs. As necessary, the funds were also used for meeting room rental, AV equipment and other such program-related rentals, and participant materials production expenses.

Current CJER faculty development programs include such programs as a) critical course and/or program-specific faculty development (e.g., New Judge Orientation, the B.E. Witkin Judicial College, and Institute of Court Management); b) Design Workshops for new or updated courses in development, such as regional one-day and orientation/institute courses; c) advanced faculty development courses (offered this year as Webinars), which allow faculty to work on more complex faculty skills; and d) short lunchtime Webinars for advanced faculty on discrete development topics. As a result of the Faculty Development Fundamentals course provided in previous years, many new courses have been developed by the participants and those courses are now offered statewide under the local court training initiative.

Curriculum Committees and Education Plan Development Expenses

\$435 was expended and/or encumbered to pay for business meal costs of judges and court staff that serve on the committees involved in curriculum development work.

Distance Learning

Distance Education—Satellite Broadcast

\$137,560 was expended and/or encumbered to pay for transmission of statewide educational satellite broadcasts for trial court audiences, new satellite downlink site installation work in trial court facilities, and maintenance and repair work and fees associated with existing trial court satellite downlink sites.

The development of alternative methods for delivery of education was established by the CJER Governing Committee as a strategic goal in the mid-1990s. The intent of the Governing Committee was to meet an increasing need for education of judges, managers, and staff by establishing cost-effective delivery mechanisms that were an alternative to traditional statewide in-person programs and written publications. Staff was directed to identify and research new technologies to increase education delivery options for judges, enable new educational services for court staff and manager audiences, and provide mechanisms for continuing delivery of education, even during tight budgetary times.

CJER has met the goal of providing distance education to all judicial branch audiences, and much of it is delivered via the educational satellite broadcast network. The satellite network serves as the core delivery method for staff and manager/supervisor education, providing a comprehensive and timely statewide mechanism to high-quality staff education that is, for many courts, the only source of staff education. Many of the broadcasts are also recorded and available online or as DVDs to serve as resources for local training throughout the year. Training that is required statewide, including sexual harassment prevention training, is delivered regularly by satellite broadcast. Time-sensitive training has been provided for judges on a number of occasions in response to new legislation, such as mental health records, management/handlings, or criminal justice realignment legislation.

Education is delivered via satellite to court staff and includes such topics as:

- Updates to the Americans with Disabilities Act (ADA);
- The jury process;
- Felony and misdemeanor appeals;
- Certifying copies; and
- Customer service.

Education is delivered via satellite for court managers and supervisors, and includes such topics as:

- Handling disasters;
- Coaching and communication;
- Technology management;
- Change management;
- Stress management; and
- Preventing and responding to sexual harassment.

Education is delivered via satellite for presiding judges and court executive officers, and includes such topics as:

- ADA issues for court leaders;
- Court security; and
- Ethical excellence.

Education delivered via satellite for trial court judicial officers includes such topics as:

- Assembly Bill 939 family law proceedings overview;
- Judicial canons updates; and
- How a child enters the juvenile dependency system.

Distance Education—Online Video, Webinars, and Videoconferences

\$7,448 was expended and/or encumbered to pay for storage, encoding, and transmission of trial court statewide educational video products delivered online, for captioning of videos and broadcasts as needed, and for some Webinar-based education costs.

A natural evolution of the Satellite Broadcast initiative has been the development of online instructional videos, videoconferences, and Webinars. These three lines of educational products leverage the distance learning technologies employed by the Judicial Council over the past 10 years, and enable CJER to develop multiple product lines to meet the educational needs of virtually every judicial branch audience it serves. The broadcast video production studio, which was originally created for the purpose of developing and transmitting broadcasts, is now used frequently to create instructional videos which are immediately uploaded to the judicial and administrative websites. Funding was needed to enable streaming of judicial education videos to mobile devices like iPads as well as desktop computers, and to improve video quality to a standard that users have come to expect.

Special Services for Court Operations**Trial Court Performance and Accountability**

\$9,124 was expended and/or encumbered to pay for meeting expenses of the Workload Assessment Advisory Committee (WAAC), a standing Judicial Council advisory committee consisting of court administrators and judges from 15 courts, which is charged with, among other things, updating the court staff and judicial workload models. In FY 2013–2014, WAAC members oversaw updates to the Resource Assessment Study (RAS) model, updates to the methodology used to prioritize new judgeships that may be authorized and funded by the Legislature, updates to subordinate judicial officer conversions using more recent workload data, and the submission of two mandated legislative reports.

The allocation was used to reimburse travel expenses for WAAC members. Additionally, funds were used to reimburse travel expenses for the WAAC chair to present a report from WAAC to the Judicial Council in December 2013. The funds were also used to provide a phone line for meetings held via conference call.

JusticeCorps (Court Access and Education)

\$331,000 was expended and/or encumbered to support the California JusticeCorps program, an AmeriCorps national service program now in its 10th year. JusticeCorps operated in seven superior courts throughout the state. In FY 2013–2014, JusticeCorps was funded with an AmeriCorps grant (federal funding administered through a California Executive Branch agency) of \$850,000. Required matching funds for the grant are provided by the participating courts and the State Trial Court Improvement and Modernization Fund.

The JusticeCorps program trains and places college students at court-based self-help centers to assist self-represented litigants. Working under the supervision of attorneys or other court staff, JusticeCorps members help litigants by identifying appropriate forms, helping litigants complete and file the forms properly, and providing information and referrals to related services. In this past program year, the program recruited, trained, and placed 238 undergraduate university students (each completing 300 hours of service) and 24 postgraduate members (each completing 1,700 hours of service) in court-based, legal access self-help centers in 7 courts throughout the state; the JusticeCorps members were placed at Superior Courts of Alameda, Los Angeles, San Diego, Contra Costa, San Francisco, San Mateo, and Santa Clara Counties. The JusticeCorps' 262 members provided assistance to more than 100,000 litigants at these court sites.

All of the funding was distributed via intrabranch agreements directly to JusticeCorps lead courts—Los Angeles, Alameda, and San Diego—to ensure their established, successful program operations could continue and grow. Allocations were as follows:

- Superior Court of California, County of Los Angeles: \$169,000
- Superior Court of California, County of Alameda: \$122,000
- Superior Court of California, County of San Diego: \$ 40,000

The allocation was used by these courts to support program operating expenses—including staff salaries, training expenses, and other member support costs—all of which count toward the grant “match” required by the Corporation for National and Community Service (CNCS) through our state funder, CaliforniaVolunteers (CV). (CNCS oversees federal AmeriCorps grant funding, and CV administers AmeriCorps programs in California.) Final invoices on IMF funding are not due from the courts until January 31, 2015, but projections indicate that the allocation will be fully spent down.

The JusticeCorps program has a proven track record of measurable results. Quantifiable data on instances of, and quality of, assistance is collected and analyzed daily during the program year. Program impacts are detailed in semiannual progress reports to the funder (CV) which also regularly monitors fiscal and administrative operations to ensure the program is in compliance. In addition to serving nearly 700,000 people since the program began in 2005, the program has been through numerous program audits which yielded only minor findings—often none at all. The history, scope, and impact of the JusticeCorps program can be found at the [California Courts website](#) and about AmeriCorps at the [CNCS website](#).

Court Interpreter Program (Testing, Development, Recruitment, and Education)

\$118,797 was expended and/or encumbered to pay for: the testing, orientation, and recruitment of new interpreters and interpreter candidates; providing ethics training for newly enrolled interpreters; and statewide expansion of technological solutions for American Sign Language interpretation. Funds were also expended for activities and resources required for the Judicial Council-approved Joint Working Group for California's Language Access Plan, which includes

all members of the Court Interpreters Advisory Panel, to develop a comprehensive statewide language access plan. The allocation was specifically used for the following:

- Contractual administration of court interpreter certification and registration exams (written and oral exams administered to approximately 2,100 candidates per year), including a portion of the contractual cost for test administration provided by our test administrator, Prometric, Inc.
- The National Center for State Courts (NCSC) formula-based fee assessment that supports and provides funding for the state court interpreter testing program. Cost effective benefits of participating in this program include access to NCSC court interpreter test instruments, which are shared by other member states, and provide consistency in testing standards nationwide. Other benefits include certification test rater training and development, and upgrades of test instruments.
- Outreach and recruitment of potential future certified and registered court interpreters. Funds expended include registration and sponsorship fees for events and conferences offered by the following organizations: California Healthcare Interpreters Association; National Association of Judiciary Interpreters and Translators; and Registry of Interpreters for the Deaf, Region V.
- Three ethics workshops for all newly certified and registered interpreters. Ethics workshops are mandatory for all newly certified or registered interpreters, and meet educational and compliance requirements established by the Judicial Council. The funds expended include the contractual cost of the educators/trainers, and the cost of producing and shipping materials.
- Further expansion of the use of video remote technology resources to leverage interpreter resources where American Sign Language interpreters are needed throughout the state, including the cost of purchasing video remote equipment, training on the use of equipment, and service/maintenance support for direct use by 14 courts.
- Court interpreter badges for approximately 300 interpreters.
- Costs associated with the Joint Working Group for California's Language Access Plan (JWG). In line with the Judicial Council-approved Court Interpreters Advisory Panel Annual Agenda, the JWG engaged in substantive work during fiscal year 2013–2014. The goal of the JWG is to develop a statewide language access plan that includes recommendations, guidance, and a consistent statewide approach to ensure language access throughout the courts. Funds were used to support committee member participation in three public hearings throughout the state and two in-person meetings of the JWG.

2015 Language Needs Study

\$293,347 was expended and/or encumbered to conduct the 2015 Language Use and Need Study as required every five years under Government Code section 68563, which reads:

The Judicial Council shall conduct a study of language and Interpreter use and need in court proceedings, with commentary, and shall report its findings and recommendations to the Governor and to the Legislature not later than July 1, 1995, and every five years thereafter. The study shall serve as a basis for (1) determining the need to establish interpreter programs and certification examinations, and (2) establishing these programs and examinations through the normal budgetary process. The study shall also serve as a basis for (1) determining ways in which the Judicial Council can make available to the public, through public service announcements and otherwise, information relating to opportunities, requirements, testing, application procedures, and employment opportunities for interpreters, and (2) establishing and evaluating these programs through the normal budgetary process.

California Language Access Plan

\$65,000 was expended and/or encumbered to retain the services of a consultant/attorney with considerable expertise on language access issues, to research, assess, and assist with the development of the Language Access Plan. The final plan is anticipated to be presented to the Judicial Council for review and approval in early 2015.

Trial Court Security Grants

\$1,198,904 was expended and/or encumbered to use for trial court security enhancement projects. Statewide master agreements were used for the purchase, installation, and maintenance of video surveillance, access, and duress alarm systems in trial court facilities. Other security enhancement projects included ballistic window glazing and tinting for judges' chambers, and fencing for secured judicial officer parking. Funds were also used for the purchase of evacuation devices for the Los Angeles Court. The first group of devices was purchased in FY 2012–2013 as a pilot project to determine the effectiveness of evacuation devices in high-rise facilities. Positive feedback from both court and sheriff staff in the Los Angeles Court supported the purchase of additional equipment. This was the second of three purchases, the last of which will be funded in FY 2014–2015. In addition, funds were used to provide training to trial courts on the preparation and maintenance of their continuity of operations plans.

Legal Services

Litigation Management Program

\$3,442,205 was expended and/or encumbered to pay the costs of defense—including fees for private counsel—and to pay settlements of civil claims and actions brought against covered entities and individuals. Government Code section 811.9 requires the Judicial Council to provide for the representation, defense, and indemnification of the state’s trial courts, trial court judicial officers, and court employees.

Judicial Performance Defense Insurance

\$919,892 was expended and/or encumbered to pay for the portion of the Commission on Judicial Performance (CJP) defense master insurance policy that covers claims by superior court judges and subordinate judicial officers. The CJP Defense Insurance program was approved by the council as a comprehensive loss-prevention program in 1999. The program (1) covers defense costs in CJP proceedings related to CJP complaints, (2) protects judicial officers from exposure to excessive financial risk for acts committed within the scope of their judicial duties, and (3) lowers the risk of conduct that could lead to complaints through required ethics training for judicial officers.

Subscription Costs—*Judicial Conduct Reporter*

\$15,535 was expended and/or encumbered to cover the annual subscription cost for this publication. The *Judicial Conduct Reporter* is a quarterly newsletter published by the American Judicature Society. It reports on recent opinions and other issues involving judicial ethics and discipline. It is provided to all judicial officers as part of the Judicial Council ethics education program, which was implemented as a means of risk management when the council initiated the Commission on Judicial Performance Defense Insurance program.

Trial Courts Transaction Assistance Program

\$457,118 was expended and/or encumbered to pay attorney fees and related expenses to assist trial courts in numerous areas, including business transactions, labor and employment negotiations, finance and taxation matters, and real estate. The additional area in which legal assistance was provided reflects council actions to expand the scope of the program. The council established the Trial Court Transactional Assistance Program in July 2001 as a means by which the Office of the General Counsel (now Legal Services) could provide transactional legal assistance to the trial courts through outside counsel selected and managed by Legal Services.

Jury System Improvement Projects

\$13,410 was expended and/or encumbered to: (1) support the meeting expenses of the Judicial Council's Advisory Committees on Civil and Criminal Jury Instructions, and (2) cover the expense of obtaining copyright protection for the official CACI and CALCRIM publications. The Jury System Improvement Projects are supported by royalty revenue from the publication of the Judicial Council's civil (CACI) and criminal (CALCRIM) jury instructions. The Judicial Council's Advisory Committees on Civil and Criminal Jury Instructions prepare new and revised instructions and propose their adoption to the council. On approval, the instructions are then copyrighted and licensed to commercial publishers. The publishers pay royalties to the council based on sales of the instructions.

Alternative Dispute Resolution Centers

\$59,478 was expended and/or encumbered to support a contract for the development of a distance-learning course to help mediators in court-connected mediation programs for civil cases more effectively mediate cases with one or more self-represented litigants. This program helps courts meet the goal of standard 10.70(a) of the California Standards of Judicial Administration, which provides that all trial courts should implement mediation programs for civil cases as part of their core operations. The Alternative Dispute Resolution program also continued to implement the council's February 2004 directive that Judicial Council staff work with the trial courts to (1) assess their needs and available resources for developing, implementing, maintaining, and improving mediation and other settlement programs for civil cases; and (2) where existing resources are insufficient, develop plans for obtaining the necessary resources.

Complex Civil Litigation Program

\$4,001,074 was expended and/or encumbered to provide support for the Complex Civil Litigation Program, which began as a pilot program in January 2000 to improve the management of complex civil cases. In August 2003, the council made the program permanent. During this reporting period, all funds went directly to courts to support the operation of 17 courtrooms or departments exclusively handling complex cases in the Superior Courts of California, Counties of Alameda, Contra Costa, Los Angeles, Orange, San Francisco, and Santa Clara.

Regional Office Assistance Group

\$1,218,654 was expended and/or encumbered to pay for six attorneys, one administrative coordinator, and one secretary working primarily at three locations to establish and maintain effective working relationships with the trial courts and serve as liaisons, consultants, clearinghouses, advocates, and direct legal services providers to the trial courts in the areas of transactions, legal opinions, and labor and employment.

Audit Services

\$628,068 was expended and/or encumbered for five staff auditor positions in the Audit Services unit, which conducts comprehensive audits (financial, operational, and compliance) at each of the 58 trial courts once every three to four years encompassing these primary areas, and focusing on court administration, cash control, court revenues and expenditures, and general operations.

Fiscal Services

Other Postemployment Benefits (OPEB) Valuation Report

\$600,079 was expended and/or encumbered to retain an actuarial firm to assist trial courts in meeting the requirements established in Governmental Accounting Standards Board (GASB) Statements 43 and 45, which require government entities to disclose their accrued liability for OPEB and related information at least once every other year.

Postemployment benefits may be provided through a county retirement system, CalPERS, or directly through benefit providers. Each trial court offers its own benefits package, and some may offer more than one package depending on the provisions of their collective bargaining agreements. Due to the specialized terminology associated with the complex rules and regulations for collecting the required information, as well as the specialized calculations involved in determining the valuations of these postemployment plans, these reports must be developed by a licensed actuary. Completed valuation reports are submitted to the State Controller's Office so that the required data can be included in the state's comprehensive annual financial report. In FY 2013–2014, this reporting process included secondary reviews and subsequent revisions of completed valuations due to the establishment of OPEB trusts by numerous courts. These contributions often affect the liability obligations, thereby reducing future liabilities in certain instances and requiring revised valuations.

Budget-Focused Training and Meetings

\$45,527 was expended and/or encumbered to support meetings of the Trial Court Budget Advisory Committee and associated subcommittees that deal with trial court funding policies and issues. The allocation was also used to support budget-related meetings and conference calls in support of branch budget advocacy efforts, as well as to support budget training for trial court staff, including annual training on various fiscal-related schedules.

Treasury Services—Cash Management

\$160,649 was expended and/or encumbered to pay for the compensation, operating expenses, and equipment costs for two accounting staff. Staff are engaged in the accounting and distribution of all uniform civil fees (UCF) collected by the trial courts. Responsibilities include receiving cash deposits and monthly collection reporting of UCF for all 58 trial courts, entering

UCF reporting into a web-based application that calculates the statutory distributions, executing the monthly cash distributions when due to state and local agency recipients, and completing the financial accounting for the function. Staff performed other cash management and treasury duties as needed for the trial courts.

Trial Court Procurement

\$25,812 was expended and/or encumbered to pay for phone services and rent allocation for one position in Business Services that provided procurement and contract-related services at a statewide level to save trial courts resources by not having to perform the same services.

Enhanced Collections

\$595,699 was expended and/or encumbered to support four positions—three court services analysts and one administrative coordinator—working for the Enhanced Collections Unit. The unit provides professional support and technical assistance to court and county collections programs to improve collections of court-ordered debt statewide. The unit assists programs with the development and modification of operations to help meet the performance measures, benchmarks, and best practices established and adopted by the Judicial Council. In collaboration with the California State Association of Counties, California Revenue Officers Association, Probation Business Managers Association, Victims Compensation and Government Claims Board, and other stakeholders, the unit also identifies statutory changes needed to improve the collection of delinquent fines, fees, forfeitures, penalties, and assessments.

The unit provides regular professional and technical support to justice partners to improve the effectiveness of the statewide collection of delinquent court-ordered debt. Enhancement activities include collaboration with the Franchise Tax Board's Court-Ordered Debt and Interagency Intercept programs, assistance with the implementation of memoranda of understanding between the collaborative court and county collection programs, and the development of statewide master agreements with collections vendors. Staff also provide annual training on collections data reporting requirements set forth in statute and council policy.

Human Resources Services

Employee Assistance Program for Bench Officers

\$29,158 was expended and/or encumbered to maintain mental health referral services for judges throughout the judicial branch for the period January 2014 through June 2014. These services were made available to the 1,579 superior court judges in California, as well as assigned judges and subordinate judicial officers. Utilization rates remained relatively low, consistent with industry standards.

The Judicial Council, at the recommendation of the Revenue and Expenditure Review Subcommittee and the Trial Court Budget Advisory Committee, approved the elimination of the Judicial Officers Assistance Program due to low utilization. As a result, the program was discontinued July 1, 2014.

Workers' Compensation Reserve

\$719,749 was expended and/or encumbered to pay for a tail claim that was settled with a county. Senate Bill 2140 established the courts as separate employers effective January 1, 2001, whereby court staff went from being county employees to court employees. However, since the state-administered Judicial Branch Workers' Compensation Program (JBWCP) only came into existence as of January 1, 2003, this created a "runoff" or "tail claim" situation for the files with dates of injury occurring from January 1, 2001, to the date the files were transferred from the counties to the JBWCP. The Judicial Council has been resolving the monies owed to the counties for claims payment and administration for those losses with dates of injury occurring between January 1, 2001, and the date the files were transferred to the JBWCP in addition to transferring those tail claims to the JBWCP.

Human Resources—Court Investigation

\$100,000 was expended and/or encumbered to pay for invoices related to court investigations stemming from courts' personnel issues. The firms investigated ten matters at nine courts. Due to the sensitive and often complex nature of these investigations, some matters took a number of months to complete.

Trial Court Labor Relations Academies and Forums

\$34,127 was expended and/or encumbered to pay for conference room and lodging costs associated with the Labor Relations Academies and Forums. Participation figures are as follows:

	# of Participants	# of Courts Represented
Labor Relations Forum		
Northern California	56	28
Southern California	33	10
Labor Relations Academy I		
Northern California	12	10
Southern California	30	11
Labor Relations Academy II		
Northern California	54	27
Southern California	24	10

The Academies and Forums are offered to court professionals who support or directly participate in labor relations and negotiations. Academy I is a two-day program, which includes a basic introduction to labor relations and provides participants with the experience of engaging with others in a bargaining role-playing exercise. Academy II is a two-day program, where participants discuss current topics and trends, and strategies for resolving complex labor issues and best practice recommendations from subject matter experts in labor relations. The one-day forum serves as an interactive platform for problem solving, information sharing, education, and discussion of issues.

Information Technology Services

Telecommunication Support

\$15,579,291 was expended and/or encumbered to provide a program for the trial courts to develop and support a standardized level of local network infrastructure for the California superior courts. This infrastructure provides a foundation for local court systems and enterprise applications such as Phoenix, and hosted case management systems via shared services at the California Courts Technology Center, which eases deployment, provides operational efficiencies, and secures valuable court information resources. Activities that were funded included network maintenance, which provides the trial courts with critical vendor support coverage for all network and security infrastructure; and network security services, which maintain network system security and data integrity of court information by offering three managed security services: managed firewall and intrusion prevention, vulnerability scanning, and web browser security and network technology training for court IT staff.

Statewide Planning and Development Support

\$5,091,094 was expended and/or encumbered to support delivery of a number of technology initiatives. These initiatives include the Judicial Branch Enterprise Licensing and Policy budget, which funds the Oracle Branchwide License Agreement (BWLA) and the Enterprise Architecture (EA) program. The Oracle BWLA frees up local courts from having to manage complex software asset management and costly annual maintenance renewals. Local courts may access and install these Oracle products at no charge in any environment. Enterprise architects provide support to guide the development and implementation of statewide applications and ensure compatibility with California Court Technology Center (CCTC) infrastructure, communications, and security protocols.

Interim Case Management Systems (ICMS)

\$1,052,564 was expended and/or encumbered to provide program management support to 15 courts using the Sustain Justice Edition (SJE) case management system. Nine of the 15 SJE courts are hosted and supported from the CCTC. The allocation also was used to provide maintenance and operations support, such as implementation of legislative updates, application upgrades, production support, disaster recovery services, CCTC infrastructure upgrades, and patch management. Six locally hosted SJE courts use ICMS program resources for legislative updates and SJE support as needed. The program supports SJE interfaces to the Department of Motor Vehicles, Department of Justice, and Judicial Branch Statistical Information System, as well as custom interfaces with Franchise Tax Board Court-Ordered Debt Collections program, interactive voice/interactive web response processing, issuance of warrants, traffic collections, failure-to-appear/failure-to-pay collections, and web portal interfaces.

Data Integration

\$3,314,047 was expended and/or encumbered to continue work with trial courts to develop and implement a statewide approach to data exchange standards and the integrated service backbone: a leveraged, enterprise-class platform for exchanging information within the judicial branch and between the judicial branch and its integration partners. The Data Integration program worked with California Department of Justice (CA DOJ) and the Superior Court of California, County of Santa Clara on a grant-funded California Disposition Reporting Improvement Project to exchange data between the trial courts and the CA DOJ. Work was also done developing a successful proof-of-concept for a cost-saving, web service-based alternative means of accessing California Department of Motor Vehicles data for the courts.

California Courts Technology Center (CCTC)

\$9,453,348 was expended and/or encumbered to provide ongoing technology center hosting or shared services to the trial courts, as well as a comprehensive disaster recovery program.

Applications hosted at the CCTC include Microsoft Exchange, Microsoft Active Directory, Computer-Aided Facilities Management, Integration Services Backbone, and local court desktop/remote server support. The CCTC continued to host the Phoenix Financial System (serving all 58 courts) and the Phoenix Human Resources/Payroll System (serving nine courts). Three case management systems (CMSs) operate out of CCTC: Sustain (SJE); the criminal and traffic CMS (V2); and civil, small claims, mental health, and probate CMS (V3). Some courts leverage the third party contract to also receive full IT services for their local court including desktop support, helpdesk, file server management, and e-mail.

Jury Management System

\$600,000 was expended and/or encumbered to provide grant funding to the trial courts. In FY 2013–2014, all 22 courts that submitted jury grant funding requests received some level of funding for their jury management system projects. All courts are eligible to apply for jury funding. The number of courts receiving grants varies according to number and size of grant requests submitted, as well as the available funding. All 58 trial courts have an opportunity to participate and take advantage of this program. To date, 55 of 58 courts have received some level of funding.

California Law Enforcement Telecommunications System (CLETS) Services

\$470,718 was expended and/or encumbered to provide support for the program and ongoing maintenance to refresh servers, and upgrade software applications. Eight superior courts use the CLETS access program, with one additional court in the deployment phase and a second court in the process of applying to the California Department of Justice (CA DOJ) for access. CLETS access, as provided by the CA DOJ, was enabled during FY 2006–2007 via the CCTC, with the implementation of hardware, software, and telecommunications services.

California Courts Protective Order Registry (CCPOR)

\$444,559 was expended and/or encumbered to provide a statewide protective order repository that provides complete, accessible information on restraining and protective orders to the 37 counties currently participating (40 as of December 31, 2014). The allocation was used to cover the hosting costs of the CCPOR application at the California Courts Technology Center, maintain the application code, and provide user support to the court and local law enforcement agency users of the system. CCPOR was also provided to 13 tribal courts and 35 Superior Court of Orange County judicial officers and their clerks with read-only access.

Testing Tools—Enterprise Test Management Suite (ETMS)

\$437,586 was expended and/or encumbered to support the use of ETMS (IBM Rational testing suite) for applications, including maintenance for the civil, small claims, mental health, and probate case management system (V3) and the California Courts Protective Order Registry

(CCPOR). The ETMS records and tracks progress for software enhancement requests and defects, and is used to improve the quality of management of the applications. These tools ensure that mission-critical applications are delivered with a consistent high quality, maximizing function and minimizing defects.

Uniform Civil Fees System (UCFS)

\$350,858 was expended and/or encumbered to pay for staffing and operating expenses to support the UCFS that automates centralized reporting and distribution of UCFS cash collections. Funding supported the refresh and upgrade of the technical infrastructure on which UCFS operates in order to keep the system secure, technically viable, and vendor supportable.

Justice Partner Outreach and e-Services

\$234,637 was expended and/or encumbered to maintain staffing for the program. This program promotes the Judicial Council's objectives for court e-services and e-filing initiatives by supporting the planning and implementation of electronic filing of court documents, as well as electronic service of court documents, to all 58 California superior courts and local and state justice/integration partners. This program also provides representation for the judicial branch at key partner justice forums. Justice Partner Outreach and e-Services continues to participate in local, state, and national task forces and committees regarding information sharing, disposition reporting, and e-filing standards and systems, including e-filing document management and self-represented litigant access to electronic filing.

Adobe Lifecycle Reader Services Extension

\$129,780 was expended and/or encumbered to continue the ongoing software maintenance for Adobe Forms. There are nearly 1,000 statewide forms and over 2,000 local forms that are used in the trial courts. A PDF form can be "fillable," but it can also be savable for later updates with this Adobe license agreement. In addition to ability to save the form for later updates, the other innovations include data validation, auto-population of data fields, XML tagging of data fields, file embedding, and e-filing.

Trial Court Administrative Services

Phoenix Program—Financial Management Systems

\$11,074,899 was expended and/or encumbered to pay for the program. Of this amount, \$3.3 million was used for required licensing, hardware, maintenance and operations (M&O), technology center support costs, and end-user training in direct support of the trial courts. Staff in the Phoenix Program's Enterprise Resource Planning Unit and Shared Services Center was supported by the remaining \$7.8 million.

The Phoenix Program was established in response to the Judicial Council's directive for statewide fiscal accountability and human resources support as part of the council's strategic plan. The program's purpose is to provide daily centralized administrative services to the trial courts including accounting and financial services, trust accounting services, purchasing services, a centralized treasury system, human capital management services, and core business analysis, training, and support. Program staff design, test, deploy, maintain, and manage the Phoenix System, which enables the courts to produce a standardized set of monthly, quarterly, and annual financial statements that comply with existing statutes, rules, and regulations.

The branch benefits from an integrated, state-administered program promoting statewide consistency in court administrative practices. The financial component of the Phoenix System has been implemented in all 58 courts and allows for uniform process, accounting, and reporting. The human capital management component of the Phoenix System has been implemented in 9 courts to date, providing human resources management and payroll services.

Judicial Council's Court-Ordered Debt Task Force

\$1,440 was expended and/or encumbered to cover the travel and meal expenses associated with the activities of the Judicial Council's Court-Ordered Debt Task Force members, as well as the costs associated with the biannual, statewide revenue distribution training conducted in partnership with the State Controller's Office. The task force was established in conjunction with Penal Code section 1463.02, and its composition requires inclusion of state, county, and city representatives. The task force's objective is to evaluate the effectiveness of the criminal and traffic-related fine/fee distribution structure and attempt to simplify the administration of this system for the benefit of the citizens and the criminal justice participants.

State Trial Court Improvement and Modernization Fund

FY 2013-14

Resources

Description	Amount
Beginning Fund Balance	\$ 44,827,741
Prior Year Adjustments ¹	4,410,172
Adjusted Beginning Fund Balance	49,237,913
Revenues and Transfers	
50/50 Excess Fees, Fines, and Forfeitures Split	26,873,351
2% Automation Fund	15,242,700
Interest from Surplus Money Investment Fund	124,878
Royalties from Publications of Jury Instructions	445,365
Miscellaneous Revenue and Adjustments	24,476
Transfer from State General Fund	38,709,000
Transfer to Trial Court Trust Fund	(33,991,000)
Subtotal, Revenues and Transfers	47,428,770
Total Resources	\$ 96,666,683

¹ Adjustments include under-accrued revenues and liquidation of prior years' encumbrances.

**State Trial Court Improvement and Modernization Fund
FY 2013-14 Expenditures and Encumbrances by Program and Project**

Description	Amount
<i>Families and Children Programs</i>	
Self-Represented Litigants - Statewide Support	99,999
Domestic Violence - Family Law Interpreter Program	20,167
Self-Help Centers	4,999,831
Interactive Software - Self-Reprinted Electronic Forms	60,009
Educational Programs	89,716
Publications	20,000
<i>Education Programs</i>	
Orientation for New Trial Court Judges	83,480
B.E. Witkin Judicial College of CA	143,990
Primary Assignment Orientation and Overviews	256,686
Leadership Training	40,507
Judicial Institutes	95,919
Advance Education for Experienced Judges	32,473
Regional and Local Judicial Education Courses	3,150
Manager and Supervisor Training	26,551
Court Personnel Institutes	122,895
Regional and Local Court Staff Education Courses	8,258
Trial Court Faculty - Statewide Education Program	231,803
Faculty Development	41,806
Curriculum Committee - Statewide Education Plan Development	435
Distance Education - Satellite Broadcast	137,560
Distance Education - Online Video, Webinars and Videoconferences	7,448
<i>Special Services for Court Operations</i>	
Trial Court Performance and Accountability	9,124
JusticeCorps (Court Access and Education)	331,000
Court Interpreter Program (Testing, Development, Recruitment and Education)	118,797
2015 Language Needs Study	293,347
California Language Access Plan	65,000
Trial Court Security Grants	1,198,904
<i>Legal Services</i>	
Litigation Management Program	3,442,205
Judicial Performance Defense Insurance	919,892
Subscription Costs - Judicial Conduct Reporter	15,535
Trial Courts Transactional Assistance Program	457,118
Jury System Improvement Projects	13,410
Alternative Dispute Resolution Centers	59,478
Complex Civil Litigation Program	4,001,074
Regional Office Assistance Group ¹	1,218,654

**State Trial Court Improvement and Modernization Fund
FY 2013-14 Expenditures and Encumbrances by Program and Project**

Description	Amount
<i>Audit Services</i>	
Audit Services ¹	666,857
<i>Fiscal Services</i>	
Other Post-Employment Benefits (OPEB) Valuation Report	600,079
Budget Focused Training and Meetings	45,527
Treasury Services - Cash Management ¹	160,649
Trial Court Procurement ¹	25,812
Enhanced Collections ¹	595,699
<i>Human Resources Services</i>	
Employee Assistance Program for Bench Officers	29,158
Workers' Compensation Reserve	719,749
Human Resources - Court Investigation	100,000
Trial Court Labor Relations Academies and Forums	34,127
<i>Information Technology Services</i>	
Telecommunications Support	15,579,291
Statewide Planning and Development Support ²	5,091,094
Interim Case Management Systems	1,052,564
Data Integration ²	3,314,047
California Courts Technology Center (CCTC) ²	9,453,348
Jury Management System	600,000
California Law Enforcement Telecomm System (CLETS) Services ²	470,718
California Courts Protective Order Registry (CCPOR) - ROM ²	444,559
Testing Tools - Enterprise Test Management Suite	437,586
Uniform Civil Fees System (UCFS) ²	350,858
Justice Partner Outreach / e-Services ²	234,637
Adobe LiveCycle Reader Service Extension	129,780
<i>Trial Court Administrative Services</i>	
Phoenix Program - Financial Management System ²	11,074,899
Judicial Council's Court-Ordered Debt Task Force	1,440
Total Expenditures and Encumbrances	\$ 69,878,695

¹ All expenditure is for administrative support services provided by Judicial Council staff.

² Expenditures include the costs for local assistance and administrative support services provided by Judicial Council staff.

**State Trial Court Improvement and Modernization Fund
FY 2013-14
Fund Condition Summary**

Description	Amount
Total Resources	\$ 96,666,683
Program/Project Area	
Families and Children	5,289,722
Education	1,232,958
Court Operations Services	2,016,172
Legal Services	10,127,365
Audit Services	666,857
Finance	1,427,767
Human Resources	883,034
Information Technology	37,158,482
Trial Court Administrative Services	11,076,339
Subtotal, Expenditures and Encumbrances	69,878,695
Pro-rata, Statewide General Administrative Services	580,982
Total Expenditures, Encumbrances, and Pro-Rata	70,459,677
Fund Balance	\$ 26,207,006

Table of Contents

Judicial and Court Operations Services Division

I. Office of Security

Trial Court Security Grants 1

II. Center for Families, Children and Courts

Self-represented Litigants Statewide Support 5

Domestic Violence - Family Law Interpreter Program 9

Self-Help Center 12

Interactive Software - Self-Rep Electronic Forms 17

CFCC Educational Programs 21

CFCC Publications 24

Children in Dependency Case Training (TCTF) 27

Sargent Shriver Civil Counsel Pilot Program (TCTF) 29

Equal Access Fund (TCTF) 33

Court-Appointed Dependency Counsel Collections (TCTF) 37

III. Office of Education / CJER

Category 1, Mandated, Essential & Other Education for Judicial Officers 41 - 55

Category 2, Essential and Other Education for CEOs, Managers and Supervisors 41 - 55

Category 3, Essential and Other Education for Court Personnel 41 - 55

Category 4, Faculty and Curriculum Development 41 - 55

Category 5, Distance Learning 41 - 55

Other Information 55 - 139

IV. Court Operations Special Services Office

Trial Court Performance Measures Study 140

Court Access and Education 143

Court Interpreter Program - Testing, Development, Recruitment and Education 147

2015 Language Needs Study (every 5-year) 151

California Language Access Plan 155

Judicial Council and Court Leadership Services Division

I. Legal Services Office 157

Litigation Management Program 157

Judicial Performance Defense Insurance 160

Subscription Costs - Judicial Conduct Reporter 163

Trial Courts Transactional Assistance Program 165

Jury System Improvement Projects 169

Alternative Dispute Resolution Centers 171

Complex Civil Litigation Program 176

Regional Office Assistance Group 180

II. Internal Audit Services

Audit Contract 182

Internal Audit Services (Support) 182

Table of Contents

Judicial and Court Administrative Services Division

I. Fiscal Services Office

Contract for OPEB Valuation Report (every 2 years)	183
Budget Focused Training and Meetings	186
Treasury Services - Cash Management	188
Trial Court Procurement (Support)	191
Enhanced Collections (Support)	194

II. Human Resources Services Office

EAP for Bench Officers	197
Human Resources - Court Investigation	201
Trial Court Labor Relations Academies and Forums	204

III. Information Technology Services Office

Telecommunications Support	209
Enterprise Policy/Planning (Statewide Planning and Development)	213
Interim Case Management Systems	217
Data Integration	220
California Courts Technology Center (CCTC)	225
Jury Management System	227
CLETS Services/Integration	231
CCPOR (ROM)	234
Testing Tools - Enterprise Test Management Suite	238
Uniform Civil Fees	241
Justice Partner Outreach / e-Services	245
Orange Telecom Project	248
Adobe LiveCycle Reader Service Extension	251
Civil, Small Claims, Probate and Mental Health (V3) CMS – TCTF	255
Criminal and Traffic (V2) CMS – TCTF	261
California Courts Technology Center (CCTC) (Schedule C) -- TCTF	270
Interim Case Management Systems (Schedule C) – TCTF	273

IV. Trial Court Administrative Services Office

Phoenix Project - FI	277
Judicial Council's Court-Ordered Debt Task Force	283

TCBAC Information Request

Judicial and Court Operations Services Division

I. Office of Security

Project/Program Title: Trial Court Security Grants

1. Direct actual or estimated monetary benefit to each trial court

Grant funds are used for the purchase and maintenance of video surveillance, access, duress alarm systems and other security enhancements, such as ballistic glass and secured parking for bench officers. Funds are primarily paid to vendors for work to benefit the courts. Occasionally a court will be reimbursed directly for a project via an Intra-Branch Agreement. Please see template B for details of expenditures by court.

The amount listed in “Other/Non-court” on template B is the annual cost of a master agreement with a vendor for a web based tool used by the courts to develop, train court staff and maintain Continuity of Operations and Emergency Plans. The benefits of this expenditure can’t be allocated by court. The amount for fiscal year 2013-2014 has not been allocated to specific courts at this time. Allocation amounts will be determined as project cost estimates become available.

All courts are eligible to benefit from the program. Courts not appearing on template B have benefitted from grant funds in the years prior to fiscal year 2010-2011. Trial Court Security Grants are determined in part as the result of security assessments conducted by Office of Security staff, or based on a request for assistance from the courts. The Office of Security has a process in place to prioritize projects based on need. Each year an amount is held in reserve to address emergencies. Funds not used on emergencies are used to complete previously identified and approved projects.

2. Other indicator of benefit to each trial court

N/A

3. Is the project/program mandatory?

The program is not mandatory.

4. Effectiveness of project/program

The effectiveness of this program is demonstrated more by what doesn’t happen than what does. Security systems in place in court facilities provide a safe and secure environment. The lack of security breaches and incidents is the demonstration of the effectiveness of these systems and this program.

5. Total FY 2013-2014 funding for the project/program

\$1,200,000

6. 5-year projection of funding needs or costs

A five year projection cannot be determined at this time.

The budget for this program has been cut from \$4 million at its inception to \$1.2 million annually, where it has remained for three fiscal years. Funds are used to maintain equipment as well as install systems. These systems have a finite lifespan and will require repair and replacement as they age, which represents a higher demand on the budget than simply maintaining them.

Beginning in fiscal year 2012-2013, the Office of Security has taken on the maintenance of video surveillance and duress systems in select new courthouses as warranties expire. This will result in an increased demand on the budget over the long term as these systems will initially require maintenance and eventually repair and replacement.

In addition, some facilities have systems that were in place when the facility transferred ownership. These systems are nearing or past the end of their lifespan and will require repairs and replacement. The Office of Security is currently completing a statewide inventory project to identify security systems in all facilities in order to determine the type of equipment in place as well as the size, age and condition of the systems. The long range goal is for the Office of Security to take on oversight of the maintenance, repair and replacement of these systems. The budget required to address any increase in the equipment portfolio administered by the Office of Security will not be determined until the inventory project has been completed and the results analyzed. A BCP will likely be needed to address the increased need as the demand on the budget is anticipated to increase dramatically.

7. What costs can and/or should be shifted from IMF to TCTF?

Unknown.

8. Impact of eliminating TCTF and IMF funding for the project/program

The impact of eliminating funding for this program would be realized in increased costs to the courts and likely the failure to adequately service and maintain these systems over the long term. These costs represent an unfunded demand on court budgets that are already stretched beyond capacity.

The Office of Security administers statewide master agreements that ensure lower and consistent pricing for equipment purchases and service. The contracts include response times for service calls and remove the burden on the courts of going out to bid for each project and service call. If program funds were eliminated the master agreements would be allowed to expire and the courts would be required to go out to bid for service and replacement of the systems. There would be no standard pricing and no requirement to provide a satisfactory level of service in a timely manner. In

1) Combined Information for All Divisions (Oct112013)

addition, the Office of Security would no longer be available to provide assistance in the identification of equipment need, placement, purchase, installation, training and maintenance and court staff would have no support in resolving issues with vendors.

9. Other

N/A

Project/Program Title: Trial Court Security Grant Program

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Payment on behalf of the court - \$ Amount				Distribution to the court - \$ Amount			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	0.00	54,993.19	0.00					
Alpine	17,183.12	0.00	1,250.00					
Amador	3,783.00	0.00	0.00					
Butte	792.00	16,661.09	0.00					
Calaveras	3,292.00	285.00	0.00					
Colusa	0.00	44,965.23	5,050.13					
Contra Costa	15,203.19	88,101.43	532.50					
Del Norte	17,901.89	8,557.95	15,181.54		4,901			
El Dorado	0.00	31,870.74	44,781.25					
Fresno	56,964.17	255.00	0.00					
Glenn	624.00	15,992.60	0.00					
Humboldt	10,973.00	16,410.45	37,552.93					
Imperial	2,717.00	0.00	0.00					
Inyo	1,293.20	31,509.97	0.00					
Kern	1,920.00	75,274.25	2,521.50					
Kings	2,264.00	962.56	79,555.34			4,981		
Lake	644.00	14,429.70	8,486.95					
Lassen	0.00	0.00	0.00					
Los Angeles	0.00	0.00	9,399.89					
Madera	5,755.00	38,696.02	75,387.83					
Marin	0.00	53,588.93	3,027.43					
Mariposa	28,155.99	0.00	35,861.44					
Mendocino	600.00	4,052.50	0.00					
Merced	43,856.62	63,125.05	35,867.16					
Modoc	33,999.26	6,424.89	2,129.59					
Mono	10,164.86	0.00	0.00					
Monterey	24,948.33	444.00	0.00					
Napa	9,921.61	4,576.00	96,402.97					
Nevada	692.00	13,453.65	8,107.05					
Orange	86,773.38	41,979.10	0.00					
Placer	0.00	0.00	0.00					
Plumas	5,469.33	20,046.31	29,696.23					
Riverside	348.00	86,089.70	74,597.44					
Sacramento	0.00	0.00	0.00					
San Benito	344.00	9,554.05	0.00					
San Bernardino	246,279.50	0.00	0.00					
San Diego	1,168.00	9,276.88	0.00					
San Francisco	126,515.48	50,024.94	39,890.53					
San Joaquin	43,977.65	1,224.32	10,671.01					
San Luis Obispo	164,891.09	25,099.81	0.00					
San Mateo	0.00	1,797.55	7,672.88					
Santa Barbara	84,725.20	83,656.59	22,973.39					

1) Combined Information for All Divisions (Oct112013)

Santa Clara	0.00	0.00	0.00					
Santa Cruz	169,930.32	9,504.88	10,001.32					
Shasta	49,334.56	60,726.37	78,542.01					
Sierra	1,620.00	28,416.88	0.00			7,960		
Siskiyou	13,400.57	0.00	0.00					
Solano	968.00	21,097.23	60,321.76					
Sonoma	0.00	1,471.00	161,506.74					
Stanislaus	613.20	43,451.51	57,334.50					
Sutter	13,186.00	20,088.84	5,030.15					
Tehama	892.50	6,726.05	3,360.87					
Trinity	1,008.00	20,101.77	30,660.52					
Tulare	91,720.50	106,916.12	42,418.20					
Tuolumne	0.00	0.00	0.00					
Ventura	0.00	32,085.66	0.00					
Yolo	936.00	19,800.80	0.00					
Yuba	902.00	0.00	0.00					
Subtotal	1,398,652	1,283,766.56	1,095,773.05	-	4,901	12,941	-	-
Other/Non-court ²⁾	164,600	120,335	104,221	1,200,000				-
Total	1,563,252	1,404,101	1,199,994	1,200,000	4,901	12,941	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts. (Please refer to template A for explanation.)

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
2	Trial Court Security Grant Program	1,200,000						1,200,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
2	Trial Court Security Grant Program	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000

Note:

Actual allocation cannot be determined at this time. We assume the \$1.2 million funding will continue.

II. Center for Families, Children and the Courts

Project/Program Title: Self-Help Statewide Support

1. Direct actual or estimated monetary benefit to each trial court

These funds are used primarily for a contract for maintenance of the California Courts self-help website, for translations of Judicial Council forms commonly used by self-represented litigants, for maintenance of a website for self-help center staff to share instructional materials and resources including program management ideas, and for training for self-help center staff. There is a small budget for printing posters and handouts that can be used by clerks and self-help center staff to direct litigants to the self-help website to obtain additional information.

In the period August 15, 2012 – August 15, 2013, the California Courts Self-Help website was used 4,241,509 times. The average time on a page was a little over 2 minutes, which suggests that users are actually reading content. Over 633,046 people sought information about divorce or separation. 318,219 sought information about small claims. 215,981 sought information about traffic. By enabling people to find information on-line 24-7, the self-help website helps the trial courts provide information about court processes and basic legal information about case types where litigants commonly come to the court for assistance. On-line help saves courts time by providing information so that litigants do not have to call or come to court to get basic help. It also provides judges, court clerks and staff with a quick referral to an accurate and comprehensive website so that they don't have to answer questions themselves.

The website also helps the courts by providing fillable, savable forms and instructions on how to complete those forms. This enables litigants to complete their forms at home and provide typed and comprehensible pleadings. This is a very commonly used feature on the website. For example, in the last year, FL-100 – the petition for dissolution of marriage was downloaded 236,978 times from the website. The FL-150, Income and Expense Declaration was downloaded 163,092 times. The FL-300 was downloaded 151,528 times. Without the on-line website, many of the people downloading those forms would go to courts to get copies of blank forms. Having these materials available on-line poses significant savings to the courts as litigants can then use their own printers and resources to obtain these forms rather than obtain them from the courts.

Courts regularly request translation of forms commonly used by self-represented litigants for instructional purposes. They are often used in self-help centers to allow litigants with limited English proficiency to prepare their own pleadings, or to assist in quick translation. Providing these on a state level is much more effective than multiple courts completing the same translation. Spanish versions of all translations and self-help website content are reviewed by an attorney who is also a certified court interpreter in Spanish to ensure that the translation is accurate and that consistent terms are being used.

1) Combined Information for All Divisions (Oct112013)

Self-help center staff share sample instructional materials and packets that are posted on a website that is designed to allow them to see what other courts have done to avoid “reinventing the wheel.” Information from training sessions, program management tips and other resources are included. Instructional materials can then be adapted for statewide use on the self-help website as courts identify information that they believe would be helpful. On-line training is provided at no charge to court staff, which enables self-help center staff to obtain necessary MCLE credits at no cost, and with limited time away from other duties. In person training is provided as possible, and is currently scheduled in conjunction with a conference sponsored jointly with the Legal Aid Association of California to save costs.

In 2012, a new section of the website was added to assist parents, teenagers and children through the separation and divorce process. This site was adapted in response to requests from trial courts for information to help parents resolve conflicts without the necessity of coming to court. The materials include an on-line orientation video for family court services offices. This will allow court to provide on-line orientation and save significant staff time for actual mediation or child custody recommending counseling. By providing one statewide portal that provides accurate, up-to-date information and referrals for help, trial courts can save significant staff time as they do not have to create and up-date their own self-help materials. They can provide county-specific information to address questions, but do not have the burden of ensuring legal accuracy of a significant amount of information.

In FY 2010-2011, of the \$300,000 allocated, \$180,000 was used for consultant services to revise the entire Self Help website as well as translation of the website and forms. The remaining \$120,000 was used to support a statewide conference on self represented litigants; these funds supported conference speakers, materials, and travel for court staff.

2. Other indicator of benefit to each trial court

NA

3. Is the project/program mandatory?

This is not a mandatory program.

4. Effectiveness of project/program

Please see the description of benefits to the courts for information about effectiveness. This program provides information to over 4 million persons per year for a cost of 2.5 cents per encounter. For each person who is assisted on the self-help website, the time of clerks, self-help center staff, judges, interpreters and other staff is saved.

5. Total FY 2013-2014 funding for the project/program

The \$100,000 from IMF is the only fund used to support this program. This is one third of the allocation prior to fiscal year 2011-2012.

6. 5-year projection of funding needs or costs

1) Combined Information for All Divisions (Oct112013)

The projected costs are at a steady level for the next five years. This funding amount appears to be a base level for maintaining the website including adapting to changes in the law, translations, and developing information that is requested by the trial courts. A growing number of litigants use mobile devices to access the self-help website. In August 2013, 242,000 users were on mobile devices, up from 45,000 in August, 2012. This is clearly a growing trend and will require some modification of the website to make it more mobile accessible.

7. What costs can and/or should be shifted from IMF to TCTF?

It appears that this is most appropriately funded under the IMF as the work supports the entire branch rather than an individual court.

8. Impact of eliminating TCTF and IMF funding for the project/program

The California Courts Self-Help Website would have to be significantly cut back and sections discontinued since there would be no staffing to update the website when the law changes or when there are new forms. Neither would there be staff capacity to translate materials for the self-help website, so when changes occurred on the English site, they would not be mirrored on the Spanish side. This impacts the usability of the site for court staff who may rely on the English version to print out instructions or information for Spanish speaking litigants without having to translate new materials. Changes and updates to the website are currently completed within a matter of hours or, at the longest, days, when the AOC gets a request from courts about a change. Without IMF funding for this project, in many situations, whole sections of the website would have to be taken down as staff would be redirected from other projects to review any identified problem and make changes to the website. It would be tremendously expensive and labor-intensive for courts to update their own web resources whenever laws, rules and forms change.

9. Other

N/A

Project/Program Title: Self-represented Litigants Statewide Support

For Category 1	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Funded services are available to court - Yes/No			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda					yes	yes	yes	yes
Alpine					yes	yes	yes	yes
Amador					yes	yes	yes	yes
Butte					yes	yes	yes	yes
Calaveras					yes	yes	yes	yes
Colusa					yes	yes	yes	yes
Contra Costa					yes	yes	yes	yes
Del Norte					yes	yes	yes	yes
El Dorado					yes	yes	yes	yes
Fresno					yes	yes	yes	yes
Glenn					yes	yes	yes	yes
Humboldt					yes	yes	yes	yes
Imperial					yes	yes	yes	yes
Inyo					yes	yes	yes	yes
Kern					yes	yes	yes	yes

1) Combined Information for All Divisions (Oct112013)

Kings					yes	yes	yes	yes
Lake					yes	yes	yes	yes
Lassen					yes	yes	yes	yes
Los Angeles					yes	yes	yes	yes
Madera					yes	yes	yes	yes
Marin					yes	yes	yes	yes
Mariposa					yes	yes	yes	yes
Mendocino					yes	yes	yes	yes
Merced					yes	yes	yes	yes
Modoc					yes	yes	yes	yes
Mono					yes	yes	yes	yes
Monterey					yes	yes	yes	yes
Napa					yes	yes	yes	yes
Nevada					yes	yes	yes	yes
Orange					yes	yes	yes	yes
Placer					yes	yes	yes	yes
Plumas					yes	yes	yes	yes
Riverside					yes	yes	yes	yes
Sacramento					yes	yes	yes	yes
San Benito					yes	yes	yes	yes
San Bernardino					yes	yes	yes	yes
San Diego					yes	yes	yes	yes
San Francisco					yes	yes	yes	yes
San Joaquin					yes	yes	yes	yes
San Luis Obispo					yes	yes	yes	yes
San Mateo					yes	yes	yes	yes
Santa Barbara					yes	yes	yes	yes
Santa Clara					yes	yes	yes	yes
Santa Cruz					yes	yes	yes	yes
Shasta					yes	yes	yes	yes
Sierra					yes	yes	yes	yes
Siskiyou					yes	yes	yes	yes
Solano					yes	yes	yes	yes
Sonoma					yes	yes	yes	yes
Stanislaus					yes	yes	yes	yes
Sutter					yes	yes	yes	yes
Tehama					yes	yes	yes	yes
Trinity					yes	yes	yes	yes
Tulare					yes	yes	yes	yes
Tuolumne					yes	yes	yes	yes
Ventura					yes	yes	yes	yes
Yolo					yes	yes	yes	yes
Yuba					yes	yes	yes	yes
Subtotal	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-	300,000	150,000	100,000	100,000
Total	-	-	-	-	300,000	150,000	100,000	100,000

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

These funds are used to support all self-help centers. Funding supported workshops for self-help court staff and was open to family law facilitators and court partners in legal aid, law librarians, mediators, and small claims advisors. Funding also adds new content, tools, and resources that can be accessed directly by users of the statewide self-help website. These tools allow litigants to get information and assistance with their legal issues at home or other locations so that they can either avoid the need to come to a self-help center or require less time at the center. The self-help website also provides links to local court self-help services. The judicial branch website design includes many additional features, such as video clips developed by the local courts and the AOC. Additional content is translated into Spanish and reviewed by a bilingual attorney to ensure legal accuracy. In FY 2010-2011, of the \$300,000 allocated, \$180,000 was used for consultant services to revise the entire Self Help website as well translation of the website and forms. The remaining \$120,000 was used to support a statewide conference on self represented litigants; these funds supported conference speakers, materials, and travel costs for court staff.

1) Combined Information for All Divisions (Oct112013)

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
4	Statewide Self Help Support	100,000						100,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
4	Statewide Self Help Support	100,000	100,000	100,000	100,000	100,000	500,000

Project/Program Title: Domestic Violence - Family Law Interpreter Program**1. Direct actual or estimated monetary benefit to each trial court**

Until fiscal year 2013-2014, the allocation for this item was \$1,750,000. \$1,730,000 went directly to the trial courts to provide interpreters in domestic violence, elder abuse and family law matters. Based upon the recommendation of the Trial Court Budget Working Group, the Judicial Council determined to shift the \$1,730,000 from IMF to Program 45-45. Thus, the current remaining allocation is \$20,000 to contract for the translation of Judicial Council forms.

All domestic violence forms and instruction sheets set out in CCP 185 (b) are translated into Spanish, Chinese¹, Vietnamese and Korean as these are the most commonly spoken languages in California. These translations are made available to the courts and the public on-line and are used to provide information to save court staff and interpreter time.

2. Other indicator of benefit to each trial court

NA

3. Is the project/program mandatory?

Yes. Code of Civil Procedure section 185 (b) provides that: "The Judicial Council shall, by July 1, 2001, make available to all courts, translations of domestic violence protective order forms in languages other than English, as the Judicial Council deems appropriate, for protective orders issued pursuant to Section 527.6 or 527.8 of the Code of Civil Procedure, or Part 1 (commencing with Section 6200) of Division 10 of the Family Code, or Section 136.2 of the Penal Code."

4. Effectiveness of project/program

Self-help center staff and persons working with litigants in domestic violence cases report that these forms are of assistance to them in allowing litigants with limited English proficiency to

¹ While there are many spoken Chinese languages (including Mandarin and Cantonese) there is one consistent written language.

1) Combined Information for All Divisions (Oct112013)

understand the information being requested and the orders being made. The forms are often used by the programs to explain the process and provides a consistent vocabulary to use.

5. Total FY 2013-2014 funding for the project/program

\$20,000 from the IMF is used to support these services.

6. 5-year projection of funding needs or costs

The projected cost is \$20,000 from fiscal year 2014-2018 to support translation of these forms which benefit all the courts. There are regular changes to the forms based on changes in legislation, and new translations are needed each year. Based upon past history of translations, \$20,000 appears to be the average annual cost for translation of the forms.

7. What costs can and/or should be shifted from IMF to TCTF?

Since the translation of domestic violence restraining orders benefit all the courts, it appears that the IMF is the appropriate fund. There are no other funds to pay for these mandatory translations.

8. Impact of eliminating TCTF and IMF funding for the project/program

If the funding were eliminated, the impact would be that the forms would not be translated as they were updated and thus, the Judicial Council would not be complying with CCP 185(b). There is no in-house capacity to translate these forms. This service would no longer be available to the courts, self-help centers, legal services offices, law enforcement and domestic violence agencies. It is possible that some courts would translate the forms on their own, leading to duplication of efforts, and potentially conflicting translations.

9. Other

N/A

Project/Program Title: Domestic Violence - Family Law Interpreter Program

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Benefit to court, but specific amount can't be identified - Yes/No			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	58,105	58,105	32,213		yes	yes	yes	yes
Alpine					yes	yes	yes	yes
Amador	1,023	1,023	500		yes	yes	yes	yes
Butte	19,243	19,243	500		yes	yes	yes	yes
Calaveras					yes	yes	yes	yes
Colusa					yes	yes	yes	yes
Contra Costa	23,500	23,500	60,436		yes	yes	yes	yes
Del Norte					yes	yes	yes	yes
El Dorado	8,250	8,250	3,279		yes	yes	yes	yes
Fresno					yes	yes	yes	yes

1) Combined Information for All Divisions (Oct112013)

	19,867	19,867	11,980					
Glenn	2,953	2,953	6,040		yes	yes	yes	yes
Humboldt	1,549	1,549	2,757		yes	yes	yes	yes
Imperial	19,279	19,279	19,086		yes	yes	yes	yes
Inyo	1,597	1,597	500		yes	yes	yes	yes
Kern	29,375	29,375	28,316		yes	yes	yes	yes
Kings	2,810	2,810	999		yes	yes	yes	yes
Lake	585,737	585,737	725,146		yes	yes	yes	yes
Lassen					yes	yes	yes	yes
Los Angeles					yes	yes	yes	yes
Madera	31,365	31,365	31,489		yes	yes	yes	yes
Marin	2,365	2,365	8,186		yes	yes	yes	yes
Mariposa					yes	yes	yes	yes
Mendocino	5,793	5,793	1,752		yes	yes	yes	yes
Merced	10,159	10,159	4,291		yes	yes	yes	yes
Modoc	368	368	125		yes	yes	yes	yes
Mono					yes	yes	yes	yes
Monterey	38,229	38,229	38,595		yes	yes	yes	yes
Napa	7,655	7,655	7,252		yes	yes	yes	yes
Nevada	1,980	1,980	1,317		yes	yes	yes	yes
Orange	97,086	97,086	101,718		yes	yes	yes	yes
Placer	4,647	4,647	4,851		yes	yes	yes	yes
Plumas					yes	yes	yes	yes
Riverside	208,184	208,184	88,847		yes	yes	yes	yes
Sacramento	90,649	90,649	65,196		yes	yes	yes	yes
San Benito					yes	yes	yes	yes
San Bernardino	16,488	16,488	49,172		yes	yes	yes	yes
San Diego	119,492	119,492	157,635		yes	yes	yes	yes
San Francisco	66,000	66,000	44,253		yes	yes	yes	yes
San Joaquin	4,639	4,639	3,713		yes	yes	yes	yes
San Luis Obispo	5,166	5,166	10,540		yes	yes	yes	yes
San Mateo	9,483	9,483	10,578		yes	yes	yes	yes
Santa Barbara	1,947	1,947	1,215		yes	yes	yes	yes
Santa Clara	93,652	93,652	92,715		yes	yes	yes	yes
Santa Cruz	20,175	20,175	7,855		yes	yes	yes	yes

1) Combined Information for All Divisions (Oct112013)

Shasta	8,487	8,487	3,005		yes	yes	yes	yes
Sierra	1,600	1,600	500		yes	yes	yes	yes
Siskiyou					yes	yes	yes	yes
Solano	4,492	4,492	7,190		yes	yes	yes	yes
Sonoma	11,549	11,549	12,249		yes	yes	yes	yes
Stanislaus	15,013	15,013	3,635		yes	yes	yes	yes
Sutter	15,195	15,195	16,335		yes	yes	yes	yes
Tehama					yes	yes	yes	yes
Trinity					yes	yes	yes	yes
Tulare	32,974	32,974	48,263		yes	yes	yes	yes
Tuolumne	500	500	500		yes	yes	yes	yes
Ventura	19,648	19,648	9,727		yes	yes	yes	yes
Yolo	9,035	9,035	2,593		yes	yes	yes	yes
Yuba	2,698	2,698	2,956		yes	yes	yes	yes
Subtotal	1,730,001	1,730,001	1,730,000	-	-	-	-	-
Other/Non-court ²⁾				-	20,000	20,000	20,000	20,000
Total	1,730,001	1,730,001	1,730,000	-	20,000	20,000	20,000	20,000

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts.

The \$20,000 can not be separated out by each court because it is for consultant services for the translation of domestic violence forms and instructions which is available to all courts.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
5	DV - Family Law Interpreters Program	20,000						20,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
5	DV - Family Law Interpreters Program	20,000	20,000	20,000	20,000	20,000	100,000

Project/Program Title: Self-Help Center

1. Direct actual or estimated monetary benefit to each trial court

Self-Help Centers are funded by TCTF funds (\$6.2 million) and IMF funds (\$5 million).

1) Combined Information for All Divisions (Oct112013)

All funds are provided directly to the courts according to formula. First, a fixed amount of \$34,000 in TCTF funds is set as the minimum level for all courts. Then, an additional amount is apportioned to each court as a percentage equal to their county's share of the statewide population, to better correlate to the potential workload. Template B shows the IMF portion of the allocation.

2. Other indicator of benefit to each trial court

NA

3. Is the project/program mandatory?

Rule 10.960 (b) states that:

“Providing access to justice for self-represented litigants is a priority for California courts. The services provided by court self-help centers facilitate the timely and cost-effective processing of cases involving self-represented litigants and improve the delivery of justice to the public. **Court programs, policies, and procedures designed to assist self-represented litigants and effectively manage cases involving self-represented litigants at all stages must be incorporated and budgeted as core court functions.**” *(emphasis added)*

Rule 10.960 (f) further provides that:

“**A court must include in its annual budget funding necessary for operation of its self-help center.** In analyzing and making recommendations on the allocation of funding for a court self-help center, the Administrative Office of the Courts will consider the degree to which individual courts have been successful in meeting the guidelines and procedures for the operation of the self-help center.” *(emphasis added)*

4. Effectiveness of project/program

Self-help centers serve more than 450,000 persons per year by helping litigants to complete legal forms, explaining the court process and legal issues, and providing referrals for additional assistance. Self-help services save time for clerks and judicial officers. One evaluation found that self-help center workshops save \$1.00 for every \$.23 spent. When the court provides one-on-one individual assistance, savings of \$1.000 can be achieved from expenditures ranging from \$.36 to \$.55. If the self-help center also provides assistance to self-represented litigants to help them finish their divorce cases, the court saves \$1.00 for every \$.45 spent.

An evaluation of family law self-help programs noted that self-help programs provide real savings in the courtroom. The judges reported that the center saved them valuable court time:

“Couples who have gone through the process of the paperwork can settle faster and the judge can take less testimony.”

“They ask fewer questions, are more informed, and they are better able to stay on point.”

“I often cannot even figure out what a case is about when the paperwork is prepared by a pro per without help of [the self help center]

1) Combined Information for All Divisions (Oct112013)

“It’s great to be able to send someone to a specific location. It’s like having a prescription.”

Another evaluation of self-help centers found that:

- Paperwork presented to filing clerks was correct the first time, eliminating repeated trips to the clerks’ window;
- Litigants appeared for hearing with papers properly served so cases could proceed the first time, and many continuances were eliminated;
- Courtroom staff was interrupted less often by litigants asking for help;
- More responsive declarations were filed, giving the judicial officers more information on which to base an order; and
- Litigants tended to understand the proceedings and ask appropriate questions so that hearings could proceed more smoothly.

5. Total FY 2013-2014 funding for the project/program

Currently \$5 million is distributed from the IMF and \$6.2 million is distributed from the TCTF.

6. 5-year projection of funding needs or costs

In June of 2006, courts were surveyed to provide information regarding their needs for self-help funding above what they currently receive for the AB 1058 child support family law facilitator program and small claims advisor funds. They were asked to indicate which types of cases they would like to provide services and to identify the costs associated with attorney staff, non-attorney staff, informational materials and other direct costs as well as one-time costs. Fifty four (54) courts responded to the request for funding (including every court with more than 2 judicial officers.) Their initial ongoing requests total \$44.2 million. Over time, the Judicial Council authorized \$11.2 million toward this need. Thus, there appears to be a continuing need for approximately \$33 million.

7. What costs can and/or should be shifted from IMF to TCTF?

Currently \$5 million is distributed from the IMF and \$6.2 million is distributed from the TCTF. The Budget Act includes the following language at section 0250-102-0159 that provides \$71,309,000 for the State Trial Court Improvement and Modernization Fund, “Of the funds appropriated for this item, up to \$5,000,000 shall be available for support of services for self-represented litigants.”

8. Impact of eliminating TCTF and IMF funding for the project/program

Based upon the evaluations of the programs described in #4 which discusses the effectiveness of the programs, it appears that reductions in funding for self-help would have significant ramifications for other areas of the court including time for court clerks and judicial officers. It would also significantly impact the effectiveness of the court. In the evaluation of one program that had to cut self-help services, the number of guardianship hearing continuances went from 7 per

1) Combined Information for All Divisions (Oct112013)

year to 402 per year. Court clerks reported that they had to spend 45 minutes at the counter with guardianship litigants, and that the time was often non-productive since they needed much more help with their paperwork.

The investment of resources in self-help services has significant benefits for the court and has proven to be very well-received by the public. Studies repeatedly report a very high level of customer satisfaction with self-help services. Post-hearing interviews with self-represented litigants indicate that those who went to the self-help center were:

- Less likely to be surprised by the outcome of the hearing;
- Less likely to feel that the judge would have ruled differently if they had a lawyer; and
- More likely to report that they were extremely able to communicate with the judge.

9. Other

N/A

Project/Program Title: Self-Help Center

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	203,151	203,151	203,151	203,151				
Alpine	167	167	-	167				
Amador	5,129	5,129	5,129	5,129				
Butte	29,217	29,217	29,217	29,217				
Calaveras	6,149	6,149	6,149	6,149				
Colusa	2,894	2,894	2,894	2,894				
Contra Costa	138,461	138,461	138,461	138,461				
Del Norte	3,927	3,927	3,927	3,927				
El Dorado	23,701	23,701	23,701	23,701				
Fresno	120,993	120,993	120,993	120,993				
Glenn	3,854	3,854	3,854	3,854				
Humboldt	17,826	17,826	17,826	17,826				
Imperial	22,407	22,407	22,407	22,407				
Inyo	2,490	2,490	2,490	2,490				
Kern	104,900	104,900	104,900	104,900				
Kings	19,871	19,871	19,871	19,871				
Lake	8,623	8,623	8,623	8,623				
Lassen	4,769	4,769	4,769	4,769				
Los Angeles	1,378,130	1,378,130	1,378,130	1,378,130				

1) Combined Information for All Divisions (Oct112013)

Madera	19,423	19,423	19,423	19,423				
Marin	34,077	34,077	34,077	34,077				
Mariposa	2,450	2,450	2,450	2,450				
Mendocino	12,166	12,166	12,166	12,166				
Merced	33,190	33,190	33,190	33,190				
Modoc	1,323	1,323	1,323	1,323				
Mono	1,829	1,829	1,829	1,829				
Monterey	57,145	57,145	57,145	57,145				
Napa	18,084	18,084	18,084	18,084				
Nevada	13,460	13,460	13,460	13,460				
Orange	413,259	413,259	413,259	413,259				
Placer	42,573	42,573	42,573	42,573				
Plumas	2,884	2,884	2,884	2,884				
Riverside	456,751	262,742	262,742	262,742				
Sacramento	186,378	186,378	186,378	186,378				
San Benito	7,751	7,751	7,751	7,751				
San Bernardino	267,921	267,921	267,921	267,921				
San Diego	412,517	412,517	412,517	412,517				
San Francisco	107,430	107,430	107,430	107,430				
San Joaquin	89,888	89,888	89,888	89,888				
San Luis Obispo	35,409	35,409	35,409	35,409				
San Mateo	97,399	97,399	97,399	97,399				
Santa Barbara	56,713	56,713	56,713	56,713				
Santa Clara	238,521	238,521	238,521	238,521				
Santa Cruz	35,289	35,289	35,289	35,289				
Shasta	24,411	24,411	24,411	24,411				
Sierra	471	471	471	471				
Siskiyou	6,207	6,207	6,207	6,207				
Solano	56,877	56,877	56,877	56,877				
Sonoma	64,555	64,555	64,555	64,555				
Stanislaus	69,188	69,188	69,188	69,188				
Sutter	12,301	12,301	12,301	12,301				
Tehama	8,276	8,277	8,277	8,277				
Trinity	1,886	1,886	1,886	1,886				
Tulare								

1) Combined Information for All Divisions (Oct112013)

	56,577	56,577	56,577	56,577				
Tuolumne	7,833	7,833	7,833	7,833				
Ventura	109,941	109,941	109,941	109,941				
Yolo	25,603	25,603	25,603	25,603				
Yuba	9,392	9,392	9,392	9,392				
Subtotal	5,194,008	5,000,000	4,999,833	5,000,000	-	-	-	-
Other/Non-court ²⁾				-				-
Total	5,194,008	5,000,000	4,999,833	5,000,000	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
6	Self Help Center	5,000,000	6,200,000					11,200,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
6	Self Help Center	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000

Project/Program Title: Interactive Software - Self-Rep Electronic Forms**1. Direct actual or estimated monetary benefit to each trial court**

This funding provides access to and technical support from the National Legal Document Assembly Server, operated by ProBonoNet, a non-profit organization that assists courts and legal services programs with technology. This server makes it possible for the AOC and all courts to develop software programs to assist self-help centers to complete forms quickly, as well as to provide programs on the California Court's On-Line Self-Help Center for use by all courts.

Similar to "Turbotax", these programs ask questions which litigants can answer which then populate Judicial Council and other necessary forms. The program uses logic which either eliminates or asks additional questions based on previous answers. For example, if a litigant indicates that there are no minor children in a divorce, the program will not ask about child custody arrangements. Typed, legible and complete pleadings are produced along with instructions for service and filing. This saves staff time in assisting litigants to complete forms, and for clerks in processing forms.

1) Combined Information for All Divisions (Oct112013)

Currently more than 60,000 people per year use these programs in California self-help centers. This translates into a \$1 for each person assisted. The cost per user decreases each year as more modules come on-line and more litigants use the program.

We are currently working on expanding these programs to be used on the self-help website rather than just in self-help centers. This requires adding additional information that is generally covered in workshops or by individual meetings with self-help attorneys. As these programs are completed, they will be made available for all the courts.

This adaption helps to respond to a loss of resources in the trial courts. Until 2010-2011, many courts participated in a cooperative effort to fund EZLegalFile, a program developed by the San Mateo Superior Court which allowed litigants to complete their forms on-line. San Mateo made a very significant financial commitment and individual courts contributed approximately \$3,000 - \$4,000 per year to participate. This service was discontinued with the fiscal crisis. The vendor now charges for this service and courts can no longer use it as a referral. ICAN!, which was developed by the Legal Aid Society of Orange County, now also charges for usage.

As more litigants become accustomed to doing business on-line, these programs can provide a great benefit to courts as litigants can either complete all or a significant portion of their paperwork at home, and the self-help center or other helper can answer questions or review the documents remotely.

Since Judicial Council forms are used statewide, it is much more cost-effective to develop the programs on a statewide basis and make any adjustments required by a local court to accommodate their practice and procedure. While the program is designed to be used by attorneys and paralegals without a technology background, experience has shown that it takes a significant amount of time to become proficient at the program, and few courts can dedicate staff time to creating these programs which ask questions of litigants that are then input into standard Judicial Council forms. The branching logic, similar to a Turbo-Tax model, requires legal understanding of the court processes, as well as technical ability with the program.

2. Other indicator of benefit to each trial court

NA

3. Is the project/program mandatory?

This is not a mandatory project.

4. Effectiveness of project/program

A number of courts have developed self-help center services based on the programs developed by AOC staff and using the existing license. For example, the Los Angeles Superior Court operates 100 workshops per month at the self-help center at its Stanley Mosk Courthouse. All of those

1) Combined Information for All Divisions (Oct112013)

workshops use this program, which enables them to assist up to 300 people per day with 4 attorneys. The Riverside court has provided a fax filing component, allowing litigants to complete requests for or responses to temporary restraining orders at home or at a community agency, church, library or other support center and fax file those documents, saving tremendous court time. They report that over 350 people used the service in the first few months of operation.

Self-help centers report more efficient use of self-help center resources, supporting litigants to avoid unnecessary use of court self-help center resources. One court program reports that using this program saves at least one hour per litigant preparing restraining order forms. Another reports that conservatorship documents that used to take 4 hours to complete, can now be prepared in 15 minutes.

5. Total FY 2013-2014 funding for the project/program

This project is funded from the IMF in the amount of \$60,000 per year.

6. 5-year projection of funding needs or costs

The 5 year projected funding costs are not expected to increase. For fiscal year 2014-2018, we will need \$60,000 per year to continue funding the project.

7. What costs can and/or should be shifted from IMF to TCTF?

Since this is a program that assists all the courts, it does not appear that it is appropriate to shift it from the IMF to the TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

If funds were eliminated from the project, we would not be able to use the server for this project. This would mean that either each of the courts currently using the program would have to purchase their own license with ProBonoNet, and that we would not have the capacity to provide assistance on the self-help website. There are a limited number of court licenses available since this is a significantly discounted cost, and it is likely that not all courts would be able to use the website.

9. Other

N/A

Project/Program Title: Interactive Software - Self-Rep Electronic Forms

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Benefit to court, but specific amount can't be identified - Yes/No			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda					yes	yes	yes	yes
Alpine					yes	yes	yes	yes
Amador					yes	yes	yes	yes
Butte					yes	yes	yes	yes
Calaveras					yes	yes	yes	yes

1) Combined Information for All Divisions (Oct112013)

Colusa					yes	yes	yes	yes
Contra Costa					yes	yes	yes	yes
Del Norte					yes	yes	yes	yes
El Dorado					yes	yes	yes	yes
Fresno					yes	yes	yes	yes
Glenn					yes	yes	yes	yes
Humboldt					yes	yes	yes	yes
Imperial					yes	yes	yes	yes
Inyo					yes	yes	yes	yes
Kern					yes	yes	yes	yes
Kings					yes	yes	yes	yes
Lake					yes	yes	yes	yes
Lassen					yes	yes	yes	yes
Los Angeles					yes	yes	yes	yes
Madera					yes	yes	yes	yes
Marin					yes	yes	yes	yes
Mariposa					yes	yes	yes	yes
Mendocino					yes	yes	yes	yes
Merced					yes	yes	yes	yes
Modoc					yes	yes	yes	yes
Mono					yes	yes	yes	yes
Monterey					yes	yes	yes	yes
Napa					yes	yes	yes	yes
Nevada					yes	yes	yes	yes
Orange					yes	yes	yes	yes
Placer					yes	yes	yes	yes
Plumas					yes	yes	yes	yes
Riverside					yes	yes	yes	yes
Sacramento					yes	yes	yes	yes
San Benito					yes	yes	yes	yes
San Bernardino					yes	yes	yes	yes
San Diego					yes	yes	yes	yes
San Francisco					yes	yes	yes	yes
San Joaquin					yes	yes	yes	yes
San Luis Obispo					yes	yes	yes	yes
San Mateo					yes	yes	yes	yes
Santa Barbara					yes	yes	yes	yes
Santa Clara					yes	yes	yes	yes
Santa Cruz					yes	yes	yes	yes
Shasta					yes	yes	yes	yes
Sierra					yes	yes	yes	yes
Siskiyou					yes	yes	yes	yes
Solano					yes	yes	yes	yes
Sonoma					yes	yes	yes	yes
Stanislaus					yes	yes	yes	yes
Sutter					yes	yes	yes	yes
Tehama					yes	yes	yes	yes
Trinity					yes	yes	yes	yes
Tulare					yes	yes	yes	yes
Tuolumne					yes	yes	yes	yes
Ventura					yes	yes	yes	yes
Yolo					yes	yes	yes	yes
Yuba					yes	yes	yes	yes
Subtotal	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-	60,000	40,000	40,000	60,000
Total	-	-	-	-	60,000	40,000	40,000	60,000

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

1) Combined Information for All Divisions (Oct112013)

Funding provides all 58 courts access to the National Legal Document Assembly Server, operated by ProBonoNet. This server makes it possible for courts to develop software programs that assist self-help centers to complete forms quickly, as well as to provide programs on the Court's On-Line Self-Help Center.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
7	Interactive Software-Self Rep Electronic Forms	60,000						60,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
7	Interactive Software-Self Rep Electronic Forms	60,000	60,000	60,000	60,000	60,000	300,000

Project/Program Title: CFCC Educational Programs

1. Direct actual or estimated monetary benefit to each trial court

NA

2. Other indicator of benefit to each trial court

This funding supports the annual Youth Summit and two biennial statewide educational events, Beyond the Bench (BTB) and Family Law Educational Programs (FLEP). Due to reductions in this allocation beginning in fiscal year 2011, BTB and FLEP moved to every other year cycles. In every fiscal year, this allocation supports the Youth Summit and one statewide educational event. The location of the Summit alternates each year to facilitate the participation of youth from different regions of California.

Beyond the Bench took place in fiscal year 2011-2012 and is scheduled for fiscal year 2013-2014. Family Law Education Programs, held in conjunction with CJER's Family Law Institute, took place in fiscal year 2012-2013 and is planned for fiscal year 2014-15. Each year, this allocation supports approximately 160 youth court judicial officers, court staff, and youth court participants to attend the Youth Court Summit, including lodging, faculty, and venue costs. The program covers new developments in youth courts and other court programs for youth which address some of the root causes of long term involvement of youth in the juvenile justice system. The program is open to all courts and approximately 17 courts participated in 2013.

In fiscal year 2014-2015, the allocation will also support the statewide FLEP program. Approximately 45 courts send judicial officers, court management staff, and court child custody mediators. The allocation will cover lodging, meals, faculty and venue costs for 450 attendees.

The event offers education that meets requirements specified in California rules of court for mediators and administrators and offers the opportunity for a multidisciplinary audience to learn about best approaches to longstanding issues and emerging problems. Court leadership is briefed

on new practices in family case flow management, managing court based mediation and dispute resolution services.

3. Is the project/program mandatory?

Family code 1850 specifies that the Judicial Council design educational standards and provide training to court-connected child custody mediators. The educational requirements for training programs meet the following California Rules of Court:

- Child Custody Mediators and Evaluators Rule 5.210 (f) (1) (A)-(B), 5.225 (d); (i) (1), and 5.518 (e) (3); (g);
- Trial Court Personnel Rule 10.474 (c) (1)-(2); and
- Domestic Violence Rules 5.230 (d)(1)-(2); and 5.215 (j) (2)

4. Effectiveness of project/program

Courts have indicated that the Family Law Education Program offers training that would otherwise be a burden for most local courts to provide, especially small courts. Attendees consistently give positive feedback on the quality of the program and effectiveness in meeting mandatory training requirements. Average evaluations rated the program at 4.3 out of a possible 5 overall in 2013.

The Youth Court Summit also receives positive feedback on the quality of the program by all attendees. Youth courts from around the state participate in the program and youth raise funds at the local level to help support attendance, thus reducing the level of support required from Branch funds. The level of attendance has remained stable from year to year. In the program evaluation from 2013, the general program rating question was “The Summit was a memorable learning experience” and the respondents rated that 4.6 out of 5 (5 being the highest or best score).

5. Total FY 2013-2014 funding for the project/program

\$90,000 per year in IMF funds.

6. 5-year projection of funding needs or costs

CJER has calculated an increase in the costs of educational events due to increases in meal and lodging reimbursement rates, and other cost increases. Estimates for the Youth Summit, which is held at college campuses in Northern and Southern California on an alternate basis are 30% higher for lodging and facilities than in prior years.

7. What costs can and/or should be shifted from IMF to TCTF?

N/A

8. Impact of eliminating TCTF and IMF funding for the project/program

It would not be possible to provide the mandated level of training to court-connected mediators, without the economies of centralized planning and provision of faculty that FLEP provides. There is no other designated funding for the Youth Summit.

1) Combined Information for All Divisions (Oct112013)

9. Other

N/A

Project/Program Title: CFCC Educational Programs

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Benefit the court even \$ or % value can't be assigned (Yes/No)			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda					yes	yes	yes	yes
Alpine					yes	yes	yes	yes
Amador					yes	yes	yes	yes
Butte					yes	yes	yes	yes
Calaveras					yes	yes	yes	yes
Colusa					yes	yes	yes	yes
Contra Costa					yes	yes	yes	yes
Del Norte					yes	yes	yes	yes
El Dorado					yes	yes	yes	yes
Fresno					yes	yes	yes	yes
Glenn					yes	yes	yes	yes
Humboldt					yes	yes	yes	yes
Imperial					yes	yes	yes	yes
Inyo					yes	yes	yes	yes
Kern					yes	yes	yes	yes
Kings					yes	yes	yes	yes
Lake					yes	yes	yes	yes
Lassen					yes	yes	yes	yes
Los Angeles					yes	yes	yes	yes
Madera					yes	yes	yes	yes
Marin					yes	yes	yes	yes
Mariposa					yes	yes	yes	yes
Mendocino					yes	yes	yes	yes
Merced					yes	yes	yes	yes
Modoc					yes	yes	yes	yes
Mono					yes	yes	yes	yes
Monterey					yes	yes	yes	yes
Napa					yes	yes	yes	yes
Nevada					yes	yes	yes	yes
Orange					yes	yes	yes	yes
Placer					yes	yes	yes	yes
Plumas					yes	yes	yes	yes
Riverside					yes	yes	yes	yes
Sacramento					yes	yes	yes	yes
San Benito					yes	yes	yes	yes
San Bernardino					yes	yes	yes	yes
San Diego					yes	yes	yes	yes
San Francisco					yes	yes	yes	yes
San Joaquin					yes	yes	yes	yes
San Luis Obispo					yes	yes	yes	yes
San Mateo					yes	yes	yes	yes
Santa Barbara					yes	yes	yes	yes
Santa Clara					yes	yes	yes	yes
Santa Cruz					yes	yes	yes	yes
Shasta					yes	yes	yes	yes
Sierra					yes	yes	yes	yes
Siskiyou					yes	yes	yes	yes
Solano					yes	yes	yes	yes
Sonoma					yes	yes	yes	yes
Stanislaus					yes	yes	yes	yes
Sutter					yes	yes	yes	yes

1) Combined Information for All Divisions (Oct112013)

Tehama					yes	yes	yes	yes
Trinity					yes	yes	yes	yes
Tulare					yes	yes	yes	yes
Tuolumne					yes	yes	yes	yes
Ventura					yes	yes	yes	yes
Yolo					yes	yes	yes	yes
Yuba					yes	yes	yes	yes
Subtotal	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-	201,226	90,273	90,000	90,000
Total	-	-	-	-	201,226	90,273	90,000	90,000

Note:

¹⁾ If a project/program has multiple measurements (e.g., judges, court personnel, etc.), use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, meeting room, AV equipment, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
8	CFCC Educational Programs	90,000			173,384			263,384

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
8	CFCC Educational Programs*	99,000	99,000	99,000	99,000	99,000	495,000

Project/Program Title: CFCC Publications**1. Direct actual or estimated monetary benefit to each trial court**

This allocation is used for a contract to support the CalDOG website. Nearly all California juvenile dependency judicial officers (236) subscribe to CalDOG at no cost to them. By providing case law summaries, reference materials on dependency law and practice, and approximately 5,000 well referenced and indexed resources on dependency law, judicial officers and the trial courts can achieve considerable savings in subscriptions and book purchases. CalDOG is the only source of information on juvenile dependency law in California that is available free to all courts, includes all available sources of information, is reviewed by expert attorneys, and is carefully indexed for ease of use. Judicial officers and research attorneys save a great deal of time and effort when using CalDOG. Judicial officers in very underresourced courts have told us it is their only source of new information on changes to dependency case law and statute.

2. Other indicator of benefit to each trial court

NA

3. Is the project/program mandatory?

No

1) Combined Information for All Divisions (Oct112013)

4. Effectiveness of project/program

CalDOG's effectiveness is shown by its steady increase in subscribers, monthly visits, and page hits. The subscribers increase 10 percent every year, while visitors to the site increased by 200 percent in the same period. The AOC information technology web staff have reviewed CalDOG and told us it is a cost-effective means of hosting this type of website.

5. Total FY 2013-2014 funding for the project/program

Funded by IMF for \$20,000.

6. 5-year projection of funding needs or costs

\$20,000 annually, based on stable web-hosting costs.

7. What costs can and/or should be shifted from IMF to TCTF?

N/A

8. Impact of eliminating TCTF and IMF funding for the project/program

Staff have negotiated a favorable rate with the vendor that hosts CalDOG. It would not be possible to reduce the rate further. This funding is essential to the continuation of the program. CalDOG is far less costly than the purchase of individual books and provides a wide array of resources.

9. Other

N/A

Project/Program Title: CFCC Publications

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Benefit to court, but specific amount can't be identified - Yes/No			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda					yes	yes	yes	yes
Alpine					yes	yes	yes	yes
Amador					yes	yes	yes	yes
Butte					yes	yes	yes	yes
Calaveras					yes	yes	yes	yes
Colusa					yes	yes	yes	yes
Contra Costa					yes	yes	yes	yes
Del Norte					yes	yes	yes	yes
El Dorado					yes	yes	yes	yes
Fresno					yes	yes	yes	yes
Glenn					yes	yes	yes	yes
Humboldt					yes	yes	yes	yes
Imperial					yes	yes	yes	yes
Inyo					yes	yes	yes	yes
Kern					yes	yes	yes	yes
Kings					yes	yes	yes	yes
Lake					yes	yes	yes	yes
Lassen					yes	yes	yes	yes
Los Angeles					yes	yes	yes	yes
Madera					yes	yes	yes	yes

1) Combined Information for All Divisions (Oct112013)

Marin					yes	yes	yes	yes
Mariposa					yes	yes	yes	yes
Mendocino					yes	yes	yes	yes
Merced					yes	yes	yes	yes
Modoc					yes	yes	yes	yes
Mono					yes	yes	yes	yes
Monterey					yes	yes	yes	yes
Napa					yes	yes	yes	yes
Nevada					yes	yes	yes	yes
Orange					yes	yes	yes	yes
Placer					yes	yes	yes	yes
Plumas					yes	yes	yes	yes
Riverside					yes	yes	yes	yes
Sacramento					yes	yes	yes	yes
San Benito					yes	yes	yes	yes
San Bernardino					yes	yes	yes	yes
San Diego					yes	yes	yes	yes
San Francisco					yes	yes	yes	yes
San Joaquin					yes	yes	yes	yes
San Luis Obispo					yes	yes	yes	yes
San Mateo					yes	yes	yes	yes
Santa Barbara					yes	yes	yes	yes
Santa Clara					yes	yes	yes	yes
Santa Cruz					yes	yes	yes	yes
Shasta					yes	yes	yes	yes
Sierra					yes	yes	yes	yes
Siskiyou					yes	yes	yes	yes
Solano					yes	yes	yes	yes
Sonoma					yes	yes	yes	yes
Stanislaus					yes	yes	yes	yes
Sutter					yes	yes	yes	yes
Tehama					yes	yes	yes	yes
Trinity					yes	yes	yes	yes
Tulare					yes	yes	yes	yes
Tuolumne					yes	yes	yes	yes
Ventura					yes	yes	yes	yes
Yolo					yes	yes	yes	yes
Yuba					yes	yes	yes	yes
Subtotal	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-	121,961	20,000	20,000	20,000
Total	-	-	-	-	121,961	20,000	20,000	20,000

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

CalDOG is the only source of information on juvenile dependency law in California that is available free to all courts. It provides case law summaries, reference materials on dependency law and practice, and approximately 5,000 well referenced and indexed resources on dependency law, judicial officers and the trial courts can achieve considerable savings in subscriptions and book purchases.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
9	CFCC Publications	20,000						20,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
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1) Combined Information for All Divisions (Oct112013)

9	CFCC Publications	20,000	20,000	20,000	20,000	20,000	100,000
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Project/Program Title: Children in Dependency Case Training (TCTF)**1. Direct actual or estimated monetary benefit to each trial court**

Program provides training designed to improve the trial and appellate advocacy skills of juvenile dependency court-appointed attorneys. All trial courts are eligible to send attorneys to this training. These funds are used to hire expert faculty and to support attendees' travel. Attorneys educated in advanced trial skills save court costs by improving hearing efficiency, avoiding continuances, and adhering to federal standards for timeliness. If they are educated in establishing an adequate record, identifying issues for appeal, and meeting the appropriate timelines for writs and appeals, attorneys save the appellate courts considerable time by providing thorough and timely filings.

2. Other indicator of benefit to each trial court

NA

3. Is the project/program mandatory?

No

4. Effectiveness of project/program

As part of the series of advanced trial skills trainings being offered, we are implementing various data collection methods to measure the effectiveness of these trainings and transfer of learning to the job. Participants must complete a pre-training questionnaire in which they assess their own skills related to the content to be covered, such as making objections and delivering effective opening and closing arguments. In addition, we have also asked participants' supervisors to complete a similar questionnaire designed to assess the skills of the participant before taking the course. The participants must also complete a post-training questionnaire for their immediate feedback about the course. Finally, all participants and their supervisors have been asked to complete a follow-up survey after 90 days to assess the impact of the training on their practice. The initial results from the pre-training survey and post-training evaluations have yielded positive impressions of the training. This particular training stands apart from many of the other trainings delivered in that it is a three-day, highly interactive, skill-building training that includes practice sessions and immediate feedback. This design has been extremely well received. Many learners reported an unexpected benefit of being energized by the training and feeling more connected to the purpose of their work. It seems that the level of engagement in this course may have contributed to this outcome and is worth exploring for future trainings.

5. Total FY 2013-2014 funding for the project/program

There is a budget of \$113,000 from TCTF.

6. 5-year projection of funding needs or costs

1) Combined Information for All Divisions (Oct112013)

\$113,000 per year, based on the assumptions that the contract faculty will continue to provide their services at the current rate and that travel costs will remain relatively stable.

7. What costs can and/or should be shifted from IMF to TCTF?

NA

8. Impact of eliminating TCTF and IMF funding for the project/program

This funding was designated for this training by the Judicial Council with the recognition that the lack of knowledge on dependency appeals was impacting the workload of the appellate courts. If these funds were eliminated, court-appointed attorneys would have no access to training on important elements of preparing a case for appeal. The workload of the courts of appeal would increase. There is no other source of funding that could provide training on this topic.

9. Other

N/A

Project/Program Title: Children in Dependency Case Training

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Benefit to court, but specific amount can't be identified - Yes/No			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda							yes	yes
Alpine							yes	yes
Amador							yes	yes
Butte							yes	yes
Calaveras							yes	yes
Colusa							yes	yes
Contra Costa							yes	yes
Del Norte							yes	yes
El Dorado							yes	yes
Fresno							yes	yes
Glenn							yes	yes
Humboldt							yes	yes
Imperial							yes	yes
Inyo							yes	yes
Kern							yes	yes
Kings							yes	yes
Lake							yes	yes
Lassen							yes	yes
Los Angeles							yes	yes
Madera							yes	yes
Marin							yes	yes
Mariposa							yes	yes
Mendocino							yes	yes
Merced							yes	yes
Modoc							yes	yes
Mono							yes	yes
Monterey							yes	yes
Napa							yes	yes
Nevada							yes	yes
Orange							yes	yes
Placer							yes	yes
Plumas							yes	yes
Riverside							yes	yes
Sacramento							yes	yes
San Benito							yes	yes

1) Combined Information for All Divisions (Oct112013)

San Bernardino								yes	yes
San Diego								yes	yes
San Francisco								yes	yes
San Joaquin								yes	yes
San Luis Obispo								yes	yes
San Mateo								yes	yes
Santa Barbara								yes	yes
Santa Clara								yes	yes
Santa Cruz								yes	yes
Shasta								yes	yes
Sierra								yes	yes
Siskiyou								yes	yes
Solano								yes	yes
Sonoma								yes	yes
Stanislaus								yes	yes
Sutter								yes	yes
Tehama								yes	yes
Trinity								yes	yes
Tulare								yes	yes
Tuolumne								yes	yes
Ventura								yes	yes
Yolo								yes	yes
Yuba								yes	yes
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-				113,000	113,000
Total	-	-	-	-	-	-	-	113,000	113,000

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

In FY2012-2013, of the \$1130,000 allocated, \$85,000 was used to fund consultants for training to improve the trial and appellate advocacy skills of juvenile dependency court-appointed attorneys. All trial courts are eligible to send attorneys to this training. The remaining \$28,000 was used to support travel costs for training attendees.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
	Children in Dependency Case Training		113,000					113,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
	Children in Dependency Case Training	113,000	113,000	113,000	113,000	113,000	565,000

Project/Program Title: Sargent Shriver Civil Counsel Pilot Program (TCTF)**1. Direct actual or estimated monetary benefit to each trial court**

This directed funding implements a pilot program required by Government Code section 68651 (AB 590-Feuer). The funding supports seven pilot programs, which are each a partnership of a legal services nonprofit corporation, the court, and other legal services providers in the community.

1) Combined Information for All Divisions (Oct112013)

The programs provide legal representation to low-income Californians (at or below 200 percent of the federal poverty level) in housing, child custody, probate conservatorship, and guardianship matters. Since not all eligible low-income parties with meritorious cases can be provided with legal representation, the court partners receive funds to implement improved court procedures, personnel training, case management and administration methods, and best practices.

Project funds come from a restricted \$10 supplemental filing fee on certain postjudgment motions. Based upon early revenue figures, \$9.5 million has been allocated to legal services agencies and their court partners. \$500,000 was set aside for annual administrative costs including the evaluation costs for the project to meet the legislative requirements for an extensive evaluation due in 2016. The amount of collections has decreased, and thus, the projection for future allocations has been decreased to \$8,962,000 per year. Administrative costs will be reduced proportionately as well. For the current grants, \$1,768,656 has been allocated to courts, and \$7,731,344 has been allocated to the legal aid organizations providing representation.

Pilot programs were selected through a competitive RFP process and approved by the Judicial Council. The projects are located in Kern, Los Angeles, Sacramento, San Diego, San Francisco, Santa Barbara, and Yolo counties. The San Francisco Superior Court did not request funding for the project. Government Code 68651 provides that the “participating projects shall be selected by a committee appointed by the Judicial Council with representation from key stakeholder groups, including judicial officers, legal services providers, and others, as appropriate... Projects approved pursuant to this section shall initially be authorized for a three-year period, commencing July 1, 2011, subject to renewal for a period to be determined by the Judicial Council, in consultation with the participating project in light of the project's capacity and success....”

The majority of administrative funds are being used for the evaluation of the pilot project as the statute requires the Judicial Council to submit a study of the project to the Governor and Legislature by January 2016. “The study shall report on the percentage of funding by case type and shall include data on the impact of counsel on equal access to justice and the effect on court administration and efficiency, and enhanced coordination between courts and other government service providers and community resources. This report shall describe the benefits of providing representation to those who were previously not represented, both for the clients and the courts, as well as strategies and recommendations for maximizing the benefit of that representation in the future. The report shall describe and include data, if available, on the impact of the pilot program on families and children. The report also shall include an assessment of the continuing unmet needs and, if available, data regarding those unmet needs.” This study should provide useful information to all courts on effective ways of handling these cases.

The pilots focus on providing representation in cases where one side is generally represented and the other is not. These are typically the most difficult cases for both the litigants and the courts. The intent is not only to improve access to the courts and the quality of justice obtained by those low-income individuals who would otherwise not have counsel, but also to allow court calendars

1) Combined Information for All Divisions (Oct112013)

that currently include many self-represented litigants to be handled more effectively and efficiently. The legislature found that the absence of representation not only disadvantages parties, but has a negative effect on the functioning of the judicial system. “When parties lack legal counsel, courts must cope with the need to provide guidance and assistance to ensure that the matter is properly administered and the parties receive a fair trial or hearing. Such efforts, however, deplete scarce court resources and negatively affect the courts’ ability to function as intended, including causing erroneous and incomplete pleadings, inaccurate information, unproductive court appearances, improper defaults, unnecessary continuances, delays in proceedings for all court users and other problems that can ultimately subvert the administration of justice.”

2. Other indicator of benefit to each trial court

NA

3. Is the project/program mandatory?

Yes, the project is required by Government Code 68651. Specific fees are designated in that Code for this project.

4. Effectiveness of project/program

A legislatively required evaluation of the project is due on January 31, 2016. Early reports indicate an increased rate of pretrial settlements and efficiencies associated with court innovations, e.g., e-filing.

5. Total FY 2013-2014 funding for the project/program

This project is fully funded by new fees specifically designated for this project by Government Code 68651. The total amount of fee revenue projected in 2013-2014 is \$8,962,000. 5% of the fees collected may be used for administration of the project including evaluation.

6. 5-year projection of funding needs or costs

The 5 year projected budget for this project is dependent on the filing fees established in the authorizing legislation (Government Code section 68651). The amount is currently projected to be \$8,962,000 per year. The project is currently scheduled to sunset on June 30, 2017.

7. What costs can and/or should be shifted from IMF to TCTF?

The revenue source is set forth in the authorizing legislation (Government Code section 68651).

8. Impact of eliminating TCTF and IMF funding for the project/program

If this project was eliminated, the Judicial Branch would not be in compliance with the law establishing the requirements and funding sources for this project.

9. Other

N/A

1) Combined Information for All Divisions (Oct112013)

Project/Program Title: Sargent Shriver Civil Counsel Pilot Program

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Benefit to court, but specific amount can't be identified - Yes/No			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda							yes	yes
Alpine							yes	yes
Amador							yes	yes
Butte							yes	yes
Calaveras							yes	yes
Colusa							yes	yes
Contra Costa							yes	yes
Del Norte							yes	yes
El Dorado							yes	yes
Fresno							yes	yes
Glenn							yes	yes
Humboldt							yes	yes
Imperial							yes	yes
Inyo							yes	yes
Kern							yes	yes
Kings							yes	yes
Lake							yes	yes
Lassen							yes	yes
Los Angeles							yes	yes
Madera							yes	yes
Marin							yes	yes
Mariposa							yes	yes
Mendocino							yes	yes
Merced							yes	yes
Modoc							yes	yes
Mono							yes	yes
Monterey							yes	yes
Napa							yes	yes
Nevada							yes	yes
Orange							yes	yes
Placer							yes	yes
Plumas							yes	yes
Riverside							yes	yes
Sacramento							yes	yes
San Benito							yes	yes
San Bernardino							yes	yes
San Diego							yes	yes
San Francisco							yes	yes
San Joaquin							yes	yes
San Luis Obispo							yes	yes
San Mateo							yes	yes
Santa Barbara							yes	yes
Santa Clara							yes	yes
Santa Cruz							yes	yes
Shasta							yes	yes
Sierra							yes	yes
Siskiyou							yes	yes
Solano							yes	yes
Sonoma							yes	yes
Stanislaus							yes	yes
Sutter							yes	yes
Tehama							yes	yes
Trinity							yes	yes
Tulare							yes	yes
Tuolumne							yes	yes
Ventura							yes	yes
Yolo							yes	yes
Yuba							yes	yes

1) Combined Information for All Divisions (Oct112013)

Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾							500,000	500,000	
Total	-	-	-	-	-	-	500,000	500,000	

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

\$9.5 million has been allocated to legal services agencies and their court partners. \$500,000 is set aside in the Budget Act for administration of the program. Of that, \$290,000 is usually encumbered with an independent evaluation firm to work on the legislatively mandated evaluation. The remainder of the funding is being used to pay portions of salaries of staff who work on administration and evaluation of the project, and a small budget is for travel expenses for administrative site visits. Sargent Shriver Civil Counsel Pilot Project had a previous total budget of \$10 million from supplemental filings fees with \$500,000 set aside for annual administrative costs including the evaluation costs for this project. Since the collection amount has decreased, in 2013-2014 the projection of future allocations has been decreased to \$8,962,000 which will decrease administrative costs proportionately as well.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
	Sargent Shriver Civil Counsel Pilot Project*		8,692,000					8,692,000

Note:

*Sargent Shriver Civil Counsel Pilot Project had a previous total budget of \$10 million from supplemental filings fees with \$500,000 set aside for annual administrative costs including the evaluation costs for this project. Since the collection amount has decreased, the projection of future allocations has been decreased to \$8,962,000 which will decrease administrative costs proportionately as well.

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
	Sargent Shriver Civil Counsel Pilot Project**	8,962,000	8,962,000	8,962,000			26,886,000

Note:

**Sargent Shriver Civil Counsel Pilot Project had a previous total budget of \$10 million from supplemental filings fees with \$500,000 set aside for annual administrative costs including the evaluation costs for this project. Since the collection amount has decreased, in 2013-2014 the projection of future allocations has been decreased to \$8,962,000 which will decrease administrative costs proportionately as well.

Project/Program Title: Equal Access Fund (TCTF)**1. Direct actual or estimated monetary benefit to each trial court**

For the last 13 years, the state Budget Act has contained a provision for the allotment of \$10 million to an Equal Access Fund “to improve equal access and the fair administration of justice.” In 2005, the Uniform Civil Fees and Standard Fee Schedule Act was approved by the Legislature and the Governor. That act established a new distribution of \$4.80 per filing fee to the Equal Access Fund in the Trial Court Trust Fund. The estimated revenue from filing fees for the fund is \$5.7 million per year.

The Budget Act provides that 90% of the funds are to support agencies providing civil legal assistance for low-income persons. The Business and Professions Code sets forth the criteria for distribution of those funds. 10% of the funds support partnership grants to eligible legal services

1) Combined Information for All Divisions (Oct112013)

agencies providing self-help assistance at local courts. Organizations must complete specific applications for these funds and have the approval of their courts. The Budget Act allocates up to 5% for administrative costs. Two thirds of the administrative costs go to the State Bar and 1/3 to AOC.

AOC administrative funds cover the costs of staffing to distribute and administer the grants, provide technical assistance and training support for the legal services agencies and courts, as well as the cost of Commission expenses, accounting and programmatic review. It further provides staff support to develop on-line document assembly programs and other assistance for partnership grant projects.

The program serves all 58 courts by providing support to legal services programs which assist litigants with their legal matters. Thirty-three partnership grant programs operate 33 self-help centers in 28 courts. Parties who receive legal services – either fully or partly represented or helped in self-help centers – generally save the court valuable time and resources by helping litigants have better prepared pleadings, more organized evidence, and more effective presentation of their cases. Legal services programs also save significant time for courts by helping litigants understand their cases and helping them to settle whenever possible. Often a consultation with a lawyer is helpful for potential litigants to understand when they do not have a viable court case.

The administrative funds also provides the staff support to develop on-line document assembly programs and other instructional materials developed in partnership grant programs which are available to courts throughout the state.

2. Other indicator of benefit to each trial court

NA

3. Is the project/program mandatory?

Yes. The program has been specifically set forth in the State Budget Act since 1999 with language setting forth the requirements for funding.

4. Effectiveness of project/program

An evaluation of the Equal Access Fund prepared for the legislature in 2005 found that the Equal Access Fund has created strong partnerships between the courts and nonprofit legal aid providers. The self-help centers started with partnership grant funds have often been continued with funding from local courts as they demonstrated their effectiveness. Judges and court personnel expressed widespread support for partnership grant self-help centers which allow many more low-income person to be served by the courts. Court staff reported that working in partnership with legal aid providers helped them to identify systemic problems for low-income people that can be addressed by changes in the way the court functions. Ultimately, those changes often benefited all litigants.

5. Total FY 2013-2014 funding for the project/program

1) Combined Information for All Divisions (Oct112013)

The \$294,598 allocated to this program is the AOC's portion of the administrative costs for the program. \$90,453 of those funds come from the Trial Court Trust Fund, the remainder is from the General Fund. The State Bar receives \$510,906 for its administrative costs.

Since 1999, the state Budget Act has contained a provision for the allotment to an Equal Access Fund "to improve equal access and the fair administration of justice." In 1999, the amount allocated was \$10 million. (Sen. Bill 160; Stats. 1999, ch. 50), Item 0250-101-001.) It has increased over time to the current year's figure of \$10,392,000. (Assem. Bill 110; Stats. 2013, ch. 20); see Item 0250-101-0001, Schedule 8.)

In addition, in 2005, the Uniform Civil Fees and Standard Fee Schedule Act was approved by the Legislature and the Governor Assem. Bill 195; Stats. 2005, ch. 75. That act established a new distribution of \$4.80 per first paper filing fee to the Equal Access Fund via the Trial Court Trust Fund. The expenditure authority stated in the Budget Act of 2013 from those filing fees for the Equal Access Fund is \$5,482,000. (See Item 0250-101-0932, Schedule 7.)

6. 5-year projection of funding needs or costs

The administrative costs projections for fiscal year 2014-2018 are based upon the authorized amount in the State Budget Act as well as a percentage of filing fee revenue as set out in the Budget Act. The only change anticipated would be based upon a change in filing fee revenue or additional general fund revenue identified by the legislature.

7. What costs can and/or should be shifted from IMF to TCTF?

No funds for this project come from the IMF. All are from TCTF and the General Fund from designated line items in the State Budget Act.

8. Impact of eliminating TCTF and IMF funding for the project/program

The impact of eliminating the TCTF funds is that the AOC/Judicial Council would still have the responsibility of administering \$16 million in funding for legal services without any administrative funding.

9. Other

N/A

Project/Program Title: Equal Access Fund

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Benefit to court, but specific amount can't be identified - Yes/No			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda					yes	yes	yes	yes
Alpine					yes	yes	yes	yes
Amador					yes	yes	yes	yes
Butte					yes	yes	yes	yes

1) Combined Information for All Divisions (Oct112013)

Calaveras					yes	yes	yes	yes
Colusa					yes	yes	yes	yes
Contra Costa					yes	yes	yes	yes
Del Norte					yes	yes	yes	yes
El Dorado					yes	yes	yes	yes
Fresno					yes	yes	yes	yes
Glenn					yes	yes	yes	yes
Humboldt					yes	yes	yes	yes
Imperial					yes	yes	yes	yes
Inyo					yes	yes	yes	yes
Kern					yes	yes	yes	yes
Kings					yes	yes	yes	yes
Lake					yes	yes	yes	yes
Lassen					yes	yes	yes	yes
Los Angeles					yes	yes	yes	yes
Madera					yes	yes	yes	yes
Marin					yes	yes	yes	yes
Mariposa					yes	yes	yes	yes
Mendocino					yes	yes	yes	yes
Merced					yes	yes	yes	yes
Modoc					yes	yes	yes	yes
Mono					yes	yes	yes	yes
Monterey					yes	yes	yes	yes
Napa					yes	yes	yes	yes
Nevada					yes	yes	yes	yes
Orange					yes	yes	yes	yes
Placer					yes	yes	yes	yes
Plumas					yes	yes	yes	yes
Riverside					yes	yes	yes	yes
Sacramento					yes	yes	yes	yes
San Benito					yes	yes	yes	yes
San Bernardino					yes	yes	yes	yes
San Diego					yes	yes	yes	yes
San Francisco					yes	yes	yes	yes
San Joaquin					yes	yes	yes	yes
San Luis Obispo					yes	yes	yes	yes
San Mateo					yes	yes	yes	yes
Santa Barbara					yes	yes	yes	yes
Santa Clara					yes	yes	yes	yes
Santa Cruz					yes	yes	yes	yes
Shasta					yes	yes	yes	yes
Sierra					yes	yes	yes	yes
Siskiyou					yes	yes	yes	yes
Solano					yes	yes	yes	yes
Sonoma					yes	yes	yes	yes
Stanislaus					yes	yes	yes	yes
Sutter					yes	yes	yes	yes
Tehama					yes	yes	yes	yes
Trinity					yes	yes	yes	yes
Tulare					yes	yes	yes	yes
Tuolumne					yes	yes	yes	yes
Ventura					yes	yes	yes	yes
Yolo					yes	yes	yes	yes
Yuba					yes	yes	yes	yes
Subtotal	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-	315,569	314,742	294,602	294,598
Total	-	-	-	-	315,569	314,742	294,602	294,598

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

1) Combined Information for All Divisions (Oct112013)

The Budget Act allocates up to 5% for administrative costs. Two thirds of the administrative costs go to the State Bar and one third to the AOC. Administrative funds cover the costs of staffing to distribute and administer the grants, provide technical assistance and training support for the legal services agencies and courts, as well as the costs of Commission expenses, accounting, and programmatic review. It further provides staff support to develop on-line document assembly programs and other assistance for partnership grant projects.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
	Equal Access Fund - IOLTA Formula grants		4,687,110	9,352,800				14,039,910
	Equal Access Fund - Partnership Grants		520,790	1,039,200				1,559,990
	Administrative Costs/Expenses for the Bar		180,906	330,000				510,906
	Administrative Costs/Expenses for the AOC		90,453	165,000				255,453

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
	Equal Access - AOC Administration	294,598	294,598	294,598	294,598	294,598	1,472,990

Project/Program Title: Court-Appointed Dependency Counsel Collections (TCTF)

1. Direct actual or estimated monetary benefit to each trial court

A total of \$2.3 million net of expenses has been collected by the trial courts for redistribution to underfunded courts in the past four years. It is estimated that approximately \$750,000 will be collected and redistributed annually. This collection funding is designated by statute to be used in trial courts with high attorney-client caseloads, to bring down caseloads and improve outcomes for children. In addition, improving caseloads leads to a reduction in the time children spend in the dependency system and the number of unnecessary delays in a case, leading to workload savings for the trial courts. All courts are required to comply with program guidelines. These guidelines establish criteria for receipt of program funds based on participation and local need.

2. Other indicator of benefit to each trial court

NA

3. Is the project/program mandatory?

Yes. Welfare and Institutions Code section 903.47 mandates the collections program. This funding provides staffing for the program. Collections program staff assists trial courts in implementing the program in a variety of ways. A dedicated Serranus webpage, maintained by staff, provides quick access to the guidelines, optional forms, and other program resources. Staff also administers a listserv for judicial officers and court staff to share questions and information with program staff and each other. The attorney drafts program guidelines and forms, ensures program compliance with statute, and works directly with courts on implementing the program. The attorney also advises the courts and advisory committees on any legal questions regarding the program. The

1) Combined Information for All Divisions (Oct112013)

program analyst guides courts in completing the required implementation reports, receives and processes the reports, and follows up with individual courts as required. Staff hosts a monthly conference call to field implementation questions from the courts and provide courts with another forum for sharing information. In 2014, as required by the program guidelines, staff will collect and analyze data to assess the fiscal and operational impact of the program on the courts; and to suggest any needed changes to the appropriate advisory committee.

4. Effectiveness of project/program

Staff funded by the program has fulfilled all legislative and Judicial Council mandates: assisting the Trial Court Budget Advisory Committee to establish the program by drafting collections and allocation guidelines, assisting the courts to implement the program guidelines, and implementing and monitoring the reallocation of collected funds. In fiscal year 2013–2014, \$2.3 million in collected funds will be distributed to the trial courts to reduce dependency attorney caseloads.

5. Total FY 2013-2014 funding for the project/program

There is only the \$260,000 from TCTF.

6. 5-year projection of funding needs or costs

\$260,000 per year based on stable staffing needs.

7. What costs can and/or should be shifted from IMF to TCTF?

These cannot be shifted to the courts nor to the General Fund.

8. Impact of eliminating TCTF and IMF funding for the project/program

The guidelines approved by the Trial Court Budget Advisory Committee and adopted by the council require staff to assist the courts in implementing the program, to ensure that the courts are able to comply with the statutory mandate in the most cost-effective way possible, and to facilitate the distribution of program funds to eligible needy courts. There are no other funds designated to support these functions; terminating the funding would increase the burden of the program on the trial courts while eliminating the sole mechanism through which the courts would see any benefit.

Eliminating this funding would also raise a barrier to the public's access to justice. By ensuring that persons able to afford an attorney must pay for their attorney, the program allows courts to direct their scarce dollars to persons who would not otherwise have access to legal representation.

9. Other

N/A

1) Combined Information for All Divisions (Oct112013)

Project/Program Title: Court-Appointed Dependency Counsel Collections

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Benefit to court, but specific amount can't be identified - Yes/No			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda						yes	yes	yes
Alpine						yes	yes	yes
Amador						yes	yes	yes
Butte						yes	yes	yes
Calaveras						yes	yes	yes
Colusa						yes	yes	yes
Contra Costa						yes	yes	yes
Del Norte						yes	yes	yes
El Dorado						yes	yes	yes
Fresno						yes	yes	yes
Glenn						yes	yes	yes
Humboldt						yes	yes	yes
Imperial						yes	yes	yes
Inyo						yes	yes	yes
Kern						yes	yes	yes
Kings						yes	yes	yes
Lake						yes	yes	yes
Lassen						yes	yes	yes
Los Angeles						yes	yes	yes
Madera						yes	yes	yes
Marin						yes	yes	yes
Mariposa						yes	yes	yes
Mendocino						yes	yes	yes
Merced						yes	yes	yes
Modoc						yes	yes	yes
Mono						yes	yes	yes
Monterey						yes	yes	yes
Napa						yes	yes	yes
Nevada						yes	yes	yes
Orange						yes	yes	yes
Placer						yes	yes	yes
Plumas						yes	yes	yes
Riverside						yes	yes	yes
Sacramento						yes	yes	yes
San Benito						yes	yes	yes
San Bernardino						yes	yes	yes
San Diego						yes	yes	yes
San Francisco						yes	yes	yes
San Joaquin						yes	yes	yes
San Luis Obispo						yes	yes	yes
San Mateo						yes	yes	yes
Santa Barbara						yes	yes	yes
Santa Clara						yes	yes	yes
Santa Cruz						yes	yes	yes
Shasta						yes	yes	yes
Sierra						yes	yes	yes
Siskiyou						yes	yes	yes
Solano						yes	yes	yes
Sonoma						yes	yes	yes
Stanislaus						yes	yes	yes
Sutter						yes	yes	yes
Tehama						yes	yes	yes
Trinity						yes	yes	yes
Tulare						yes	yes	yes
Tuolumne						yes	yes	yes
Ventura						yes	yes	yes
Yolo						yes	yes	yes
Yuba						yes	yes	yes
Subtotal	-	-	-	-	-	-	-	-

1) Combined Information for All Divisions (Oct112013)

Other/Non-court ²⁾				-		75,000	210,000	260,000
Total	-	-	-	-	-	75,000	210,000	260,000

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

These funds are used to assist courts in collecting court-appointed dependency counsel reimbursements from parents and to allocate these funds to courts. In accordance with the guidelines specified in Assembly Bill 131 (Stats. 2009, ch. 413) and approved by the Judicial Council in FY 2012–2013 and FY 2013–2014, funding supports courts in implementing a program of assessment of all parents for ability to pay as well as court hearings on the assessment if requested, collection of reimbursement, and reporting. Administrative costs include legal and technical assistance for implementation. Funding for this program is allocated in accordance with the guidelines specified in AB 131.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
	Equal Access Fund - IOLTA Formula grants		4,687,110	9,352,800				14,039,910
	Court-Appointed Dependency Counsel Collections		260,000					260,000
	Total	5,290,000	20,744,259	10,887,000	173,384	-	-	37,094,643

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
	Court-Appointed Dependency Counsel Collections	260,000	260,000	260,000	260,000	260,000	1,300,000

III. Center for Judicial Education and Research

STCIMF money is allocated to CJER to fund a portion of the cost of judicial branch education programs that benefit the trial courts. By centrally funding and managing the development and delivery of a statewide curriculum of education, the Judicial Council ensures that all courts, regardless of their financial situation at any particular moment, are able to participate in relevant and timely educational programming for judges, court leadership, managers and supervisors, and staff. Further, it ensures that funding for new judge education, a need which varies annually from court to court, is available to any court when new judicial officers are appointed or elected.

CJER's curriculum and courses are regularly evaluated for relevance and effectiveness. The extensive curriculum of education is developed by committees of subject matter experts drawn from courts throughout the state. Faculty members trained in instructional design and teaching techniques are also drawn from courts throughout the state. By allocating IMF money to CJER to manage curriculum and faculty development and fund faculty costs, the Council is able to leverage the intellectual capital of the Judicial Branch for the benefit of all of California's trial courts.

The infrastructure for CJER's satellite broadcast network has been installed in facilities in every court in the state and provides the primary delivery method for statewide education of court staff. Very few courts report that they have internal training departments, and the majority report regular use of CJER's satellite programming. By allocating IMF funding to CJER to provide distance education, the Council ensures that a consistent curriculum of education, delivered in a cost effective fashion, is available to all of California's trial courts.

The information provided in the following report demonstrates that:

1. All of California's trial courts make use of the CJER STCIMF allocation;
2. Courts benefit in a fashion generally proportionate to their size;
3. Funding needs of individual courts vary from year to year;
4. Funding is used primarily to reduce costs for trial court participants.
5. The current funding structure for these services is the most effective and efficient funding model.

A strong and effective statewide judicial branch education program ensures that access to education is available to any member of the judicial branch, regardless of their location, court size, and budget. A statewide system of judicial branch education, using a variety of delivery methods and a cadre of trained faculty who are experts in their respective fields helps maintain public trust and confidence in the judicial branch by ensuring orientation and ongoing continuing education to the branch.

Background

The CJER IMF allocation is divided into the following five major categories:

1) Combined Information for All Divisions (Oct112013)

1. Mandated, essential and other education for judicial officers
2. Essential and other education for court executives, managers and supervisors
3. Essential and other education for court personnel
4. Faculty and Curriculum Development
5. Distance Education

The largest portion of CJER's IMF funding is allocated to the first three categories: *Category 1* (Mandated, essential and other education for judicial officers), *Category 2* (Essential and other education for court executives, managers and supervisors), and *Category 3* (Essential and other education for court personnel). This money is used almost entirely to fund lodging and meal costs for trial court participants attending live courses for judicial officers, managers and supervisors, or personnel. A small portion of each of these allocations may also be used for other program expenses, such as participant materials, AV equipment rental and meeting room rental.

The allocation in *Category 4* (Faculty and Curriculum Development), funds lodging, meal and travel costs for judges and court staff serving as faculty at trial court courses. A small portion of the faculty allocation funds faculty development courses.

The allocation in *Category 5* (Distance Education), funds infrastructure and transmission costs for distance education programs provided via satellite. A small portion of this allocation also funds the delivery of online video products.

Answers to the Advisory Committee's Questions

1. Direct actual or estimated monetary benefit to each trial court

Template C (described in question 2 below) uses course registration data to derive an estimated benefit of the allocation to each court (participant attendance). The data is provided both numerically and as a percentage. However, it is not possible to derive a meaningful monetary benefit to each court from this registration data or percentage calculation. This is because the cost of any individual registration varies greatly from program to program. For example, a registrant for a four-hour CJER course delivered at a local court might use only \$4 from the IMF, while a registrant at a statewide CJER institute could use \$400. And a single registrant at the two-week Judicial College would use more than \$1000.

2. Other indicator of benefit to each trial court

In order to answer this question, CJER has drawn on participant registration data from the past several years and presented the information in *Template C*. Although the available registration data for the time period is not 100% complete, it is sufficiently complete to provide the committee with an accurate representation of the relative benefit to each trial court of the funding allocations that fund participant expenses in funding allocation *Categories 1, 2 and 3*:

1. Mandated, essential and other education for judicial officers

1) Combined Information for All Divisions (Oct112013)

2. Essential and other education for court executives, managers and supervisors
3. Essential and other education for court personnel

Template C provides two types of information:

- The numerical participant registration numbers for each court are available on the left hand table;
- The right hand table presents the participant registration numbers for each court as percentages of the total number of registrants.

Attachment 1 provides four lists, arranged by year, of the courses from which the registration data was gathered for this report.

This accumulated data demonstrates that all of California's trial courts make use of the IMF allocations for participant costs. Although locally delivered education programs (these involve a large number of registered participants from a single court) may increase the percentage of registrants from a single smaller court in a given year, the courts also appear to be benefiting in a fashion generally proportionate to their size. The data also reveals that the funding needs of individual courts vary from year to year, illustrating why allocating a static amount to each court would be inefficient and result in a misallocation of resources in most years. The largest portion of the participant funding allocation is for New Judge Education (comprised of the one week New Judge Orientation, the two week Judicial College, and the multi-day Primary Assignment Orientation programs). Because of the great variety in judicial appointments from court to court, it is not possible to anticipate in advance which court will need that funding in a given year. Providing the participant funding as a part of CJER's statewide IMF allocation ensures that it is available as needed by any particular court based upon appointments or elections.

Allocation *Category 4* (Faculty and Curriculum Development) funds the costs for volunteer faculty who teach courses and the participant costs for faculty development courses. This is a statewide infrastructure cost for CJER's education. All courts benefit from the availability of the education developed and delivered using this portion of the allocation and there is no independent benefit to courts similar to that which can be derived from participant registration data. See *Attachment 1* for the list of the courses taught by faculty, and *Attachment 2* for a list of the types of faculty development courses provided, which are not all provided each year.

Allocation *Category 5* (Distance Education) funds the statewide technical infrastructure for CJER's distance education provided via satellite broadcast. All courts benefit from the availability of the education delivered using this allocation. As with faculty costs, there is no independent benefit to courts similar to that which can be derived from participant registration data.

Attachment 3 is a list of downlink sites installed in courthouses in all of the 58 counties which receive programming provided via satellite. Note: Downlink sites at appellate court and AOC facilities are not funded from the IMF allocation. *Attachment 4* is a survey report from 2011 and updated in 2013. It includes responses from each of the courts and describes extensive use of the statewide satellite

broadcast programming provided with the funding from this IMF allocation for distance education. CJER regularly polls the courts to assess satisfaction by court users with CJER's broadcasts.

3. Is the project/program mandatory?

Attachment 6 provides a list of statutes and rules governing education for the judicial branch.

4. Effectiveness of project/program

The relevance and effectiveness of CJER's comprehensive curriculum of education is evaluated regularly throughout its planning process and by course participants. Nine curriculum committees representing the major subject matter areas as well as the major target audiences within the Judicial Branch, are comprised of subject matter experts who regularly review the curriculum in their assigned subject area and provide updates and revisions as needed. In addition, these committees, on a biennial basis, identify and recommend to the CJER Governing Committee the most pressing educational needs for their audiences, and prioritize the delivery of that education. The CJER Governing Committee reviews and adapts the aggregate committee education priorities, validates recommendations for education delivery, adopts a two-year plan and presents it to the Judicial Council. CJER will also seek information directly from the courts about their needs and preferences for education delivery, within the next month, using a statewide survey.

Faculty and course content are systematically evaluated. An example of the current course evaluation instrument and approach is included as *Attachment 7*.

A working group appointed by the CJER Governing Committee recently evaluated CJER's new judge education efforts in response to Judicial Council directive #80. The report was accepted by the Council at its June meeting and is attached as *Attachment 8*. It includes Judge Jahr's statement that "the process of evaluating new judge education has been very thorough, well thought out, and complete." As noted earlier, the portion of the CJER IMF allocation designated to fund New Judge Education comprises the largest portion by far of CJER's allocation.

The effectiveness of the distance education program is demonstrated in the survey included as *Attachment 4*, a survey report from 2011 and updated in 2013. It includes responses from each of the courts and describes the extensive use of the satellite broadcast programming provided with the funding from the CJER IMF Distance Education allocation. *Attachment 5* provides information from a recent survey of training coordinators, asking about their local training efforts and requesting feedback on needed training.

5. Total FY 2013-2014 funding for the project/program

Total funding information is provided in *Template D*. As noted in more detail in the introduction to this document, the IMF allocations primarily fund participant and faculty costs and distance education infrastructure.

1) Combined Information for All Divisions (Oct112013)

The General Fund amount shown is based on prior year actual expenditures for direct costs associated with trial court programming. These are primarily costs for staff lodging, meals and travel in support of live programs, and some general expenses for things such as faculty materials printing and mailing. The General Fund figure does not include rent, salaries and wages, equipment, software and other such enterprise-wide costs not associated with a particular audience or program. The General Fund money for Distance Education includes service contract funding for the broadcast production studio and monthly fees for receivers at AOC downlink sites. The Grant funding amount shown is based on a prior year agreement with the grant provider for the Civil Bench Book series for judges.

No cost figures for court costs are available, and this varies from court to court, depending upon location and number of attendees, at any one program. Courts primarily fund travel costs for participants to any of one CJER programs.

6. 5-year projection of funding needs or costs

The 5-year projection of funding need is shown in *Template E*. The projected cost increases shown are primarily due to an increase in hotel lodging costs. A 10% increase has been factored in to account for increased lodging allowances recently authorized by the Executive Branch and approved by the Judicial Council, and for general cost inflation.

Additionally, judicial education costs are projected to increase as a result of an increase in the number of judicial appointments. New judge education costs are driven primarily by the Governor's rate of judicial appointments. While specific appointments cannot be anticipated, a typical rate of appointments can be derived from historical data. The projections shown in *Template E* reflect a return to a more typical rate of appointments. It should be noted that actual future costs may be higher than anticipated in the year after the Governor leaves office because there is typically a significant increase in appointments at the end of a Governor's term in office.

There are also annual fluctuations in need for the various audiences based upon the CJER Governing Committee's Education Plan that are not reflected in this template. In order to plan effectively, CJER staff and the Governing Committee have to assume a stable overall budget generally consistent with the same total allocation as in prior years.

7. What costs can and/or should be shifted to the courts?

Where viable, trial court education costs have already been shifted to the courts. Most recently this included eliminating the long standing IMF funding for participant travel for the New Judge Orientation Program (NJO) and the Judicial College. The remaining costs are best handled centrally either because they cannot be funded incrementally by courts and participants, or because they are much less costly when purchased centrally through competitive solicitations.

Due to budget reductions in FY 2011, technical assistance grants that had been funded by CJER to support local education for court personnel were eliminated.

8. Impact of eliminating TCTF and IMF funding for the project/program

- 1) Discuss impact to the courts, justice partners, and/or access to justice.
 - a. Elimination of funding for participants (allocation *Categories 1, 2 & 3*) would result in courts having to pay lodging and meal costs for judges attending CJER programs. Further, courts would no longer have consistent access to education regardless of the financial situation in that court at a given moment, leading to different educational opportunities. Courts might reduce availability of education courses for judges and staff.
 - b. Elimination of funding for faculty and faculty development (allocation *Category 4*) would have a significant impact on the ability of CJER to function. Individual faculty and courts would be unlikely to fund the lodging, meals and travel required for faculty to teach. Elimination of faculty development would reduce the instructional design, presentation, facilitation and other skills developed by judicial faculty and others who develop and teach courses.
 - c. Elimination of funding for distance education (allocation *Category 5*) would remove all funding used for the technical infrastructure of the satellite broadcast system and the transmission of distance education by broadcast. This would eliminate the primary method for delivery of education for court personnel and all broadcast programming for managers and supervisors, judges and court leadership. It would also significantly reduce the amount of online video that could be produced and delivered. Because staff is the primary contact with the courts for the general public and justice partners, a reduction in court staff education would be expected to impact the quality of their interactions with both justice partners and the public.
 - d. The ability of the judicial branch to provide immediate and ongoing education to judicial officers, court leaders, and administrative staff is critical. A strong system of judicial education helps to enhance the ability of all individuals to achieve high levels of professionalism, ethics, and performance. Maintaining branchwide professional excellence promotes public trust and confidence and helps to ensure judges and staff are aware of new legislation, procedures, and emerging legal and ethics issues. For example, the statewide training efforts immediately following the passage of criminal justice realignment could not have been provided as effectively at a local court level. Statewide training was able to quickly and cost-effectively educate all judges in California on this legislation.

- 2) If IMF and TCTF funding were eliminated, would the courts have to incur the costs? If yes, would the costs be higher?

Elimination of the IMF funding allocation for participants (*Categories 1, 2, and 3*) would cause courts to incur costs for participant lodging and meals and would cause the branch to incur new, very high fees for meeting room rental. The lodging and meal costs borne by the courts would exceed those currently borne by the IMF because they would not be solicited centrally

1) Combined Information for All Divisions (Oct112013)

through the competitive bidding process that currently ensures low cost group rates. Meeting room rental, AV rental and participant materials printing, currently funded centrally, could not be funded by individual courts and so would need to be shifted to other funding. Further, meeting room rental fees typically approximate \$10,000 for a two-day judicial institute program, but CJER's hotel contract agreements currently ensure that these fees are waived by the meeting facility upon fulfillment of the contracted participant lodging guarantees. If lodging were not handled centrally, that would no longer be the case and so those significant new costs would be incurred.

Elimination of the IMF funding allocation for faculty and faculty development (*Category 4*) would be extremely disruptive to the statewide planning and delivery of Judicial Branch Education. These are infrastructure costs best managed centrally that could not be funded effectively by individual courts. Elimination of the IMF allocation would require shifting these costs to other funds.

Elimination of the IMF funding allocation for distance education (*Category 5*) would remove all funding for distance education via satellite broadcast and online video and would be extremely disruptive to the cost effective methods of statewide distance education. As with faculty costs, these are infrastructure expenses best managed centrally that could not be funded effectively by individual courts. Elimination of the IMF allocation would require shifting these costs to other funds or charging courts or individuals to access online resources and CJER publications.

- 3) Are there any alternatives to the services, work, products, analyses, etc. provided by the project/program?

Excerpts from a recent survey report of local court training coordinators are included as *Attachment 5*. Responses by courts to the survey revealed that CJER is the only education provider for virtually all of the medium sized courts and all of the small courts. With the exception of one or two courts, these courts are simply not able to dedicate dwindling resources to education. CJER's expertise in designing and developing effective education programs and products, its experience in developing effective faculty, its processes for ensuring relevant and impactful education, and its ability to draw on expert faculty from around the state can in no way be approached by any single local court.

It should be noted again that participation in a number of CJER education courses is required by rule of court and there are no alternatives. These include the new judge education programs that comprise the largest single portion of the CJER IMF funding allocation.

9. Other

N/A

1) Combined Information for All Divisions (Oct112013)

Templates

Template C provides two types of information in support of the answer to question 2:

- The left hand table presents the numerical participant registration numbers for each court;
- The right hand table presents the participant registration numbers for each court as percentages of the total number of registrants.

There are three Template C documents separately presenting the registration data for the three audiences funded with allocation *Categories 1, 2, and 3*:

- Mandated, essential and other education for judicial officers
- Essential and other education for court executives, managers and supervisors
- Essential and other education for court personnel

Template D provides total funding information in support of the answer to question 5.

Template E provides a 5-year projection of funding need in support of the answer to question 6.

Project/Program Title: Education for Managers & Supervisors - Registration Data

Court	Section 1 Court registered attendees - Number				Section 2 ¹⁾ Court benefit from funding (if can't provide # of attendees) - %			
	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	6	12	9	18	1.43%	2.27%	2.54%	4.75%
Alpine	2	3	1	-	0.48%	0.57%	0.28%	0.00%
Amador	8	2	5	4	1.91%	0.38%	1.41%	1.06%
Butte	1	6	1	9	0.24%	1.13%	0.28%	2.37%
Calaveras	3	4	2	7	0.72%	0.76%	0.56%	1.85%
Colusa	-	9	2	-	0.00%	1.70%	0.56%	0.00%
Contra Costa	3	2	2	6	0.72%	0.38%	0.56%	1.58%
Del Norte	-	-	-	1	0.00%	0.00%	0.00%	0.26%
El Dorado	30	18	11	5	7.16%	3.40%	3.10%	1.32%
Fresno	22	10	5	11	5.25%	1.89%	1.41%	2.90%
Glenn	-	1	-	1	0.00%	0.19%	0.00%	0.26%
Humboldt	6	-	1	-	1.43%	0.00%	0.28%	0.00%
Imperial	3	2	1	1	0.72%	0.38%	0.28%	0.26%
Inyo	-	1	1	-	0.00%	0.19%	0.28%	0.00%
Kern	1	1	10	8	0.24%	0.19%	2.82%	2.11%
Kings	1	-	2	6	0.24%	0.00%	0.56%	1.58%
Lake	3	6	4	4	0.72%	1.13%	1.13%	1.06%

1) Combined Information for All Divisions (Oct112013)

Lassen	5	1	3	2	1.19%	0.19%	0.85%	0.53%
Los Angeles	21	62	56	1	5.01%	11.72%	15.77%	0.26%
Madera	-	-	2	-	0.00%	0.00%	0.56%	0.00%
Marin	2	1	8	10	0.48%	0.19%	2.25%	2.64%
Mariposa	-	1	-	-	0.00%	0.19%	0.00%	0.00%
Mendocino	2	5	1	3	0.48%	0.95%	0.28%	0.79%
Merced	2	8	15	16	0.48%	1.51%	4.23%	4.22%
Modoc	12	4	1	-	2.86%	0.76%	0.28%	0.00%
Mono	2	1	1	-	0.48%	0.19%	0.28%	0.00%
Monterey	7	-	2	9	1.67%	0.00%	0.56%	2.37%
Napa	9	2	4	1	2.15%	0.38%	1.13%	0.26%
Nevada	-	-	2	-	0.00%	0.00%	0.56%	0.00%
Orange	43	29	40	30	10.26%	5.48%	11.27%	7.92%
Placer	3	4	1	4	0.72%	0.76%	0.28%	1.06%
Plumas	1	-	2	2	0.24%	0.00%	0.56%	0.53%
Riverside	3	38	18	7	0.72%	7.18%	5.07%	1.85%
Sacramento	28	22	8	12	6.68%	4.16%	2.25%	3.17%
San Benito	-	-	-	-	0.00%	0.00%	0.00%	0.00%
San Bernardino	68	62	5	17	16.23%	11.72%	1.41%	4.49%
San Diego	3	31	11	2	0.72%	5.86%	3.10%	0.53%
San Francisco	-	3	-	2	0.00%	0.57%	0.00%	0.53%
San Joaquin	2	5	6	8	0.48%	0.95%	1.69%	2.11%
San Luis Obispo	1	12	4	1	0.24%	2.27%	1.13%	0.26%
San Mateo	-	18	2	1	0.00%	3.40%	0.56%	0.26%
Santa Barbara	1	1	-	-	0.24%	0.19%	0.00%	0.00%
Santa Clara	20	17	10	30	4.77%	3.21%	2.82%	7.92%
Santa Cruz	4	5	9	8	0.95%	0.95%	2.54%	2.11%
Shasta	1	3	2	3	0.24%	0.57%	0.56%	0.79%
Sierra	-	-	-	-	0.00%	0.00%	0.00%	0.00%
Siskiyou	22	11	3	5	5.25%	2.08%	0.85%	1.32%
Solano	7	5	9	7	1.67%	0.95%	2.54%	1.85%
Sonoma	1	5	6	10	0.24%	0.95%	1.69%	2.64%
Stanislaus	15	29	27	71	3.58%	5.48%	7.61%	18.73%
Sutter	-	10	13	10	0.00%	1.89%	3.66%	2.64%

1) Combined Information for All Divisions (Oct112013)

Tehama	1	4	5	12	0.24%	0.76%	1.41%	3.17%
Trinity	1	3	-	3	0.24%	0.57%	0.00%	0.79%
Tulare	7	8	1	-	1.67%	1.51%	0.28%	0.00%
Tuolumne	-	3	2	3	0.00%	0.57%	0.56%	0.79%
Ventura	13	20	16	4	3.10%	3.78%	4.51%	1.06%
Yolo	6	6	1	-	1.43%	1.13%	0.28%	0.00%
Yuba	17	13	2	4	4.06%	2.46%	0.56%	1.06%
Subtotal	419	529	355	379	100.00%	100.00%	100.00%	100.00%
Other/Non-court ²⁾				-				0.00%
Total	419	529	355	379	100.00%	100.00%	100.00%	100.00%

Note:

Template C provides two types of information in support of the answer to question 2:

The left hand table presents the numerical participant registration numbers for each court;

The right hand table presents the participant registration numbers for each court as percentages of the total number of registrants.

Project/Program Title: Education for Judicial Officers - Registration Data

Court	Section 1 Court registered attendees - Number				Section 2¹⁾ Court benefit from funding (if can't provide # of attendees) - %			
	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	84	84	61	58	4.82%	3.81%	3.89%	3.39%
Alpine	3	5	-	-	0.17%	0.23%	0.00%	0.00%
Amador	1	4	9	3	0.06%	0.18%	0.57%	0.18%
Butte	13	11	19	20	0.75%	0.50%	1.21%	1.17%
Calaveras	1	2	2	1	0.06%	0.09%	0.13%	0.06%
Colusa	2	7	7	8	0.11%	0.32%	0.45%	0.47%
Contra Costa	64	65	32	37	3.67%	2.95%	2.04%	2.17%
Del Norte	-	5	4	5	0.00%	0.23%	0.25%	0.29%
El Dorado	12	28	26	26	0.69%	1.27%	1.66%	1.52%
Fresno	36	44	44	34	2.07%	1.99%	2.80%	1.99%
Glenn	4	7	7	10	0.23%	0.32%	0.45%	0.59%
Humboldt	9	13	9	11	0.52%	0.59%	0.57%	0.64%
Imperial	11	18	16	8	0.63%	0.82%	1.02%	0.47%
Inyo	4	5	6	5	0.23%	0.23%	0.38%	0.29%
Kern	30	20	37	25	1.72%	0.91%	2.36%	1.46%
Kings	9	14	11	15	0.52%	0.63%	0.70%	0.88%
Lake	4	10	5	11	0.23%	0.45%	0.32%	0.64%

1) Combined Information for All Divisions (Oct112013)

Lassen	2	4	5	9	0.11%	0.18%	0.32%	0.53%
Los Angeles	292	390	203	458	16.76%	17.67%	12.93%	26.80%
Madera	10	11	19	14	0.57%	0.50%	1.21%	0.82%
Marin	11	15	10	9	0.63%	0.68%	0.64%	0.53%
Mariposa	4	10	4	3	0.23%	0.45%	0.25%	0.18%
Mendocino	8	14	19	15	0.46%	0.63%	1.21%	0.88%
Merced	16	12	11	33	0.92%	0.54%	0.70%	1.93%
Modoc	1	2	4	36	0.06%	0.09%	0.25%	2.11%
Mono	2	4	8	2	0.11%	0.18%	0.51%	0.12%
Monterey	24	26	24	24	1.38%	1.18%	1.53%	1.40%
Napa	7	12	15	22	0.40%	0.54%	0.96%	1.29%
Nevada	5	14	9	9	0.29%	0.63%	0.57%	0.53%
Orange	149	138	116	73	8.55%	6.25%	7.39%	4.27%
Placer	8	14	12	21	0.46%	0.63%	0.76%	1.23%
Plumas	2	3	19	2	0.11%	0.14%	1.21%	0.12%
Riverside	99	133	84	61	5.68%	6.03%	5.35%	3.57%
Sacramento	111	77	75	48	6.37%	3.49%	4.78%	2.81%
San Benito	-	4	5	3	0.00%	0.18%	0.32%	0.18%
San Bernardino	76	100	129	74	4.36%	4.53%	8.22%	4.33%
San Diego	111	119	90	92	6.37%	5.39%	5.73%	5.38%
San Francisco	143	127	40	51	8.21%	5.75%	2.55%	2.98%
San Joaquin	46	31	27	17	2.64%	1.40%	1.72%	0.99%
San Luis Obispo	16	18	10	13	0.92%	0.82%	0.64%	0.76%
San Mateo	21	23	26	26	1.21%	1.04%	1.66%	1.52%
Santa Barbara	21	29	26	23	1.21%	1.31%	1.66%	1.35%
Santa Clara	92	156	47	97	5.28%	7.07%	2.99%	5.68%
Santa Cruz	10	11	13	17	0.57%	0.50%	0.83%	0.99%
Shasta	12	148	12	11	0.69%	6.71%	0.76%	0.64%
Sierra	2	10	3	3	0.11%	0.45%	0.19%	0.18%
Siskiyou	7	5	9	10	0.40%	0.23%	0.57%	0.59%
Solano	23	26	29	22	1.32%	1.18%	1.85%	1.29%
Sonoma	31	49	39	25	1.78%	2.22%	2.48%	1.46%
Stanislaus	28	22	22	20	1.61%	1.00%	1.40%	1.17%
Sutter	3	9	15	9	0.17%	0.41%	0.96%	0.53%

1) Combined Information for All Divisions (Oct112013)

Tehama	5	5	9	12	0.29%	0.23%	0.57%	0.70%
Trinity	2	3	4	7	0.11%	0.14%	0.25%	0.41%
Tulare	12	16	19	11	0.69%	0.72%	1.21%	0.64%
Tuolumne	1	2	5	4	0.06%	0.09%	0.32%	0.23%
Ventura	25	46	23	23	1.44%	2.08%	1.46%	1.35%
Yolo	15	18	22	16	0.86%	0.82%	1.40%	0.94%
Yuba	2	9	14	7	0.11%	0.41%	0.89%	0.41%
Subtotal	1,742	2,207	1,570	1,709	100.00%	100.00%	100.00%	100.00%
Other/Non-court ²⁾				-				0.00%
Total	1,742	2,207	1,570	1,709	100.00%	100.00%	100.00%	100.00%

Note:

Template C provides two types of information in support of the answer to question 2:

The left hand table presents the numerical participant registration numbers for each court;

The right hand table presents the participant registration numbers for each court as percentages of the total number of registrants.

Project/Program Title: Education For Court Personnel - Registration Data

Court	Section 1 Court registered attendees - Number				Section 2¹⁾ Court benefit from funding (if can't provide # of attendees) - %			
	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	31	39	33	21	3.80%	2.83%	6.06%	4.54%
Alpine	3	7	2	0	0.37%	0.51%	0.37%	0.00%
Amador	9	15	5	6	1.10%	1.09%	0.92%	1.30%
Butte	2	27	7	2	0.25%	1.96%	1.28%	0.43%
Calaveras	10	14	5	-	1.23%	1.02%	0.92%	0.00%
Colusa	6	10	6	5	0.74%	0.73%	1.10%	1.08%
Contra Costa	24	30	9	6	2.94%	2.18%	1.65%	1.30%
Del Norte	2	1	1	3	0.25%	0.07%	0.18%	0.65%
El Dorado	16	39	32	18	1.96%	2.83%	5.87%	3.89%
Fresno	15	15	4	3	1.84%	1.09%	0.73%	0.65%
Glenn	3	6	6	8	0.37%	0.44%	1.10%	1.73%
Humboldt	-	-	-	1	0.00%	0.00%	0.00%	0.22%
Imperial	2	6	-	1	0.25%	0.44%	0.00%	0.22%
Inyo	5	5	1	4	0.61%	0.36%	0.18%	0.86%
Kern	15	14	6	16	1.84%	1.02%	1.10%	3.46%
Kings	10	11	3	2	1.23%	0.80%	0.55%	0.43%
Lake	7	22	8	5	0.86%	1.60%	1.47%	1.08%

1) Combined Information for All Divisions (Oct112013)

Lassen	2	-	1	-	0.25%	0.00%	0.18%	0.00%
Los Angeles	60	187	44	32	7.35%	13.58%	8.07%	6.91%
Madera	1	3	8	2	0.12%	0.22%	1.47%	0.43%
Marin	8	8	9	11	0.98%	0.58%	1.65%	2.38%
Mariposa	5	9	7	-	0.61%	0.65%	1.28%	0.00%
Mendocino	9	13	6	2	1.10%	0.94%	1.10%	0.43%
Merced	17	36	11	8	2.08%	2.61%	2.02%	1.73%
Modoc	5	7	-	-	0.61%	0.51%	0.00%	0.00%
Mono	2	1	2	2	0.25%	0.07%	0.37%	0.43%
Monterey	16	8	7	24	1.96%	0.58%	1.28%	5.18%
Napa	4	15	3	3	0.49%	1.09%	0.55%	0.65%
Nevada	1	2	12	4	0.12%	0.15%	2.20%	0.86%
Orange	51	71	16	44	6.25%	5.16%	2.94%	9.50%
Placer	18	31	10	7	2.21%	2.25%	1.83%	1.51%
Plumas	-	7	-	1	0.00%	0.51%	0.00%	0.22%
Riverside	53	63	39	34	6.50%	4.58%	7.16%	7.34%
Sacramento	29	88	20	5	3.55%	6.39%	3.67%	1.08%
San Benito	8	7	2	2	0.98%	0.51%	0.37%	0.43%
San Bernardino	21	58	8	36	2.57%	4.21%	1.47%	7.78%
San Diego	10	62	23	17	1.23%	4.50%	4.22%	3.67%
San Francisco	7	11	12	-	0.86%	0.80%	2.20%	0.00%
San Joaquin	31	20	19	4	3.80%	1.45%	3.49%	0.86%
San Luis Obispo	7	18	4	-	0.86%	1.31%	0.73%	0.00%
San Mateo	21	22	11	6	2.57%	1.60%	2.02%	1.30%
Santa Barbara	6	22	3	2	0.74%	1.60%	0.55%	0.43%
Santa Clara	40	14	7	3	4.90%	1.02%	1.28%	0.65%
Santa Cruz	8	13	4	17	0.98%	0.94%	0.73%	3.67%
Shasta	8	8	2	3	0.98%	0.58%	0.37%	0.65%
Sierra	2	3	3	1	0.25%	0.22%	0.55%	0.22%
Siskiyou	4	3	1	-	0.49%	0.22%	0.18%	0.00%
Solano	10	49	16	8	1.23%	3.56%	2.94%	1.73%
Sonoma	29	40	8	5	3.55%	2.90%	1.47%	1.08%
Stanislaus	49	53	43	32	6.00%	3.85%	7.89%	6.91%
Sutter	4	22	13	10	0.49%	1.60%	2.39%	2.16%

1) Combined Information for All Divisions (Oct112013)

Tehama	6	11	3	15	0.74%	0.80%	0.55%	3.24%
Trinity	2	3	-	-	0.25%	0.22%	0.00%	0.00%
Tulare	5	6	1	2	0.61%	0.44%	0.18%	0.43%
Tuolumne	3	7	3	3	0.37%	0.51%	0.55%	0.65%
Ventura	74	61	11	8	9.07%	4.43%	2.02%	1.73%
Yolo	11	22	15	7	1.35%	1.60%	2.75%	1.51%
Yuba	9	32	10	2	1.10%	2.32%	1.83%	0.43%
Subtotal	816	1,377	545	463	100.00%	100.00%	100.00%	100.00%
Other/Non-court ²⁾				-				0.00%
Total	816	1,377	545	463	100.00%	100.00%	100.00%	100.00%

Note:

Template C provides two types of information in support of the answer to question 2:

The left hand table presents the numerical participant registration numbers for each court;

The right hand table presents the participant registration numbers for each court as percentages of the total number of registrants.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
18	Mandated, essential and other education for judicial officers	693,000	N/A	47,311	100,000	Participant Travel costs are unknown	N/A	840,311
20	Essential and other education for court executives, managers and supervisors	31,000	N/A	5,310	N/A	Participant Travel costs are unknown	N/A	36,310
23	Essential and other education for court personnel	130,000	N/A	7,957	N/A	Participant Travel costs are unknown	N/A	137,957
27	Faculty and Curriculum Development	262,000	N/A	2,951	N/A	N/A	N/A	264,951
30	Distance Education	147,000	N/A	9,500	N/A	N/A	N/A	156,500
	Total	1,263,000	-	73,030	100,000	-	-	1,436,030

Note:

1) the General Fund funding levels provided are estimated based on prior year actual expenditures for direct costs associated with trial court programming for each audience. These General Fund direct costs provided are primarily costs for staff lodging, meals and travel in support of live programs, and some general expenses for things like faculty materials printing, mailing and the like. It does not include rent, salaries and wages, equipment, software and other such enterprise-wide costs not associated with a particular audience or program.

2) Grant funding is estimated based on prior year agreement with the grant provider for the Civil Bench Book series

3) Court costs are unknown. These are primarily travel costs paid by the participant or court for participant judges, managers, supervisors, and staff.

4) General Fund money for Distance Education includes service contract funding for the production studio and monthly fees for receivers at AOC downlink sites

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
18	Mandated, essential and other education for judicial officers	693,000	812,000	812,000	812,000	812,000	3,941,000

1) Combined Information for All Divisions (Oct112013)

20	Essential and other education for court executives, managers and supervisors	31,000	34,000	34,000	34,000	34,000	167,000
23	Essential and other education for court personnel	130,000	143,000	143,000	143,000	143,000	702,000
27	Faculty and Curriculum Development	262,000	278,000	278,000	278,000	278,000	1,374,000
30	Distance Education	147,000	147,000	147,000	147,000	147,000	735,000
	Total	1,263,000	1,414,000	1,414,000	1,414,000	1,414,000	6,919,000

Note:

1) The projected cost increases are primarily due to an increase in hotel lodging costs. A 10% increase has been factored in to account for increased lodging allowances recently authorized by the Executive Branch and approved by the Judicial Council.

2) The projected increase in Judicial Education costs is also due to an increase in new judge education costs. These costs are primarily driven by the Governor's rate of judicial appointments. While specific appointments cannot be anticipated, a typical rate of appointments can be derived from historical data. These figures reflect a return to a more typical rate of appointments but may become higher than anticipated in the year after the Governor leaves office. There is typically a significant increase in appointments at the end of a Governor's term in office.

3) There are also annual fluctuations in need for the various audiences based upon the CJER Governing Committee's Education Plan that are not shown here. In order to plan effectively, CJER staff and the Governing Committee have to assume a stable overall budget generally consistent with the same total allocation as in prior years.

CJER Programs, Past Four Fiscal Years**2010 Programs List**

Program Name	Column Labels			Grand Total
	Judge	Manager	Staff	
2010 ADA Coordinators Conference			82	82
2010 B.E. Witkin Judicial College of California	120			120
2010 Juvenile Law Institute	88			88
2010 Summer Court Clerk Training Institute			172	172
Advanced Faculty Development: An Exploration of Learning Styles			31	31
Basic Facilitation Skills			43	43
Continuing Judicial Education	128			128
Criminal Assignment Courses	100			100
Effective Strategies for Conducting Investigations Involving Chemically Dependent Populations			102	102
Effective Visual Aids			10	10
Facilitating Learning in a Computer Lab			20	20
Faculty Development Fundamentals	45			45
Faculty Development Fundamentals for AOC and Court Staff			21	21
Financial Statements in the Courtroom	41			41
Grant Seeking			9	9
Grant Writing			11	11
How the Courts Failed Germany: Law, Justice, and the Holocaust	103			103
Institute for Court Management - Court Performance Standards: CourTools		21		21
Institute for Court Management - Essential Components		15		15
Institute for Court Management - Fundamental Issues Of Caseflow Management		21		21
Institute for Court Management - High Performing Courts - Concluding Seminar		31		31
Institute for Court Management - Managing Court Financial Resources		57		57
Institute for Court Management - Managing Human Resources		72		72

1) Combined Information for All Divisions (Oct112013)

Institute for Court Management - Managing Technology Projects and Resources		123		123
Institute for Court Management - Purposes & Responsibilities of Courts		37		37
Judicial College Faculty Course Design Workshop	11			11
Judicial College Seminar Leader Training	12			12
Myers-Briggs Type Indicator			16	16
Myers-Briggs Type Indicator, Supervisory Staff		42		42
New Judge Orientation (NJO) Program 2010/11	128			128
Payroll for the HR Professional			55	55
PJ/CEO Management Program	79			79
PowerPoint (MS Version 2007) For Faculty Development	28			28
Presentation Skills			39	39
Primary Assignment Orientations	119			119
Primary Assignment Orientations and Criminal Assignment Courses	134			134
Probate Conservatorship and Guardianship Regional Training for Court Investigators			87	87
Probate Court Investigators - Assessing Requests for Dementia Powers			69	69
Supervising Judges Institute	61			61
Winter Primary Assignments Orientation	171			171
Word Revision Features (Track Changes)			24	24
Word Section & Page Layouts			25	25
(blank)				
Grand Total		1368	419	816
				2603

2011 Programs List

Program Name	Category				Grand Total
	Judge	Manager	Staff		
0					
2011 B.E. Witkin Judicial College of California	140				140
2011 Civil Law Institute	82				82
2011 Court Clerk Training Institute			123		123
2011 Family Law Institute	120				120
2011 Trial Court Judicial Attorneys Institute			196		196
Advanced Faculty Development: An Exploration of Learning Styles	26		9		35
Advanced Issues and Topics Institute	21				21
Advanced PowerPoint - Beyond Bullets			22		22
Core 40		107			107
Court Investigators Regional Training - Assessing Conservatorships			49		49
Court Staff Regional Training - Family Law Judgments			100		100
Court Staff Regional Training - Juvenile Delinquency Fundamentals			10		10
Court Staff Regional Training - Under the Microscope...a Look at Clinical Issues and Effective Assessments in Guardianship Investigations			100		100
Cow County Judges Institute	50				50
Criminal Assignment Courses	116				116
Criminal Law Orientation	43				43
Effective Visual Aids		10			10
Evidentiary Issues Involving Social Media for the Trial Court Judge	35				35
Excel Basics			43		43
Faculty Development - Part I/Part II	23				23
Faculty Development Fundamentals	13				13
Fairness Issues and Strategies for Faculty	23				23
Grant Management I: Administering Grants Awarded To Your Court Or Agency			36		36
Grant Seeking			12		12
Grant Writing			12		12
HR Professionals Education Webinar - Untangling the Intermittent Leaves Web			78		78
HR Professionals Education—HR In The California Courts: Roles And Responsibilities			56		56
Institute for Court Management - Court Community Communications (Level 2)		24			24
Institute for Court Management - Court Performance Standards (CPS): CourTools		33			33
Institute for Court Management - Education, Training and Development		25			25
Institute for Court Management - Fundamental Issues of Caseload Management		29			29
Institute for Court Management - High Performance Court Framework (Concluding		16			16

1) Combined Information for All Divisions (Oct112013)

Seminar)				
Institute for Court Management - Leadership	46			46
Institute for Court Management - Managing Court Financial Resources	27			27
Institute for Court Management - Managing Human Resources	47			47
Institute for Court Management - Managing Technology Projects and Resources	25			25
Institute for Court Management - Purpose & Responsibilities of Courts	25			25
Institute for Court Management - Purposes & Responsibilities of Courts	43			43
Institute for Court Management - Visioning & Strategic Planning	13			13
Investigations II		60		60
Judicial College Faculty Course Design Workshop	17			17
Judicial College Seminar Leader Training	15			15
Judicial Regional Roundtables: Criminal Justice Realignment Issues	29			29
Juvenile Delinquency Fundamentals		52		52
Juvenile Regional Courses	27			27
Leadership and Training Tools for Lead/Senior Clerks and Assistant Supervisors		114		114
Manager/Supervisor Regional Training - Family Law Judgments	48			48
Manager/Supervisor Regional Training - Juvenile Delinquency Fundamentals	12			12
Moodle 1		15		15
Myers-Briggs Type Indicator		49		49
New Judge Orientation (NJO) Program 2011/12	30			30
PowerPoint (MS Version 2007) For Faculty Development		12		12
PowerPoint Basics		26		26
Presentation Skills		15		15
Presiding Judges Orientation and Court Management Program	86			86
Primary Assignment Orientations	255			255
Primary Assignment Orientations and Criminal Assignment Courses	131			131
Probate and Mental Health Institute	130			130
Regional Appellate Course - Public Speaking and Community Outreach	3			3
Regional Appellate Qualifying Ethics IV Core Course	2			2
Regional Courses: Advanced Felony Sentencing & Homicide Trials	24			24
Regional Judicial Education - Juvenile	53			53
Special Motions to Strike Webinar	35			35
Supervising Judges Institute	45			45
The Minute Taker's Workshop		45		45
Traffic Regional Program	99			99
Trusts 101		86		86
Understanding Court Staff's Role in the Jury Process		36		36
Word Revision Features (Track Changes)		17		17
Word Styles and Templates		4		4
(blank)				
Grand Total	1673	530	1377	3580

2012 Programs List

Program Name				Grand Total
	Judge	Manager	Staff	
2012 B.E. Witkin Judicial College of California	61			61
2012 Court Clerk Training Institute			110	110
ADA Regional Training			58	58
ADA Update			19	19
Advanced Legal Writing and Editing Webinar	9			9
California Environmental Quality Act (CEQA) Overview	38			38
Core 40		68		68
Court Investigators Regional Education - Assessing Difficult Conservatorship Cases			85	85
Court Staff Regional Training - Death Penalty Procedures			53	53
Court Staff Regional Training - Exploring the Criminal Department			82	82
CowJudges Institute	64			64
Criminal Assignment Courses	55			55
Criminal Assignment Courses: Basic and Advanced Felony Sentencing & Advanced Homicide Trials	20			20
Criminal Law Institute	72			72
Develop Your Talented Employees: Get the Right People in the Right Job to Meet the Needs of Your Court Now and Into the Future		78		78
Documentary, Character, and Impeachment Evidence	55			55
Evidence Based Practices in Juvenile Delinquency Court	12			12

1) Combined Information for All Divisions (Oct112013)

Evidence in Civil and Criminal Cases	95			95
Excel Charting			26	26
Excel Data Analysis			16	16
Family Regional Courses	56			56
Institute for Court Management - Court Community Communications		17		17
Institute for Court Management - Court Performance Standards (CPS): CourTools		27		27
Institute for Court Management - Essential Components		17		17
Institute for Court Management - Fundamental Issues of Caseflow Management		41		41
Institute for Court Management - Managing Court Financial Resources		34		34
Institute for Court Management - Managing Human Resources		24		24
Institute for Court Management - Managing Technology Projects and Technology Resources		17		17
Institute for Court Management - Visioning and Strategic Planning		10		10
Interdisciplinary and Criminal Assignment Courses	55			55
Judicial Roundtables: Making Sense in Our Post-Realignment World	37			37
Juvenile Law Institute	107			107
LPS Holds and Conservatorships Overview	51			51
New Judge Orientation (NJO) Program 2012/13	81			81
Presiding Judge Orientation and Court Management Program	69			69
Primary Assignment Orientations	198			198
Primary Assignment Orientations & Criminal Assignment Courses	64			64
Probate Accountings Webinar	34			34
Probate and Mental Health	51			51
Probate Fees and Wills			60	60
Regional Judicial Education - Civil Law Training: Expedited Jury Trials & Basic Case Management	29			29
Supervising Judges Institute	46			46
Train the Trainer	31			31
Webinar on Seeking Alternative Sources of Funding		22		22
Webinar: Overview of Judicial Branch Budgeting	97			97
Webinars - Family Law	34			34
Word Report Features			12	12
Word Tips and Tricks			24	24
(blank)				
Grand Total	1521	355	545	2421

2013 Programs List (Partial list to September 2013)

Program Name	Column Labels			Grand Total
	Judge	Manager	Staff	
2013 B.E. Witkin Judicial College of California	82			82
2013 Court Clerk Training Institute			219	219
2013 Family Law Education Programs			85	85
Caseflow Management in Criminal Trial Courts: Fighting the Resources Crisis (Webinar)	16			16
Civil Law Institute	77			77
Computer Courses - Mixed Audience			14	14
Court Personnel Regional Education: ADA Update			2	2
Court Personnel Regional Education: DMV/DOJ Reporting			132	132
Cow County Judges Institute	55			55
Criminal Assignment & Interdisciplinary Courses	74			74
Criminal Assignment Courses	126			126
Ethics and Fairness in Family Court and Ethics and the Role of the Juvenile Court	20			20
Evidence in Civil and Criminal Cases	63			63
Fall Computer Courses - Mixed Audience			11	11
Getting Lean and Green: Business Process Reengineering Workshops		177		177
Institute for Court Management - Court Community Communications		14		14
Institute for Court Management - Court Performance Standards (CPS): CourTools		19		19
Institute for Court Management - Education, Training and Development		20		20
Institute for Court Management - Essential Components		20		20

1) Combined Information for All Divisions (Oct112013)

Institute for Court Management - High Performance Courts Framework, Concluding Seminar	11	11		
Institute for Court Management - Managing Court Financial Resources	13	13		
Institute for Court Management - Managing Human Resources	10	10		
Institute for Court Management - Managing Technology Projects and Resources	22	22		
Institute for Court Management - Purpose & Responsibilities of Courts	32	32		
Institute for Court Management—Visioning and Strategic Planning	11	11		
Managers and Supervisors Regional Education: Core 40	30	30		
New Judge Orientation (NJO) Program 2013/14	26	26		
New Judge Orientation Faculty Training	41	41		
Presiding Judges and Court Executive Officers Court Management Program	94	94		
Primary Assignment Orientations	285	285		
Primary Assignment Orientations & Elder Abuse Course	85	85		
Probate and Mental Health Institute	111	111		
Public Health Law and Science: A Seminar for Judges	38	38		
Sentencing Drug-Involved Offenders: Making Sense in our Post-Realignment World	74	74		
Supervising Judges Institute	48	48		
Three Strikes Issues Webinar	54	54		
(blank)				
Grand Total	1369	379	463	2211

Types of Faculty Development Courses Offered by CJER
(held on an as-needed basis)

- Basic Faculty Development
- Judicial College Faculty Development
- Judicial College Seminar Leaders Training
- New Judge Orientation Faculty Development
- Supervising Judges Faculty Development
- Qualifying Ethics Faculty Development
- Court Manager, Supervisor, Personnel Faculty Development (Court Clerk Training Institute, Institute for Court Management, Core 40, Core 24, etc.)
- Faculty Development Design Workshops
- Temporary Judge Faculty Development
- PJ/CEO Faculty Development

Downlink Site List

Site Address	Site City	Site Zip	Site County
7751 EDGEWATER DR	OAKLAND	94621	Alameda
2500 FAIRMONT DR	SAN LEANDRO	94578	Alameda

1) Combined Information for All Divisions (Oct112013)

1225 FALLON ST STE 105	OAKLAND	94612	Alameda
2233 SHORELINE DR FL 2	ALAMEDA	94501	Alameda
2120 MARTIN LUTHER KING JR	BERKELEY	94704	Alameda
39439 PASEO PADRE PKWY	FREMONT	94538	Alameda
24405 AMADOR ST RM 203	HAYWARD	94544	Alameda
400 BROADWAY DEPT 150	OAKLAND	94607	Alameda
5672 STONERIDGE DR	PLEASANTON	94588	Alameda
14777 STATE ROUTE 89	MARKLEEVILLE	96120	Alpine
500 ARGONAUT LN	JACKSON	95642	Amador
655 OLEANDER AVE	CHICO	95926	Butte
1 COURT ST	OROVILLE	95965	Butte
891 MOUNTAIN RANCH RD	SAN ANDREAS	95249	Calaveras
532 OAK ST	COLUSA	95932	Colusa
547 MARKET ST	COLUSA	95932	Colusa
1020 WARD ST	MARTINEZ	94553	Contra Costa
751 PINE ST	MARTINEZ	94553	Contra Costa
917 ALHAMBRA AVE	MARTINEZ	94553	Contra Costa
45 CIVIC AVE	PITTSBURG	94565	Contra Costa
100 S 37TH ST	RICHMOND	94804	Contra Costa
640 YGNACIO VALLEY RD	WALNUT CREEK	94596	Contra Costa
450 H ST RM 209	CRESCENT CITY	95531	Del Norte
2850 FAIRLANE CT	PLACERVILLE	95667	El Dorado
1354 JOHNSON BLVD	SOUTH LAKE TAHOE	96150	El Dorado
1255 FULTON MALL	FRESNO	93721	Fresno
2424 VENTURA AVENUE	FRESNO	93724	Fresno
1999 TUOLUMNE ST	FRESNO	93721	Fresno
1100 VAN NESS AVE	FRESNO	93724	Fresno
821 E. SOUTH ST	ORLAND	95963	Glenn
526 W SYCAMORE ST	WILLOWS	95988	Glenn
825 5TH ST RM 226	EUREKA	95501	Humboldt
415 E 4TH ST	CALEXICO	92231	Imperial
939 W MAIN ST RM 201	EL CENTRO	92243	Imperial
1625 W MAIN ST	EL CENTRO	92243	Imperial
2124 WINTERHAVEN DR	WINTERHAVEN	92283	Imperial
345 S CLAY ST	INDEPENDENCE	93526	Inyo
301 W LINE ST	BISHOP	93514	Inyo
12022 MAIN ST	LAMONT	93241	Kern
1122 JEFFERSON ST	DELANO	93215	Kern
311 N LINCOLN ST	TAFT	93268	Kern
1415 TRUXTUN AVE	BAKERSFIELD	93301	Kern
2100 COLLEGE AVE	BAKERSFIELD	93305	Kern
7046 LAKE ISABELLA BLVD	LAKE ISABELLA	93240	Kern
1773 HIGHWAY 58	MOJAVE	93501	Kern
132 E COSO AVE	RIDGECREST	93555	Kern
1426 SOUTH DR	HANFORD	93230	Kings
7000A S CENTER DR	CLEARLAKE	95422	Lake
255 N FORBES ST	LAKEPORT	95453	Lake
220 S LASSEN ST STE 6	SUSANVILLE	96130	Lassen
150 W COMMONWEALTH AVE	ALHAMBRA	91801	Los Angeles

1) Combined Information for All Divisions (Oct112013)

10025 FLOWER ST FL 2	BELLFLOWER	90706	Los Angeles
9355 BURTON WAY	BEVERLY HILLS	90210	Los Angeles
300 E OLIVE AVE	BURBANK	91502	Los Angeles
9425 PENFIELD AVE	CHATSWORTH	91311	Los Angeles
200 W COMPTON BLVD RM 1711	COMPTON	90220	Los Angeles
7500 IMPERIAL HWY	DOWNEY	90242	Los Angeles
7281 QUILL DR	DOWNEY	90242	Los Angeles
214 S FETTERLY AVE	LOS ANGELES	90022	Los Angeles
11234 VALLEY BLVD RM B1	EL MONTE	91731	Los Angeles
600 E BROADWAY	GLENDALE	91206	Los Angeles
6548 MILES AVE	HUNTINGTON PARK	90255	Los Angeles
1 E REGENT ST	INGLEWOOD	90301	Los Angeles
1040 W AVENUE J	LANCASTER	93534	Los Angeles
42011 4TH ST W	LANCASTER	93534	Los Angeles
415 W OCEAN BLVD	LONG BEACH	90802	Los Angeles
1150 N SAN FERNANDO RD	LOS ANGELES	90065	Los Angeles
1945 S HILL ST RM 201	LOS ANGELES	90007	Los Angeles
210 W TEMPLE ST	LOS ANGELES	90012	Los Angeles
111 N HILL ST	LOS ANGELES	90012	Los Angeles
1601 EASTLAKE AVE RM P	LOS ANGELES	90033	Los Angeles
11701 S LA CIENEGA BLVD	LOS ANGELES	90045	Los Angeles
1633 PURDUE AVE	LOS ANGELES	90025	Los Angeles
429 BAUCHET ST STE 210	LOS ANGELES	90012	Los Angeles
5925 HOLLYWOOD BLVD RM 102	LOS ANGELES	90028	Los Angeles
7625 S CENTRAL AVE	LOS ANGELES	90001	Los Angeles
23525 CIVIC CENTER WAY	MALIBU	90265	Los Angeles
300 W MAPLE AVE	MONROVIA	91016	Los Angeles
201 CENTRE PLAZA DR STE 2	MONTEREY PARK	91754	Los Angeles
12720 NORWALK BLVD	NORWALK	90650	Los Angeles
300 E WALNUT ST	PASADENA	91101	Los Angeles
400 CIVIC CENTER PLZ	POMONA	91766	Los Angeles
900 3RD ST RM 1009	SAN FERNANDO	91340	Los Angeles
505 S CENTRE ST	SAN PEDRO	90731	Los Angeles
23747 VALENCIA BLVD RM 19	SANTA CLARITA	91355	Los Angeles
1725 MAIN ST RM 232	SANTA MONICA	90401	Los Angeles
825 MAPLE AVE RM 145	TORRANCE	90503	Los Angeles
6230 SYLMAR AVE	VAN NUYS	91401	Los Angeles
14400 ERWIN STREET MALL	VAN NUYS	91401	Los Angeles
1427 W WEST COVINA PKWY	WEST COVINA	91790	Los Angeles
7339 PAINTER AVE	WHITTIER	90602	Los Angeles
209 W YOSEMITE AVE DEPT 4	MADERA	93637	Madera
3501 CIVIC CENTER DR Suite 116	SAN RAFAEL	94903	Marin
5088 BULLION ST.	MARIPOSA	95338	Mariposa
700 S FRANKLIN ST	FORT BRAGG	95437	Mendocino
100 N STATE ST	UKIAH	95482	Mendocino
125 E COMMERCIAL ST	WILLITS	95490	Mendocino
2260 N ST	MERCED	95340	Merced
627 W 21ST ST	MERCED	95340	Merced
205 S EAST ST	ALTURAS	96101	Modoc
452 OLD MAMMOTH RD	MAMMOTH LAKES	93546	Mono

1) Combined Information for All Divisions (Oct112013)

3180 DEL MONTE BLVD	MARINA	93933	Monterey
1200 AGUAJITO RD FL 2	MONTEREY	93940	Monterey
240 CHURCH ST STE 121	SALINAS	93901	Monterey
825 BROWN ST	NAPA	94559	Napa
201 CHURCH ST	NEVADA CITY	95959	Nevada
10075 LEVONE AVE, STE 301	TRUCKEE	96161	Nevada
1275 N BERKELEY AVE RM 302	FULLERTON	92832	Orange
17117 ARMSTRONG AVE	IRVINE	92614	Orange
23141 MOULTON PKWY STE 206	LAGUNA HILLS	92653	Orange
4601 JAMBOREE RD	NEWPORT BEACH	92660	Orange
341 THE CITY DR S	ORANGE	92868	Orange
700 CIVIC CENTER DR W	SANTA ANA	92701	Orange
8141 13TH ST	WESTMINSTER	92683	Orange
11554 C AVE	AUBURN	95603	Placer
10820 JUSTICE CENTER DR.	ROSEVILLE	95678	Placer
2501 NORTH LAKE BLVD	TAHOE CITY	96145	Placer
520 MAIN ST RM 405	QUINCY	95971	Plumas
135 N ALESSANDRO ST	BANNING	92220	Riverside
265 BROADWAY	BLYTHE	92225	Riverside
505 S BUENA VISTA AVE	CORONA	92882	Riverside
880 N STATE ST	HEMET	92543	Riverside
46200 OASIS ST	INDIO	92201	Riverside
13800 HEACOCK ST	MORENO VALLEY	92553	Riverside
30755 AULD RD STE 1226D	MURRIETA	92563	Riverside
3255 E TAHQUITZ WAY	PALM SPRINGS	92262	Riverside
4100 MAIN ST, 6th Floor	RIVERSIDE	92501	Riverside
9991 COUNTY FARM RD	RIVERSIDE	92503	Riverside
4050 MAIN ST	RIVERSIDE	92501	Riverside
6655 BOX SPRINGS BLVD	RIVERSIDE	92507	Riverside
4129 MAIN ST STE 300	RIVERSIDE	92501	Riverside
41002 COUNTY CENTER DR	TEMECULA	92591	Riverside
720 9TH ST RM 101	SACRAMENTO	95814	Sacramento
3341 POWER INN RD RM 318	SACRAMENTO	95826	Sacramento
2880 GATEWAY OAKS DR STE 300	SACRAMENTO	95833	Sacramento
301 BICENTENNIAL CIR	SACRAMENTO	95826	Sacramento
9605 KIEFER BLVD	SACRAMENTO	95827	Sacramento
2860 GATEWAY OAKS DR	SACRAMENTO	95833	Sacramento
621 CAPITOL MALL FL 10	SACRAMENTO	95814	Sacramento
390 5TH ST	HOLLISTER	95023	San Benito
440 5TH ST	HOLLISTER	95023	San Benito
6527 WHITE FEATHER RD	JOSHUA TREE	92252	San Bernardino
235 E MOUNTAIN VIEW ST	BARSTOW	92311	San Bernardino
477 SUMMIT BLVD	BIG BEAR LAKE	92315	San Bernardino
13260 CENTRAL AVE	CHINO	91710	San Bernardino
8303 N. HAVEN AVE	CUCAMONGA	91730	San Bernardino
17780 ARROW BLVD	FONTANA	92335	San Bernardino
1111 BAILEY AVE	NEEDLES	92363	San Bernardino
216 BROOKSIDE AVE	REDLANDS	92373	San Bernardino
900 E GILBERT ST	SAN BERNARDINO	92415	San Bernardino
172 W 3RD ST FL 2	SAN BERNARDINO	92415	San Bernardino

1) Combined Information for All Divisions (Oct112013)

351 NORTH ARROWHEAD AVE	SAN BERNARDINO	92415	San Bernardino
515 N ARROWHEAD AVE	SAN BERNARDINO	92415	San Bernardino
303 W 3RD ST	SAN BERNARDINO	92415	San Bernardino
790 S GIFFORD ST	SAN BERNARDINO	92415	San Bernardino
655 W 2ND ST SUITE 200	SAN BERNARDINO	92415	San Bernardino
14455 CIVIC CENTER DRIVE	VICTORVILLE	92392	San Bernardino
500 3RD AVE	CHULA VISTA	91910	San Diego
250 E MAIN ST	EL CAJON	92020	San Diego
220 W BROADWAY	SAN DIEGO	92101	San Diego
330 W BROADWAY RM 363B	SAN DIEGO	92101	San Diego
2851 MEADOW LARK DR	SAN DIEGO	92123	San Diego
325 S MELROSE DR	VISTA	92081	San Diego
455 GOLDEN GATE AVE	SAN FRANCISCO	94102	San Francisco
850 BRYANT ST RM101	SAN FRANCISCO	94103	San Francisco
525 W. MATHEWS RD	FRENCH CAMP	95231	San Joaquin
315 W ELM ST	LODI	95240	San Joaquin
315 E CENTER ST	MANTECA	95336	San Joaquin
222 E WEBER AVE	STOCKTON	95202	San Joaquin
475 E 10TH ST	TRACY	95376	San Joaquin
214 S 16TH ST	GROVER BEACH	93433	San Luis Obispo
549 10TH ST	PASO ROBLES	93446	San Luis Obispo
901 PARK ST RM 134	PASO ROBLES	93446	San Luis Obispo
1035 PALM ST	SAN LUIS OBISPO	93408	San Luis Obispo
1050 MILL ST	SAN LUIS OBISPO	93401	San Luis Obispo
400 COUNTY CTR	REDWOOD CITY	94063	San Mateo
1050 MISSION RD	S SAN FRAN	94080	San Mateo
315 E COOK ST BLDG G	SANTA MARIA	93454	Santa Barbara
115 CIVIC CENTER PLZ	LOMPOC	93436	Santa Barbara
1100 ANACAPA ST	SANTA BARBARA	93101	Santa Barbara
12425 MONTEREY HWY	SAN MARTIN	95046	Santa Clara
301 DIANA AVE	MORGAN HILL	95037	Santa Clara
270 GRANT AVE	PALO ALTO	94306	Santa Clara
111 N MARKET ST	SAN JOSE	95113	Santa Clara
111 W SAINT JOHN ST	SAN JOSE	95113	Santa Clara
190 W HEDDING ST	SAN JOSE	95110	Santa Clara
40 DAGGETT DR	SAN JOSE	95134	Santa Clara
701 OCEAN ST	SANTA CRUZ	95060	Santa Cruz
3650 GRAHAM HILL RD	FELTON	95018	Santa Cruz
1 SECOND ST.	WATSONVILLE	95076	Santa Cruz
1826 SHASTA ST	REDDING	96001	Shasta
1655 WEST ST	REDDING	96001	Shasta
1500 COURT ST	REDDING	96001	Shasta
PO BOX 476	DOWNIEVILLE	95936	Sierra
311 4TH ST FL 2	YREKA	96097	Siskiyou
600 UNION AVE	FAIRFIELD	94533	Solano
321 TUOLUMNE ST	VALLEJO	94590	Solano

1) Combined Information for All Divisions (Oct112013)

600 ADMINISTRATION DR	SANTA ROSA	95403	Sonoma
3035 CLEVELAND AVE # 200	SANTA ROSA	95403	Sonoma
475 AVIATION BLVD STE 110	SANTA ROSA	95403	Sonoma
7425 RANCHO LOS GUILICOS R	SANTA ROSA	95409	Sonoma
3055 CLEVELAND AVE	SANTA ROSA	95403	Sonoma
1100 I ST 800 11th St	MODESTO	95354	Stanislaus
430 CENTER ST	YUBA CITY	95991	Sutter
719 HOAG ST	CORNING	96021	Tehama
445 PINE ST, 2nd Floor	RED BLUFF	96080	Tehama
11 COURT STREET	WEAVERVILLE	96093	Trinity
640 S ALTA AVE	DINUBA	93618	Tulare
87 E MORTON AVE	PORTERVILLE	93257	Tulare
425 E KERN AVE	TULARE	93274	Tulare
221 S MOONEY BLVD # C	VISALIA	93291	Tulare
11200 AVENUE 368	VISALIA	93291	Tulare
41 YANEY AVE	SONORA	95370	Tuolumne
800 S VICTORIA AVE	VENTURA	93009	Ventura
200 E SANTA CLARA ST	VENTURA	93001	Ventura
4353 E VINEYARD AVE	OXNARD	93036	Ventura
3855 ALAMO ST STE F	SIMI VALLEY	93063	Ventura
800 S VICTORIA AVE	VENTURA	93009	Ventura
725 COURT ST RM 308	WOODLAND	95695	Yolo
215 5TH ST	MARYSVILLE	95901	Yuba
2255 N ONTARIO ST STE 100	BURBANK	91504	AOC
300 S SPRING ST	LOS ANGELES	90013	
3389 12TH ST RM 230	RIVERSIDE	92501	
900 N ST FL 4	SACRAMENTO	95814	
770 L ST STE 700	SACRAMENTO	95814	AOC
2860 GATEWAY OAKS DR	SACRAMENTO	95833	AOC
750 B ST STE 300	SAN DIEGO	92101	
333 W SANTA CLARA ST	SAN JOSE	95113	
925 N SPURGEON ST RM 105	SANTA ANA	92701	

Receivers with G3 Smartcards already installed

1 COURT ST	OROVILLE	95965	Butte
250 FRANCISCAN WAY	KING CITY	93930	Monterey
2860 GATEWAY OAKS DR	SACRAMENTO	95833	
661 WASHINGTON ST	OAKLAND	94607	Alameda

SATELLITE BROADCAST USAGE DATA**52 of 58 Trial Courts responded****5 of 6 DCAs responded**

1. Do court staff/supervisors/managers/ attend the broadcast courses in groups on the day they air? **48 Courts Yes**
2. Does your court routinely record the broadcasts when they air? **28 Courts Yes**
3. Do court employees watch broadcast training from tapes/DVD's? **49 Courts Yes**

1) Combined Information for All Divisions (Oct112013)

4. Does your court record the broadcasts for future use in court training programs? **38 Courts Yes**
5. Have you used broadcast tapes/DVD's in facilitated courses locally? **41 Courts Yes**
6. Do judges attend the broadcast courses?
- In groups on day of broadcast? **34 Courts Yes**
 - On Serranus? **42 Courts Yes**
 - On DVD? **35 Courts Yes**
 - Locally in facilitated sessions after the broadcast has aired? **16 Courts Yes**

Note: Several courts mentioned that due to the current budget constraints on travel, they are relying more and more on broadcast and other distance delivery, and appreciate the products offered

COURT	1	2	3	4	5	CONTACT
Alameda	Yes	No	Yes	No	Yes	Mark Murano
Alpine	Yes	No	Occasionally	No	No	Margaret Sackrider White, CEO
Amador	Yes, sometimes	Yes, some	Yes, sometimes	Yes	Yes	Sherri Arnold
Butte	Yes	No	Yes	No	Yes, DVD's	Vicky K. Caporale
Calaveras	Yes	No	Yes, DVD's	No, req. DVD from AOC	Yes	Pamela James
Colusa	Yes	No	No	No	No	Sheila Gooden, ACEO
Contra Costa	Yes	Yes	Yes	Yes	No	Tom Moyer
Del Norte						
El Dorado	Yes	Yes	Yes	No	No	Randi Howard
Fresno	Yes	Yes	Yes, we have a media library	Yes	Yes	Esraelian, Jeffrey A. jesraelian@fresno.courts.ca.gov
Glenn	Yes	Yes, sometimes	Yes, sometimes	Yes	Yes	Gilmore, Tami Pricilla Butler
Humboldt	Yes	Yes	Yes	Yes	Yes	Nancy Sullivan
Imperial	Most of the time	No	Yes	yes	Yes	Cindy Tengler
Inyo						

1) Combined Information for All Divisions (Oct112013)

COURT	1	2	3	4	5	CONTACT
Kern	No	Yes, we have media library	Yes	Yes	Yes	Tara Leal
Kings	Yes	Yes	Yes	Yes	Yes	Rick Duran
Lake	Yes	No, req CJER DVD's	Yes	No	Yes	Krista LeVier, ACEO
Lassen	Yes	No	Yes	No	Yes	Marian Tweddell
Los Angeles	Yes	Yes	Yes	Yes	No	Amy Smith-Fisher
Madera	Sometimes	No	Yes	No	Yes	Anna Maldonado
Marin	Yes	Yes	Yes	Yes	Yes	Scott M. Beseda, HR Manager
Mariposa	Yes	Yes	Yes	Yes	Yes	Cynthia Busse
Mendocino	Yes	Yes	Yes, sometimes	Yes	No	Caryn Downing
Merced	Yes	Yes	Yes	Yes	Yes	Amanda Toste
Modoc	Yes	No	No	No	No	Ronda Gysin
Mono	Yes	No	Yes	Yes	Yes	Alyse Caton
Monterey	Yes	No-req. DVDs	Yes	Yes sometimes	Yes	Leticia Livian
Napa	Rarely	No	Yes	Yes, from CJER DVD	Yes	Rebecca M. Simon, HR Analyst
Nevada	Yes	Yes	Yes	Yes	Yes	Thea Palmiere
Orange	Yes	Yes	Yes	Yes	No	Michael Taylor
Placer	Yes	Yes	Yes	Yes	Yes, not often	Nancy Blakeman
Plumas	No	Yes	Yes	Yes	Yes	Teresita Finch
Riverside	Yes	No	Yes	Yes, from AOC DVD	Yes	Brenda Lussier
Sacramento	Yes	No, req. AOC DVD's	Yes	No	Yes	Martie Goodson
San Benito	Yes	Only a few	Yes	No	No	Nancy Iler, Court Manager

1) Combined Information for All Divisions (Oct112013)

COURT	1	2	3	4	5	CONTACT
San Bernardino	Yes	Yes	Yes	Yes	Yes- in NEO	Powell, David
San Diego	Yes, sometimes	If requested	Yes	Yes occasionally.	Yes	
San Francisco	Yes	Yes	Yes	Yes	Occasionally	
San Joaquin	Yes	Yes	Yes	Yes	Yes	Nicole Lee
San Luis Obispo	Yes	Yes	Yes	Yes	Yes	Danita Raminha, HR Dir.
San Mateo	Infrequently	Yes	Yes	Yes	Yes	Helen Alfassa
Santa Barbara	Yes	Yes	Yes	Yes	Yes	Stephanie Robbins
Santa Clara	Yes	Yes	Yes	Yes	Yes	KC McCoy
Santa Cruz	Yes	No	Yes, sometimes	Yes, DVD's from AOC	Yes	Tim Newman
Shasta	Yes	No	Yes	Yes	Yes	Desrochers
Sierra	No	No	Occasionally	Occasionally	Yes	Lee Kirby
Siskiyou	Yes, sometimes	No	Yes	No	Yes	Brook Fraser
Solano	Yes	No	Yes	No	Yes	Arline Lisinski
Sonoma	Yes, limited	No	Yes. AOC DVDs	Only occasionally	Yes	Valarie Alston
Stanislaus	No	Yes	Yes	Yes	Yes	Jeanine Bean
Sutter	Yes	Yes	Yes	Yes	Yes	Karen Smith
Tehama	Yes, some	No	Yes	No	Yes	Diane Graham
Trinity	Sometimes	No	Yes	No	No	Laurie Wills
Tulare	Occasionally	Yes	Yes	Yes, we prefer the DVD's	Yes	Martha Gaines
Tuolumne	Yes	Sometimes	Yes	Yes	Yes	Pam Taylor
Ventura	Yes	On request	Only on request	No	No	Julie Doss
Yolo	Yes –iTV s	No	Yes	No	Yes –AOC	Beverly Snow

1) Combined Information for All Divisions (Oct112013)

COURT	1	2	3	4	5	CONTACT
					DVDs	
Yuba	Yes	Yes	Yes	Yes	No	Bonnie Sloan
1 st DCA	Yes	No. borrow CJER DVDs	Yes	Yes use excerpts from broadcasts in NEO	Yes	Charles Johnson
2 nd DCA						Diane Powers returning 20 th
3 rd DCA	Yes	Yes	Yes	Yes, from AOC DVD's	Yes	Colette Bruggman
4 th DCA	Yes	Yes	Yes	Yes	Yes	Theresa Hart
5 th DCA	Yes	No	No	Yes	No	Jennifer Hurley
6 th DCA	No	No	Yes	Yes, we order from CJER	Yes	Socorro Saboff

Judicial Broadcasts

COURT	6a	6b	6c	6d	CONTACT
Alameda	Yes	No	No	No	Mark Murano
Alpine	Yes, occasionally	Yes	Yes, occasionally	No	Margaret Sackrider White, CEO
Amador			Yes		Sherri Arnold
Butte	Yes	Some	Rarely	No	Vicky K. Caporale
Calaveras	No	Yes	No	No	Pamela James
Colusa		Yes			Sheila Gooden, ACEO
Contra Costa	Rarely	Yes	Yes	No	Tom Moyer
Del Norte					
El Dorado	Yes	Yes	Yes	No	Randi Howard
Fresno	Yes	Yes	Yes	Yes	Esraelian, Jeffrey A.
Glenn	Yes	Yes	Yes	Yes	Pricilla Butler
Humboldt	Yes	Both	Yes	Yes	Nancy Sullivan
Imperial	Yes	Yes	Yes	No	Cindy Tengler
Inyo					

1) Combined Information for All Divisions (Oct112013)

COURT	6a	6b	6c	6d	CONTACT
Kern	Yes	Yes	Yes	Yes	Diana Seibert
Kings	Yes, occasionally	Yes	Yes	Yes	Rick Duran
Lake	Rarely	Yes	No	Rarely	Krista Levier, ACEO
Lassen	No	Yes	Sometimes	No	Marian Tweddell
Los Angeles	Yes	Yes	Yes	Yes	Russell Mun
Madera	Occasionally	No	Yes	No	Anna Maldonado
Marin	No	No	Yes	Yes	Scott M. Beseda
Mariposa	Yes	Yes, some	Yes	Yes	Cynthia Busse
Mendocino	Yes	Yes	Yes	No	Caryn Downing
Merced	Yes	Yes	Yes	Yes	Amanda Toste
Modoc	No	Yes	No	No	Ronda Gysin
Mono	Yes	Yes	Yes	Yes	Alyse Caton
Monterey	Yes at times	Yes, at times	Not typically	Yes, at times	Leticia Livian
Napa	Yes	Yes	Yes	No	Rebecca M. Simon
Nevada	Yes	Maybe	Yes	Yes	Thea Palmiere
Orange	Yes	Rarely	No	No	Michael Taylor
Placer	Yes	Yes	Yes	Yes	Nancy Blakeman
Plumas	No response	Yes	Nor response	No	Finch, Teresita
Riverside	Yes	Yes	Yes	No	Brenda Lussier, Chief Deputy of HR
Sacramento	Yes	Yes	Yes	No	Martie Goodson
San Benito	Yes	No	No	No	Nancy Iler, Court Manager
San Bernardino	Yes	Yes	Yes, sometimes	No	Powell, David, Staff Dev. Specialist
San Diego	No	Yes	Yes, DVD		Lee Bebb
San Francisco	Yes, sometimes	Not sure	Yes, occasionally	Sometimes	Orin Johnson
San Joaquin	A few	Yes	Yes	No	Terry Costa
San Luis Obispo	No	Yes	Yes	No	Danita Raminha, Director HR
San Mateo	Yes	Yes	Yes	No	Helen Alfassa

1) Combined Information for All Divisions (Oct112013)

COURT	6a	6b	6c	6d	CONTACT
Santa Barbara	Yes	Yes	Yes	Yes	Stephanie Robbins
Santa Clara	Yes	Yes	Yes	Yes	KC McCoy
Santa Cruz	Yes	Not sure	No	No	Tim Newman
Shasta	Yes	Yes	Yes	Rarely	Desrochers
Sierra	Yes, Individually				Lee Kirby, CEO
Siskiyou	Not very often	Yes	Yes	No	Brook Fraser
Solano	Yes	Yes	Rarely	No	Arline Lisinski
Sonoma	Yes	Yes	Yes	Yes	Valarie Alston
Stanislaus	No	On Serranus	Yes	No	Jeanine Bean
Sutter	Yes, occasionally	Yes, occasionally	Yes, occasionally	No	Karen Smith
Tehama	Rarely	No	Yes	No	Diane Graham
Trinity	No	Yes	Yes	Not usually	Laurie Wills
Tulare	No response	No response	No Response	No Response	Martha Gaines, HR Technician
Tuolumne	Only on special occasions	Yes	Yes	No	Pam Taylor
Ventura	No	Yes, Occasionally	If requested	No	Julie Doss
Yolo	Yes	Yes	No, req. AOC DVD	No	Beverley Snow
Yuba	No, they watch individually	Yes	Not often	No	Bonnie Sloan
1 st DCA	Yes	Yes	Very rarely	No	Charles Johnson
2 nd DCA					
3 rd DCA	Yes	Yes	Yes	Not really	Colette Bruggman
4 th DCA	Yes	Yes	No usually	No	Teresa Hart
5 th DCA	Rarely	Yes		No	Jennifer Hurley
6 th DCA	Yes	Yes	Yes	Yes	Socorro Saboff

Comments and feedback:

1) Combined Information for All Divisions (Oct112013)

- It is very difficult getting judges and court staff together to attend broadcasts on the day they air. It is much more effective to record the broadcasts and show them at a later, more convenient time. In the meantime, we are creating a library of training DVDs.
- As a matter of fact, with the approaching deadline for the current continuing education period, I've been showing two or three DVDs a week during the noon hour in our largest conference room. (Note, however, that not all the DVDs are of recorded broadcasts; the majority are of live sessions for the Appellate Attorneys Institute(s) and the Appellate Staff Institute(s).)
- Locally, it was decided that if they want to receive training hours credit, they must watch in a group so that they can have interaction/discussion and participate in activities. If they aren't concerned with hours and just want content, then we check them out to the individual from the training library. (This is also common with Interpreters trying to get non-instructor-led CIMCE hours)
- ... the trainers have used them if we have an in-house classroom course to see if there are new content/vignettes/group exercises we want to incorporate. We also try to preview them when we already have a classroom course so we can determine if they are consistent/contradictory, a good supplement or refresher, or duplicative.
- The broadcasts have been very useful training tools and a source of information. I believe, your team continually improves this service to the Trial Courts and you do a wonderful job bringing this training to Judges, managers and court staff. Thank you for your efforts.
- Orange court is also converting DVDs of the AOC broadcasts into MP4 files and posting them on an internal web site so staff can access them at any time.
- Yolo appreciates the opportunity to request a DVD from CJER – eliminates questions on whether old tape/DVD is current training & the video/audio quality is higher. It would be more convenient & less delay for the Court if the video/DVD could be accessed through the CJER website. Declining Court budgets increase the need for CJER as a centralized training resource and access to previous broadcasts and DVDs are valued by Yolo Court. Let me know if you have any further questions – Bev Snow, HR Manager
- Operation staff have been attending in groups. One group comes one day and the second group comes the next day. If the managers are unable to approve the employees training due to coverage then they rent DVD copies from the training department.
- With the budget, I have found the broadcasts and webinars are becoming a popular method of receiving training in our Court. Although we do not view many of the broadcasts on the day they air because of scheduling issues, we are using the DVD's of these broadcasts throughout the year for training with our Supervisors, Managers and Staff in group sessions.
- I often will show previous broadcasted programs toward the end of my Judicial education reporting when Judges need to make up hours. I will show them during the lunch hour. I keep a library of all the Judicial Officer broadcasts.
- I like having the broadcasts and being able to record them to view later. I think this is an effective way for the Judges to receive their mandatory educational hours and is less expensive than flying/driving to expensive venues for a one or two class, or a week-long class. We have viewed the DVD's many times after it first appeared by broadcast.

1) Combined Information for All Divisions (Oct112013)

- We use the recordings to do the majority of our training as the courses are not offered as often as we may need to do training.

EXCERPTS

SUMMARY: TRAINING COORDINATOR SURVEY

SMALL COURTS – LESS THAN 20 JUDGES (25 OF 37 COURTS RESPONDING)

MEDIUM COURTS – 20 TO 49 JUDGES (11 OF 12 COURTS RESPONDING)

LARGE – OVER 50 JUDGES (6 OF 9 COURTS RESPONDING)

1. Does your court have a local training unit?

Small Courts	Only one small court responded YES and indicated its training department consists of the Training Coordinator and relied heavily on AOC/CJER products/training and on the job training by supervisors.
Medium Courts	Two of the eleven midsize courts reported having a training unit. One court indicated their unit consists of a management analyst who also serves as a training coordinator. The other court reporting that they have a training unit describes it as a function of the Human Resources Unit, using a Training Committee that meets monthly regarding training ideas/needs, and relies on CJER broadcasts for their courses.
Large Courts	All six reported having a Training Unit, which ranged from one to five staff dedicated to training.

2. How do your employees receive their orientation to the court?

Small Courts	The majority of the courts reported that Orientation is completed by HR (workplace policies and procedures, benefits, safety, etc.) along with their manager/supervisor/lead workers (specific orientation to the job). At least 3/4 of those reporting stated that they depend on AOC/CJER videos, broadcasts, or COMET website for orientation, some even making AOC products a mandatory part of their orientation for new hires. Several courts include local IT in their orientation to acquaint new hires with the technology necessary to perform their jobs.
Medium Courts	Seven courts reported that HR is responsible for Orientation which focuses on benefits, an overview of the court, IS, and other basic information. Four courts reported that managers and supervisors were responsible for orientating new employees.
Large Courts	Courts reported one to four day live orientation is provided to include overview of court workings, benefits, policies, etc. AOC/CJER recorded broadcasts were mentioned as part of the orientation program by two of the six courts.

3. How do your employees receive their customer service training?

Small Courts	CJER broadcasts and CJER's Court Clerk Training Institute were named as primary sources for customer service along with local supervisors and seniors
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1) Combined Information for All Divisions (Oct112013)

	proving one-on-one training. One court identified an annual training day at which they offer customer service training, and another court indicated that they have an in-house training program on this topic.
Medium Courts	AOC broadcasts were mentioned by several courts as the source of their customer service training. Orientation was mentioned as one of the places that this occurs when a new employee arrives. Several courts indicated more is needed.
Large Courts	All six courts reported customer service training, most stating it was mandatory and several also rely on AOC/CJER products for this training.

4. How do your employees receive training on the difference between legal information and legal advice?

Small Courts	Combination of CJER broadcasts and internal, on-the-job training. 17 of 25 responses identified CJER broadcasts as the source of training on this topic.
Medium Courts	Most responded that this is delivered in new Employee Orientation programs and/or CJER broadcasts.
Large Courts	This topic is included in various courses such as customer service, orientation, and family and criminal specific courses.

5. How do your employees receive courtroom clerk skills training (e.g. minute orders; distribution of Court ordered debt; calculations of fines, fees, etc.)?

Small Courts	Courts identified supervisors and experienced staff as the training source in one-on-one or on-the-job training. Several courts also identified CJER's Court Clerk Training Institute as a source of courtroom clerk training and CJER broadcasts were included in the responses.
Medium Courts	In-house and on-the-job training were identified by experienced clerks, managers, and supervisors. CJER's Court Clerk Training Institute was mentioned by several, but it was also noted that courts are not able to send clerks to this training due to cost and vacancies. A few courts identified this as an area where they need more education.
Large Courts	All identified on-the-job training from supervisors and leads with some classroom training, when available.

6. What areas of staff education, including those mentioned above and others that may not have been included, do you believe need the most emphasis?

Small Courts	<p>Topics identified as needing more education opportunities:</p> <ul style="list-style-type: none"> • New Laws • Advanced courses for seniors and supervising clerks • Customer Service, Leadership, Ethics • How to handle stress at work (i.e. in the courtroom) • How to build employee morale • Opportunities for hands on training in all areas • DVM • Department of Justice • State Adoptions • Basics for new hires
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1) Combined Information for All Divisions (Oct112013)

	<ul style="list-style-type: none"> • Diffusing situations that arise between co-workers • Social networking do's and don'ts • Fines and Fees, Interpretation of civil fee schedule • Legal processing and technology training • SAP • Emergency planning and active shooter • Local court procedures and state policy <p>Topics currently available that are highly valued:</p> <ul style="list-style-type: none"> • Orientation to the Judicial Branch • Beyond Bias • Communication in the Courthouse, Professional clerk, Professional demeanor in the court • Language access • Preventing sexual harassment • Providing access for court users with disabilities • ADA staff training • Computer based training (word and excel) • Preventing and managing computer related injuries • Emergency Preparedness
Medium Courts	<p>Develop technical and soft skill training sessions and hold train-the-trainer regional training on an as needed basis. Other topic recommendations included:</p> <ul style="list-style-type: none"> • Legal advice v legal information • Ethics and customer service training for line staff • Preventing and managing violence in the workplace and safety training • Teamwork • Cultural competency • Spelling, grammar, writing, correspondence, Word and Excel • Business writing, time management, prioritization • Handling conflict internally and with customers • Ongoing management training for managers and supervisors • Annual Weingarten review • Communication basics: internal and external, peer to peer, and supervisor to staff <p>Specialized training:</p> <ul style="list-style-type: none"> • Legal writing for Judicial Assistants and Research Attorneys • Courses for Mediators, and Probate Examiners • CEQA • More advanced training in violence prevention in the workplace
Large Courts	<ul style="list-style-type: none"> • Litigation specific training • Manager and supervisor training • Customer service skills, ethics, and legal advice and legal information • Streamlining processes for efficiency and cost savings

1) Combined Information for All Divisions (Oct112013)

	<ul style="list-style-type: none">• Education for professional staff (E.g., Child Custody Recommending Counselors, Probate Examiners, Legal Research)• Education on job specific topics, operational
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7. How can CJER assist you to meet the training needs of staff?

Small Courts	<p>CJER Broadcasts were mentioned by courts as essential, given the limited ability staff have to travel to programs at this time. More online learning opportunities were requested (short, 1 hour or less). Topics mentioned for online development included:</p> <ol style="list-style-type: none"> 1. Processing of documents 2. Managers and supervisor training 3. Word and Excel 4. Safety issues and ergonomics
Medium Courts	<ol style="list-style-type: none"> 1. Training vignettes of various situation clerks may come across related to legal advice v. legal information 2. Technology training (Word and Excel) 3. Basic skills training for supervisors and assistant supervisors 4. Training for all courts on ergonomics and office safety 5. General information on the judicial branch (i.e., difference between criminal and civil trials) 6. More face to face learning opportunities for staff 7. Courtroom clerk specific broadcasts 8. Updated Code of Ethics and Customer Service broadcasts 9. Training that would be interesting to Court Reports, Interpreters, IT staff <p>Challenges:</p> <ol style="list-style-type: none"> 1. Not everyone can attend training when it is only live 2. “Tough question—what you do is great; the programs you offer are usually spot-on. For our court the bigger issue continues to be being able to release staff to attend training” 3. “We can’t do more with training until we can afford to hire additional staff.”
Large Courts	<ol style="list-style-type: none"> 1. Staff like specific, detailed broadcasts that cover on the job training topics like: <i><u>Providing Copies: Confidentiality, Redaction and Certification</u></i>; <i><u>ICWA Advanced: Detailed Provisions of the Indian Child Welfare Act</u></i>; <i><u>Realignment: An Overview for Court Personnel</u></i>. 2. <i>Short video vignettes on various topics that could be pulled by local courts and integrated into our local programs. CJER could produce a library of short videos and make them available to download into our local presentations.</i> 3. <i>Provide AOC staff broadcasts in streaming format so they can be more accessible to court staff on local intranets</i> 4. <i>A Courtroom Clerk Academy by CJER with more time and detail than CJER’s Court Clerk Training Institute.</i> 5. <i>Provide training for supervisors and managers.</i> 6. <i>Provide platforms for creating on line training and expertise in helping</i>

1) Combined Information for All Divisions (Oct112013)

	<p><i>us develop that type of program.</i></p> <ol style="list-style-type: none"> 7. <i>Support education efforts by working with subject matter experts in local courts to help develop technical training lesson plans, manuals that can be adapted for local use.</i> 8. <i>Develop court staff by providing them training on how to train.</i> 9. <i>Address the issue of succession planning. With the lack of growth and employees continuing to retire that have all the expertise we are going to come to a time in the court where we don't have any technical experts. Help us to create structured programs to help us build the future leaders of our court and help us to use the expertise to build those manuals and training for our future growth.</i> 10. <i>Continue to have AOC broadcasts and create online training modules which address everyday practices, customer service skills, and enhancing supervisory skills.</i> 11. <i>Coordinate the buying power of all CA Courts in purchasing a Learning Management System that would automate many manual tasks, and would have a number of online training classes built in.</i> 12. <i>Update the "Orientation to the Judicial Branch"</i> 13. <i>Offer more Institute for Court Management Courses in the Southern Region</i> 14. <i>Offer Sexual Harassment Prevention Training for Managers/Supervisors four times in both June and December</i> 15. <i>Revise the online Ethics Orientation/Conflict of Interest class for Trial Court Employees.</i>
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Relevant Statutes Pertaining to Judicial Branch Education

GC §68551. Judicial Council authorized to conduct institutes and seminars.

GC §68552. Judicial Council may publish manuals and other materials to assist judiciary.

GC §68553. Judicial Council shall establish training programs on family law which shall also include training on the impact gender, gender identity, and sexual orientation has on family law proceedings.

GC §68553.5. Judicial Council shall provide education on mental health and developmental disabilities affecting juveniles.

GC §68555. Judicial Council shall establish training programs for domestic violence matters.

Penal Code §1170.5. Judicial Council shall conduct annual sentencing institutes (this is met via the annual Criminal Law Institute).

Welfare & Institute Code §304.7. Judicial Council shall develop standards for the education and training of all judges who conduct hearings pursuant to W&I Section 300. Such trainings shall include training on cultural competency and sensitivity relating to, and best practices for providing adequate care to lesbian, gay, bisexual, and transgender youth. Any commissioner or referee who is assigned to conduct hearings held pursuant to W&I Section 300 shall meet the minimum education and training standards established by the Judicial Council.

Welfare & Institute Code §601.5. Juvenile Delinquency Matters. In counties that have established an At-Risk Youth Early Intervention Program, the juvenile court shall select a judicial officer to serve as a liaison to the program. The court shall take steps to train or familiarize any judicial officers who hear these matters on the operations, procedures, and services of the program.

Relevant Rules Pertaining to Judicial Branch Education

The following rules pertain to education for the judicial branch. Where noted, specific subsections deal with mandatory education requirements and education expectations.

TITLE 10 JUDICIAL ADMINISTRATION RULES

Division 1. Judicial Council

Chapter 7. Minimum Education Requirements, Expectations, and Recommendations

Rule 10.451. **Judicial branch education**

Rule 10.452. **Minimum education requirements, expectations, and recommendations**

(d) Requires the Chief Justice and APJs to retain records of participation of their Justices and to submit them to the Judicial Council at the end of the education cycle.

(e) Requires Presiding Judges to retain records of participation of their Judges and submit them to the Judicial Council at the end of the education cycle.

In all cases, the judicial and administrative heads of all courts are **required** to provide sufficient time to enable their justices, judges, and staff to complete their education requirements and expectations.

Rule 10.455. **Ethics orientation for Judicial Council members and for judicial branch employees required to file a statement of economic interests**

(c) The AOC **must** provide and Judicial Council members and qualifying AOC staff **must** complete a course on ethics.

Rule 10.461. Minimum education requirements for Supreme Court and Court of Appeal justices

- (b) New Court of Appeal Justices **must** complete a new appellate justice orientation course (CJER or other qualified provider).
- (c) All Justices **must** complete 30 hours of education every three years (CJER or other qualified provider).

Rule 10.462. Minimum education requirements and expectations for trial court judges and subordinate judicial officers

- (c) All newly appointed/elected judges and new SJOs **must** complete CJER's New Judge Orientation, CJER's Judicial College, and a CJER Primary Orientation Program. New Presiding Judges are expected to attend CJER's PJ CEO Court Management Program. New Supervising Judges are expected to complete CJER's Supervising Judge Overview course and a calendar management course (CJER or local court providing). Judges returning to an assignment after two years are expected and SJO's are **required** to complete another primary assignment orientation (CJER or other provider).
- (d) Judges are expected and SJOs are **required** to complete 30 hours of education in a three year period (CJER or other provider).

Rule 10.463. Education requirements for family court judges and subordinate judicial officers

Judges and SJOs hearing family law matters are **required** to complete a course on basic family law, as well as participate in continuing education in family law, and partake of education in specific family law areas beyond the basic concepts (CJER or other provider).

Rule 10.464. Education requirements and expectations for judges and subordinate judicial officers on domestic violence issues

Judges or SJOs sitting in criminal, family, juvenile, or probate **must** complete basic education in DV issues as well as attend continuing education in DV as necessary (CJER or other provider). The AOC **must** include DV education in the Judicial College and Primary Assignment Orientations.

Rule 10.468. Content-based and hours-based education for superior court judges and subordinate judicial officers regularly assigned to hear probate proceedings

Judges and SJOs new to probate **must** complete specific topic areas in this assignment and then **must** complete a minimum number of hours (based upon their court size) every three years thereafter in probate (CJER or other provider).

Rule 10.469. Judicial education recommendations for justices, judges, and subordinate judicial officers

This rule encourages ongoing education in the areas of juries, dependency, capital cases, and fairness/access education.

Rule 10.471. Minimum education requirements for Supreme Court and Court of Appeal clerk/administrators

All Clerk Administrators **must** complete 30 hours of education a three year cycle (CJER or other provider).

Rule 10.472. Minimum education requirements for Supreme Court and Court of Appeal managing attorneys, supervisors, and other personnel

(b) New members of these audiences **must** complete an orientation course provided by their local courts.

(c) Thereafter, personnel are **required** to complete 8 hours of education a two year period and everyone else 12 hours in a two year period (CJER or other provider).

Rule 10.473. Minimum education requirements for trial court executive officers

(b) New CEOs **must** attend CJER's PJ CEO Court Management Program

(c) Thereafter, CEOs **must** complete 30 hours of education in a three year cycle including 3 hours of ethics (CJER or other provider).

Rule 10.474. Trial court managers, supervisors, and other personnel

(b) New members of these audiences **must** complete an orientation course provided by their local courts.

(c) Thereafter, personnel are **required** to complete 8 hours of education a two year period and everyone else 12 hours in a two year period (CJER or other provider).

Rule 10.478. Content-based and hours-based education for court investigators, probate attorneys, and probate examiners

These three audiences have specific content education requirements when new to the position and an hourly continuing education requirement every year thereafter (CJER or other provider).

Rule 10.479. Education recommendations for appellate and trial court personnel

This rule encourages ongoing education in the areas of juries, fairness/access, and quality of service to the public.

Rule 10.481. Approved providers; approved course criteria

Rule 10.491. Minimum education requirements for Administrative Office of the Courts executives, managers, supervisors, and other employees

New employees (except new executives) have orientation education requirements. AOC executives have 30 hours of continuing education requirements each education cycle, AOC management has 18 hours of the same, and AOC staff have 12 hours of the same.



CJER Evaluation Process

[Title]

[Delivery Method – Statewide/Regional/Local/Broadcast/Videoconference/Webinar]

[Date]

[Location]

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
	5	4	3	2	1
1. Overall, I am satisfied with this experience					
2. The content was relevant to my work					
3. The faculty was effective					
4. The participant materials were helpful					
5. The venue was satisfactory (if applicable)					
6. CJER staff was helpful					

For any of the above items that you indicated as a 1, 2, or 3, please provide more detail:

What will you do differently or what will you take away as a result of this education?

There are many ways to deliver education (e.g., live program, webinar, broadcast). Please share your thoughts on whether the method(s) used for this education were effective, and if not, why not?

General comments, suggestions, or observations (please use an additional page if necessary):

CJER Evaluation Process

Compiled Evaluation/Survey Distribution Chart

Evaluation Type	Recipient
Compiled Evaluation (hardcopy and online)	<p>A. The Judicial Branch Education Development Unit Administrative Secretary will send the compiled post-program evaluation report to:</p> <ul style="list-style-type: none"> • Program/Course Faculty • Relevant Content Unit Attorney/Specialist • Relevant Content Unit Manager (Karene/Kathryn) • Relevant Workgroup, if applicable

	<ul style="list-style-type: none"> • Relevant Curriculum Committee Chair(s) • Suzette - for distribution to the CJER Governing Committee and for Diane Cowdrey • Bob Lowney, Maggie Cimino, Sue Oliker, Lisa Graves
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REPORT TO THE JUDICIAL COUNCIL

For business meeting on: June 28, 2013

<p>Title Judicial Branch Education: Modifications and Revisions Proposed for New Judge Education</p> <p>Rules, Forms, Standards, or Statutes Affected None</p> <p>Recommended by CJER Governing Committee Hon. Robert L. Dondero, Chair</p>	<p>Agenda Item Type Action Required</p> <p>Effective Date June 28, 2013</p> <p>Date of Report June 20, 2013</p> <p>Contact Bob Lowney, 415-865-7833 bob.lowney@jud.ca.gov</p>
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Executive Summary

At its meeting on February 5, 2013, the CJER Governing Committee accepted a report from a working group it had appointed to review and evaluate CJER's new judge education programming required under rule 10.463(c)(1) and to submit recommendations to the Governing Committee for consideration. After reviewing the working group's findings and recommendations, the Governing Committee endorsed the group's recommendations and is now presenting these (with some modifications made by the committee) to the Judicial Council for consideration and adoption. These recommendations also respond to the council's directive #80.

Recommendation

The CJER Governing Committee has determined that the New Judge Education Workgroup's examination and review of new judge education has confirmed that the model is, by and large, effective and efficient. The Governing Committee hereby submits the workgroup's recommendations, as modified and revised by the committee, for the Judicial Council's consideration and adoption and in response to the council's directive #80:

1) Combined Information for All Divisions (Oct112013)

1. New Judge Orientation (NJO), the B. E. Witkin Judicial College (as modified in 2011 and 2012 to reduce both length and content), and the Primary Assignment Orientations (PAOs) should remain as currently designed and delivered because the current content and method of delivery are the most effective and efficient way to provide this education.
2. CJER, the Judicial College Steering Committee, and the PAO faculty teams should continue evaluating and refining the new judge education programs through the work of the curriculum committees and workgroups to eliminate any unnecessary overlap among NJO, the Judicial College, and the PAOs.
3. The Judicial College Steering Committee should explore the use of WebEx as a way to connect seminar groups after the college has concluded to answer questions, see how the college has affected participants' work back at their courts, and gain feedback from participants on the college after they have had a month or two to digest the learning and apply it.
4. PAO faculty teams and education attorneys should continue to explore ways to increase the efficiency of delivering PAO education by:
 - Examining the possibility of moving some content to blended learning options without reducing the quality of the learning experience;
 - Having the PAO faculty teams explore the possibility of designing separate orientation courses for experienced judges returning to an assignment, along the lines of the civil law PAO for experienced judges with civil law experience; and
 - Having the curriculum committees consider whether subject matter institutes, where appropriate, can fulfill the education requirement for experienced judges returning to related assignments after two years.
5. CJER should explore the possibility of moving a PAO to Southern California.

Additional detail about these recommendations and the Governing Committee's review and modification of them is provided in the attached report of the New Judge Education Workgroup.

Previous Council Action

Rule 10.50 of the California Rules of Court, originally adopted by the Judicial Council effective January 1, 1999, defines the role, duties, and responsibilities of the CJER Governing Committee and subdivision (c) outlines several duties, including the following:

(c) Additional duties

In addition to the duties described in rule 10.34, the committee must:

¶ . . . ¶

- (3) Evaluate the effectiveness of judicial branch education, the quality of participation, the efficiency of delivery, and the impact on service to the public;
- (4) Review and comment on proposals from other advisory committees and task forces that include education and training of judicial officers or court staff in order to ensure coordination, consistency, and collaboration in educational services;

1) Combined Information for All Divisions (Oct112013)

At the August 17, 2011, meeting of the Trial Court Presiding Judges Advisory Committee (TCPJAC), during a brief presentation by Dr. Diane Cowdrey, CJER Director, about how CJER notifies the courts when new judges complete their required education, some TCPJAC members inquired about extending the time limit for new judges to complete their PAO requirements under the education rules. This led to a broader discussion of new judge education and the amount of time new judges are required to be away from court attending education programming, a total of four weeks within a two-year period (often completed within the first year). Dr. Cowdrey agreed to bring these concerns to the CJER Governing Committee. Moreover, the current fiscal environment created a need to review whether there was any way to reduce the cost of these programs while still providing the necessary education. Dr. Cowdrey brought this issue to the CJER Governing Committee at its August 23, 2011, meeting.

Pursuant to the duties in rule 10.50, outlined above, and the recent discussion with the TCPJAC, the CJER Governing Committee subsequently included the following item in its 2012 Annual Agenda as a top priority and appointed a working group made up of representatives of the committee, experienced CJER faculty, and members recommended by the TCPJAC Chair:

CJER Governing Committee Annual Agenda 2012 (excerpt):

[¶] . . . [¶]

- (3) Evaluate New Judge Education**—Due to concerns that have been raised and inquiries made by the TCPJAC regarding the amount of time new judges spend at education events during their first two years on the bench, we propose to convene a workgroup of judges and stakeholders experienced in this area of judicial education to examine our current approach to new judge education and make recommendations to the Governing Committee.

Rule of Court 10.462(c)(1), originally adopted by the Judicial Council effective January 1, 2007, outlines the education requirements for new judges, as follows:

(c) Content-based requirements

- (1) Each new trial court judge and subordinate judicial officer must complete the “new judge education” provided by the Administrative Office of the Courts’ Education Division/Center for Judicial Education and Research (CJER) as follows:
- (A) The New Judge Orientation Program (NJO) within six months of taking the oath as a judge or subordinate judicial officer. For purposes of the [NJO] Program, a judge or subordinate judicial officer is considered “new” only once, and any judge or subordinate judicial officer who has completed the [NJO] Program, as required under this rule or under former rule 970, is not required to complete the program again. A judge or subordinate judicial

1) Combined Information for All Divisions (Oct112013)

officer who was appointed, elected, or hired before rule 970 was adopted on January 1, 1996, is not required to complete the program.

- (B) An orientation course in his or her primary assignment (civil, criminal, family, juvenile delinquency or dependency, probate, or traffic) within one year of taking the oath as a judge or subordinate judicial officer; and
- (C) The B. E. Witkin Judicial College of California within two years of taking the oath as a judge or subordinate judicial officer, unless the new judge completed the Judicial College as a new subordinate judicial officer, in which case the presiding judge may determine whether the new judge must complete it again.

In addition, Judicial Council directive #80 directs the Administrative Director of the Courts to evaluate efficiencies identified by the working group reviewing all education for new judges to ensure that education is provided in the most effective and efficient way possible. This Judicial Council directive came out of the Strategic Evaluation Committee (SEC) Report's recommendation 7-20(a).²

Rationale for Recommendation

The New Judge Education Workgroup was charged with evaluating the following four inquiries and returning to the Governing Committee at the end of calendar year 2012 with recommendations:

1. Is the current approach to education for new judges meeting the educational needs of this audience in the most effective and efficient manner possible?
2. Given the wide variety of methods for delivering education, would you support the use of alternative approaches for the delivery of new judge education which could reduce the length of time new judges are currently required to spend away from their courts while continuing to meet their education needs?
3. Should specific content areas be added to or deleted from the B. E. Witkin Judicial College (College), New Judge Orientation (NJO) or the Primary Assignment Orientations (PAOs), and if so, what content and what delivery method is the most appropriate?
4. How best can the issue of having deliberately overlapping content in these programs, knowing that it is intended to repeat certain content areas that are critical for new judges, be addressed?

The findings of the New Judge Education Workgroup, which are discussed below and with which the CJER Governing Committee agrees, support the recommendations presented to the council in this report.

² For the full text of directive #80 and the SEC recommendation on which it is based, see www.courts.ca.gov/19567.htm.

Findings

The workgroup found that overall the current approach of new judge education meets the needs of new judges in a very effective and efficient manner. While live, face-to-face programs are more costly, the workgroup determined that delivering these foundational programs using this method is the most appropriate for new judges. However, the workgroup did identify several areas where changes and modifications should be considered in order to ensure that this education model continues to be effective.

The workgroup found that it was critical for the Governing Committee to enhance its review and evaluation of the NJO, Judicial College, and PAO programs and their curricula, especially where content appeared to overlap among the three programs. Elimination of *unnecessary* overlap was deemed by the workgroup as very important in order to maintain the effectiveness of this overall education model. But the workgroup also acknowledged that overlap was necessary in some areas, particularly in the area of judicial ethics.

The workgroup determined that technology could be employed to elicit more effective evaluation of the educational experience after participants have returned to court. College seminar leaders could connect with their groups via WebEx, for example, after the college to assess how that program impacted their work, and answer questions. This would help keep the college curriculum relevant and reinforce it.

The workgroup did determine that some efficiency could be achieved in the current Primary Assignment Orientation programming. First, the workgroup recommended that the Governing Committee integrate technology more fully into these programs. Technology could ultimately move appropriate content to a distance-delivery model, thereby freeing up the live component of a program for more-focused education or shortening the overall length of a program. Also, the workgroup felt that shorter, more-focused orientation courses could be developed for experienced judges who are returning to an assignment they previously held. The workgroup acknowledged that the Civil Law Curriculum Committee had taken this step in developing a Primary Assignment Orientation for experienced judges and encouraged the Governing Committee to explore this for the other PAOs.

The workgroup did note that, in response to budgetary reductions, in 2011, the Judicial College was reduced by 1.5 days, and several introductory courses were removed from the curriculum. Subsequently, in 2012, one half day was restored, and one of the introductory courses, family law, was restored, in response to slightly improved budget conditions.

Enhanced review process

Adoption of the recommendations presented in this report also will enable the Governing Committee to implement a more regular review process of the new judge education model to ensure that it continues to be both effective and efficient.

Comments, Alternatives Considered, and Policy Implications

The Governing Committee reported on this final report of the New Judge Education Workgroup at the TCPJAC Executive Committee meeting on March 21. The TCPJAC had no comments that would have altered the submitted recommendations. These recommendations affirm the policy about education for new judges and the need for these three programs, incorporating the modifications recommended by the New Judge Education Workgroup (e.g., incorporating more blended learning, developing shorter orientation courses for experienced judges, and considering alternative locations for some of the orientation programs).

Implementation Requirements, Costs, and Operational Impacts

Some of the recommendations could result in increased costs and staff time, especially if additional orientation courses are developed for experienced judges. But these shorter courses would reduce time away from court, which would be beneficial to the courts³. Other recommendations that involve incorporating more distance education into these programs could also reduce costs.

Relevant Strategic Plan Goals and Operational Plan Objectives

Because the recommendations in this report focus on improvements to new judge education, they support Judicial Council Strategic Goal V, Education for Branchwide Professional Excellence.



New Judge Education Workgroup Report

³ Because the Assigned Judges Program backfills for judges who are away from court attending education programming, a summary of its assignment policies and protocols is attached to this Report.

SUBMITTED TO THE CJER GOVERNING
COMMITTEE BY THE NEW JUDGE
EDUCATION WORKGROUP ON OCTOBER 26,
2012; ACTION TAKEN BY CJER GOVERNING
COMMITTEE ON FEBRUARY 5, 2013



ADMINISTRATIVE OFFICE
OF THE COURTS

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION

CENTER FOR JUDICIARY EDUCATION AND RESEARCH

Executive Summary of the New Judge Education Report CJER Governing Committee, June 2013

Introduction

In February 2012, the CJER Governing Committee requested that the education programs for new judges be studied, as a group, to determine whether the current approach was the most effective and efficient. The Governing Committee commissioned a New Judge Education Workgroup to conduct this study, which took approximately eight months. The New Judge Education Workgroup grappled with and answered an overarching question: is the current 20 days of live, face-to-face education for a new judicial officer within the first two years days of their term of office the most effective and efficient method to ensure public trust in the judiciary? The Workgroup concluded that current programs—with the current reductions in place and some additional recommendations—comprise the most effective, comprehensive, and efficient method to achieve both education and orientation for judges making the transition from lawyer to judge. The Workgroup recognized that after taking the oath of office, judges immediately begin to make decisions that affect public safety and all aspects of the lives of the litigants before them, and that sufficient training is essential.

Charge of the Workgroup

The Workgroup was tasked by the Governing Committee with answering four questions:

1. Is the current approach to education for new judges meeting the educational needs of this audience in the most effective and efficient manner possible?
2. Given the wide variety of methods for delivering education, would you support the use of alternative approaches for the delivery of new judge education that could reduce the length of time new judges are currently required to spend away from their courts while continuing to meet their education needs?
3. Should specific content areas be added to or deleted from the B. E. Witkin Judicial College, New Judge Orientation, or the Primary Assignment Orientations, and if so, what content and what delivery method is the most appropriate?
4. How can the issue of having deliberately overlapping content in these programs, knowing that it is intended to repeat certain content areas that are critical for new judges, be best addressed?

Process

1) Combined Information for All Divisions (Oct112013)

The New Judge Education Workgroup was formed by the CJER Governing Committee in February 2012 with representatives from the Trial Court Presiding Judges Advisory Committee (TCPJAC) and consisted of:

- Hon. George J. Abdallah, Jr., Chair
Superior Court of San Joaquin County
- Hon. Christopher R. Chandler
Presiding Judge, Superior Court of Sutter County
- Hon. Janet Gaard
Superior Court of Yolo County
- Hon. Adrienne M. Grover
Court of Appeal, Sixth Appellate District
- Hon. Mary Thornton House
Superior Court of Los Angeles County
- Hon. Patricia M. Lucas
Superior Court of Santa Clara County
- Hon. L. Jackson Lucky IV
Superior Court of Riverside County
- Hon. Beverly Reid O'Connell
Superior Court of Los Angeles County
- Hon. Mary Ann O'Malley
Superior Court of Contra Costa County
- Hon. Theodore M. Weathers
Superior Court of San Diego County

The Workgroup commenced its study of new judge education by reviewing a number of documents, including course curricula (old and revised) of all new judge programs, participant evaluations for those programs from 2008–2011, course outlines for all programs, advantages and disadvantages of various delivery methods, and the CJER curriculum development process.

The Workgroup also reviewed a survey conducted in 2010 of B. E. Witkin College participants from the previous five years to ascertain the long-term effectiveness of the College courses. Members of the Workgroup also interviewed presiding judges and sought feedback from a variety of judicial officers as to how new judge education could be improved. Reports by members of the 2011–2012 B. E. Witkin Judicial College Steering Committee were made, both in writing and orally.

Additionally, the Workgroup solicited input from the TCPJAC and received comments from seven courts on the three programs under review. They discussed specific suggestions that were made and

the benefits and disadvantages of each (such as separating the two weeks of the college by several months or going straight through the weekend). They discussed input from the Director of the Commission on Judicial Performance and Judge David Rothman (Ret.) who has taught judicial ethics at the College and NJO for over 20 years.

Findings of the New Judge Education Workgroup

The Workgroup found that overall the current approach of new judge education meets the needs of new judges in a very effective and efficient manner. While live, face-to-face programs are more costly, the workgroup determined that delivering these foundational programs using this method is the most appropriate for new judges. In addition, some efficiencies to these program had already been made. At NJO, the number of faculty had been reduced from six to four. The College agenda had been reduced two years ago, with resultant operational savings, and most seminar leaders also doubled as faculty. Moreover, the workgroup did identify several areas where changes and modifications should be considered in order to ensure that this education model continues to be effective.

The Workgroup found that it was critical for the Governing Committee to enhance its review and evaluation of the NJO, College, and PAO programs and their curricula, especially where content appeared to overlap among the three programs. Elimination of unnecessary overlap was deemed by the Workgroup as very important in order to maintain the effectiveness of this overall education model.

In addition, the Workgroup recommended that the Governing Committee integrate technology more fully into these programs for two reasons. One, technology could ultimately move appropriate content to a distance delivery model, thereby freeing up the live component of a program for more focused education or shortening the overall length of a program. Second, technology could be employed to elicit more effective evaluation of the educational experience after participants have returned to court. College seminar leaders could connect with their groups via WebEx, for example, after the College to assess how that program impacted their work, and answer questions. This would help keep the College curriculum relevant and reinforce it.

The Workgroup did determine that some efficiency could be achieved in the current primary assignment orientation programming. The workgroup felt that shorter, more focused, orientation courses could be developed for experienced judges who are returning to an assignment they previously held. The Workgroup acknowledged that the Civil Law Curriculum Committee had taken

this step in developing a primary assignment orientation for experienced judges and encouraged the Governing Committee to explore this for the other PAOs.

The Workgroup did note that, in response to budgetary reductions, in 2011, the Judicial College was reduced by 1.5 days, and several introductory courses were removed from the curriculum. Subsequently, in 2012, one half day was restored, and one of the introductory courses, family law, was restored, in response to slightly improved budget conditions. Reductions in faculty had already been made at both NJO and the College.

Overview of Programs for New Judges

New judge education includes five days of New Judge Orientation, a Primary Assignment Orientation course in the area of the judge's primary assignment (typically five days long), and eight and one half days at the B. E. Witkin Judicial College. These programs are continuously updated in both content and approach by the various committees, workgroups, faculty, and CJER staff. All programs include subject matter content delivered by judges who are considered experts in their area and conducted in a classroom or small group setting, or a combination thereof. Each program is structured for judges to interact and discuss best practices, the relationship of the judge to the judicial branch, the relationship of the judge to court administration, and the relationship of the judge to the public.

At the College, the art of judging is at the core of each course, each small group, and each opportunity for the new judge to interact with judges from across the state.

Courses such as "Court as Employer," "Americans with Disabilities Act," and "Alcohol and Drugs in Court," in addition to tours of San Quentin and Delancey Street, are offered only at the College.

At New Judge Orientation (NJO), the emphasis is ethics, the mastery of legal content, and emphasis on the art of judging. The goal is to develop a judge who is knowledgeable and capable in deciding the cases before him or her, thus engendering trust in the justice system and cutting the costs of appeals and/or reducing referrals to the Commission on Judicial Performance.

The Primary Assignment Orientation (PAO) courses provide nuts-and-bolts content in each of the substantive law assignment areas: civil, criminal, family, dependency, delinquency, probate and traffic law. These courses are highly interactive and often include blended learning, for example, participants view online video lectures or courses before or during the course. Participants use hypothetical case scenarios, group discussions, and role-playing so that the lectures are integrated with practical experience. While not required, many experienced judges changing assignment do

attend PAO courses. In fact, experienced judges now often constitute the majority of participants in Primary Assignment Orientation courses.

Workgroup Recommendations and Governing Committee Actions
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Recommendation #1: The Workgroup recommended that NJO, the College, and the PAOs (as recently modified), remain as currently designed and delivered. The Workgroup found that the current content and method of delivery were the most effective and efficient way to provide this education.

Governing Committee Action: Adopted. [Note: In 2011, the College was reduced by 1.5 days, and several introductory courses were removed from the curriculum. In 2012, one half day was restored, and one of the introductory courses, family law, was restored. College seminar leaders also serve as faculty for many of the courses, thereby reducing faculty costs and time overall. NJO had recently been redesigned and the faculty team reduced from six to four, resulting in savings in cost and in time away from the court.]

Recommendation #2: The Workgroup recommended that CJER, the B. E. Witkin Judicial College Steering Committee, and the PAO faculty teams continue to evaluate and refine the New Judge Education programs through the work of the curriculum committees and Workgroups to eliminate unnecessary overlap among NJO, the College, and the PAOs.

Governing Committee Action: Adopted

Recommendation #3: The Workgroup recommended that the B. E. Witkin Judicial College Steering Committee explore the use of WebEx as a way to connect seminar groups, after the College had concluded, to answer questions and to see how the College has impacted their work back at the court. This would also be a way to gain feedback from the participants on the College after they have had a month or two to digest the learning and apply it.

Governing Committee Action: Adopted.

Recommendation #4: The Workgroup recommended that PAO faculty teams and education attorneys continue to explore ways to increase the efficiency of delivering PAO education. First, the Workgroup recommended that the faculty teams and education attorneys examine the possibility of moving some content to blended learning options without reducing the quality of the learning experience. Second, the Workgroup recommended that PAO faculty teams explore the possibility of designing separate orientation courses for experienced judges returning to an assignment. The goal would be shorter PAOs for that audience and at less cost to the courts. The Workgroup did recognize that a

separate orientation course already exists for experienced civil law judges returning to that assignment. The Workgroup also recognized that both these possibilities could result in increased costs and resource demands for CJER.

Governing Committee Action: Adopted, but with modification. In addition to designing shorter PAOs for experienced judges, the Curriculum Committees should also consider a recommendation that the subject matter (*e.g.*, Civil, Criminal, etc.) Institute, where appropriate, would also fulfill the education requirement for the experienced judges returning to an assignment after two years.

Recommendation #5: The Workgroup recommended that CJER explore the possibility of moving a PAO to southern California.

Governing Committee Action: Adopted.

Additional Actions

The Governing Committee has recommended to the Executive and Planning Committee that the Dean of the Judicial College be appointed as an advisory member. This appointment will ensure that the Governing Committee is more fully connected and engaged in the development and delivery of this critical judicial education program.

INTRODUCTORY LETTER FROM THE CHAIR OF THE WORKGROUP:

The rule of law governing the families, fortunes, and freedoms of all Californians is placed in the hands of 2,000 judicial officers. In order to serve the interests of the state's citizens, California has established the preeminent judicial education system in the United States.

In the 1960s, members of the judiciary instituted a formal education system for the new judicial officer. The programs were developed to assist and train new judicial officers as they made the transition from advocate to judge. In 1973, development and operation of education programs for the judicial branch was turned over to a new and independent entity: The Center for Judicial Education and Research (CJER) (CRC 10.50). CJER's role has expanded over the decades. CJER now also provides education for court staff and administrators and, through its Governing Committee, serves as an Advisory Committee to the State's Judicial Council. CJER also serves as the Office of Education of the Administrative Office of the Courts. The education that is provided is the foundation to a career in the judicial branch. The uniform, critically developed, high-quality education is intended to assure all Californians of a well-prepared, fair, and impartial judiciary.

1) Combined Information for All Divisions (Oct112013)

In keeping with its historical approach to CJER's growth and development, in March 2012, the CJER Governing Committee created the New Judge Education Workgroup (Workgroup) to review the current approach to new judicial officer education and to make recommendations to the Governing Committee. The Workgroup is composed of ten judges of the Superior Court of California and is assisted by thoughtful, committed, and knowledgeable staff attorneys. The members have varying years of experience as bench officers as well as varying years of experience in judicial education. Many of the members have served or are now serving as presiding judges.

In order to respond to the charge given by the Governing Committee, the Workgroup met in person by conference call and by Webinar. Each member reviewed the documented evolution and development of the New Judge Orientation, the Bernard E. Witkin Judicial College (College), and the Primary Assignment Orientation (PAO) programs. The members, both individually and as a Workgroup, reviewed each program's subject matter and schedule. The schedules were reviewed day by day and hour by hour.

It has been a great privilege to have undertaken this task for the benefit of the CJER Governing Committee, newly appointed and elected judicial officers, and our fellow Californians.

Judge George Abdallah
Superior Court of California, County of San Joaquin

TABLE OF CONTENTS

A. Governing Committee Charge to New Judge Education Workgroup	8
B. New Judge Education Workgroup Roster	10
C. Description of Each of the Three New Judge Education Programs	11
D. Evolution of Each of the Three New Judge Education Programs	12
E. Workgroup Evaluation Process	17
F. Findings as to Questions Posed in Charge by Governing Committee	19
G. Workgroup Recommendations Regarding Each Program	22
H. List of Documents Reviewed by the Workgroup	33
I. Letter from Judge David Rothman.....	35
J. Letter from Commission on Judicial Performance to Dr. Diane Cowdrey	39
K. Additional Education Resources for New Judges Provided by CJER	40
L. Curriculum Development Process Summary	46
M. Distance Learning Options.....	48

A. GOVERNING COMMITTEE CHARGE TO THE NEW JUDGE EDUCATION WORKGROUP

Summary

The CJER Governing Committee convened a Workgroup to review the current approach to new judge education and to make recommendations to the Governing Committee regarding the following:

1. Is the current approach to education for new judges meeting the educational needs of this audience in the most effective and efficient manner possible?
2. Given the wide variety of methods for delivering education, would you support the use of alternative approaches for the delivery of new judge education that could reduce the length of time new judges are currently required to spend away from their courts while continuing to meet their education needs?
3. Should specific content areas be added to or deleted from the B. E. Witkin Judicial College (College), New Judge Orientation (NJO), or the Primary Assignment Orientations (PAOs), and if so, what content and what delivery method is the most appropriate?
4. How can the issue of having deliberately overlapping content in these programs, knowing that it is intended to repeat certain content areas that are critical for new judges, be best addressed?

Background

The Workgroup was formed to examine issues that have periodically been raised regarding new judge education, and these include:

- Concerns about the time spent away from the bench that is required of new judges to complete their education requirements (raised at a meeting of the Trial Court Presiding Judges Advisory Committee)
- Requests to add topics to the College and NJO curriculum
- Participant comments about content that was (intentionally) duplicated in more than one program for new judges
- Budget issues related to possible reduction in costs at the College
- Concerns about how content was selected for College

New judges are a critical audience, and therefore it was appropriate for the Governing Committee to request that these three programs be reviewed to ensure that appropriate content, efficient delivery, and respect for tradition, time, and costs are all considered.

Initial Proposal

1) Combined Information for All Divisions (Oct112013)

The New Judge Education Workgroup focused on the four questions posed above and provided recommendations to the CJER Governing Committee at their October 2012 meeting. The Report of the Strategic Evaluation Committee (SEC) was published at the same time that this Workgroup was studying and evaluating new judge education. The Workgroup reviewed the comments made and issues raised in the SEC report relating to New Judge Education. The SEC report states and the Workgroup agreed that *“A well-educated judiciary is critical to the fair and efficient administration of justice, and is recognized as a stated goal of the judicial branch.”*

The Judicial Council Report submitted to the Judicial Council at their April 2013 meeting, and this accompanying report, serve as responses to Judicial Council directive #80: “E&P recommends that the Judicial Council direct the Administrative Director of the Courts to evaluate the efficiencies identified by the Workgroup reviewing all education for new judges to ensure that education is provided in the most effective and efficient way possible.”

In the past several years, the Workgroup noted that CJER has been aggressive in exploring and using a variety of delivery methods to provide education and training to the branch. The technology available for distance education has increased and improved, allowing CJER to take advantage of multiple delivery methods (see Distance Learning Options, Section M), which in some situations can substitute for live education, and in most situations can augment it. Combining multiple types of delivery methods has become much more commonplace, and this effort is referred to as blended learning.

The Workgroup reviewed what content is provided at each of the three major programs for new judges, using the work that has already been completed in this area, and considered the possible use of blended learning to meet the current needs. When looking at content where there is deliberate overlap, they also considered whether blended learning would be useful.

The Workgroup was asked to look at the costs associated with new judge programming including time away from the bench. As such, the Workgroup considered reducing the live education portions, *e.g.*, offering the College in a different format using a blended design. It was always a possibility that the Workgroup would recommend that no cost savings could be made and that the current format would be the best way to provide this critical education.

The Workgroup was an ad hoc committee that dissolved after it conducted its review and provided its recommendations to the CJER Governing Committee.

B. NEW JUDGE EDUCATION WORKGROUP ROSTER

Hon. George J. Abdallah, Jr. , Chair

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

Hon. Christopher R. Chandler

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

Hon. Janet Gaard

Judge of the Superior Court of California,
County of Yolo

Hon. Adrienne M. Grover

Judge of the Superior Court of California,
County of Monterey

Hon. Mary Thornton House

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

Hon. Patricia M. Lucas

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

Hon. L. Jackson Lucky IV

Judge of the Superior Court of California,
County of Riverside

Hon. Beverly Reid O'Connell

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

Hon. Mary Ann O'Malley

Judge of the Superior Court of California,
County of Contra Costa

Hon. Theodore M. Weathers

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

**CENTER FOR JUDICIARY EDUCATION AND
RESEARCH (CJER)****Ms. Karene Alvarado**

Managing Attorney
CJER
Administrative Office of the Courts

Ms. Maggie Cimino

Manager
CJER
Administrative Office of the Court

C. NEW JUDGE EDUCATION PROGRAM DESCRIPTIONS

Description of New Judge Orientation

This one-week orientation program is designed to introduce new judges, commissioners, and referees to their judicial duties and to familiarize them with their ethical responsibilities in ensuring fairness in all proceedings, promoting uniform court practices, and improving the administration of justice. Enrollment is limited to 12 participants in each program, in order to ensure regular and meaningful interaction by all participants with faculty, the content, and each other. The curriculum for the program is the most structured of all CJER programs, in order to ensure that all essential content is covered, and that all new judges receive the same educational experience. Faculty for the program is trained on the NJO curriculum prior to teaching, and the curriculum is regularly updated by a Workgroup comprised of experienced faculty. During the program, participants meet with the Chief Justice, members of the Judicial Council, and AOC leadership. The program is typically offered ten times each year.

Description of B. E. Witkin Judicial College

The B. E. Witkin Judicial College of California marked its 46th year in 2012 in which it has presented its comprehensive educational experience to new members of the California judiciary. Participants in the Judicial College have found that it provides extensive training in many areas of the law and broadens their understanding of the judicial process and the role of judicial officers.

Judges, commissioners, and referees attending this intensive two-week educational program commit themselves to active participation in acquiring the knowledge, skills, and approaches needed to perform their judicial work fairly, correctly, and efficiently. A full schedule of classes, concurrent sessions, and small-group seminars in all phases of judicial work is offered. Participants also analyze judicial philosophies, styles, work methods, and their roles as public servants; improve their skills in the arts of judging, decision making, handling counsel, litigants, and witnesses, and explaining the judicial function to the public; and explore better ways to handle court business, increase court efficiency, and ensure fairness to litigants. Instructional methods emphasize problem-solving exercises, panel discussions, small-group seminars, case studies, role-playing, and other innovative learning methods. Frequent small-group seminars allow students to clarify and evaluate their understanding of the course content. Specially prepared program materials are provided for study at the college and for later reference as practice aids.

Under the leadership of the Judicial College Steering Committee, and the appointed Judicial College Dean, instruction is provided primarily by more than 55 highly qualified judges, commissioners, and referees selected for their recognized abilities as judges, teachers, and legal writers, and for their interest in improving the administration of justice. Experts and representatives from component agencies within the California justice system also participate to increase the judiciary's awareness of interagency problems and to coordinate responses to these problems. Faculty does not receive compensation, other than reimbursement for travel and lodging expenses according to state rules.

Description of Primary Assignment Orientation Courses

The Primary Assignment Orientation courses provide nuts-and-bolts content in each of the substantive law assignment areas: civil, criminal, family, juvenile, probate, and traffic law. These courses are highly interactive and often include blended learning, in that participants view online video lectures or courses before or during the course. Faculty lectures are supplemented with faculty demonstrations of how to conduct hearings or how to question parties (*i.e.*, expert witnesses, self-represented litigants, or children). Participants use hypothetical case scenarios, group discussions, and role-playing to integrate the lectures with practical experience. These courses are designed to satisfy both the content-based requirements of California Rules of Court 10.462(c)(1)(B), applicable to new judges and subordinate judicial officers, as well as the expectations and requirements of Rule 10.462(c)(4), applicable to experienced judges and subordinate judicial officers new to, or returning to, an assignment. CJER has found that many participants at the PAO programs are experienced judges returning to an assignment.

D. EVOLUTION OF EACH OF THE THREE NEW JUDGE EDUCATION PROGRAMS

Evolution of New Judge Orientation

The New Judge Orientation curriculum is updated annually to ensure that the law is current and has been revised several times over the years to ensure that the hypotheticals are effective. In 2009, the faculty recommended, based upon their own experience with the curriculum, as well as participant feedback, that the fairness segments of the curriculum should be reevaluated and revised. In June of 2009, the NJO Fairness Curriculum Workgroup was established to do this work. The Workgroup was composed of several experienced NJO faculty and several members of what was then the Fairness Education Committee.

1) Combined Information for All Divisions (Oct112013)

The NJO Fairness Curriculum Workgroup met by conference calls over the course of a year to discuss what changes should or should not be made to the curriculum. The Workgroup started by formulating the participant goals for this segment of the course, and from there determined whether the existing curriculum fulfilled those goals. After determining those areas where changes were to be made, individual members of the Workgroup worked on revisions or created new content. For example, a new sentencing hypothetical and stereotyping exercise were created, and new exercises were incorporated into the sections dealing with social cognition and fairness. Much of the content remained the same, but the order in which topics were taught was rearranged to create an easier flow of the material for participants to absorb.

The Workgroup concluded its mission with the roll out of the revised fairness segments of the NJO curriculum in 2010. However, the Workgroup concluded that more work needed to be done and recommended that the fairness and ethics content be woven throughout the entire New Judge Orientation curriculum. A new NJO Curriculum Workgroup was formed in the fall of 2010 to undertake this task. This new Workgroup was composed of three members from the NJO Fairness Curriculum Workgroup and four experienced NJO faculty.

The NJO Workgroup began with a two-day in-person meeting. All members agreed that integrating fairness and ethics throughout the NJO curriculum would make the curriculum more effective by reinforcing the concept that ethics and fairness are the underlying principles fundamental to the judicial officer's role. A list of concepts/content was created of all the topics that new judges needed to learn, and all the content that is taught in NJO was included. As retired Judge David Rothman, author of the *California Judicial Conduct Handbook*, suggested, how do we "blend the trials and ethics curriculum into a seamless whole: teaching the best practices and law in trials along with the interplay of ethics and fairness, while being sure these best practices and law of each subject are made clear?" This became the Workgroup's mission for the next two years. Meeting via videoconference and conference calls, the NJO Workgroup volunteered their time to work on how best to integrate what were discrete segments on ethics/fairness and trials/evidence and integrate ethics and fairness throughout the curriculum.

The original NJO curriculum was taught by a faculty team made up of two ethics specialists and two trials specialists who taught from Monday through Wednesday afternoon and from Wednesday through Friday, respectively. Two seminar leaders assisted the students and faculty during the entire week for a total of six faculty per week. With the blending of ethics/fairness and trials/evidence segments, both ethics and trials faculty were required throughout the program.

1) Combined Information for All Divisions (Oct112013)

Reductions in CJER's Mod Funds, starting in fiscal year (FY) 2011–2012, necessitated some changes to NJO. Funding for faculty was reduced from six to four people, some lunches were eliminated, and participant travel reimbursement was eliminated.

Based on budget and curricular changes, four faculty stay the entire week. At a meeting with the Workgroup and June NJO faculty team, it was agreed that this was the better model, given the demands on the faculty.

Evolution of B. E. Witkin Judicial College

The B. E. Witkin Judicial College Steering Committee (previously the New Judge Education Committee) is responsible for planning the Judicial College. The Steering Committee members are expected to serve as seminar leaders at the program, so that they are familiar with the program and able to experience the program they designed. The committee reviews the new judge education curriculum and receives input from the substantive law curriculum committees with respect to the content that should and should not be included at the program to ensure essential education is covered and unnecessary duplication is avoided.

Each year the committee also carefully reviews all participant evaluations and often makes changes to the program based upon participant feedback. For example, courses that were not well-received are redesigned or dropped from the program.

Similar to NJO, Mod Funds to support the College were reduced in FY 2011–12. As a result, the length of the College was shortened. Before 2011, the program lasted a full two weeks, beginning on Sunday night, and continuing through Friday afternoon, then beginning again the next week on Monday morning and ending Friday afternoon. In 2011, the program was shortened by one-and-a-half days, to begin on Monday afternoon both weeks, and end on Friday afternoon both weeks. The opening dinner, which had been offered on Sunday night, was cancelled. The shortening of the program obligated the Steering Committee to meet and identify the content that was ultimately removed. Additionally, funds to support travel for participants were eliminated.

Other changes that have been made to the program in an effort to reduce costs and increase efficiencies include reducing the amount of materials printed for the program (only materials actually used in class are printed; resource materials are now found online only), eliminating the use of binders and shifting to the use of spiral or tape binding only, and reducing the number of CJER on-site staff at the program. All materials are posted online to Serranus.

In 2012, the College Steering Committee recommended adding back four hours of education. Because there were fewer participants (fewer judges appointed by the Governor), the reduced funding was sufficient to cover those costs.

Evolution of Primary Assignment Orientation Courses

Civil Law Orientation

CJER currently offers three separate civil law orientation courses:

1. Basic Civil Law Orientation,
2. Civil Law Orientation for Experienced Judges, and
3. Limited Jurisdiction, Small Claims and Unlawful Detainer Orientation.

In 2008, there was only what was then called the “Civil Law Overview.” This course was offered to all judges and subordinate judicial officers who were new or returning to a civil assignment. Judges who had an extensive civil practice before taking the bench often found this course too basic. Based on evaluation and participant comments, the Civil Law Education Committee (now the Civil Law Curriculum Committee) directed that a separate orientation course for experienced judges be created. The committee also decided to create a separate orientation course for judges who handled only limited jurisdiction cases. The two new courses were created by Workgroups composed of experienced civil law orientation faculty and some Civil Law Education Committee members.

The first “Overview for Experienced Civil Law Judges” was offered at the Fall Continuing Judicial Studies Program in October of 2008, and the course is now offered annually. The faculty members review the course curriculum both before and after the course, and they update the content every year depending on the latest developments in the civil law area. The course emphasizes areas of civil law that judges who are experienced in civil law might find complex and new issues with which they might not be familiar.

The Basic Civil Law Orientation is offered for judges and subordinate judicial officers who are new to a civil law assignment and, like the Civil Law Orientation for Experienced Judges, is offered annually. Faculty members review the curriculum every year and update it as necessary with new cases, statutes, and rules affecting civil law. After the course, the faculty members also revise the content based on participant evaluations.

The Limited Jurisdiction, Small Claims and Unlawful Detainer Orientation course was first offered as a pre-institute workshop of the 2008 Civil Law Institute. This course was developed for judges and subordinate judicial officers in a civil assignment who do not

1) Combined Information for All Divisions (Oct112013)

handle unlimited civil cases. Faculty review the curriculum before each course offering and update the content based on new case law, statutes, and rules of court. In 2011, content on foreclosures and unlawful detainers was added to the curriculum as a result of the increase of those case filings.

Civil content at the Judicial College includes civil settlement, civil post-trial motions, restraining orders in civil cases, civil discovery, and unlawful detainers, but these topics are covered in greater depth at the College and only briefly at the PAO.

Criminal Law Orientation

The content of the Criminal Law Orientation course, like that of the other orientation courses, is regularly updated depending on the latest developments in that area of the law. For example, significant changes in sentencing law have taken place over the last several years, and the orientation course has been revised accordingly.

The majority of the concurrent sessions in the second week of the College include criminal content. The Criminal Law Curriculum Committee has continued to work closely with the B. E. Witkin Judicial College Steering Committee, in the planning of the Judicial College. The New Judge Education Workgroup has been provided with a detailed overview of the relationship between the criminal law content offered at the College and that included in the orientation course in order to identify overlapping content and to guide program assessment and planning.

Family Law Orientation

The content of the Family Law Orientation course, like that of the other orientation courses, is regularly updated depending on the latest developments in that area of the law. In addition the delivery of the content has been revised over time, allowing for more hypotheticals and more or less time for certain topics. Although some new judges have mentioned that there is overlap with regard to the content in the family law orientation and the College courses, "Domestic Violence Awareness" and "Working With Self-Represented Litigants," this overlap is intentional, and much effort has been made to ensure that the two programs are not unnecessarily duplicative. Intentional overlap is the result of a Primary Assignment Workgroup and the College Steering Committee agreeing that an area of content requires the additional emphasis for new judges and is therefore approved for duplication. There is also a course at the College entitled "Introduction to Family Law," which is fairly duplicative of the Family Law Orientation course, but which is attended by those new judges who do not take the Family Law Orientation course.

Juvenile Law Orientations: Dependency and Delinquency

1) Combined Information for All Divisions (Oct112013)

Since 2008, there have been a number of changes to the two juvenile law primary assignment orientation courses (the dependency orientation and the delinquency orientation). In January 2008, the Dependency and Delinquency PAOs were each three days, and they were followed by a one-and-a-half-day course entitled “Highlights in Delinquency” and “Highlights in Dependency.” These one-and-a-half-day courses were an attempt to meet the needs of those who preside over both types of cases, but they were not successful. In 2009, the one-and-a-half-day highlights courses were dropped, and the three-day orientations were reinstated. In 2010, the courses were each expanded to four-and-a-half days and have been very successful at that length, since they now include more essential content (substance abuse, mental health issues, child development, etc.). The persistent struggle to meet the education needs of those who hear both dependency and delinquency cases continues. The most recent attempt is being addressed in the 2012–2014 Education Plan cycle by offering a Webinar close in time to when the live course is offered (*e.g.*, live course on Dependency with Webinar on Delinquency). The Webinar will be a stopgap course for those who are either in both assignments or are assigned to a dependency or delinquency court months before or after the PAO was offered. We are hopeful that this will meet participant needs.

Due to reduced resources that led to the shortening of the Judicial College, the two juvenile law course offerings at the College were removed from that program. As a result there is virtually no overlap between the juvenile orientation courses and the Judicial College curriculum at this time.

Probate Law Orientation

The content of the Probate Law Orientation course, like that of the other orientation courses, is regularly updated depending on the latest developments in that area of the law. Recently, there have been constant updates in the areas of trusts and estates, conservatorship, guardianship, and Lanterman-Petris-Short (LPS) law. Some of the legislative updates were in part due to the increased requirements imposed upon probate courts by the Omnibus Conservatorship and Guardianship Reform Act of 2006, along with the lack of funding to implement the new requirements and the subsequent economic downturn. Aside from updates in the law, the most significant recent change in the course is the addition of a segment on civil protective orders and handling elder abuse cases, which entailed the shortening of the probate conservatorship segment on the same day. The civil protective orders component was added in response to Rule 10.464 of the California Rules of Court, which sets forth education requirements and expectations for judges and subordinate judicial officers on domestic violence issues and mandates that domestic violence education be included in the Probate Orientation, among other courses.

1) Combined Information for All Divisions (Oct112013)

In addition, in 2010 the Probate Curriculum Committee recommended that the LPS segment of the course be held regionally in order to be accessible to judges and subordinate judicial officers who have an LPS or mental health assignment, but not a regular probate assignment. The half-day LPS orientation was held in three regional locations in 2012 and will be a regular offering.

In past years an introductory probate law course was offered at the Judicial College, but as a result of several years of very low enrollment, that course is no longer offered. It appears that very few new judges are placed in a probate assignment.

Traffic Law Orientation

Before 2010, CJER offered a Traffic Institute every two years. In 2011, rather than offering an institute, three, two-day regional Traffic Orientation courses were offered. Now the Traffic Orientation is offered once per year, and there is no traffic content at the College.

E. WORKGROUP EVALUATION PROCESS

Overview of Process

The Workgroup focused on both effectiveness and efficiency. The content for all New Judge Programs was reviewed for completeness, whether the content was essential for new judges, and possible unintentional overlap of content. The Workgroup found that only 5 percent of a new judge's time in the first two years is spent attending NJO, the College, and one PAO program.

The Workgroup examined the evaluations for each of the new judge education programs for themes and issues raised by judges who attended the program(s) over the past two years. The Workgroup evaluated the possibility of shortening the current schedule for each program in light of travel demands, out-of-court time, and overall cost. These scenarios for the College are presented in Section G. This was balanced with the need for excellent, comprehensive education for new judges that includes both group interaction and building a community of support for new judges to assist them in the transition from advocate to judge.

The Workgroup, through Judge Mary Ann O'Malley, solicited comments from Trial Court Presiding Judges related to the Workgroup charge. Seven courts responded with comments for the Workgroup's consideration.

The Workgroup considered cost and recognized that live delivery is the most costly. It was difficult to quantify new judge education in terms of dollars and cents. The Workgroup did analyze multiple delivery options and thoroughly reviewed the curriculum designs, the

1) Combined Information for All Divisions (Oct112013)

course outlines, and the evaluations, as well as feedback from several Presiding Judges and recent new judge program attendees. CJER staff provided a brief history of CJER's curriculum development history and process (see Curriculum Development Process Summary, attached).

New Judge Orientation

The Workgroup reviewed the recently completed extensive revision of the New Judge Orientation curriculum as well as the schedule for the program. The Workgroup met with Judge David Rothman, author of the *California Judicial Conduct Handbook* and a member of the New Judge Orientation Curriculum Workgroup, who discussed the revisions to the NJO curriculum. Judge Rothman made a very compelling presentation to the Workgroup on the value and significance of the New Judge Orientation content and his strong belief in the need for new judges to have the opportunity to attend all three programs (New Judge Orientation, B. E. Witkin Judicial College, and Primary Assignment Orientation) in their current form. He also addressed the issue of intentional duplication especially in the areas of ethics, demeanor, and fairness as necessary to reinforce the importance of each in the daily life and work of a judge.

Judge Rothman's letter to the Chief Justice and Judicial Council (Regarding: The Strategic Evaluation Committee Report, Item SP 12-05 Comment on Section 7—Education Division and Judicial Education) was provided to the Workgroup for consideration and can be found in Section I of this document.

Additionally, the Workgroup reviewed and discussed the New Judge Orientation 2011 and 2012 evaluations.

Lastly, the Workgroup considered and weighed the concerns expressed by the Commission on Judicial Performance in its September 14, 2011, correspondence to the Director of CJER, Dr. Diane Cowdrey, in Section J.

B. E. Witkin Judicial College

The Workgroup spent significant time reviewing evaluations of curriculum and content for the B. E. Witkin Judicial College. Evaluations included those from the 2008, 2009, and 2011 College participants and the 2010 Survey of Past College Attendees.

The Workgroup members reviewed the 2012 B. E. Witkin Judicial College course schedule and course descriptions, and discussed the program content and design at length at its

1) Combined Information for All Divisions (Oct112013)

May and June meetings. The Workgroup members, which included Presiding Judges (current and past) and faculty (current and past) for the College, NJO, and PAOs, discussed their personal experiences as court leaders and faculty, as well as the feedback received from participants in the evaluation documents.

The issue of further shortening the college was discussed from the perspective of cost, efficiency, and programmatic loss. The Workgroup examined several potential scenarios and evaluated the potential gains and losses resulting from each scenario.

The Workgroup members studied and discussed the issue of intentional and unintentional overlap between the College and the other New Judge education programs. They also reviewed online educational offerings for new judges.

Primary Assignment Orientation

The Workgroup reviewed the curriculum designs for each area of the law, focusing on the content that each committee identified as essential for new judges. The Workgroup then reviewed the outlines for each of the nine Primary Assignment Orientation courses as follows: Civil Law Basic PAO, Criminal Law PAO, Family Law PAO, Juvenile Delinquency PAO, Juvenile Dependency PAO, Probate PAO, Traffic PAO, Experienced Civil Law PAO, and Limited Jurisdiction Civil Law PAO.

The Workgroup also reviewed an analysis by the Criminal Law Curriculum Committee and CJER staff of overlap that exists between content offered at the Criminal Law PAO and the Judicial College. The Workgroup understands that this analysis is representative of that which has been done for the other PAOs, and that the criminal law analysis is the most extensive because the bulk of subject matter content at the Judicial College is criminal law.

F. FINDINGS AS TO QUESTIONS POSED IN CHARGE BY GOVERNING COMMITTEE

1. Is the current approach to education for new judges meeting the educational needs of this audience in the most effective and efficient manner possible?

The Workgroup found that the current approach meets the needs of new judges in a highly effective and efficient manner. CJER, through its curriculum and oversight committees, has instituted an objective, critical, and insightful assessment of each of its programs. These assessments result in ongoing program refinements in delivery, calendaring, and content. CJER's Director and staff demonstrate a keen awareness of the

1) Combined Information for All Divisions (Oct112013)

economics associated with program delivery, and they work diligently to reduce costs and maintain allocated budgets. They also rely on the acumen of experienced judicial officers and CJER's internal curriculum plans to identify new judges' needs and to develop responsive program content. The program planning, delivery methods, and assessment process result in a flexibility that allows for a timely incorporation of changes in the law.

The Workgroup also found that presenting these foundational new judge education programs through face-to-face programs is especially effective and efficient. Although distance delivery methods are less costly, it does not outweigh the benefits of live, face-to-face education for new judges. Live, face-to-face delivery incorporates mentoring practices and approaches by experienced judicial officers. This approach adds a crucial refinement to the presentation of the designed program content. Among other benefits, during the live presentations, the instructors and seminar leaders immediately address the new judges' expressed concerns and questions, thereby enhancing the curriculum, building an atmosphere of trust, and assisting the new judge in gaining both knowledge and confidence. Further, it has been regularly reported to oversight committees that the mentoring process continues beyond program schedules—at all casual and planned contacts with instructors and seminar leaders.

The instructors and seminar leaders remain an available, invaluable resource who can be called upon throughout a new judge's career.

In making its findings, the Workgroup read and considered several years of participant survey responses. Upon being surveyed, typical new judge remarks have included the following that strongly support the Workgroup evaluation of the efficacy of live programs:

"Each (faculty) added unique elements to wonderful whole. I can't think of changes to improve."

"[R]eceiving wisdom of such gifted, knowledgeable and talented judges; observing judicial demeanor and best practices modeled; interaction between participants and faculty; practical focus and structure on dealing with foundation of good judging . . ."

2. *Given the wide variety of methods for delivering education, would you support the use of alternative approaches for the delivery of new judge education that could reduce the length of time new judges are currently required to spend away from their courts while continuing to meet their education needs?*

The Workgroup found that new judge education is currently well-supported by distance products that can be found online in the Serranus Judicial Education Toolkits. The New Judge Toolkit was especially developed to provide information and education for judges prior to their participation in NJO or the College. The Workgroup supports the continued

1) Combined Information for All Divisions (Oct112013)

development of education for new and experienced judges that can be accessed at the time of need rather than at a program. It did not, however, fill the need for live education that creates and supports a network or community of judges. Each of the current live programs that are the focus of this report offers judges the opportunity to work with their colleagues across county lines, share expertise, and support the development of consistent statewide practices.

The Workgroup found that the seminar meetings and relationships with seminar leaders were an essential part of new judge education and often focus on “the art of being a judge.”

The Workgroup found that the format of the College as two consecutive weeks rather than two separate weeks creates the best environment for learning and exchanging of ideas, building trust, and building lasting relationships with faculty and among participants. Additionally the Workgroup noted that no cost savings would be realized by separating the program into separate weeks.

3. *Should specific content areas be added to or deleted from the B. E. Witkin Judicial College (College), New Judge Orientation (NJO), or the Primary Assignment Orientations (PAOs), and if so, what content and what delivery method is the most appropriate?*

The content included in each of the live programs is identified and developed by judges serving on Workgroups for this specific purpose. Each year the content is examined to be certain it appropriately and completely meets the needs of new judges, and that the delivery methods chosen are the most efficient and effective for that content.

In addition, the CJER Curriculum Committees in each area of substantive law and the Judicial Ethics and Fairness Curriculum Committee work to identify the content that they recommend is developed for distance delivery. This process is driven by experienced judges, and the resulting products are designed and developed with judicial Workgroups and education attorneys working together to build the final product.

This current process for identifying content, developing programs, and delivering education for new judges was validated and supported by the Workgroup.

4. *How can the issue of having deliberately overlapping content in these programs, knowing that it is intended to repeat certain content areas that are critical for new judges, be best addressed?*

The current process includes a review by the education attorneys who staff each program followed by a discussion of the respective Workgroups on how to limit the overlap to

1) Combined Information for All Divisions (Oct112013)

intentional rather than unintentional duplication of content. Content overlap that does occur is intentional, having been identified and approved by Workgroup members for each of the new judge programs as educationally necessary and essential for the transition from advocate to judge.

Some content is covered in both the PAO and the College, but for specific reasons. For example, some areas are covered in the PAOs with specific focus on the mechanics, whereas at the College, the judge's role in that area is covered in greater depth (interpreters, pleas, evidence, jury selection, trial management). Additionally, at the College, there is some content provided in concurrent sessions, which might be covered at a PAO. This is so that judges can choose to take a concurrent session in an area that may not be their primary assignment, but one in which they still need to have a working knowledge. Another reason is that some content is fairly complex and completely foreign to judges who lack a criminal law background (*e.g.*, gang issues, felony sentencing, search and seizure). The Workgroup found these rationales satisfactory.

The substantive law curriculum committees regularly work with the Judicial College Steering Committee to review the content offered at each of the new judge education programs (NJO, the PAOs, and the College) to ensure that (1) the content that the curriculum committees have determined to be essential for new judges is included in at least one of the three new judge education programs, and (2) that the essential education is duplicated within the new judge education programs only when necessary.

G. WORKGROUP RECOMMENDATIONS

Recommendations for New Judge Orientation

Recommendation #1: The Workgroup recommended that New Judge Orientation remains as currently designed and delivered. The Workgroup found that the current content and method of delivery are the most effective and efficient way to provide this education.

Recommendation #2: The Workgroup recommended that CJER continue to evaluate and refine the NJO program through the work of its curriculum committees and Workgroups to eliminate unnecessary overlap with College and PAOs.

The basis for the above recommendations is contained in the discussion below.

Issue #1: Changes to NJO design and delivery

The Workgroup discussed the benefits and drawbacks of possible changes, including regionalizing the program and shortening the program to less than one week. The Workgroup also discussed the option of putting some of the content online. After studying the evaluations and feedback from Presiding Judges, and taking into consideration their own experience as attendees and as faculty/seminar leaders for New Judge Education

1) Combined Information for All Divisions (Oct112013)

Programs, the Workgroup members determined that the current format is critical to the effective delivery of the content. Offering the program regionally would limit the statewide perspective that program participants are provided in the current format. The Workgroup felt it was essential that a new judge gain an appreciation that he or she is joining the California Judicial Branch, the third branch of government, not solely the local bench.

The Workgroup found that only 5 percent of a new judge's time in the first two years is spent attending NJO, the College, and PAO. The one exception would be the few judges who attend multiple PAOs. New judge education is focused on preparing judicial officers for their career, moving from advocate to neutral judge. The seminar setting for both NJO and the College supports the learning and change from advocate to judge and encourages community building, mentoring, resource sharing, and identifying with their new role as judge.

Issue #2: Overlap of Content

CJER currently has a robust process that connects the education attorneys with the curriculum committees and Workgroups that oversee new judge education to continually identify possible content overlap and evaluate whether existing overlap is essential for emphasis or unintentional and could be eliminated from one program while covered in another. The education attorneys are the links between the groups planning the education each year and work together with their respective committees to continually refine the curriculum and courses to include as little overlap as possible while still meeting the need to emphasize and reinforce some content as identified by the committees and Workgroups.

Recommendations for B. E. Witkin Judicial College

Recommendation #1: The College program, as recently modified in 2011 and 2012, reflected reductions in both length and content and should continue as currently constituted. The Workgroup found that the current content and methods of delivery were the most effective and efficient way to provide this unique orientation and education for the new judicial officer.

Recommendation #2: The Workgroup recommended that the B. E. Witkin Judicial College Steering Committee explore the use of WebEx to connect seminar groups after the College had concluded as a way to answer questions and to see how the college has impacted their work back at the court. This would also be a way to gain feedback from the

1) Combined Information for All Divisions (Oct112013)

participants on the College after they have had a month or two to digest the learning and apply it.

Recommendation #3: B. E. Witkin Judicial College Steering Committee, with the assistance of CJER Education Attorneys, should continue to evaluate and refine the program to eliminate unnecessary overlap with NJO and PAOs.

The basis for the above recommendations is contained in the discussion below.

Issue #1: The Length of the College

Some Presiding Judges and College participants have voiced concerns about the length of the College. Some Presiding Judges expressed the difficulty in covering the courts presided over by College participants for a two-week period. Participants voiced concerns about the length of the College from the perspective of information overload, overlap with the Primary Overview Course and NJO, and the length of time away from home and families.

The concerns of the Presiding Judges are understandable. Regardless of the size of the court, coverage for a courtroom for two weeks is administratively difficult in the best of times and certainly more problematic in these times. With the addition of a primary assignment orientation requirement to the NJO and College requirement in the first two years, the additional administrative burdens might well be solved by shortening the College.

The Workgroup wanted to place the time away by a new judicial officer in perspective. The College, NJO, and PAO courses comprise at least 20 days of education in a new judicial officers' first two years after their oath. The Standards of Judicial Administration suggest that a judicial officer engage in at least 8 days of education each year. Thus, in a two-year period, that time is only lengthened by four days for the new judicial officer. When one looks at the conceivable number of days on the bench in a two-year period and deducts the 20 days for the two-year period, education of the newest members of the bench is 5 percent of their time.

The Workgroup discussed the following possible scenarios suggested by a small number of past college attendees and Presiding Judges:

Option #A: Shorten the College from 10 days to 8 days by scheduling classes that run from Saturday to Saturday.

- This would only compound and worsen past participants' concerns with the exhausting college course schedule that currently exists to give participants the

1) Combined Information for All Divisions (Oct112013)

weekend off; going straight through one or two weekends would add to this level of exhaustion, and thereby potentially reduce the learning for the participants.

- Past participants have expressed concern about being away from families for the two Monday to Friday weeks of the current schedule. Changing from two 5-day weeks to a solid 7- or 10-day schedule might be equally challenging for families.
- Holding the College over a Saturday or Sunday would conflict with the religious practices and observances of some of the judges, making it difficult or impossible for them to attend.

For these reasons, Option A was rejected.

Option #B: Instead of two consecutive weeks, separate the two weeks over the two-year period, so that the College curriculum is staggered. The Workgroup could not identify any cost savings for this scenario, so from an economic standpoint, this option would only assist courts administratively, not fiscally.

- This option would dampen one of the stated goals of the College which is to begin building and reinforcing a community of statewide judges—interruption of this process might occur.
- Seminar groups (a highly rated part of the program) would only just be reaching the necessary levels of familiarity and trust that support learning and develop ongoing relationships at the end of the first week.
- Scheduling for return to “Part 2” by all attendees who attended a particular “Part 1” would be challenging. It would be preferred by most and be deemed essential to attend with your College Seminar group—but court calendars may not make that possible to accommodate. Changing to a different college group for Part 2 was not advisable in the estimation of the Workgroup.
- Continuity of faculty and seminar leaders on second week might be challenging.
- Presiding Judges of some courts told the Workgroup that two separate weeks would be more difficult for them to schedule around than two consecutive weeks.

For these reasons, Option B was rejected.

Option #C: In some fashion, shorten the College by one or two days.

- The Workgroup was advised that since 2011, the College had already been reduced by a number of hours equivalent to one day. (The College starts on Monday, rather than Sunday of the first week, and Monday afternoon of the second week, rather than Monday morning. This has eliminated costs associated with opening dinners, travel, and overnight accommodations.) The Steering Committee is reluctant to engage in further cuts, as that would impact the content of the course work.

1) Combined Information for All Divisions (Oct112013)

- As a result of the modifications already in place, the Workgroup discussed this at length, including which day or days might be eliminated and how that would benefit the court. The Workgroup determined that the benefit of gaining one day for the court over keeping the content intact and maintaining the current schedule was not sufficient to recommend the change.
- The Steering Committee is continually looking for more time to cover even more content at the College. The Steering Committee has a waiting list of content suggestions that have been made to add to the College.

For these reasons, Option C was rejected.

Option #D: Shorten the College by moving some of the content online.

- This option highlights the difference between orientation versus education. The purpose of New Judge Education via NJO and the College is to offer information, surely, but it is also to offer "art of judging" guidance by senior judicial officers and through group discussions in a safe-harbor environment. This atmosphere cannot be achieved through online education.
- Although the Workgroup places a high value on CJER's online offerings, it was the consensus of the group that the College serves the dual purpose of educating and providing a community of interests and mentoring for new judges that must be delivered in a live, face-to-face environment even if this is at a higher cost.

For these reasons, Option D was rejected.

Issue #2: College Course Content: Duplication and Overlap

The College Steering Committee has been committed to eliminating duplication and overlap since instituting PAO courses. Currently, program Workgroups and CJER staff attorneys work to identify unintentional overlap and move that content to other delivery options.

The attention to unintentional overlap is given by all the education attorneys as part of their work with Workgroups and curriculum committees. Fine-tuning is a continual process. In past years, when overlap was identified, some family and juvenile content was eliminated from the College, but upon later review, family law content was added back in. Again, constant evaluation and modification by the College Steering Committee is ongoing in order to be responsive to the courts and individual new judges' needs.

The Commission on Judicial Performance (CJP) has identified common ethical missteps by new judicial officers (within their first five years on the bench). The CJP findings prompted both the NJO Workgroup and the College Steering Committee to take a hard look at ethics content at both NJO and the College. The NJO Workgroup developed a new format for NJO

1) Combined Information for All Divisions (Oct112013)

based upon Judge Rothman's "8 Pillars" model, integrating ethics content throughout the NJO program. Judge Rothman, who is both a member of the NJO Workgroup and serves as faculty for the ethics course at the College, also integrated the "8 Pillars" model in the College ethics course. Judge Rothman and members of the NJO Workgroup worked to identify unintentional overlap in NJO and College ethics content, while maintaining intentional overlap necessary to reinforce the core ethical concepts for new judges by repetition. Much of the education for a new judge only makes sense once he or she has a context. Simply stated, new judges don't know what they don't know. NJO functions as a type of "issue spotting" educational experience. The College goes over important material already introduced, but as participants have more time on the bench, coverage of the ethics content at the College is wider in scope and deeper in exploration. Therefore, the best possible model of monitoring the overlap and knowing what is necessary for repetition is achieved.

Issue #3: Cost, Content, and Perception Issues

The Workgroup was asked to look at whether efforts were being made to adjust to cost, content, and perception issues that have arisen in the past four years.

As has been expressed throughout and deserves emphasis here, the College is continually being fine-tuned by the Steering Committee. This fine-tuning has resulted in the following changes:

1. The College has been shortened by 8 hours.
2. Some content has been eliminated and some returned, based upon review of the evaluations.
3. The Steering Committee eliminated the non-education content.
4. The College has essentially "gone paperless" by moving reference materials online, limiting the amount of paper course materials to those actually signed up for the course, and thereby eliminating costly binders.
5. Fewer CJER staff are present onsite at the College.
6. Fewer formal dinners are included in the program to cut costs.
7. Most of the seminar leaders also serve as faculty for one or more courses in addition to leading their seminar groups, thereby serving "double-duty."

One issue has been the recent site of the College at the Hayes Conference Center in San Jose. Previous colleges have been housed at the Clark Kerr Campus at UC Berkeley and the Holiday Inn in downtown San Francisco. Clark Kerr was primitive at best and generated multiple complaints: bugs, break-ins, mold, bunk-beds, and shared restrooms.

1) Combined Information for All Divisions (Oct112013)

Renovations performed in 2011 led Clark Kerr to raise its prices, rendering it more expensive than its hotel competitors, with fewer amenities. Holiday Inn conference rooms were in the basement, the hotel did not engender a campus atmosphere, and numerous safety complaints were made about the facility. Other sites that have bid on the Judicial College program have not had enough meeting rooms to accommodate the program's needs.

State contracting guidelines mandate that the site that offers accommodations suitable for the program at the lowest bid must be selected. For the last several years, the only location that fits that description is the Hayes Conference Center. The Hayes Conference Center easily and comfortably accommodates all the program's needs—providing sufficient meeting space, comfortable sleeping rooms, and a crime-free, safer environment. The problem has been that it is the site of the Hayes Mansion, a historical landmark, and the grounds are lush. This has led to the perception that despite its cost being bid at the same price as or lower than the other locales, the "lushness" has been commented upon in the media as inappropriate for training in these hard economic times. The CJER Governing Committee was concerned about these perceptions, but did not wish to compromise the quality educational experience engendered by eliminating uncomfortable accommodations and inadequate teaching space found at the other locations previously housing the College.

As noted throughout this report—and relied upon by the Workgroup—comprehensive evaluations are made by the participants and the instructors to ensure that course content is accurate, delivered well, and delivered in a cost-effective fashion. There was also a survey conducted of past attendees who were 2, 3, and 4 years out from their college experience. Although the length of the College was a concern for a small number of respondents, the uncomfortable facilities provided by the Holiday Inn and Clark Kerr were a frequent source of negative feedback.

Issue #4: The Need for In-Person Training

The Workgroup was tasked with determining whether and why face-to-face instruction was necessary, and whether the College should be streamlined to include remote and/or distance learning through online courses, Webinars, and other mechanisms.

The Workgroup concluded that the small seminar groups were essential to the success of the College and the learning environment. Seminar groups cover content that is critical to the judge's job, but not covered formally elsewhere, *e.g.*, handling blanket papering by a party and stress management, managing staff appropriately with respect to the role of a judge, asking for help, and knowing where to go for help, just to name a few of these

topics. These are essential for new judges, and not all are covered comprehensively in other statewide and local training. The design of the seminar groups and meetings is one that encourages dialogue among the judges—sharing experiences, asking questions, and taking advantage of the more experienced seminar leaders. Seminar groups are very learner centered, providing time to reflect and share. Nowhere else is an understanding of a judge’s role as part of the third branch of government covered—this is the essence of the emphasis of orientation versus education.

Data from surveys of past College participants have demonstrated strong support for the seminar groups as integral to the education offered at the college and personally valuable as relationships are often formed that last for years. In the 2010 survey of past participants at the College, 70 percent responded in the positive to the seminar meetings they attended. One participant wrote: *“The group meetings were useful in two ways, first as an opportunity to get to know and interact with the group members and, second as an opportunity to gain insight from group members who had particular expertise in various areas.”*

In short, the College is about learning, changing behavior, and avoiding potential missteps before they occur. To achieve these results, standard learning principles require live courses. A live classroom/group discussion setting is the most effective way to ease the transition from advocate to neutral judge. The quality and quantity of mentoring that is offered at New Judge Education programs could not occur in an online environment. A solid support system and lifetime friendships and professional relationships begin at NJO and the College. Because a judge cannot look to another organization or government entity to support him or her in their work, these relationships become foundational to his or her learning.

The Workgroup recommended that seminar groups be encouraged to use online resources to continue their discussions after the College; many already have reunions and keep in touch, as their experience together at the College was a bonding opportunity that transcended court district boundaries. The isolating nature of the judicial officer’s job can lead to stress and missteps. The long-term support provided by tightly bonded seminar groups can help judicial officers offset their isolation.

Issue #5: Course Content in General

The issue is whether or not course content is relevant to today’s judicial officer due to a judge’s prior knowledge in a field, the specific assignment, and the existence of PAOs for subject matter education.

1) Combined Information for All Divisions (Oct112013)

It is axiomatic that a knowledgeable judicial officer promotes public trust and confidence in the branch, and the public is best served. To that end, recent college content has been designed to build from one week to the other, from one program to another. These are not stand-alone education programs. They are designed to work together to cover the essential knowledge and skills a new judge needs to be effective on the bench.

The variety of courses has also become necessary for public trust in a judge as trying budget times make it more likely that a judge cannot be a specialist. Judges are now being asked more and more to be interdisciplinary, sitting on multiple assignments due to the challenging budget environment. Even a small amount of exposure to content for some areas increases confidence, and that is a benefit to the new judge and the Presiding Judge. This is especially true of small courts and is important when looking at the content to include in the College.

The Workgroup considered a suggestion regarding the plenary session: *“As to Judicial College—allow opt-out of specific classes in which judicial officer is already familiar and replace with assignment specific updates only.”* This position ignores the fact that judges learn from different perspectives of their colleagues and faculty, not just their personal knowledge. Learning and applying knowledge as a judge is most likely different from that of a practitioner.

The Steering Committee’s 2010 survey of judges who attended the College in years past demonstrated that after some time following the college, the necessity of plenary courses was understood and appreciated. Out of concern for this comment, the College Steering Committee started planning a new college schedule without using the past college schedule. This was done to see if, from a purely curriculum planning perspective, a different college program would emerge. Even starting from scratch, the Steering Committee still arrived at effectively the same content contained in the existing college schedule.

The SEC Report noted: *“With respect to judicial education, the Education Division is to be commended for its practice of surveying judicial officers to determine whether education course content has been taught in satisfactory fashion. This is one of several instances in which an AOC division makes a consistent effort to determine whether its end-use consumers are satisfied with its services.”*

As discussed above, the College Steering Committee has relied heavily over the years on feedback from participants and has altered the College content accordingly.

Recommendations for Primary Assignment Orientation Courses

Recommendation #1: For the PAOs for new judges, the Workgroup recommended that each course remain as currently designed and delivered for the time being. The Workgroup found that the current content and methods of delivery were the most effective and efficient way to provide this education.

Recommendation #2: The Workgroup recommended that PAO Workgroups and education attorneys continue to annually examine the possibility of moving some content to blended learning options without reducing the quality of the learning experience.

Recommendation #3: The Workgroup recommended that PAO faculty teams explore the possibility of designing separate orientation courses for experienced judges returning to an assignment or use blended learning (a combination of live, online, video, WebEx, etc.) for delivery of some of the content to that audience. The goal would be shorter PAOs for that audience and at less cost to the courts. The Workgroup did recognize that a separate orientation course already exists for experienced civil law judges returning to that assignment. The Workgroup also recognized that both these possibilities could result in increased costs and resource demands for CJER.

Recommendation #4: The Workgroup recommended that PAO Workgroups, with the assistance of CJER education attorneys, continue their current practice of evaluating and refining the programs to avoid unnecessary overlap with NJO and College curriculum, recognizing that some of the overlap is intentional and necessary to emphasize the importance of the content.

Recommendation #5: The Workgroup recommended that CJER explore the possibility of moving a PAO to southern California.

The basis for the above recommendations is contained in the discussion below.

Issue #1: Live vs. distance delivery

The Workgroup discussed online or distance delivery of the content offered at the PAOs and concluded that a new judge needs the opportunity to work with experienced judges, learning from and with his/her colleagues.

Although many of CJER's online products support this education, it is important to note that although the online products are an effective way to introduce judges to new content, the live training is the most effective way to provide new judges a way to explore the content in detail—to safely ask questions, practice skills, and consider alternatives.

1) Combined Information for All Divisions (Oct112013)

The Curriculum Committees for each substantive law area have discussed and come to the same conclusion: that PAOs for new judges need to be delivered live. These same committees identified additional content for distance delivery that expands the learning beyond the PAO.

Issue #2: Experienced Judges

The Workgroup recognizes that PAOs often have very experienced judges returning to an assignment, and they have different needs than a new judge. These judges may be served by online delivery of some or all of the content in a PAO.

One serious concern of the Workgroup was that if PAO content is offered online for experienced judges, those judges will not be able to find the time to complete the online learning. Live delivery provides an uninterrupted time and space for education and focuses the learners on the content and applying the learning.

Issue #3: Content Overlap

The Workgroup found that a comprehensive review of content for PAOs for potential overlap of content with the College was done by the PAO Workgroups with the assistance of CJER staff. Some content was only touched on in the PAO and then covered in greater depth at the College. Some content has been flagged by a Workgroup and faculty as necessary to repeat in an effort to emphasize the significance of the content. Overlap between NJO and the College in the areas of ethics and fairness particularly is intentional and necessary.

Issue #4: Moving one or more PAO programs to southern California

This recommendation might result in a reduction in both travel costs for the courts and in the time away from the bench. The Workgroup did recognize that this would increase the cost for CJER to support the program. The cost-effectiveness for this change would need to be analyzed against the possible loss of a statewide opportunity for judges to meet and learn in a community setting and the total savings, if any. It is anticipated that judges from the north could attend a PAO in southern California, but more likely that judges from the north would attend in San Francisco and judges in the south would attend in Southern California to save time and money for hotels and travel.

Closing

Despite the identical language, literature, tools, and tactics deployed by lawyers, the transition between lawyer and judicial officer is not easy: although lawyers and judges speak the same language and use the same legal principles, they deploy them in a way that was merely observed and not practiced. Leaving the world of advocacy to enter the world of objectivity after a 30-second oath is not easy; there is definitely a great deal at stake in this transition process. Regardless of where a judge practices his other judicial skills—Northern, Central, or Southern California, small judicial district or a large one, from one with high crime, high economies, or rural concerns—all are tasked with making decisions that directly impact people’s lives. Should this tenant be evicted? Should this defendant spend 30 days or 30 years in a jail cell? Where should a child grow up—in foster care? In the care of one parent over the other when you’ve had less than 5 minutes to size up the warring parents? Will this small claims case, with only one side who can appeal, even though a small amount, impact the small business owner in front of you? Do we issue that injunction to change the course of a corporation’s life, the lives of its employees, and the lives of its customers?

California’s New Judge Education programs are designed to address the dichotomy that exists between lawyering and judging. New judge education is critical to sustaining the credibility of our branch of government and to making sure that we are mindful of our roles as judges, mindful of the rule of law, and that our decisions are reasoned and carried out with both compassion and objectivity. These programs provide the opportunity for new judges to engage meaningfully and over time with their peers and experienced judges to ensure that they successfully make the transition from advocate to judge. The Workgroup that reviewed these programs made their recommendations based on this understanding and what will ultimately best serve the people of California.

H. LIST OF DOCUMENTS REVIEWED BY THE WORKGROUP

1. Overview of revised New Judge Education curriculum as provided by Judge David Rothman
2. Outline of revised New Judge Orientation curriculum
3. Overlap between Criminal Law Orientation and B. E. Witkin Judicial College
4. Commission for Judicial Performance letter to Diane Cowdrey dated September 14, 2010 (attached)
5. CJER curriculum development process overview (attached)
6. Delivery methods matrix (attached)
7. 2012 B. E. Witkin Judicial College course schedule and course descriptions
8. Evaluations for:
 - 2008, 2009, 2011 Colleges
 - 2010 Survey of Past College Attendees
 - 2012 Primary Assignment Orientations (PAO)
 - 2011–2012 New Judge Orientation
9. Course Outlines/Table of Contents for Primary Assignment Orientations
 - Civil Law Basic Orientation
 - Criminal Law Orientation
 - Experienced Civil Law Orientation
 - Family Law Orientation
 - Family Law Teaching Grid With Time Allocations
 - Juvenile Delinquency Orientation
 - Juvenile Delinquency Grid With Time Allocations
 - Juvenile Dependency Orientation
 - Juvenile Dependency Grid With Time Allocations
 - Limited Civil Law Orientation
 - Traffic Orientation
 - Probate Law Orientation
10. Curriculum Plan Table of Contents for:
 - Civil Law Curriculum
 - Criminal Law Curriculum
 - Family Law Curriculum
 - Juvenile Delinquency Law Curriculum
 - Juvenile Dependency Law Curriculum
 - New Judge Education Law Curriculum
 - Revised NJO Curriculum With Time Allocation

I. LETTER FROM JUDGE DAVID ROTHMAN DATED JULY 22, 2012

July 22, 2012

To

The Honorable Tani Cantil-Sakauyue
Chief Justice of California
and the Judicial Council of California

From

David M. Rothman
1729 Madera Street
Berkeley, CA 94707

**Regarding: The Strategic Evaluation Committee Report, Item SP 12-05
Comment on Section-7 – Education Division and Judicial Education****Dear Chief Justice and Members of the Judicial Council:**

Thank you for the opportunity to address the Report of the Strategic Evaluation Committee (SEC). I would like to give my views on certain portions of the part of the Report that deal with judicial education aspects of the section regarding the Education Division of the Administrative Office of the Courts (AOC). I will not be commenting on any other parts of the Report.

The present budget crises in our state combined with certain findings in the SEC Report raise concerns for the future of the one of the oldest and highly regarded judicial education programs in the United States, with consequential harm to the quality of our judiciary and the people of this state.

General comment on "Cost Benefit Analysis"

The Education section of the SEC Report contains a number of evaluations based on a "cost-benefit" conclusion in regard to judicial education programs. The Report, however, does not contain an explanation of the standards by for making such cost-benefit conclusions.

What all judicial officers (whom I will call judges here) do, the art of judging, and the fundamental mission of the central principle of of being a judge (assuring the honesty and integrity of the process of decision making and the decisions they make, including the courage to do what it right), is something that judges learn through experience, education programs

and by constantly seeking to gain self-awareness. I do not believe that the value of any of this is measurable by examining the "cost-benefit" of the educational components of such efforts. Judges are not little businesses that produce products. They are guardians of our Constitutions, the Rule of Law, our system of justice, and our liberty.

Local judicial education programs as a substitute for the statewide model

The Report suggests that education programs in large courts may be a substitute of some of CJER's programs that require judges from around the state to attend, such as new judge education programs and new assignment programs. (Pp. 107-108)

Obviously reliance on a variety of sources for judicial education in addition to CJER is beneficial to judges, including self study, programs provided by legal education providers, local court programs, and California Judges Association education programs. All are important in assuring that judges are well trained, fulfilling their obligations under the Code of Judicial Ethics to establish, maintain and enforce "high standards of conduct," and "maintain professional competence in the law. " (See Canons 1, 2A, and 3B(2)) None, however, are a substitute for CJER's core programs.

Over the last half century the judicial institution, first through the California Judges Association and shortly thereafter through the Judicial Council, assumed the duty of assuring that all judges in California have a common understanding of what it means to be a judge. Over the years we have come to accept that there are not 58 legal systems in California administering a "law unto themselves," but a single rule of law with highest standards and best practices accepted throughout the state that assure the rule of law.

The suggestion in the Report that large local courts may be able to undertake some of what CJER does poses the potential of undermining the achievements of judicial education of the past 50 years and eliminating important values for judicial education of these programs.

For example, the Report's conclusion based on "cost-benefit considerations" in reviewing this subject ignores the value of live, in person, programs where judges from around the state meet and study together. The personal connections and discussions among judges from courts all over the state, large and small, rural and urban, north and south, are a critical element of CJER's judicial education program. In every program I have taught the participant judges from diverse backgrounds and courts share their knowledge, problem solving, perceptions and ideas. Almost invariably we realize that everyone (including faculty) learns as much from one another as they do from the faculty. This and many other benefits of meetings among judges from diverse courts should not be rejected because one has difficulty placing a value on what is learned.

One must also be concerned that the focus of local court education may tend to subjects and content that are perceived by court managers as "useful", "practical," "bread and butter," and aimed at the efficient functioning of the local court, rather than those subjects that focus on the basic premises of what it means to be a judge and judging.

New judge education

The Committee's Report contains reference to the concerns of "many judicial officers and courts" about having new judges away from their courts for the one week for New Judge Orientation and two weeks for the Judicial College. (Report p. 107) There is also concern expressed in regard to education required for a judge's new assignment.

In my 34 years of CJER teaching (as well as my years in managing the West District of the Los Angeles Superior Court) this concern is regularly voiced. It is understandable that a court might not want to suffer the loss of a new judge for so long. Even so, I am convinced by my experience that most judges and presiding judges in California who have this concern know that, in the long run, the loss of three or four weeks of education is inconsequential when weighed against the value to the system of justice of providing comprehensive judicial education to new judges.

It is, of course, never inappropriate to reexamine and improve what the Judicial College and NJO are doing. These are core institutions of California's judiciary and their curriculum and management are of great importance to the people of this state, our judges and the Judicial Council. In addition CJER's management and structure should also be studied and improved. But proposals for actions that could result in undoing the Judicial College and NJO should be declined.

Finally, we need to be mindful that judicial education is an essential component of judicial accountability. Adequate judicial education helps insure that the conduct of judges meets the highest standards, and that a judge cannot credibly claim that the judge did not know his or her ethical responsibilities. The stakes are high when the quality of the judicial education institutions is compromised.

Attorneys in CJER

Recommendation No. 7-20 the Committee Report contains the conclusion that "education specialist positions are staffed by attorneys, a staffing practice that appears unnecessary." This conclusion seems to rest on the idea that what attorney educators do can be done by non-attorney staff members at less cost. I believe this conclusion is wrong.

It is true that attorneys cost more. It is not true that they are "unnecessary" in the role of managing and planning education programs and publications. CJER's first and most critical job is the planning and administering programs for education of judges, and these programs must include careful quality control by a staff that includes lawyers. The judicial education curriculum is fundamentally about legal issues (the constitution, statutes, rules, case law, procedures, the Code of Judicial Ethics, and so on) from the point of view of a judge. Eliminating lawyers from education staff at CJER to save money would leave the judge-lecturer without the back-up necessary to prepare and deliver reliable content.

Final note

There is no question that much can be done to improve the accountability and functioning of AOC as well as judicial education in California. Building trust among judges and the public by objective appropriate analysis and constructive change, although hard, painful and difficult, is always necessary, appropriate and doable. It will take work, understanding and patience (three essential qualities of being a judge). We need to remind ourselves of Coach John Wooden's advice: "Be quick, but don't hurry."

Sincerely yours,

David M. Rothman

Retired Judge of the Los Angeles Superior Court

CJER Faculty member B. E. Witkin California Judicial College (1981 to present), and

New Judge Orientation (1978 to present)

Author of the *California Judicial Conduct Handbook*

J. Letter from Victoria B. Henley to Dr. Diane Cowdrey



State of California
Commission on Judicial Performance
 455 Golden Gate Avenue, Suite 14100
 San Francisco, CA 94102-3668
 (415) 557-1300
 FAX (415) 557-1365
 Web Site: <http://cjp.ca.gov>

September 14, 2011

Diane Cowdrey, Director
 Education Division
 Administrative Office of the Courts
 455 Golden Gate Avenue, 6th Floor
 San Francisco, California 94102

Dear Ms. Cowdrey:

This letter is at the request of the Commission on Judicial Performance to convey the members' concerns over an apparent increase in investigations involving new judges and the possible need for more intensive ethics education for new judges.

At the commission's last meeting, almost thirty percent of the matters considered by the commission in which there was a pending investigation or in which an investigation was opened involved judges with three or fewer years of experience on the bench. This seems disproportionately high for judges with that level of experience since the mean judicial experience for all California judges was 10.8 years as of 2009. The most common type of allegation was abuse of authority, followed by demeanor, bias and failure to ensure rights.

Approximately one year ago, the commission noticed a similar spike in the number of investigations involving new judges. I was authorized to contact David Rothman because of the potential significance of this information in planning New Judge Orientation.

The commission hopes that the proper training of new judges – including ethics training – will remain a priority for the Education Division/CJER.

Very truly yours,


 Victoria B. Henley
 Director-Chief Counsel

cc: Chief Justice Tani Cantil-Sakauye
 Acting Director Ronald Overholt
 Hon. David Rothman (Retired)

K. ADDITIONAL EDUCATION RESOURCES FOR NEW JUDGES PROVIDED BY CJER*Publications and Online Courses*

In 1965, Government Code §§68551 and 68552 were enacted. Section 68551 authorized the Judicial Council to conduct institutes and seminars for the judiciary. Section 68552 authorized the Judicial Council to publish and distribute “manuals, guides, checklists, and other materials designed to assist the judiciary.” With this statutory background and authorization, the California Center for Judicial Education and Research (CJER) was formed as a result of an agreement between the California Judges’ Association (CJA) and the Judicial Council in 1973 to eliminate duplications of effort.

From the beginning, a significant part of CJER was producing publications for judicial officers that was based on the statutory authorization and the vision of CJER founders. The publishing effort took shape when CJER took responsibility for publishing the College Notebooks. These publications, originally written by judges who taught at the Judicial College, evolved through the years into the present offering of 62 different publications covering criminal, civil, small claims, domestic violence, probate and conservatorships, landlord-tenant, juvenile dependency and delinquency, traffic, and family law.

CJER has produced and now updates 56 publications ranging in size from benchguides of 120 pages or less to volumes of benchbooks between 600 and 900 pages (see list of CJER publications on pages 36–37).

This evolution did not happen in a vacuum. Throughout the process, CJER has had volunteer judges, either on the Benchguide Planning Committee, reviewing each individual publication, or more recently on the curriculum planning committees, providing judicial guidance and input. That judicial input provides a practical approach to the analytic text now written by CJER staff attorneys. Most of the publications include practical judicial tips suggested by reviewers through the years.

This evolution has continued as the publications became the basis of many of the online courses that have been developed specifically for self-study for judges and SJOs. Online courses are available in Juvenile Dependency and Delinquency, Criminal, Family Law, Small Claims, Traffic, and Landlord-Tenant. For the past eight years, CJER has produced and updated more than 20 online courses that provide education credits between 1 and 3.5 hours each. These courses, like the publications, are updated regularly and provide training on an as-needed basis.

1) Combined Information for All Divisions (Oct112013)

The quality of the publications and online courses is demonstrated by the fact that the faculty for the new judge programs, including New Judge Orientation, the Judicial College, and the Primary Assignment Orientation courses, not only recommend CJER publications to the participants in the classes they teach, but use them as course reference materials as well, and refer to them repeatedly throughout the programs. Faculty for the Family Law Orientation and the Juvenile Delinquency Orientation courses ask that participants in those courses review the videos and online courses in those areas before coming to class. And while new judges await the Orientation course offerings, they are encouraged to review the publications and online courses in their assignment areas.

Experienced judges and subordinate judicial officers also find the publications and online courses invaluable as both reference material as well as self-study material. They provide a quick resource that experienced judges use to research areas that are new to them or to make sure they are up to speed on new developments in an area with which they are already familiar.

Numerous published decisions refer to and recommend CJER publications to trial court judges, both as excellent resources and as tools to be used to avoid error. For example, the court recommended CJER publications to trial judges and referenced them as excellent legal resources in *Koehler v. Superior Court* (2010) 181 Cal. App. 4th 1153, 1158, citing CJER's Courtroom Control Benchguide, and in *Fasuyi v. Permatex, Inc.* (2008) 167 Cal. App. 4th 681, 691, citing CJER's Civil Benchbook, *California Judges Benchbooks: Civil Proceedings—Before Trial*.

In its decision in *In re I. G.* (1st Dist. 2005) 133 Cal. App. 4th 1246, 1254–1255, the court lauded the benefits of CJER's judicial education offerings (including publications), saying: "The sheer volume of cases demonstrating noncompliance with ICWA provides reason enough for supervising juvenile court judges throughout this state to take immediate steps to ensure that all judicial officers under their supervision avail themselves of these educational opportunities [offered by CJER]."

In its opinions in *People v. Hinton* (3rd Dist. 2004) 121 Cal. App. 4th 655, 661–662, and *People v. Norman* (3rd Dist. 2007) 157 Cal. App. 4th 460, 467, the court of appeal specifically cited CJER's publication *CJER Mandatory Criminal Jury Instructions Handbook* as tools to be used to avoid error. Even the California Supreme Court has chastened the lower court for not utilizing CJER's plethora of publications to avoid error. See *People v. Heard* (2003) 31 Cal. 4th 946, 966, which cited CJER's Death Penalty Benchguides on Pretrial and Guilt Phase, Penalty Phase and Posttrial, and Bench Handbook on Jury Management.

Serranus: New Judge Toolkit includes the following online tools and/or resources for new judges:

Welcome to the Judicial Branch

Introduction to the California Judicial Branch (video)

Ethics Guide for New Judges, Before You Take the Oath of Judicial Office
(By Judges for Judges Article, 2011)

An Ethics Guide for Judges & Their Families
(Adapted and reprinted with permission by American Judicature Society, 2003)

Procedural Fairness in California (May 2011)

Courtroom Control

Courtroom Control: Contempt and Sanctions (Benchguide 3)

Contempt (Ten-Minute Mentor)

Courtroom Control (online course)

How to Run a Busy Calendar (online course)

Ethics and Fairness

Fairness and Access (Bench Handbook)

Ethics Guide for New Judges, Before You Take the Oath of Judicial Office
(By Judges For Judges Article, 2011)

An Ethics Guide for Judges & Their Families
(Adapted and reprinted with permission by American Judicature Society, 2007)

Handling a Request for Disability Accommodation (Ten-Minute Mentor)

Procedural Fairness in California (May 2011)

Self-Represented Litigants

Handling Cases Involving Self-Represented Litigants (Bench Handbook)

Communicating With Self-Represented Litigants (online course)

Self-Represented Litigants: Special Challenges (online course)

See also Self-Represented Litigants in Ethics & Fairness Toolkit

Evidence and Hearings

1) Combined Information for All Divisions (Oct112013)

Disqualification of Judge (Benchguide 2)

The Basics of Disqualification of Judges (Interactive Judicial Article Quiz)

Is It Hearsay? (online course)

Trial Evidence: Handling Common Objections (online course)

Working With Spoken Language Interpreters—The Basics (Ten-Minute Mentor)

Additionally, materials from New Judge Education programs are available in the toolkits.

1) Combined Information for All Divisions (Oct112013)

CJER Publications for Judicial Officers include:

<p>CJER Publications</p> <ul style="list-style-type: none"> • Bench Handbook: The Child Victim Witness (2009) • Bench Handbook: Fairness and Access (2010) • Bench Handbook: The Indian Child Welfare Act (2013) 	<ul style="list-style-type: none"> • Bench Handbook: Jury Management (2011) • Bench Handbook: Judges Guide to ADR (2008) • Bench Handbook: Managing Gang-Related Cases (2008)
<ul style="list-style-type: none"> • Disqualification of Judge (Benchguide 2) (rev. 4/10) • Courtroom Control: Contempt and Sanctions (Benchguide 3) (rev. 4/10) • Injunctions Prohibiting Civil Harassment and Workplace/Postsecondary School Violence (Benchguide 20) (rev. 3/12) • Landlord-Tenant Litigation: Unlawful Detainer (Benchguide 31) (rev. 1/13) • Small Claims Court (Benchguide 34) (rev. 1/13) • Misdemeanor Arraignment (Benchguide 52) (rev. 9/12) • Right to Counsel Issues (Benchguide 54) (rev. 10/12) • Bail and OR Release (Benchguide 55) (rev. 1/13) • Motions To Suppress and Related Motions: Checklists (Benchguide 58) (rev. 3/11) • Deferred Entry of Judgment/Diversion (Benchguide 62) (rev. 3/11) • Competence To Stand Trial (Benchguide 63) (rev. 2/10) • Sentencing Guidelines for Common Misdemeanors and Infractions (Benchguide 74) (rev. 1/13) • Misdemeanor Sentencing (Benchguide 75) (rev. 7/12) • DUI Proceedings (Benchguide 81) (rev. 2/13) • Traffic Court Proceedings (Benchguide 82) (rev.1/13) • Restitution (Benchguide 83) (rev. 2/13) • Probation Revocation (Benchguide 84) (rev. 8/11) • Felony Arraignment and Pleas (Benchguide 91) (rev. 9/08) • Preliminary Hearings (Benchguide 92) (rev. 5/12) • Death Penalty Benchguide: Pretrial and Guilt Phase (Benchguide 98) (rev. 6/11) • Death Penalty Benchguide: Penalty Phase and Posttrial (Benchguide 99) (rev. 6/11) 	<ul style="list-style-type: none"> • Juvenile Dependency Initial or Detention Hearing (Benchguide 100) (rev. 5/11) • Juvenile Dependency Jurisdiction Hearing (Benchguide 101) (rev. 5/11) • Juvenile Dependency Disposition Hearing (Benchguide 102) (rev. 6/11) • Juvenile Dependency Review Hearings (Benchguide 103) (rev. 8/11) • Juvenile Dependency Selection and Implementation Hearing (Benchguide 104) (rev. 6/11) • Juvenile Delinquency Initial or Detention Hearing (Benchguide 116) (rev. 2/11) • Juvenile Delinquency Fitness Hearing (Benchguide 117) (rev. 2/11) • Juvenile Delinquency Jurisdiction Hearing (Benchguide 118) (rev. 2/11) • Juvenile Delinquency Disposition Hearing (Benchguide 119) (rev. 2/11) • LPS Proceedings (Benchguide 120) (rev. 3/10) • Adoptions (Benchguide 130) (rev. 8/09) • Custody and Visitation (Benchguide 200) (rev. 10/12) • Child and Spousal Support (Benchguide 201) (rev. 10/12) • Property Characterization and Division (Benchguide 202) (rev. 5/10) • AB 1058 Child Support Proceedings: Establishing Support (Benchguide 203) (rev. 9/12) • AB 1058 Child Support Proceedings: Enforcing Support (Benchguide 204) (rev. 9/12) • Conservatorship: Appointment and Powers of Conservator (Benchguide 300) (rev. 5/10) • Conservatorship Proceedings (Benchguide 301) (3/10) • Probate Administration (Benchguide 302) (12/10)
	<ul style="list-style-type: none"> • On-Call Duty Binder (2013)

1) Combined Information for All Divisions (Oct112013)

<p>California Judges Benchbooks: Civil Proceedings Discovery, 2d ed 2012 & Update Before Trial, 2d ed 2008 & Update Trial, 2d ed 2010 & Update After Trial, 1998 & Update</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Small Claims Court and Consumer Law (2012 ed) <input type="checkbox"/> California Judges Benchbook: Domestic Violence Cases in Criminal Court (2013 ed) <input type="checkbox"/> California Judges Benchbook: Search and Seizure (2nd ed) & Update <input type="checkbox"/> Mandatory Criminal Jury Instructions Handbook (2013 ed) <input type="checkbox"/> 2013 Felony Sentencing Handbook
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Online Courses**Civil**

- ADA in State Court
- California Unlawful Detainer Proceedings
- Civil Trial Evidence
- Communicating With Self-Represented Litigants
- Courtroom Control
- How to Run a Busy Calendar
- Is It Hearsay?
- Jury Challenges
- Punitive Damages
- Relevance and Its Limits
- Self-Represented Litigants: Special Challenges
- Small Claims Court: Procedures and Practices
- Small Claims Court: Consumer and Substantive Laws
- Trial Evidence: Handling Common Objections
- Unlawful Detainer
- You Be The Judge—Hearsay and Its Exceptions

Family

- Calendar Management in Family Court
- Communicating With Self-Represented Litigants
- Custody and Visitation
- Custody & Visitation Primer for Judges and Other Bench Officers in California
Determining Income
- Child and Spousal Support
- Characterizing Property
- Dividing Property
- How to Run a Busy Calendar
- ICWA Inquiry and Notice
- Self-Represented Litigants: Special Challenges

Judicial Ethics

- Communicating With Self-Represented Litigants
- Courtroom Control
- Judicial Ethics for Temporary Judges
- Real World Judicial Ethics I
- Real World Judicial Ethics II: War Stories
- Real World Judicial Ethics III: A Day in the Life
- Self-Represented Litigants: Special Challenges

Criminal

- Arraignments Primer
- Bail and Own-Recognizance Release Procedures Primer
- Common Pretrial Motions in a Criminal Calendar Primer
- Communicating With Self-Represented Litigants
- Courtroom Control
- Criminal Discovery Motions Primer
- How to Run a Busy Calendar
- Is It Hearsay?
- Jury Challenges
- Preliminary Hearing (Px) Primer
- Proposition 36
- Relevance and Its Limits
- Self-Represented Litigants: Special Challenges
- Traffic Cases
- Trial Evidence: Handling Common Objections
- You Be The Judge–Hearsay and Its Exceptions

Judicial Ethics

- Communicating With Self-Represented Litigants
- Courtroom Control
- Judicial Ethics for Temporary Judges
- Real World Judicial Ethics I
- Real World Judicial Ethics II: War Stories
- Real World Judicial Ethics III: A Day in the Life
- Self-Represented Litigants: Special Challenges

Domestic Violence

- Communicating With Self-Represented Litigants
- Domestic Violence Restraining Orders
- Restraining Orders Against Harassment, Abuse, or Violence
- Self-Represented Litigants: Special Challenges

L. CURRICULUM-BASED PLANNING FOR JUDICIAL BRANCH

1) Combined Information for All Divisions (Oct112013)

In early 2000, members of the Governing Committee for the Center for Judicial Education and Research asked staff and members of its numerous Education Committees to design, develop, and implement curriculum-based planning for their respective target audiences. Curriculum-based planning is a process that ensures comprehensive, relevant education is available for individuals throughout their careers and/or assignments. Staff and members of the various Education Committees began a four-year initiative that resulted in curricula for judges and court personnel that include entry, experienced, and advanced levels of content.

In the development of the curriculum work, the processes used and the products envisioned were based on numerous goals, including:

- Providing relevant content to individuals at all levels of their careers.
- Ensuring consistency of content over time, from venue to venue, and from faculty member to faculty member.
- Providing guidance to faculty without inhibiting/stifling their creativity.
- Ensuring that the curriculum work can be used regardless of the course length and delivery mechanism.
- Making the content relevant to the reality of performance of the job.
- Ensuring that the curriculum work is flexible and can be used in a variety of situations by a variety of individuals.

The Three Phases of Curriculum Work

Phase I is a basic assessment of the work of individuals in a particular target audience. Developed by Education Committee members and CJER staff, the Phase I document includes:

- The tasks, skills and abilities, beliefs and values, and associated knowledge and information for the target audience.
- Reflects a grouping of data into areas of similarity for ease of reference and to provide a basic framework for educational content.
- Provides faculty with important basic information not stated in other documents.
- Should always be used in conjunction with Phase II information to develop Phase III.

Phase II is a series of educational designs based on the Phase I work. Developed by Education Committee members and CJER staff, Phase II designs:

- May collapse or expand the original groupings from the Phase I work.
- Are created for entry, experienced, and advanced level learners in the specific content area. [An experienced judge who is entering a criminal assignment would be at the entry level for the criminal curriculum work.]

1) Combined Information for All Divisions (Oct112013)

- Serve as the basis for faculty to create a delivery plan or lesson plan. [The delivery or lesson plan will be influenced by the amount of time available and the delivery mechanism, but will always be based on the Phase II work.]
- Assume that faculty has expertise in the content area.
- Serve as a basic guide that can be expanded upon by faculty based on a variety of factors.
- Include learning objectives, associated content, teaching methods, and learner activities, etc.

Phase III is a series of delivery plans or lesson plans. These plans may differ in look and feel, depending on a variety of factors. The Phase III plans:

- Are the creations of individual faculty
- Reflect the individual expertise of faculty
- Reflect further detail regarding specific content areas
- Are also influenced by faculty review of the Phase I work, which deals with the reality of the work for the target audience
- Are the product of the time available and the delivery mechanism
- May be broader than the Phase I and II work, but should be based on them
- Use at least the first several learning objectives from the Phase II work
- May combine objectives and content from several Phase II designs, if appropriate, depending on a variety of factors

Use of Phase I and Phase II to Develop Phase III

Workgroup members identify:

- Target audience
- Content area/appropriate level of content (entry, experienced, advanced)
- Time available/delivery mechanism (hours or days/live, broadcast, online)
- Potential faculty member(s)

Faculty collaborate with Education Attorneys and Workgroup members to:

- State a goal for the course (what the faculty member hopes to accomplish; information that may be used to promote the course)
- Finalize learning objectives
- Select content based on learning objectives
- Outline the course (the order and timing for various segments)
- Select teaching methods for various components of the course (lecture, panel discussion or debate, demonstration)
- Determine/design teaching aids (PowerPoint, videos, case studies, etc.)
- Design handout materials
- Determine approaches to evaluate participant learning

M. EDUCATION DELIVERY OPTIONS

FACE-TO-FACE EDUCATION—Courses are designed and delivered to encourage participants to interact with the content, and share experiences, expertise, challenges, concerns, and successes. This format is especially effective when interaction and immediate feedback are important.

Statewide: Opportunity to work with participants from across the state and learn from their varied experience. This delivery option is the most costly form of education per participant.

Regional: Focused on a tighter geographical area/content that can be covered in a 1-day format.

Local: Content delivered by courts internally in partnership with CJER.

ONLINE VIDEO—Video for content that can be developed in short segments designed for focused and/or “just-in-time” learning. **(24/7)**

Lecture Series—Discrete topics delivered in primarily lecture format by one or more subject matter experts that last 30 minutes to 1 hour.

10-Minute Mentor—This series consists of short topic videos presented by judicial officers who are experts in the areas they discuss.

Video Simulation Series—A series of short videos demonstrating techniques that participants can use to increase efficiency and effectiveness.

BROADCAST—Scheduled courses developed for delivery through the statewide satellite broadcast system and focused on specific audiences.

Live Broadcast—Content selected may be either lecture-/information-based (short format) or skills-based (1–2 hour format).

Individual & Facilitated Locally—Courses are repurposed for online desktop viewing and/or viewed by a group in a face-to-face course facilitated locally from DVD.

SELF-PACED ONLINE—Education that is designed for online delivery. These courses represent a range of complexity and interactivity. Content is generally stable, with limited updating requirements. Additionally, online courses provide judicial branch audiences with a convenient reference for related statutes, rules, and forms. **(24/7)**

PUBLICATIONS—Benchguides, Bench Handbooks, Benchbooks, and Job Aids are resources written and updated by staff with review by Workgroups. These are available in hard and/or soft copy online. **(24/7)**

VIDEOCONFERENCE TRAINING—Videoconferencing is linking two or more locations (up to 8) by two-way video, allowing participants to communicate with each other and faculty during the course. Best designed for small numbers in multiple locations and short formats (1–2 hours). Currently only available at the Appellate Courts and the AOC Regional Offices.

WEBINARS—Short for Web-based seminar. These are courses transmitted over the Internet, consisting of a shared group environment online that includes live audio and video communication with an audience that is in a remote location from the faculty. Webinars may include video, PPT, chat capability with faculty, faculty feedback, and polling for audience participation (*i.e.*, WebEx).

Each of these delivery options can be part of a blended learning plan. For example, a face-to-face course might require participants to complete an online course before attending the course, or a Webinar might follow a studio video as a way to expand the learning.

IV. Court Operations Special Services Office

Project/Program Title: Trial Court (TC) Performance and Accountability

1. Direct actual or estimated monetary benefit to each trial court

Funds are used to reimburse actual travel expenses for SB 56 Working Group member courts (15 different courts) and may be used to reimburse travel expenses to convene groups of courts for follow up work to refine the judicial and staff workload models. No direct benefit to all trial courts.

2. Other indicator of benefit to each trial court

The SB 56 Working Group oversees the Resource Assessment Study (RAS) model, which is a fundamental part of the new Workload Allocation and Funding Methodology. SB 56 working group's work directly benefits all courts by establishing and refining an equitable funding model that is based on workload.

3. Is the project/program mandatory?

Yes. The SB 56 Working Group is charged with updating the workload models and was identified in the April 2013 Judicial Council meeting as having ongoing work associated with the final report of the Trial Court Fund Working Group and with the Trial Court Budget Advisory Committee. While it is true that the need for in-person meetings is not mandatory, the complex nature of the group's work is such that having an appropriate number of in-person meetings allows the group to carry out its charge more efficiently than could be accomplished solely with telephonic or video meetings.

4. Effectiveness of project/program

The two major recent work products of the SB 56 Working Group, the update of the Judicial Workload Study and the update of the RAS, were approved by the Judicial Council, and the RAS now serves as the basis for WAFM. Those are indicative of the working group's effectiveness.

5. Total FY 2013-2014 funding for the project/program

\$13,000

6. 5-year projection of funding needs or costs

The working group membership should remain around the same. Accordingly, annual funding needs should remain the same unless air fare costs increase substantially. Recent increases in the hotel and meal reimbursement rates should be able to be absorbed in the existing budget.

7. What costs can and/or should be shifted from IMF to TCTF?

If courts were forced to pay for their own travel expenses, they may not be choose to attend the in-person working group meetings. Since the discussions tend to be highly technical, and the meeting

1) Combined Information for All Divisions (Oct112013)

agendas lengthy, it would impede discussion. There might not enough voting members present for a quorum, thus delaying working group action.

8. Impact of eliminating TCTF and IMF funding for the project/program

Working group meetings could be held via teleconference or WebEx. Already there is usually at least one working group meeting per year held on teleconference, but the quality of the discussion is better when members can meet and discuss in person.

9. Other

N/A

Project/Program

Title: Trial Court Performance and Accountability

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Distribution to the court - \$ Amount				Benefit to court, but specific amount can't be identified - Yes/No			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	28	60						
Alpine								
Amador		281						
Butte	2,009	420						
Calaveras	1,175	358						
Colusa								
Contra Costa								
Del Norte								
El Dorado	2,626	1,440	481					
Fresno	2,156	411	455					
Glenn								
Humboldt								
Imperial	1,749							
Inyo	2,990							
Kern								
Kings								
Lake	1,139	942						
Lassen								
Los Angeles	2,800	1,208	451					
Madera								
Marin	112	211	134					
Mariposa								

1) Combined Information for All Divisions (Oct112013)

Mendocino								
Merced	932	184	225					
Modoc								
Mono								
Monterey								
Napa								
Nevada								
Orange	1,579	1,596						
Placer	605	258						
Plumas								
Riverside	1,451	339	1,009					
Sacramento	935	402						
San Benito	1,028							
San Bernardino	3,491	1,446	1,315					
San Diego	1,016	1,906	2,747					
San Francisco		60						
San Joaquin								
San Luis Obispo								
San Mateo		60						
Santa Barbara								
Santa Clara	544	118	169					
Santa Cruz								
Shasta								
Sierra								
Siskiyou								
Solano	487	189						
Sonoma	418							
Stanislaus								
Sutter		141	174					
Tehama								
Trinity								
Tulare								
Tuolumne								
Ventura	472							
Yolo								
Yuba								
Subtotal	29,743	12,029	7,161	-	-	-	-	-
Other/Non-court ²⁾	1,756		73	1,829	30,753			30,753

1) Combined Information for All Divisions (Oct112013)

Total	31,499	12,029	7,234	1,829		30,753	-	-	30,753
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Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts.

FY 10-11: The other/non-court item is the cost of catering for lunch and/or coffee for the meetings.

FY 12-13: The other/non-court item is the cost for a phone line for courts to call in to the WG meeting.

Section 2, FY 10-11: \$30,753 to complete Staff Workload Study that forms the basis of RAS

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
32	Trial Court Performance Measures Study	13,000	-	*	-	-	-	13,000

Note:

We usually use general funds to cover staff meal costs if staff are required to participate in working lunches, but we do not have a specific allocation for that, that I'm aware of.

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
32	Trial Court Performance Measures Study	13,000	13,000	13,000	13,000	13,000	65,000

Note:

This amount allows us to meet two times a year in person. We could reduce to one in-person meeting per year for \$7,000 per year, or we could use funding from another source if it were available to us.

Project/Program Title: California JusticeCorps Program (Court Access and Education)**1. Direct actual or estimated monetary benefit to each trial court**

Los Angeles Superior = \$169,000 in IMF funds

Alameda Superior (on behalf of the Bay Area JusticeCorps courts) = \$122,000 in IMF funds

San Diego Superior = \$40,000 in IMF funds

These IMF funds are used as a required "match" to bring in the *additional* following amounts in Federal AmeriCorps grant funds:

Los Angeles Superior = \$478,000 in grant funds

Alameda Superior = \$235,000 in grant funds

San Diego Superior = \$132,000 in grant funds

2. Other indicator of benefit to each trial court

1) Combined Information for All Divisions (Oct112013)

The funding that supports JusticeCorps provides the following number of AmeriCorps members serving in 27 court self-help centers across 7 counties:

Los Angeles Superior = 135 members serving 61,500 hours annually across 10 self-help centers
 Alameda Superior = 26 members serving 10,600 hours annually across 3 self-help centers
 San Diego Superior = 50 members serving 17,800 hours annually across 10 self help centers

And also

Santa Clara Superior = 12 members serving 5,000 hours annually in 1 self-help center
 San Francisco Superior = 18 members serving 8,200 hours annually in 1 self help center
 San Mateo Superior = 12 members serving 5,000 hours annually in 1 self-help center
 Contra Costa Superior (in partnership with Bay Area Legal Aid) = 9 members serving 4,100 hours annually in 1 self-help center.

AOC staff provides a benefit to the court in developing the budgets collaboratively with the courts and rolling the grant request into a single point of contact with the funder. In addition, AOC staff provide program updates, track performance, and provide mandatory program impact effectiveness reporting to the funder, allowing the courts to concentrate on providing service to the public.

3. Is the project/program mandatory?

No. (However, JusticeCorps is a key access to justice initiative and has been fully integrated into the structure and services of the self-help centers of the courts in which it operates.)

4. Effectiveness of project/program

Each year, JusticeCorps members help self-represented litigants complete over 100,000 legal forms accurately and completely, contributing significantly to more efficient court operations. The JusticeCorps members provide services that would either have to be ended (to the detriment of the public) or otherwise fall to already strained self-help staff, freeing up staff to concentrate on more complex litigant issues and center-wide operations.

5. Total FY 2013-2014 funding for the project/program

\$331,000

6. 5-year projection of funding needs or costs

As indicated on the attached Excel spreadsheet, staff anticipates continuing to request the same annual allocation over the next 5 years, with modest 2-5% increases allowing for salary adjustments in trial court positions.

7. What costs can and/or should be shifted from IMF to TCTF?

Staff is not aware of any other funding source that can provide this allocation.

1) Combined Information for All Divisions (Oct112013)

8. Impact of eliminating TCTF and IMF funding for the project/program

IMF funds are used as match to help secure over \$850,000 in federal AmeriCorps grant funds each year. Without the IMF allocation, courts would not be able to provide the required match and the grant funding would end.

The removal of JusticeCorps assistance would significantly hamper self-help center productivity in participating courts. Most of the 27 self-help centers utilizing JusticeCorps members have designed their services to the public around their AmeriCorps members. If funding were eliminated fewer litigants would be assisted, fewer forms would be completed accurately and correctly, language assistance would be significantly limited and public trust and confidence in the judicial system would suffer.

9. Other

The JusticeCorps program has also provided a unique learning opportunity to more than 1,700 diverse college students. Over 70% of JusticeCorps alumni go on to law school or work in law related fields. The program's 1,700 graduates are helping to diversify California's bench and bar and will continue to as long as funding can be maintained.

Project/Program

Title: California JusticeCorps

Monetary Benefit	Section 1				Section 2) GRANT FUNDING			
	Distribution to the court - \$ Amount				Distribution to the court - \$ Amount			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda				\$122,000				\$235,000
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles				\$169,000				\$478,000
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								

1) Combined Information for All Divisions (Oct112013)

Mono								
Monterey								
Napa								
Nevada								
Orange								
Placer								
Plumas								
Riverside								
Sacramento								
San Benito								
San Bernardino								
San Diego				\$40,000				\$132,000
San Francisco								
San Joaquin								
San Luis Obispo								
San Mateo								
Santa Barbara								
Santa Clara								
Santa Cruz								
Shasta								
Sierra								
Siskiyou								
Solano								
Sonoma								
Stanislaus								
Sutter								
Tehama								
Trinity								
Tulare								
Tuolumne								
Ventura								
Yolo								
Yuba								
Subtotal	-	-	-	\$331,000	\$0	\$0	\$0	\$845,000
Other/Non-court ²⁾								\$845,000
Total	-	-	-	\$331,000	\$0	\$0	\$0	\$1,176,000

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
33	California JusticeCorps	331,000			845,000			1,176,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
33	California JusticeCorps	347,550	364,927	381,477	398,027	414,577	1,906,558

Note: This IMF funding pays primarily for superior court staff positions. Allocations requested here account for potential salary adjustments over time.

Project/Program Title: Court Interpreter Program – Testing, Development, Recruitment and Education

1. Direct actual or estimated monetary benefit to each trial court:

The \$140,000 in IMF funds allocated to the “Court Interpreter Program – Testing, Development, Recruitment and Education” area for FY 2013-2014 was requested in order to fund:

- Outreach and recruitment of potential qualified candidates, both in spoken languages and ASL (to assist interpreter growth); development of outreach and promotional materials;
- Expansion of the use of video remote technology resources to leverage interpreter resources throughout the state in matters where ASL interpreters are needed;
- An adequate number of mandatory ethics workshops to increase the skills of current court interpreters and those new to the profession (delivered to approximately 150-200 interpreters per year);
- Administration of court interpreter certification and registration exams (written and oral exams administered to approximately 2100 candidates per year) - the IMF funds cover approximately 10% of comprehensive test development and maintenance work scheduled for the year;
- Travel costs in order to conduct one annual in-person meeting for current members and advisors of the Court Interpreters Advisory Panel; and
- Court interpreter badges (for approximately 250 interpreters per year).

Together, these six specific items are core elements of the statewide system that secures a highly qualified pool of certified and registered interpreters for California’s courts. Actual or estimated benefits to the trials courts are difficult to calculate, and are primarily in the form of cost avoidance: the substantial costs local courts would incur if they were each to operate their own systems. At a minimum, the value to each court would be a pro-rated share of the \$140,000 based on their relative usage of court interpreter hours compared to the entire state. We also do know that because of this pool of interpreters, courts are able to hear cases needing interpreters in a timely manner—reducing delays and associated costs, and 7 million LEP individuals in California are better equipped to have their day in court.

2. Other indicator of benefit to each trial court:

Supporting the programs and activities of the Court Language Access Support Program (formerly the Court Interpreters Program) provides California’s seven million Limited English Proficiency (LEP) individuals and those who are hard of hearing equitable and fair access to the justice system. This in turn improves the public’s trust and confidence in the courts. Further, having a sufficient pool of well-educated and trained interpreters will assist the court in complying with the directives of the U.S. Department of Justice around enhanced language access for court users.

3. Is the project/program mandatory?

1) Combined Information for All Divisions (Oct112013)

Yes. Under Gov. Code section 68562(b), the Judicial Council “shall adopt and publish guidelines, standards, and procedures to determine which certification entities will be approved to test and certify interpreters.” Under section 68562(d), the council “shall adopt standards and requirements for interpreter proficiency, continuing education, certification renewal, and discipline” and “shall adopt standards of professional conduct for court interpreters.” And under 68562(e), the council “shall adopt programs for interpreter recruiting, training, and continuing education and evaluation to ensure that an adequate number of interpreters is available and that they interpret competently.”

4. Effectiveness of project/program:

The current process has proven effective, given the current level of interpreter service provided by the courts. California is a nationally recognized leader in the provision of court interpreter services. There are currently over 1,800 certified or registered court interpreters on the Judicial Council’s Master List, by far the most of any state in the union. As discussed in the study entitled *2010 Language Need and Interpreter Use in California Superior Courts*, from 2004 -2008 California’s courts provided more than 1 million service days of spoken language interpretative services. And yet even with that notable service level, the U.S. Department of Justice is seeking for California to greatly expand the provision of court interpreters into all case types. It will be absolutely critical to have an adequately funded recruitment/testing/education infrastructure in place to meet the increased needs of this expanded level of service.

5. Total FY 2013-2014 funding for the project/program:

Total funding for the program in FY 13-14 was \$414,063, with two components:

- 1) On August 23, 2013, the Judicial Council approved \$140,000 from the IMF in support of this project; and
- 2) \$274,063 in general funds will be devoted for FY 2013-2014, as was done last year, to supplement costs associated with administration of court interpreter testing.

6. 5-year projection of funding needs or costs:

We project an estimate of \$1,250,189 over 5 years to support and implement the currently mandated programs. As a historical context note, the activities funded at \$140,000 in FY 13-14 represent an *85% reduction* from the amount of funding requested from special funds for these activities for FY 2008-2009 – which then totaled \$876,172.

The five year projected estimate reflects the current FY 13-14 funding and an annual 20% increase in funding requirements moving forward in the next five years. The current projection provides, at a minimum, the costs to administer the programs and services required to fulfill programmatic mandates.

Details of the anticipated increases anticipated within the six programmatic activities covered under the FY 2013-2014 allocation of \$140,000:

- a. Outreach and recruitment of potential qualified candidates, both in spoken languages and ASL (to assist interpreter growth); development of outreach and promotional materials;

This funding area has seen an extensive decrease in funding from 2008-2013. In 2008-09, \$124,700 was allocated for court interpreter outreach and recruitment, in the current fiscal year a total of \$10,500 has been allocated. Because of the potential increase in the breadth of

1) Combined Information for All Divisions (Oct112013)

services provided in the civil arena a significant increase in this function is anticipated. As more interpreters are needed, more need to be recruited, including through outreach. Past methods employing the services of ethnic media groups and strategists were found to be effective and a return to that practice is one of the factors that would incur additional costs, moving in the direction of higher prior funding levels. A rise of 20% over the prior year each year in costs is anticipated.

- b. Expansion of the use of video remote technology resources to leverage interpreter resources throughout the state in matters where ASL interpreters are needed; This area is of increasing importance to the judicial branch, and the subject of a great deal of interest in terms of court efficiency in meeting the needs of the LEP population. Currently \$28,000 has been allocated to minimally support the use of Video Remote Interpreting (VRI) for ASL. However, with the recent Region 3 labor agreement, Sacramento and Fresno are exploring the integration of VRI in oral language hearings. Costs are anticipated to rise in excess of 20% per year over the next 5 years, and could increase as much as 50% per year.
- c. An adequate number of mandatory ethics workshops to increase the skills of current court interpreters and those new to the profession (delivered to approximately 150-200 interpreters per year); Increase is expected in this part of the budget if more interpreters are needed for further expansion of interpreter services, this will increase the need for faculty (consultants) and workshop location costs in addition to standard costs of doing business. A rise of 15% each year is anticipated;
- d. Administration of court interpreter certification and registration exams (written and oral exams administered to approximately 2100 candidates per year); Testing related items cover 50% of the \$140,000 in IMF funds for this area for FY 13-14, however the IMF funds cover approximately 25% of comprehensive test development and maintenance work scheduled for the year of total exam related costs (the remainder coming from general funds). An increase is expected to testing costs, especially if a substantial expansion of court interpreter services occurs – the more interpreters that are recruited, the more testing that will need to take place. The potential increase is difficult to determine, but may be approximately 35%;
- e. Travel costs in order to conduct one annual in-person meeting for current members and advisors of the Court Interpreters Advisory Panel; Inflationary costs of travel are anticipated, and in-person travel is anticipated to be necessary given the complex nature of the work of the CIAP panel. A 5% increase is reasonable to assume; and
- f. Court interpreter badges (for approximately 250 interpreters per year); Costs of badges will go up in proportion to the increase in the total number of interpreters (see discussion above concerning possibly expanding areas). A 5% increase is reasonable to assume.

7. What costs can and/or should be shifted from IMF to TCTF?

The provisional language describing appropriate uses of TCTF Program 45.45 funds does not allow the use of these funds for these services. Furthermore, , staff notes that there has been extensive discussion over the past year about the proper uses of Program 45.45 funds, and that interpreter

1) Combined Information for All Divisions (Oct112013)

labor groups have expressed strong concerns about using those funds for anything outside of reimbursing courts for the direct costs of interpreter usage.

8. Impact of eliminating TCTF and IMF funding for the project/program:

Because these functions are mandatory and in line with the Chief Justice and the Council’s priorities around language access, if TCTF and/or IMF funding were not available, these programs would need to be funded from the AOC general fund, which would likely mean curtailing or eliminating other agency programs.

9. Other

N/A

Project/Program Title: CIP - Testing, Development, Recruitment and Education

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								
Monterey								
Napa								
Nevada								
Orange								
Placer								
Plumas								
Riverside								
Sacramento								
San Benito								
San Bernardino								
San Diego								
San Francisco								

1) Combined Information for All Divisions (Oct112013)

San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				140,000					-
Total	-	-	-	140,000	-	-	-	-	-

Note: Supporting the programs and activities of the Court Language Access Support Program (formerly the Court Interpreters Program) provides seven million Limited English Proficiency individuals and those who are hard of hearing equitable and fair access to the justice system

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
34	CIP - Testing, Development, Recruitment and Education	140,000		274,063				414,063

NOTE: \$274,063 in general funds is based upon the total amount utilized out of general funds for the prior year (2012-2013) to support court interpreter testing: \$155,363 out of the Court Interpreters Fund from interpreter annual fees (general fund) and another \$118,700 in other general fund sources. It is anticipated the same total general fund dollars will be utilized for 2013-2014 to supplement the \$26,000 allocated in the IMF 2013/14 fund.

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
34	CIP - Testing, Development, Recruitment and Education	168,000	201,600	241,920	290,304	348,365	1,250,189

Project/Program Title: 2015 Language Needs and Interpreter Use Study

1. Direct actual or estimated monetary benefit to each trial court

The statutorily mandated Language Needs and Interpreter Use Study (Study), among other things, identifies which languages (if any) need certification by examining actual demand for specific

1) Combined Information for All Divisions (Oct112013)

language interpreters in court proceedings and demographic changes over a 5-year period (for further explanation, see # 3 below). Designating a language for certification requires a costly process of development, recruitment, maintenance, and implementation of bilingual oral interpreting. Thus, while it is hard to estimate the direct monetary benefit of the Study on any particular court, conducting the Study saves the judicial branch money by ensuring that only necessary languages go through the certification process. That is, without the study, certification decisions would have to be made in the absence of sufficient data, which could in turn lead to money being spent unnecessarily on certification efforts.

2. Other indicator of benefit to each trial court

Conducting the Study increases access to the courts for non-English speaking persons by improving the quality of interpreting and increasing the number and availability of certified and registered interpreters in the trial courts in necessary languages.

3. Is the project/program mandatory?

Yes, the Study is mandated under Government Code section 68563, which reads as follows:

The Judicial Council shall conduct a study of language and interpreter use and need in court proceedings, with commentary, and shall report its findings and recommendations to the Governor and to the Legislature not later than July 1, 1995, and every five years thereafter. The study shall serve as a basis for (1) determining the need to establish interpreter programs and certification examinations, and (2) establishing these programs and examinations through the normal budgetary process. The study shall also serve as a basis for (1) determining ways in which the Judicial Council can make available to the public, through public service announcements and otherwise, information relating to opportunities, requirements, testing, application procedures, and employment opportunities for interpreters, and (2) establishing and evaluating these programs through the normal budgetary process.

4. Effectiveness of project/program

The Study has been effective in providing data to allow the branch to make sound decisions about which new languages to designate for certification.

5. Total FY 2013-2014 funding for the project/program

\$314,000.00

6. 5-year projection of funding needs or costs

As noted, the Government Code requires the Study to be conducted every 5 years. Looking at historical cost trends, it is estimated the cost of the next Study in 2018-19 will be approximately \$370,000.

7. What costs can and/or should be shifted from IMF to TCTF?

1) Combined Information for All Divisions (Oct112013)

For the 2020 study, \$370,000 could be shifted to TCTF in order to comply with the mandate. There may be value in consulting with the Legal Services Office and the California Department of Finance to ascertain whether the cost could be covered by Program 45.45, the fund designated for reimbursing the courts for interpreter services.

8. Impact of eliminating TCTF and IMF funding for the project/program

If funding were eliminated and no other funding source could be identified, the AOC would have to conduct the Study with existing staff rather than using an outside consultant as has been the historical practice. At current staffing levels for the Court Language Access Support Programs unit—and given the workload and responsibilities of that unit—it would not be feasible to conduct the mandated study in-house. Thus, if the decision to defund the Study is made, additional AOC staff resources will need to be identified to conduct the 2020 Study.

9. Other

N/A

Project/Program Title: 2015 Language Needs Study

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								
Monterey								
Napa								
Nevada								
Orange								

1) Combined Information for All Divisions (Oct112013)

Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				314,000					-
Total	-	-	-	314,000	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
35	2015 Language Needs Study	314,000						314,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
35	2015 Language Needs Study					370,000	370,000

Project/Program Title: California's Language Access Plan (New)**1. Direct actual or estimated monetary benefit to each trial court:**

Currently, a Joint Working Group chaired by Justice Maria Rivera and comprising members of both the Court Interpreters Advisory Panel (CIAP) and the Access and Fairness Advisory Committee is working on developing a comprehensive branch-wide language access plan (LAP), which will be presented to the Judicial Council for consideration and possible adoption in late 2014. While it is expected that the recommended LAP will require the identification of some level of AOC and court resources for implementation, it is also anticipated that the LAP will identify branch-wide strategies to promote cost savings in the provision of language access services to the public, including, e.g., through the appropriate use of technology such as video remote interpreting (VRI). At this point, however, the LAP is in the very early stages of discussion, and without seeing the final recommended LAP that will go to the council next year, it is impossible to quantify the monetary benefit that might result if the council adopts the LAP.

2. Other indicator of benefit to each trial court:

The development of a comprehensive LAP will provide trial courts with guidance in the development of their own language access plans. This, in turn, will help the courts be more compliant with the requirements of the United States Department of Justice around language access issues for court users.

3. Is the project/program mandatory?

No. However, having a statewide LAP will help California's judicial branch align with the U.S. Department of Justice's recent recommendations for California to continue to make progress and expand its efforts to provide LEP court users with full and meaningful language access. Further, the development of an LAP is one of the key objectives of the 2013 CIAP Annual Agenda, which was approved by the Executive & Planning Committee on behalf of the Judicial Council. Working in collaboration with the Access and Fairness Advisory Committee, a Joint Working Group for California's Language Access Plan was formed and established in June 2013. Lastly, the presence of an LAP should align with the Chief Justice's recently announced vision for improving access to justice for Californians, "Access 3-D."

4. Effectiveness of project/program:

Upon approval by the Judicial Council in December 2014, implementation strategies will be developed that have clear and measurable milestones, which will be monitored by the Judicial Council, the LAP Joint Working Group, and appropriate AOC staff. It is anticipated that the LAP will identify effective strategies for improving language access to the courts, and will demonstrate to the public and other stakeholders that California's judicial branch is committed to continually improving access to the justice system, as well as increase trust and confidence in the judiciary.

5. Total FY 2013-2014 funding for the project/program:

On August 23, 2013, the Judicial Council approved \$65,000 for a consultant (an attorney and certified court interpreter) to assist the LAP Joint Working Group with development of California's LAP.

6. 5-year projection of funding needs or costs:

The approved FY 13-14 amount of \$65,000 represents the cost for development of the branch's LAP, which is estimated to take approximately 18 months, and staff does not anticipate any further funding needs relating to the development of the LAP. (Depending on the particulars of the plan as approved by the council, however, it is possible that implementation of the plan will require further funding at some point in the 5-year projection window. Until the plan is developed and approved, however, it would be premature to make 5-year projections as to possible future funding needs/costs.)

7. What costs can and/or should be shifted from IMF to TCTF?

Because the development costs were approved for FY 13-14 to be funded from the IMF, no consideration has been given to shifting this one-time expense to another funding source.

8. Impact of eliminating TCTF and IMF funding for the project/program:

Development costs have already been approved from the IMF for FY 13-14, and no further development costs are anticipated. As noted above, there is a possibility that funding will need to be secured—perhaps as early as January 2015—for implementation of the IMF. As the plan develops, consideration will need to be given to the potential costs of implementation, as well as funding sources that may be available to address those costs. If no funding can be identified, then consideration will need to be given to partial implementation of the LAP or delaying implementation until such time as funding is available.

9. Other

N/A

Judicial Council and Court Leadership Services Division

I. Legal Services Office

Project/Program Title: Litigation Management Program

1. Direct actual or estimated monetary benefit to each trial court

Unable to state actual or estimated monetary benefit to each trial court because LSO does not have resources that would be necessary to determine monetary benefits.

2. Other indicator of benefit to each trial court

Other indicator of benefit is the number of claims, lawsuits, prelitigation disputes, and other matters that are handled by LSO for each court under the Judicial Council's Litigation Management Program, which number varies year-to-year. As an example, Template B contains the data from the past three full fiscal years reflecting the number of matters handled for each court.

3. Is the project/program mandatory?

Yes. See rule 10.202(c). Trial (and appellate) courts are required to tender claims, lawsuits, and disputes likely to lead to a claim or lawsuit to LSO for handling.

4. Effectiveness of project/program

Effective in that all trial court claims, lawsuits, and prelitigation disputes are effectively handled within annual \$4.5 million budget.

5. Total FY 2013–2014 funding for the project/program

\$4.5 million (same amount since program's inception)

6. 5-year projection of funding needs or costs

The total funds expended over the past ten fiscal years have ranged from a high of \$4.6 million in fiscal year 2005–2006, to a low of \$3.2 million this past fiscal year and in 2002–2003. The average annual total expenditure over the past ten fiscal years has been \$4.1 million. A conservative five year projection would suggest maintaining the fund at \$4.5 million.

7. What costs can and/or should be shifted from IMF to TCTF?

Probably none, as individual courts likely cannot anticipate number/nature of claims, lawsuits, and prelitigation disputes they are likely to receive nor the costs of handling such, which would make it difficult to budget.

8. Impact of eliminating TCTF and IMF funding for the project/program

Absent statewide funding for the Litigation Management Program, courts would have to pay their own costs of defense, settlements, and judgments. (General Fund allocation to AOC pays for LSO staff who manages litigation.)

1) Combined Information for All Divisions (Oct112013)

9. Other
N/A

Project/Program Title: Litigation Management Program

Court	Claims, Pre-litigation, and Litigation (case #)				Click the cell and pick a type of benefit from drop-down list			
	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	30	23	45					
Alpine	-	1	1					
Amador	-	-	-					
Butte	4	3	6					
Calaveras	-	-	-					
Colusa	-	-	-					
Contra Costa	12	12	11					
Del Norte	-	-	-					
El Dorado	1	5	1					
Fresno	9	5	6					
Glenn	4	2	2					
Humboldt	1	1	-					
Imperial	3	2	1					
Inyo	-	-	-					
Kern	6	7	5					
Kings	3	2	-					
Lake	2	3	1					
Lassen	-	-	-					
Los Angeles	154	108	123					
Madera	1	2	3					
Marin	8	2	1					
Mariposa	-	-	-					
Mendocino	-	2	1					
Merced	3	3	4					
Modoc	1	-	1					
Mono	2	-	1					
Monterey	4	2	6					
Napa								

1) Combined Information for All Divisions (Oct112013)

	1	-	2					
Nevada	10	3	4					
Orange	18	22	22					
Placer	7	3	8					
Plumas	3	1	1					
Riverside	36	24	23					
Sacramento	13	13	21					
San Benito	-	-	-					
San Bernardino	16	19	19					
San Diego	51	36	29					
San Francisco	24	25	40					
San Joaquin	9	5	8					
San Luis Obispo	2	-	3					
San Mateo	6	13	8					
Santa Barbara	2	2	5					
Santa Clara	21	13	15					
Santa Cruz	4	-	4					
Shasta	6	6	7					
Sierra	-	1	1					
Siskiyou	2	-	-					
Solano	6	9	3					
Sonoma	18	10	11					
Stanislaus	2	4	2					
Sutter	-	1	-					
Tehama	1	-	-					
Trinity	-	-	5					
Tulare	4	1	2					
Tuolumne	-	-	-					
Ventura	8	11	13					
Yolo	2	1	-					
Yuba	-	1	-					
Subtotal	520	409	475	-	-	-	-	-
Other/Non-court ²⁾				-				-
Total	520	409	475	-	-	-	-	-

1) Combined Information for All Divisions (Oct112013)

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
39	Litigation Management Program	4,500,000						4,500,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
39	Litigation Management Program	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	22,500,000

Project/Program Title: Judicial Performance Defense Insurance**1. Direct actual or estimated monetary benefit to each trial court**

The premium for the 2013–2014 policy year (10/15/13 to 10/15/14) is \$970,905.60, including taxes. Of that amount, 94.81 percent—\$920,515.60—will be allocated to the TCIMF; the remainder is allocated to the appellate court budget. With 2063 judicial officers enrolled in the program, the cost is \$470.63 each. (Nine judicial officers have declined to participate in the program.) The monetary benefit to each trial court is based on the number of judicial officers from that court who are enrolled in the program multiplied by \$470.63.

2. Other indicator of benefit to each trial court

N/A

3. Is the project/program mandatory?

The Judicial Council established the CJP insurance program at its meeting on July 15–16, 1999, authorizing the Administrative Director to enter into an insurance policy contract to provide this coverage to all judicial officers. There is no rule of court or statute mandating the program.

4. Effectiveness of project/program

In the last full policy year (2011–2012), there were 94 claims. The judicial officers who made claims were represented by counsel in the CJP proceedings. Because the insurance policy covered these judicial officers, they had no out-of-pocket expenses for attorney fees.

Based on a recent survey and discussions with representatives from the insurance carrier and the broker, the insurance program is working very well. In July 2013, at the AOC's request, the broker mailed surveys to 161 judicial officers who have made claims under the policy over the past four

1) Combined Information for All Divisions (Oct112013)

years. (The broker contacted the claimants directly to maintain the confidentiality of the claimants.) The survey asked about judges' satisfaction with the quality of the legal defense afforded under the policy, the promptness of the carrier in appointing attorneys, the promptness of the attorneys in resolving the matters with the CJP, and the carrier's coverage of costs. The responses from the 75 respondents were overwhelmingly positive.

5. Total FY 2013–2014 funding for the project/program

See Template D.

6. 5-year projection of funding needs or costs

The insurance premium is calculated by actuaries based on claims history. Because the number of claims varies year to year, it is difficult to project the cost over the next five years. In the 2012–2013 policy year, the premium increased 10.46 percent, and for the upcoming policy year, the increase is 5 percent. These increases represent the carrier's attempts to price the policy appropriately after several years of losses, so there may be no more increases over the next five years. But for purposes of projecting the costs over the next five years, the following figures reflect a 5 percent increase each year:

2014–15	\$1,019,450.88	(\$966,541.38 from TCIMF)
2015–16	\$1,070,423.42	(\$1,014,868.44 from TCIMF)
2016–17	\$1,123,944.59	(\$1,065,611.87 from TCIMF)
2017–18	\$1,180,141.82	(\$1,118,892.46 from TCIMF)
2018–19	\$1,239,148.91	(\$1,174,837.08 from TCIMF)

7. What costs can and/or should be shifted from IMF to TCTF?

None of these costs would be appropriate to be shifted to the TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

If funding is eliminated, judicial officers will have no insurance coverage unless they or the individual courts decide to purchase an insurance policy.

9. Other

N/A

Project/Program Title: Judicial Performance Defense Insurance

Monetary Benefit	Section 1 Benefit to court, but specific amount can't be identified - Yes/No				Section 2 1) Click the cell and pick a type of benefit from drop-down list			
	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Court								
Alameda	yes	yes	yes	yes				
Alpine	yes	yes	yes	yes				
Amador	yes	yes	yes	yes				
Butte	yes	yes	yes	yes				
Calaveras	yes	yes	yes	yes				

1) Combined Information for All Divisions (Oct112013)

Colusa	yes	yes	yes	yes				
Contra Costa	yes	yes	yes	yes				
Del Norte	yes	yes	yes	yes				
El Dorado	yes	yes	yes	yes				
Fresno	yes	yes	yes	yes				
Glenn	yes	yes	yes	yes				
Humboldt	yes	yes	yes	yes				
Imperial	yes	yes	yes	yes				
Inyo	yes	yes	yes	yes				
Kern	yes	yes	yes	yes				
Kings	yes	yes	yes	yes				
Lake	yes	yes	yes	yes				
Lassen	yes	yes	yes	yes				
Los Angeles	yes	yes	yes	yes				
Madera	yes	yes	yes	yes				
Marin	yes	yes	yes	yes				
Mariposa	yes	yes	yes	yes				
Mendocino	yes	yes	yes	yes				
Merced	yes	yes	yes	yes				
Modoc	yes	yes	yes	yes				
Mono	yes	yes	yes	yes				
Monterey	yes	yes	yes	yes				
Napa	yes	yes	yes	yes				
Nevada	yes	yes	yes	yes				
Orange	yes	yes	yes	yes				
Placer	yes	yes	yes	yes				
Plumas	yes	yes	yes	yes				
Riverside	yes	yes	yes	yes				
Sacramento	yes	yes	yes	yes				
San Benito	yes	yes	yes	yes				
San Bernardino	yes	yes	yes	yes				
San Diego	yes	yes	yes	yes				
San Francisco	yes	yes	yes	yes				
San Joaquin	yes	yes	yes	yes				
San Luis Obispo	yes	yes	yes	yes				
San Mateo	yes	yes	yes	yes				
Santa Barbara	yes	yes	yes	yes				
Santa Clara	yes	yes	yes	yes				
Santa Cruz	yes	yes	yes	yes				
Shasta	yes	yes	yes	yes				
Sierra	yes	yes	yes	yes				
Siskiyou	yes	yes	yes	yes				
Solano	yes	yes	yes	yes				
Sonoma	yes	yes	yes	yes				
Stanislaus	yes	yes	yes	yes				
Sutter	yes	yes	yes	yes				
Tehama	yes	yes	yes	yes				
Trinity	yes	yes	yes	yes				
Tulare	yes	yes	yes	yes				
Tuolumne	yes	yes	yes	yes				
Ventura	yes	yes	yes	yes				
Yolo	yes	yes	yes	yes				
Yuba	yes	yes	yes	yes				
Subtotal	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-				-
Total	-	-	-	-	-	-	-	-

1) Combined Information for All Divisions (Oct112013)

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
40	Judicial Performance Defense Insurance	920,539						920,539

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
40	Judicial Performance Defense Insurance	966,541	1,014,868	1,065,612	1,118,892	1,174,837	5,340,750

Project/Program Title: Subscription Costs - Judicial Conduct Reporter**1. Direct actual or estimated monetary benefit to each trial court**

The publisher charges the AOC \$16,380.00 for four quarterly issues of the Judicial Conduct Reporter. Of that amount, \$15,535 is charged to the TCIMF. Each of the four editions is distributed to every judicial officer electronically through court administration. The bulk rate purchase savings is approximately \$25 per judicial officer.

2. Other indicator of benefit to each trial court

N/A

3. Is the project/program mandatory?

The Judicial Council established the CJP insurance program at its meeting on July 15–16, 1999, under which judicial officers enrolled in the program must complete an ethics training program once every three years. Shortly after the council established the program, the AOC began distributing this publication as part of the ethics education program. There is no rule of court or statute mandating the distribution of the publication.

4. Effectiveness of project/program

The publication reports on recent opinions and other issues involving judicial ethics and discipline. It includes discussions of opinions by various judicial disciplinary agencies, including California's Commission on Judicial Performance, as well as decisions by state and federal courts on ethics issues. It is useful as an educational tool for judicial officers.

5. Total FY 2013–2014 funding for the project/program

See Template D.

6. 5-year projection of funding needs or costs

1) Combined Information for All Divisions (Oct112013)

Due to budgetary constraints, the publisher has offered the AOC a 10 percent discount the past two years. If the publisher revokes the discount, the annual cost will increase to \$18,200, of which \$17,080 would be charged to the TCIMF. At that amount, the projected cost to the TCIMF for the next five years would be \$85,400. At the discounted rate, the amount would be \$77,675.

7. What costs can and/or should be shifted from IMF to TCTF?

None of these costs would be appropriate to be shifted to the TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

If funding is eliminated, judicial officers or their courts will have to pay for the publication.

9. Other

N/A

Project/Program Title: Subscription Costs - Judicial Conduct Reporter

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Benefit to court, but specific amount can't be identified - Yes/No				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	yes	yes	yes	yes				
Alpine	yes	yes	yes	yes				
Amador	yes	yes	yes	yes				
Butte	yes	yes	yes	yes				
Calaveras	yes	yes	yes	yes				
Colusa	yes	yes	yes	yes				
Contra Costa	yes	yes	yes	yes				
Del Norte	yes	yes	yes	yes				
El Dorado	yes	yes	yes	yes				
Fresno	yes	yes	yes	yes				
Glenn	yes	yes	yes	yes				
Humboldt	yes	yes	yes	yes				
Imperial	yes	yes	yes	yes				
Inyo	yes	yes	yes	yes				
Kern	yes	yes	yes	yes				
Kings	yes	yes	yes	yes				
Lake	yes	yes	yes	yes				
Lassen	yes	yes	yes	yes				
Los Angeles	yes	yes	yes	yes				
Madera	yes	yes	yes	yes				
Marin	yes	yes	yes	yes				
Mariposa	yes	yes	yes	yes				
Mendocino	yes	yes	yes	yes				
Merced	yes	yes	yes	yes				
Modoc	yes	yes	yes	yes				
Mono	yes	yes	yes	yes				
Monterey	yes	yes	yes	yes				
Napa	yes	yes	yes	yes				
Nevada	yes	yes	yes	yes				
Orange	yes	yes	yes	yes				
Placer	yes	yes	yes	yes				
Plumas	yes	yes	yes	yes				
Riverside	yes	yes	yes	yes				

1) Combined Information for All Divisions (Oct112013)

Sacramento	yes	yes	yes	yes					
San Benito	yes	yes	yes	yes					
San Bernardino	yes	yes	yes	yes					
San Diego	yes	yes	yes	yes					
San Francisco	yes	yes	yes	yes					
San Joaquin	yes	yes	yes	yes					
San Luis Obispo	yes	yes	yes	yes					
San Mateo	yes	yes	yes	yes					
Santa Barbara	yes	yes	yes	yes					
Santa Clara	yes	yes	yes	yes					
Santa Cruz	yes	yes	yes	yes					
Shasta	yes	yes	yes	yes					
Sierra	yes	yes	yes	yes					
Siskiyou	yes	yes	yes	yes					
Solano	yes	yes	yes	yes					
Sonoma	yes	yes	yes	yes					
Stanislaus	yes	yes	yes	yes					
Sutter	yes	yes	yes	yes					
Tehama	yes	yes	yes	yes					
Trinity	yes	yes	yes	yes					
Tulare	yes	yes	yes	yes					
Tuolumne	yes	yes	yes	yes					
Ventura	yes	yes	yes	yes					
Yolo	yes	yes	yes	yes					
Yuba	yes	yes	yes	yes					
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
40	Subscription Costs - Judicial Conduct Reporter	17,080						17,080

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
41	Subscription Costs - Judicial Conduct Reporter	17,080	17,080	17,080	17,080	17,080	85,400

Project/Program Title: Trial Courts Transactional Assistance Program

1. Direct actual or estimated monetary benefit to each trial court

Unable to state actual or estimated monetary benefit to each trial court because LSO does not have resources that would be necessary to determine monetary benefits

1) Combined Information for All Divisions (Oct112013)

2. Other indicator of benefit to each trial court

Other indicator of benefit is the number of labor arbitrations, PERB matters and any other transactional assistance provided to the trial courts. The data contained in Template B includes the labor and employments matters funded through the TCTAP Program.

3. Is the project/program mandatory?

Program was established by the Judicial Council as a benefit to trial courts in that program funds may be used by LSO to retain outside legal counsel for trial courts in labor arbitrations, PERB complaint matters, and any other legal assistance required for trial courts. Judicial Council could discontinue program if desired.

4. Effectiveness of project/program

Centralized management of legal services provides the benefit of consistency in defense strategy and permits the efficiencies of sharing information, legal research, and pleadings in similar matters. Courts benefit by not having to hire their own in-house counsel or retain outside counsel and bear the burden of negotiating law firm contracts, directing outside counsel, reviewing and editing legal briefs, and reviewing bills.

5. Total FY 2013–2014 funding for the project/program

\$451,000.

6. 5-year projection of funding needs or costs

Fiscal year 2012–2013 funding was reduced from \$685,000 to \$451,000. The fund was exhausted in 2012–2013.

7. What costs can and/or should be shifted from IMF to TCTF?

Policy issue whether to discontinue program and services funded through program. If discontinued, trial courts would have to pay for outside legal counsel from their own budget, use in-house counsel, or otherwise meet their legal services needs that are presently met through use of program funds.

8. Impact of eliminating TCTF and IMF funding for the project/program

N/A

9. Other

N/A

Project/Program Title: Trial Courts Transactional Assistance Program

Court	Arbitrations & PERBS (case #)							
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	5	4	12					

1) Combined Information for All Divisions (Oct112013)

Alpine	-	-	-				
Amador	-	-	-				
Butte	-	3	-				
Calaveras	-	-	-				
Colusa	-	1	1				
Contra Costa	3	1	1				
Del Norte	-	-	-				
El Dorado	4	1	2				
Fresno	3	-	-				
Glenn	-	1	-				
Humboldt	-	1	-				
Imperial	3	2	3				
Inyo	-	-	-				
Kern	1	1	-				
Kings	-	1	-				
Lake	-	-	-				
Lassen	-	-	-				
Los Angeles	6	-	-				
Madera	2	-	-				
Marin	-	2	1				
Mariposa	-	-	-				
Mendocino	1	2	-				
Merced	2	1	-				
Modoc	-	-	-				
Mono	-	-	-				
Monterey	2	3	1				
Napa	-	-	-				
Nevada	1	1	-				
Orange	3	6	5				
Placer	-	-	1				
Plumas	-	-	-				
Riverside	7	2	-				
Sacramento	10	8	16				
San Benito							

1) Combined Information for All Divisions (Oct112013)

	-	-	-					
San Bernardino	7	3	4					
San Diego	3	2	6					
San Francisco	1	2	2					
San Joaquin	5	1	4					
San Luis Obispo	-	-	-					
San Mateo	3	3	3					
Santa Barbara	-	-	-					
Santa Clara	7	4	4					
Santa Cruz	-	1	3					
Shasta	1	-	-					
Sierra	-	-	-					
Siskiyou	5	2	1					
Solano	-	2	-					
Sonoma	2	1	7					
Stanislaus	-	1	1					
Sutter	-	-	-					
Tehama	1	-	-					
Trinity	-	-	-					
Tulare	1	1	-					
Tuolumne	-	-	-					
Ventura	-	2	-					
Yolo	-	-	-					
Yuba	1	-	-					
Subtotal	90	66	78	-	-	-	-	-
Other/Non-court ²⁾				-				-
Total	90	66	78	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
42	Trial Courts Transactional Assistance Program	451,000						451,000

1) Combined Information for All Divisions (Oct112013)

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
42	Trial Courts Transactional Assistance Program	451,000	451,000	451,000	451,000	451,000	2,255,000

Project/Program Title: Jury System Improvement Projects**1. Direct actual or estimated monetary benefit to each trial court**

Monetary benefits to each trial court are difficult to quantify. Under the terms of the standard contract with the official publisher of the Judicial Council jury instructions, each judge receives free copies of the official civil (CACI) and criminal (CALCRIM) jury instructions. Judges also receive complimentary copies of the official publisher's document assembly software.

2. Other indicator of benefit to each trial court

See response to question 1.

3. Is the project/program mandatory?

Yes. CACI and CALCRIM are the official jury instructions of the Judicial Council. (See Cal. Rule of Court, rule 2.1050.) The council has elected to maintain the currency of its jury instructions through the two advisory committees. The advisory committees are charged with regularly reviewing case law and statutes affecting jury instructions and making recommendations to the council for updating, amending, and adding topics to the council's criminal and civil jury instructions. (See Cal. Rules of Court, rules 10.58, 10.59.) The committees must meet in order to achieve this charge. These meetings require modest expenditures for travel and catering.

4. Effectiveness of project/program

There are no specific performance indicators as to the effectiveness of the jury instructions advisory committees.

5. Total FY 2013-2014 funding for the project/program

\$18,000.

6. 5-year projection of funding needs or costs

Any increases would track annual increases in travel and catering costs.

7. What costs can and/or should be shifted from IMF to TCTF?

None

8. Impact of eliminating TCTF and IMF funding for the project/program

The committees would have to meet by videoconference and WebEx. Past meetings using these methods have proved to be unsatisfactory. It is difficult to have reasonable deliberations about specific jury instruction language when committee members are in multiple locations.

1) Combined Information for All Divisions (Oct112013)

9. Other

The program's purpose is to support the development of the Judicial Council's civil and criminal jury instructions, protect the instructions approved by the council, and provide for continued royalties to fund this program and other programs "for the improvement of the jury system." (Gov. Code, § 77209(i) "Royalties received from the publication of uniform jury instructions shall be deposited in the Trial Court Improvement Fund and used for the improvement of the jury system.")

Funding received for this program is used to support of the two advisory committees charged with proposing updates to the jury instructions and for minimal costs associated with copyright registration.

Each committee produces at least two releases of new and revised instructions each year and presents them to the council for adoption. On adoption, the AOC prepares and transmits the manuscript to licensed publishers for publication in print and other media. Royalties from CACI and CALCRIM provide over \$500,000 of the money in this fund.

Project/Program Title: Jury System Improvement Project

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Benefit to court, but specific amount can't be identified - Yes/No				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	yes	yes	yes	yes				
Alpine	yes	yes	yes	yes				
Amador	yes	yes	yes	yes				
Butte	yes	yes	yes	yes				
Calaveras	yes	yes	yes	yes				
Colusa	yes	yes	yes	yes				
Contra Costa	yes	yes	yes	yes				
Del Norte	yes	yes	yes	yes				
El Dorado	yes	yes	yes	yes				
Fresno	yes	yes	yes	yes				
Glenn	yes	yes	yes	yes				
Humboldt	yes	yes	yes	yes				
Imperial	yes	yes	yes	yes				
Inyo	yes	yes	yes	yes				
Kern	yes	yes	yes	yes				
Kings	yes	yes	yes	yes				
Lake	yes	yes	yes	yes				
Lassen	yes	yes	yes	yes				
Los Angeles	yes	yes	yes	yes				
Madera	yes	yes	yes	yes				
Marin	yes	yes	yes	yes				
Mariposa	yes	yes	yes	yes				
Mendocino	yes	yes	yes	yes				
Merced	yes	yes	yes	yes				
Modoc	yes	yes	yes	yes				
Mono	yes	yes	yes	yes				
Monterey	yes	yes	yes	yes				
Napa	yes	yes	yes	yes				
Nevada	yes	yes	yes	yes				
Orange	yes	yes	yes	yes				
Placer	yes	yes	yes	yes				
Plumas	yes	yes	yes	yes				

1) Combined Information for All Divisions (Oct112013)

Riverside	yes	yes	yes	yes				
Sacramento	yes	yes	yes	yes				
San Benito	yes	yes	yes	yes				
San Bernardino	yes	yes	yes	yes				
San Diego	yes	yes	yes	yes				
San Francisco	yes	yes	yes	yes				
San Joaquin	yes	yes	yes	yes				
San Luis Obispo	yes	yes	yes	yes				
San Mateo	yes	yes	yes	yes				
Santa Barbara	yes	yes	yes	yes				
Santa Clara	yes	yes	yes	yes				
Santa Cruz	yes	yes	yes	yes				
Shasta	yes	yes	yes	yes				
Sierra	yes	yes	yes	yes				
Siskiyou	yes	yes	yes	yes				
Solano	yes	yes	yes	yes				
Sonoma	yes	yes	yes	yes				
Stanislaus	yes	yes	yes	yes				
Sutter	yes	yes	yes	yes				
Tehama	yes	yes	yes	yes				
Trinity	yes	yes	yes	yes				
Tulare	yes	yes	yes	yes				
Tuolumne	yes	yes	yes	yes				
Ventura	yes	yes	yes	yes				
Yolo	yes	yes	yes	yes				
Yuba	yes	yes	yes	yes				
Subtotal	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-				-
Total	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
43	Jury System Improvement Projects	18,000						18,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
43	Jury System Improvement Projects	19,000	20,000	21,000	22,000	23,000	105,000

Project/Program Title: Alternative Dispute Resolution Centers**1. Direct actual or estimated monetary benefit to each trial court**

In FY 2011–2012, FY 2012–2013, and FY 2013–14, the Alternative Dispute Resolution Centers (ADR) Project received a total of \$75,000 per year from the IMF. These funds were and are being

1) Combined Information for All Divisions (Oct112013)

used to contract for the development of materials to help support court-connected ADR programs across the state. Given the small amount of funding, it is difficult to estimate the monetary benefits to each trial court. The response to item 2 provides information about other benefits.

From FY 2004–2005 through FY 2010–2011, however, the ADR Project provided direct financial support to help courts plan, implement, maintain, and improve mediation and settlement programs for unlimited and limited civil cases and small claims, unlawful detainer, and civil harassment proceedings (civil cases). During this period, each year all superior courts were invited to apply for awards of up to \$7,500 to plan such an ADR program and up to \$100,000 to implement, maintain, or improve such an ADR program. Forty-one courts applied for and received one or more awards under this program during that period. No court that applied for an award was denied funding; courts that did not apply for funding did not receive funding. The amounts awarded to courts depended on the application submitted by the court and other factors, such as prevailing costs for mediation training. A chart showing the amounts awarded to each trial court during that period is attached.

In FY 2011–2012, the budget for the ADR Project was reduced from \$1,740,000 to \$75,000 for one year, to help address the \$20 million reduction to the Modernization Fund. The ADR Project budget was again reduced to \$75,000 for in FY 2012–2013 and FY 2013–14, to address continuing budget cuts to the Judicial Branch. Given this lower funding level, direct financial support to the superior courts for this purpose was no longer feasible.

2. Other indicator of benefit to each trial court

Among the materials developed with the \$75,000 from the IMF ADR allocation is a video designed to help self-represented litigants resolve civil harassment disputes. Between December 2012, when this video was posted on the courts website at: <http://www.courts.ca.gov/20131.htm>, and August 2013, this video has received 2,581 unique hits on the website. When litigants view this video, it should benefit the courts by informing litigants about civil harassment court procedures, encouraging litigants to use ADR programs to resolve their civil harassment disputes, helping litigants to be more prepared to participate in such programs, and reducing the number of questions court clerks must answer about these programs. A similar video designed to help litigants resolve debt collection disputes is currently being developed and should have similar benefits. Translations of these and other similar videos into other languages are also supported with the IMF ADR allocation. These translations should improve access and reduce questions from litigants for whom English is not their primary language.

Other materials being developed with the IMF ADR allocation include online/distance-learning courses on ethics and mediating with self-represented litigants for mediators who serve (often pro bono or at reduced rates) in court-connected mediation programs. Providing this training for mediators who serve in court programs through these statewide courses will reduce the need for individual courts to develop and provide training for the mediators and improve the quality of these court programs. (Refer to question 4 about the benefits of court-connected mediation program.)

3. Is the project/program mandatory?

The ADR Project implements Goal IV, Policy 6, of the 2006–2012 strategic plan for the California Judicial Branch, which is to: “Support and expand the use of successful dispute resolution programs.” The project also helps courts fulfill section 10.70(a) of the Standards of Judicial Administration, which provides that all trial courts should implement mediation programs for civil cases as part of their core operations.

4. Effectiveness of project/program

Please see the response to question 2.

A report on the effectiveness of court connected mediation programs for civil cases was submitted to the Judicial Council in 2004 (see <http://www.courts.ca.gov/documents/empprept.pdf>). Among other things, this study found that:

- An average of 58 percent of the unlimited cases and 71 percent of the limited cases mediated in the five programs studied settled as a direct result of the mediation;
- In the two courts where there was good data for comparison, the study showed a reduction of between 24 and 30 percent in the trial rate as a result of the mediation program;
- Motions and hearings were reduced between 11 and 48 percent as a result of the mediation program;
- By reducing the trial rates, motions, and other court events, these programs saved judicial time, making judges available for other cases that needed their attention;
- Attorneys in cases that settled at mediation estimated savings ranging from 61 to 68 percent in litigant costs from the use of mediation to reach settlement; and
- The mediation programs had positive effects on attorneys’ satisfaction with the services provided by the court, with the litigation process, or with both. Attorneys in cases that were mediated were more satisfied with the services provided by the courts, regardless of whether the cases settled in mediation.

5. Total FY 2013–2014 funding for the project/program

\$75,000

6. 5-year projection of funding needs or costs

If the annual IMF allocation for the ADR Project is restored to the FY 2010–2011 levels (1.74 million per year), the total funding needs for the upcoming five years would be \$8,700,000. If the annual IMF allocation stays at \$75,000 per year, the total funding needs for the upcoming five years would be \$375,000.

7. What costs can and/or should be shifted from IMF to TCTF?

It would not be appropriate to shift the cost of developing materials to help support court-connected ADR programs across the state to an individual court and the \$75,000 would be insufficient to develop such materials were it divided among the trial courts.

1) Combined Information for All Divisions (Oct112013)

8. Impact of eliminating TCTF and IMF funding for the project/program

If the IMF allocation for the ADR Project continues to be reduced to \$75,000, direct support to courts to plan, implement, maintain, and improve mediation and settlement programs for unlimited and limited civil cases and small claims, unlawful detainer, and civil harassment proceedings will not be available; the ADR Project will be limited to developing statewide materials to try to help support remaining programs. Courts that reduced or eliminated their ADR programs for civil cases due to the elimination of previously available IMF funding and budget cuts will not be able to restore these programs, which may have the following impacts:

- Increased numbers of hearings and trials in the case types previously handled by the mediation or settlement program;
- Longer time from the filing to disposition in cases that would otherwise have been resolved in mediation and settlement programs and in other cases that could have been heard more promptly if these cases had been resolved;
- Increased costs of litigation for the parties in cases that would otherwise have been resolved, due to increased hearings and trials and longer time to disposition; and
- Reduced litigant satisfaction in cases that would otherwise have been referred to mediation or settlement programs, regardless of whether the case would have been resolved.

If the current \$75,000 allocation from the IMF is reduced or eliminated, some or all of the materials to help support court-connected ADR programs across the state will not be developed.

9. Other

N/A

Project/Program Title: Alternative Dispute Resolution Centers

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Distribution to the court - \$ Amount				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	100,000							
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado	1,562							
Fresno	7,500							
Glenn								
Humboldt								
Imperial								
Inyo	59,125							
Kern								
Kings								
Lake								

1) Combined Information for All Divisions (Oct112013)

	86,922								
Lassen									
Los Angeles	112,520								
Madera									
Marin									
Mariposa	7,500								
Mendocino									
Merced									
Modoc									
Mono									
Monterey	60,862								
Napa									
Nevada									
Orange									
Placer									
Plumas									
Riverside									
Sacramento	102,383								
San Benito									
San Bernardino									
San Diego	106,245								
San Francisco	220,000								
San Joaquin									
San Luis Obispo	159,070								
San Mateo									
Santa Barbara									
Santa Clara	175,320								
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano	64,932								
Sonoma	48,200								
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura	19,550								
Yolo									
Yuba									
Subtotal	1,331,691	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	1,331,691					-	75,000	75,000	75,000

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

1) Combined Information for All Divisions (Oct112013)

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
44	Alternative Dispute Resolution Centers	75,000						75,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
44	Alternative Dispute Resolution Centers (if funding is restored to FY 2010-2011 levels)	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000	8,700,000
44	Alternative Dispute Resolution Centers (if funding remains at FY2013-2014 levels)	75,000	75,000	75,000	75,000	75,000	375,000

Project/Program Title: Complex Civil Litigation Program**1. Direct actual or estimated monetary benefit to each trial court**

Actual benefit is entered in Excel Template B and below.

Alameda	\$510,800
Contra Costa	\$420,960
Los Angeles	\$1,117,000
Orange	\$841,920
San Francisco	\$645,960
Santa Clara	\$464,370

2. Other indicator of benefit to each trial court

See 4, below.

3. Is the project/program mandatory?

In 2000, the Judicial Council established the Complex Civil Litigation Pilot Program. In August 2003, the council directed AOC staff to forward the report of the National Center for State Courts (NCSC) and the California Administrative Office of the Courts (AOC), Evaluation of the Centers for Complex Civil Litigation Pilot Program, to the Legislature and Governor with the following recommendations:

- In the existing pilot program courts, complex litigation departments with the following principal characteristics should be permanently established as part of the court's core operations:
 - Assignment of each complex case to a single judge to handle all aspects of the litigation;

1) Combined Information for All Divisions (Oct112013)

- Use of only those judges who have experience, interest, and expertise in handling complex civil litigation;
 - Use of innovative case management techniques, including those described in the *Deskbook on the Management of Complex Litigation*;
 - Participation in specialized training and educational programs related to the management of complex cases; and
 - Use of appropriate case management technology and other technology designed for complex cases.
- The operation of complex litigation departments in California courts should be expanded to the optimal level, determined by evaluations of the caseloads and staffing levels in pilot program courts and by the needs of courts outside the program.
 - The AOC should continue to provide support, training, and coordination of complex litigation departments.

4. Effectiveness of project/program

Since the program began in January 2000, thousands of parties have benefited from its specialized and focused case management, leading to better and earlier dispositions. The NCSC 2003 evaluation of the program found: “The most significant improvements in complex civil case management appeared to result from two specific features of the pilot program: an individual calendar system and a caseload that was sufficiently reduced to permit more intensive case management by the pilot judges.”⁴ A 2007 survey of attorneys who practice before the complex litigation program courts in the Superior Court of Los Angeles County concluded: “The program has resulted in cost savings to parties due the accessibility of judges, leading to fewer appearances; savings in discovery costs and in law-and-motion costs through various practices; and savings created by early resolution, brought by familiarity with the case and effective settlement efforts.”⁵ In 2012, in response to a survey of program courts, the Superior Court of Los Angeles County stated, “Experience has demonstrated that, when complex cases are mixed with a calendar of general jurisdiction cases, the litigation activity generated by even one ‘unmanaged’ complex case can occupy the law-and-motion calendar of a civil courtroom for days or even weeks. It is not an exaggeration to say that, in Los Angeles, it might take nine months to a year to be able to calendar a motion in a general jurisdiction court if the [program] cases were spread among the general jurisdiction courts. The public, regardless of the size of their cases, would be severely adversely impacted.”

5. Total FY 2013–2014 funding for the project/program

\$4,001,000

6. 5-year projection of funding needs or costs

⁴ National Center for State Courts, *Evaluation of the Centers for Complex Civil Litigation Pilot Program*, (June 30, 2003), p. ix.

⁵ California Courts Review, *The Cost Savings of the Complex Civil Litigation Program*, (Summer 2007), p. 17.

1) Combined Information for All Divisions (Oct112013)

\$4,001,000 for each fiscal year based on the assumption of no change in the funding for the program.

7. What costs can and/or should be shifted from IMF to TCTF?

N/A

8. Impact of eliminating TCTF and IMF funding for the project/program

In the 2012 survey of program courts, courts were asked whether they would continue to operate a complex litigation department if Modernization Fund funding were reduced and matching funds were required. Three courts did not respond, two courts (the Superior Courts of San Francisco and Santa Clara Counties) responded that they would not, and the Superior Court of Los Angeles County provided a detailed response that addressed the qualitative differences between the operation of complex litigation departments and general civil departments.

Program courts were also asked whether they would consider operating a “mixed” courtroom—one that handles both complex and noncomplex civil cases. Three courts responded “no,” one court responded “yes,” and two courts did not respond. In explaining why it would not do so, the Superior Court of Los Angeles County stated that when complex cases are mixed with general civil cases, the complex cases can occupy the law and motion calendar of a civil courtroom for days or weeks; General civil cases would be very negatively affected by delays if complex cases were spread among the “general jurisdiction” cases. The Superior Court of San Francisco County responded that operating a “mixed” courtroom could only be done if the extra staff currently needed for complex cases could be reduced and concluded it would not be beneficial from a cost perspective to have part time complex staff for complex litigation. The court that responded “yes”— the Superior Court of Santa Clara County—stated “As time permits, our complex department has and will assist the civil division with its workload. Examples include law and motion, preliminary injunctions, default prove-up hearings, and settlement conferences.”

9. Other

N/A

Project/Program Title: Complex Civil Litigation Program

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Distribution to the court - \$ Amount				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	510,800	510,800	510,800	510,800				
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa	420,960	420,960	420,960	420,960				
Del Norte								
El Dorado								

1) Combined Information for All Divisions (Oct112013)

Fresno									
Glenn									
Humboldt									
Imperial									
Inyo									
Kern									
Kings									
Lake									
Lassen									
Los Angeles	1,117,000	1,117,000	1,117,000	1,117,000					
Madera									
Marin									
Mariposa									
Mendocino									
Merced									
Modoc									
Mono									
Monterey									
Napa									
Nevada									
Orange	841,920	841,920	841,920	841,920					
Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco	645,960	645,960	645,960	645,960					
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara	464,370	464,370	464,370	464,370					
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	4,001,010	4,001,010	4,001,010	4,001,010		-	-	-	-
Other/Non-court ²⁾					-				-
Total	4,001,010	4,001,010	4,001,010	4,001,010		-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts.

1) Combined Information for All Divisions (Oct112013)

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
45	Complex Civil Litigation Program	4,001,000						4,001,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
45	Complex Civil Litigation Program	4,001,000	4,001,000	4,001,000	4,001,000	4,001,000	20,005,000

Project/Program Title: Regional Office Assistance Group**1. Direct actual or estimated monetary benefit to each trial court**

Unable to state actual or estimated monetary benefit to each trial court because LSO does not have resources that would be necessary to determine monetary benefits

2. Other indicator of benefit to each trial court

Other indicator is the number of assignments handled by the ROAG attorneys in the area of labor and employments, legal opinions and transactions and business operations. The data contained in Template B includes the labor and employments matters handled by ROAG attorneys.

3. Is the project/program mandatory?

No

4. Effectiveness of project/program

The ROAG is a cost-effective means of providing comprehensive legal services to the trial courts through in-house attorneys who are subject matter experts within their specialized area of the law. The program achieves cost savings in numerous ways: (1) salaried LSO attorneys are less costly than purchasing similar services from outside counsel; (2) a dedicated attorney group focused on court operations legal issues that is available as a single legal resource to all 58 trial courts promotes efficiency; and (3) the ROAG model allows for sharing of legal service among trial courts with similar needs and issues.

5. Total FY 2013–2014 funding for the project/program

\$1,460,000.

6. 5-year projection of funding needs or costs

The funding provides for the full complement of attorneys and support staff. While current vacancies exist, the full \$1,460,000 is needed to fund the fully staffed program.

7. What costs can and/or should be shifted from IMF to TCTF?

8. Impact of eliminating TCTF and IMF funding for the project/program

9. Other

N/A

Project/Program Title: Regional Office Assistance Group

Monetary Benefit	Section 1 Benefit to court, but specific amount can't be identified - Yes/No				Section 2 ¹⁾ Click the cell and pick a type of benefit from drop-down list				
	Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	yes	yes	yes	yes					
Alpine	yes	yes	yes	yes					
Amador	yes	yes	yes	yes					
Butte	yes	yes	yes	yes					
Calaveras	yes	yes	yes	yes					
Colusa	yes	yes	yes	yes					
Contra Costa	yes	yes	yes	yes					
Del Norte	yes	yes	yes	yes					
El Dorado	yes	yes	yes	yes					
Fresno	yes	yes	yes	yes					
Glenn	yes	yes	yes	yes					
Humboldt	yes	yes	yes	yes					
Imperial	yes	yes	yes	yes					
Inyo	yes	yes	yes	yes					
Kern	yes	yes	yes	yes					
Kings	yes	yes	yes	yes					
Lake	yes	yes	yes	yes					
Lassen	yes	yes	yes	yes					
Los Angeles	yes	yes	yes	yes					
Madera	yes	yes	yes	yes					
Marin	yes	yes	yes	yes					
Mariposa	yes	yes	yes	yes					
Mendocino	yes	yes	yes	yes					
Merced	yes	yes	yes	yes					
Modoc	yes	yes	yes	yes					
Mono	yes	yes	yes	yes					
Monterey	yes	yes	yes	yes					
Napa	yes	yes	yes	yes					
Nevada	yes	yes	yes	yes					
Orange	yes	yes	yes	yes					
Placer	yes	yes	yes	yes					
Plumas	yes	yes	yes	yes					
Riverside	yes	yes	yes	yes					
Sacramento	yes	yes	yes	yes					
San Benito	yes	yes	yes	yes					
San Bernardino	yes	yes	yes	yes					
San Diego	yes	yes	yes	yes					
San Francisco	yes	yes	yes	yes					
San Joaquin	yes	yes	yes	yes					
San Luis Obispo	yes	yes	yes	yes					
San Mateo	yes	yes	yes	yes					
Santa Barbara	yes	yes	yes	yes					
Santa Clara	yes	yes	yes	yes					
Santa Cruz	yes	yes	yes	yes					
Shasta	yes	yes	yes	yes					
Sierra	yes	yes	yes	yes					

1) Combined Information for All Divisions (Oct112013)

Siskiyou	yes	yes	yes	yes				
Solano	yes	yes	yes	yes				
Sonoma	yes	yes	yes	yes				
Stanislaus	yes	yes	yes	yes				
Sutter	yes	yes	yes	yes				
Tehama	yes	yes	yes	yes				
Trinity	yes	yes	yes	yes				
Tulare	yes	yes	yes	yes				
Tuolumne	yes	yes	yes	yes				
Ventura	yes	yes	yes	yes				
Yolo	yes	yes	yes	yes				
Yuba	yes	yes	yes	yes				
Subtotal	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-				-
Total	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
46	Regional Office Assistance Group	1,460,000						1,460,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
46	Regional Office Assistance Group	1,460,000	1,460,000	1,460,000	1,460,000	1,460,000	7,300,000

II. Internal Audit Services

Please see separate Word document for information that was provided to the subcommittee in August 2013.

Judicial and Court Administrative Services Division

I. Fiscal Services Office

Project/Program Title: Other Post-Employment Benefits (OPEB) Valuation Reports

1. Direct actual or estimated monetary benefit to each trial court

The approved allocation for 2013-14 totals \$600,000. This amount is being used to retain an actuarial firm to assist trial courts in meeting the requirements established in Governmental Accounting Standards Board (GASB) Statements 43 and 45, which require government entities to disclose their accrued liability for OPEB and related information at least once every other year. The contract also covers some limited consulting services for the vendor to respond to other OPEB related questions.

This funding provides a direct benefit to trial courts through significant cost savings related to a centrally managed project.

2. Other indicator of benefit to each trial court

The primary benefit of this centrally coordinated project is the cost benefit related to the AOC's ability to conduct such a large scale data-driven reporting requirement on behalf of the courts instead of leaving each court to contract individually with qualified vendors.

3. Is the project/program mandatory?

Yes. Governmental Accounting Standards Board (GASB) Statements 43 and 45 require government entities to disclose their accrued liability for OPEB and related information at least once every other year

4. Effectiveness of project/program

This will represent the third cycle in which the AOC has provided this assistance to courts since reporting requirements went into effect. Based on court feedback and market dynamics with regards to the limited number of qualified vendors, we feel that this arrangement is the most cost effective and efficient option available.

5. Total FY 2013-2014 funding for the project/program

The approved allocation for 2013-14 totals \$600,000.

6. 5-year projection of funding needs or costs

This project requires funding every other year. Assuming a modest 10 percent increase in subsequent requests, the total funding need is \$1.386 million.

7. What costs can and/or should be shifted from IMF to TCTF?

Funding for this project can be shifted to the TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

The AOC would be unable to centrally manage this mandated reporting requirement, which would result in each court being responsible for coordinating its own OPEB reporting.

9. Other

Post-employment benefits may be provided through a county retirement system, CalPERS, or directly through benefit providers. Each trial court, as an independent entity, offers its own unique benefits package, and some may offer more than one package depending on the provisions of their collective bargaining agreements. Due to the specialized terminology associated with the complex rules and regulations for collecting the required information, as well as the specialized calculations involved in determining the valuations of these post-employment plans, these reports must be certified by a licensed actuary. Copies of the completed valuation reports will be provided to the State Controller's Office so that this mandatory information can be included in the state's comprehensive annual financial report.

Project/Program Title: Other Post-Employment Benefit (OPEB) Valuation Reports

Section 1					Section 2 1)			
Monetary Benefit	Benefit to court, but specific amount can't be identified - Yes/No				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	Yes	Yes	Yes	Yes				
Alpine	Yes	Yes	Yes	Yes				
Amador	Yes	Yes	Yes	Yes				
Butte	Yes	Yes	Yes	Yes				
Calaveras	Yes	Yes	Yes	Yes				
Colusa	Yes	Yes	Yes	Yes				
Contra Costa	Yes	Yes	Yes	Yes				
Del Norte	Yes	Yes	Yes	Yes				
El Dorado	Yes	Yes	Yes	Yes				
Fresno	Yes	Yes	Yes	Yes				
Glenn	Yes	Yes	Yes	Yes				
Humboldt	Yes	Yes	Yes	Yes				
Imperial	Yes	Yes	Yes	Yes				
Inyo	Yes	Yes	Yes	Yes				
Kern	Yes	Yes	Yes	Yes				
Kings	Yes	Yes	Yes	Yes				
Lake	Yes	Yes	Yes	Yes				
Lassen	Yes	Yes	Yes	Yes				
Los Angeles	Yes	Yes	Yes	Yes				
Madera	Yes	Yes	Yes	Yes				
Marin	Yes	Yes	Yes	Yes				
Mariposa	Yes	Yes	Yes	Yes				
Mendocino	Yes	Yes	Yes	Yes				
Merced	Yes	Yes	Yes	Yes				
Modoc	Yes	Yes	Yes	Yes				
Mono	Yes	Yes	Yes	Yes				
Monterey	Yes	Yes	Yes	Yes				
Napa	Yes	Yes	Yes	Yes				

1) Combined Information for All Divisions (Oct112013)

Nevada	Yes	Yes	Yes	Yes					
Orange	Yes	Yes	Yes	Yes					
Placer	Yes	Yes	Yes	Yes					
Plumas	Yes	Yes	Yes	Yes					
Riverside	Yes	Yes	Yes	Yes					
Sacramento	Yes	Yes	Yes	Yes					
San Benito	Yes	Yes	Yes	Yes					
San Bernardino	Yes	Yes	Yes	Yes					
San Diego	Yes	Yes	Yes	Yes					
San Francisco	Yes	Yes	Yes	Yes					
San Joaquin	Yes	Yes	Yes	Yes					
San Luis Obispo	Yes	Yes	Yes	Yes					
San Mateo	Yes	Yes	Yes	Yes					
Santa Barbara	Yes	Yes	Yes	Yes					
Santa Clara	Yes	Yes	Yes	Yes					
Santa Cruz	Yes	Yes	Yes	Yes					
Shasta	Yes	Yes	Yes	Yes					
Sierra	Yes	Yes	Yes	Yes					
Siskiyou	Yes	Yes	Yes	Yes					
Solano	Yes	Yes	Yes	Yes					
Sonoma	Yes	Yes	Yes	Yes					
Stanislaus	Yes	Yes	Yes	Yes					
Sutter	Yes	Yes	Yes	Yes					
Tehama	Yes	Yes	Yes	Yes					
Trinity	Yes	Yes	Yes	Yes					
Tulare	Yes	Yes	Yes	Yes					
Tuolumne	Yes	Yes	Yes	Yes					
Ventura	Yes	Yes	Yes	Yes					
Yolo	Yes	Yes	Yes	Yes					
Yuba	Yes	Yes	Yes	Yes					
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
52	Other Post-Employment Benefits (OPEB) Valuation Reports	600,000						600,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
52	Other Post-Employment Benefits (OPEB) Valuation Reports	-	660,000	-	726,000	-	1,386,000

Project/Program Title: Budget Focused Training and Meetings**1. Direct actual or estimated monetary benefit to each trial court**

The council approved allocation for 2013-14 will cover the costs of approximately four in-person meetings of the entire Trial Court Budget Advisory Committee (TCBAC), four in-person meetings of its subcommittees, a number of TCBAC and statewide budget conference calls, and the non-staff cost of providing training to courts by the AOC Office of Budget Management (e.g., Schedule 7A) .

2. Other indicator of benefit to each trial court

The courts benefit by not paying being responsible for the costs associated with attending these meetings and through direct participation in critical budget-related meetings and decision processes throughout the year.

3. Is the project/program mandatory?

The Trial Court Budget Advisory Committee was recently established by the council for purposes of providing direct input to the council on trial court budget matters, including budget development, fiscal policies and procedures, and any budget matters affecting the trial courts. It is mandatory if you consider the council's action to establish a committee with such responsibilities. In addition, the budget training activities assist courts in meeting their mandatory fiscal reporting requirements.

4. Effectiveness of project/program

If viewed from the perspective of providing technical assistance and training to courts as well as funding the in-person participation of trial court leaders in budget policy and funding discussions & recommendations, then this should be considered a highly effective program.

5. Total FY 2013-2014 funding for the project/program

The approved budget for 2013-14 totals \$50,000; no change from 2012-13.

6. 5-year projection of funding needs or costs

Assuming the funding need remains static, the five year need amounts to \$250,000. That does not include any potential inflationary changes in meeting and travel costs.

7. What costs can and/or should be shifted from IMF to TCTF?

These costs could be shifted to the TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

Courts would be required to fund their participation in this critical council advisory committee.

9. Other

N/A

1) Combined Information for All Divisions (Oct112013)

Tuolumne	Yes	Yes	Yes	Yes				
Ventura	Yes	Yes	Yes	Yes				
Yolo	Yes	Yes	Yes	Yes				
Yuba	Yes	Yes	Yes	Yes				
Subtotal	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-				-
Total	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
53	Budget-focused trainings and meetings	50,000						50,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
53	Budget-focused trainings and meetings	50,000	50,000	50,000	50,000	50,000	250,000

Project/Program Title: Treasury Services – Cash Management**1. Direct actual or estimated monetary benefit to each trial court**

The \$52 million of Uniform Civil Fees (“UCF”) collected monthly on average are distributed approximately 84% to the Trial Court Trust Fund (“TCTF”), 8.9% to other State funds and 7.1% to local entities. The UCF deposited annually into the TCTF of \$550 million finances trial court operations as part of the annual allocations approved by the Judicial Council for distribution to each trial court.

2. Other indicator of benefit to each trial court

Funding is used for salaries and wages, staff benefits and rent for one senior accountant and one staff accountant who administer the deposit, accounting and distribution of Uniform Civil Fees (UCF) collected by all trial courts. The duties performed include receiving UCF collection cash deposits, receiving the monthly UCF collection reporting from all 58 trial courts, entering this information into the Uniform Civil Fee System financial system application which calculates the statutory distributions, executing the monthly cash distributions when due to the State and local agency recipients, and accounting for the function in the Phoenix financial accounting system.

The AOC has up to 45 days after the end of the month of collection to calculate the distribution for each court, report the distribution to various entities, and distribute the funds. A failure to

1) Combined Information for All Divisions (Oct112013)

distribute fees to the appropriate entities within 45 days after the end of the month would result in the state assessing penalties up to \$24,000 per day that the distribution is late. The timely remittance of UCF avoids penalties due for incorrect or late distribution of UCF to the State and local entities.

3. Is the project/program mandatory?

In July 2005, the Legislature passed the Uniform Civil Fees and Standard Fee Schedule Act of 2005, effective as of January 1, 2006, specifying under GC 68085.1(b) that the 58 trial courts submit to the AOC a schedule of AB 145 civil fees collected by code section at the end of each month. Under GC 68085.1, the AOC is responsible for the centralized deposit, reporting and distribution of UCF cash collections. Accordingly, the senior accountant and staff accountant positions began in January 2006 performing the monthly process of receiving UCF collection deposits and distributing UCF to the State and local entities as required by statute. The Uniform Civil Fee System was also developed at the same time to calculate the distributions of UCF by code section supporting the mandate for centralized reporting and distribution of UCF cash collections.

4. Effectiveness of project/program

The UCF program has been very effective in meeting the objectives of timely and accurate Uniform Civil Fee deposit collection, reporting and distributions:

- Since the inception of the program, all statutory distribution and reporting requirements have been met.
- Since the inception of the program, all distributions have been made on time. As a result, there have been no penalties incurred due to late distributions.
- All stakeholders, including the 58 Trial Courts, Trial Court Trust and Treasury Services, Trial Court Budget and Technical Support Services, the State Treasurer's Office, and the Controller's Office (SCO) are satisfied with the current program.

5. Total FY 2013-2014 funding for the project/program

\$238,000

6. 5-year projection of funding needs or costs

FY 14/15 - \$238,000 + any approved increases in salary/benefits and rent

FY 15/16 - \$238,000 + any approved increases in salary/benefits and rent

FY 16/17 - \$238,000 + any approved increases in salary/benefits and rent

FY 17/18 - \$238,000 + any approved increases in salary/benefits and rent

FY 18/19 - \$238,000 + any approved increases in salary/benefits and rent

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

1) Combined Information for All Divisions (Oct112013)

8. Impact of eliminating TCTF and IMF funding for the project/program

Should funding be eliminated, the senior accountant and staff accountant would no longer be available to perform the centralized process of receiving UCF collection deposits, calculating the distributions, cash settling the distributions, and recording the transactions in the Phoenix financial accounting system.

9. Other

N/A

Project/Program Title: Treasury Services - Cash Management

Section 1		Section 2 ¹⁾							
Monetary Benefit	Benefit to court, but specific amount can't be identified - Yes/No					Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14	
Alameda	yes	yes	yes	yes					
Alpine	yes	yes	yes	yes					
Amador	yes	yes	yes	yes					
Butte	yes	yes	yes	yes					
Calaveras	yes	yes	yes	yes					
Colusa	yes	yes	yes	yes					
Contra Costa	yes	yes	yes	yes					
Del Norte	yes	yes	yes	yes					
El Dorado	yes	yes	yes	yes					
Fresno	yes	yes	yes	yes					
Glenn	yes	yes	yes	yes					
Humboldt	yes	yes	yes	yes					
Imperial	yes	yes	yes	yes					
Inyo	yes	yes	yes	yes					
Kern	yes	yes	yes	yes					
Kings	yes	yes	yes	yes					
Lake	yes	yes	yes	yes					
Lassen	yes	yes	yes	yes					
Los Angeles	yes	yes	yes	yes					
Madera	yes	yes	yes	yes					
Marin	yes	yes	yes	yes					
Mariposa	yes	yes	yes	yes					
Mendocino	yes	yes	yes	yes					
Merced	yes	yes	yes	yes					
Modoc	yes	yes	yes	yes					
Mono	yes	yes	yes	yes					
Monterey	yes	yes	yes	yes					
Napa	yes	yes	yes	yes					
Nevada	yes	yes	yes	yes					
Orange	yes	yes	yes	yes					
Placer	yes	yes	yes	yes					
Plumas	yes	yes	yes	yes					
Riverside	yes	yes	yes	yes					
Sacramento	yes	yes	yes	yes					
San Benito	yes	yes	yes	yes					
San Bernardino	yes	yes	yes	yes					
San Diego	yes	yes	yes	yes					
San Francisco	yes	yes	yes	yes					
San Joaquin	yes	yes	yes	yes					
San Luis Obispo	yes	yes	yes	yes					
San Mateo	yes	yes	yes	yes					

1) Combined Information for All Divisions (Oct112013)

Santa Barbara	yes	yes	yes	yes					
Santa Clara	yes	yes	yes	yes					
Santa Cruz	yes	yes	yes	yes					
Shasta	yes	yes	yes	yes					
Sierra	yes	yes	yes	yes					
Siskiyou	yes	yes	yes	yes					
Solano	yes	yes	yes	yes					
Sonoma	yes	yes	yes	yes					
Stanislaus	yes	yes	yes	yes					
Sutter	yes	yes	yes	yes					
Tehama	yes	yes	yes	yes					
Trinity	yes	yes	yes	yes					
Tulare	yes	yes	yes	yes					
Tuolumne	yes	yes	yes	yes					
Ventura	yes	yes	yes	yes					
Yolo	yes	yes	yes	yes					
Yuba	yes	yes	yes	yes					
Subtotal	-	-	-	-		-	-	-	-
Other/Non-court ²⁾	(See Footnote 3 below)			-					-
Total		-	-	-		-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

³⁾ The UCF deposited annually into the TCTF of \$550 million finances trial court operations as part of the annual allocations approved by the Judicial Council for distribution to each trial court.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
54	Treasury Services- Cash Management	238,000						238,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
54	Treasury Services- Cash Management	238,000	238,000	238,000	238,000	238,000	1,190,000

Note: (a) Plus any annual approved increases in salary, benefits and/or rent.

Project/Program Title: Trial Court Procurement Support**1. Direct actual or estimated monetary benefit to each trial court**

Benefits all Trial Courts.

2. Other indicator of benefit to each trial court

N/A

3. Is the project/program mandatory?

No

1) Combined Information for All Divisions (Oct112013)

4. Effectiveness of project/program

Trial courts often use our master contracts instead of doing their own solicitations. Trial courts avail themselves of trial court procurement services on a regular basis.

5. Total FY 2013-2014 funding for the project/program

\$244,000

6. 5-year projection of funding needs or costs

\$1,220,000 - This amount will increase for any increases in salary or benefits since it funds 2 trial court procurement employees.

7. What costs can and/or should be shifted from IMF to TCTF?

None

8. Impact of eliminating TCTF and IMF funding for the project/program

Project would be eliminated.

9. Other

N/A

Project/Program Title: Trial Court Procurement (Support)

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Benefit to court, but specific amount can't be identified - Yes/No				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	Yes	Yes	Yes	Yes				
Alpine	Yes	Yes	Yes	Yes				
Amador	Yes	Yes	Yes	Yes				
Butte	Yes	Yes	Yes	Yes				
Calaveras	Yes	Yes	Yes	Yes				
Colusa	Yes	Yes	Yes	Yes				
Contra Costa	Yes	Yes	Yes	Yes				
Del Norte	Yes	Yes	Yes	Yes				
El Dorado	Yes	Yes	Yes	Yes				
Fresno	Yes	Yes	Yes	Yes				
Glenn	Yes	Yes	Yes	Yes				
Humboldt	Yes	Yes	Yes	Yes				
Imperial	Yes	Yes	Yes	Yes				
Inyo	Yes	Yes	Yes	Yes				
Kern	Yes	Yes	Yes	Yes				
Kings	Yes	Yes	Yes	Yes				
Lake	Yes	Yes	Yes	Yes				
Lassen	Yes	Yes	Yes	Yes				
Los Angeles	Yes	Yes	Yes	Yes				
Madera	Yes	Yes	Yes	Yes				
Marin	Yes	Yes	Yes	Yes				
Mariposa	Yes	Yes	Yes	Yes				
Mendocino	Yes	Yes	Yes	Yes				
Merced	Yes	Yes	Yes	Yes				
Modoc	Yes	Yes	Yes	Yes				
Mono	Yes	Yes	Yes	Yes				

1) Combined Information for All Divisions (Oct112013)

Monterey	Yes	Yes	Yes	Yes					
Napa	Yes	Yes	Yes	Yes					
Nevada	Yes	Yes	Yes	Yes					
Orange	Yes	Yes	Yes	Yes					
Placer	Yes	Yes	Yes	Yes					
Plumas	Yes	Yes	Yes	Yes					
Riverside	Yes	Yes	Yes	Yes					
Sacramento	Yes	Yes	Yes	Yes					
San Benito	Yes	Yes	Yes	Yes					
San Bernardino	Yes	Yes	Yes	Yes					
San Diego	Yes	Yes	Yes	Yes					
San Francisco	Yes	Yes	Yes	Yes					
San Joaquin	Yes	Yes	Yes	Yes					
San Luis Obispo	Yes	Yes	Yes	Yes					
San Mateo	Yes	Yes	Yes	Yes					
Santa Barbara	Yes	Yes	Yes	Yes					
Santa Clara	Yes	Yes	Yes	Yes					
Santa Cruz	Yes	Yes	Yes	Yes					
Shasta	Yes	Yes	Yes	Yes					
Sierra	Yes	Yes	Yes	Yes					
Siskiyou	Yes	Yes	Yes	Yes					
Solano	Yes	Yes	Yes	Yes					
Sonoma	Yes	Yes	Yes	Yes					
Stanislaus	Yes	Yes	Yes	Yes					
Sutter	Yes	Yes	Yes	Yes					
Tehama	Yes	Yes	Yes	Yes					
Trinity	Yes	Yes	Yes	Yes					
Tulare	Yes	Yes	Yes	Yes					
Tuolumne	Yes	Yes	Yes	Yes					
Ventura	Yes	Yes	Yes	Yes					
Yolo	Yes	Yes	Yes	Yes					
Yuba	Yes	Yes	Yes	Yes					
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

*** Note: This program benefits all courts.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
55	Trial Court Procurement (Support)	244,000						244,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
55	Trial Court Procurement (Support)	244,000	244,000	244,000	244,000	244,000	1,220,000

Note: Any approved increase in salary or benefits will increase this amount.

Project/Program Title: Enhanced Collections**1. Direct actual or estimated monetary benefit to each trial court**

The AOC Enhanced Collections Unit represents the only centralized professional and technical assistance team available to courts and counties in California regarding issues relating to the collection of court-ordered debt. Support provided to courts and counties ranges from assistance with annual reporting requirements, collections master and participation agreements, operational reviews of individual collection programs, as well as daily assistance in the form of policy and statutory guidance.

The benefit to any given court is dependent on their utilization of these services.

2. Other indicator of benefit to each trial court

The unique nature of this service provides intangible service benefits to courts and counties.

3. Is the project/program mandatory?

SB 940, passed and signed into law in 2005, requires courts and counties to collaborate on collections programs. Given the courts are required to maintain a collections program, which includes annual reporting to the legislature—developed, prepared, and submitted by the AOC—this program could be considered as mandatory.

4. Effectiveness of project/program

Based on the volume of customer requests for assistance as well as the complexity of such requests, the unit's track record for timely legislative report submittals and successful collections RFP solicitations and resulting master agreements, we would rate this as a highly effective program.

5. Total FY 2013-2014 funding for the project/program

The total budget for the current year is \$625,000, a \$75,000 decrease from the prior year.

6. 5-year projection of funding needs or costs

Based on current resources, the five year funding need is \$625,000 per year for each year (\$3.125 million).

7. What costs can and/or should be shifted from IMF to TCTF?

These costs can be shifted to the TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

The state would be without a centralized resource for courts and counties to consult regarding questions on the collection of court-ordered debt. No centralized development, preparation, and submittal of legislatively mandated reports on the collection of court-ordered debt (courts and counties would be on their own to coordinate such activities).

1) Combined Information for All Divisions (Oct112013)

Stanislaus	Yes	Yes	Yes	Yes					
Sutter	Yes	Yes	Yes	Yes					
Tehama	Yes	Yes	Yes	Yes					
Trinity	Yes	Yes	Yes	Yes					
Tulare	Yes	Yes	Yes	Yes					
Tuolumne	Yes	Yes	Yes	Yes					
Ventura	Yes	Yes	Yes	Yes					
Yolo	Yes	Yes	Yes	Yes					
Yuba	Yes	Yes	Yes	Yes					
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
56	Enhanced Collections	625,000						625,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
56	Enhanced Collections	625,000	625,000	625,000	625,000	625,000	3,125,000

II. Human Resources Services Office

Project/Program Title: EAP for Bench Officers

1. Direct actual or estimated monetary benefit to each trial court

See template B; all judicial officers and commissioners/referees from each court are eligible to participate in this program, and have access to a limited number of referral services every year. Once the limit is reached, participants have the option to continue with those services at their own expense.

However, since requests for employee assistance program (EAP) services are dependent on the need for counseling services, judicial officer participation can be relatively difficult to predict. However, past utilization for these types of program are generally low, industry-wide. Additionally, some courts already provide EAP to its employees and judges, either through county-sponsored programs or their court's own program.

The AOC is billed on a monthly basis and the calculation is based on a monthly headcount of judges within each court. Requests are based on need, but the billing is based on a defined variable; the AOC pays the cost of these services regardless of utilization. Costs are not allocated per court; the AOC is billed for services provided to all judges across all courts as one monthly amount. For purposes of this exercise, on template B, the monetary benefit breakdown is based off of judicial headcount at each court as of July 1 of every fiscal year, annualized.

There are currently efforts to modify the payment model to reflect a "pay-as-you-go" basis, which will require solicitation of new vendors. These changes are expected to reduce total costs against the Improvement and Modernization Funds.

2. Other indicator of benefit to each trial court

No other benefits are provided to the courts.

3. Is the project/program mandatory?

This project/program is not mandatory.

4. Effectiveness of project/program

For the judicial EAP, effectiveness is based on case and call data. Since this is a confidential service, participant data is not always readily identifiable.

This first group of data is based on a calendar year format.

- For the period January 2011 to December 2011:
 - The eligible judicial population, within that time frame, is approximately 1,891.

1) Combined Information for All Divisions (Oct112013)

- 210 calls were made for referral services.
- 75 of those calls ultimately became ongoing cases.
- 60 of these cases were clinical cases, resulting in the 2%-3% utilization of counseling services that we have seen on average for some years.
- 92% of participants polled rated their overall experience with the judicial EAP good or above.

5. Total FY 2013-2014 funding for the project/program

Funding for FY2013-2014 is \$34,000. IMF funding only covers all judicial officers statewide, but the program includes state judicial branch employees. Funding for state judicial branch employees is paid from General Fund.

6. 5-year projection of funding needs or costs

If this program adopts a pay-as-you-go model, funding needs would be based on participation. If utilization rates continue at their current rate of approximately 2-3 percent, projected funding needs will be much lower.

At this time, the cost rate under a pay-as-you-go model, as gleaned from a recent request for information (RFI), is approximately \$950 per case/referral, which would include 6 visits for routine cases or 10 for substance abuse. Judges' headcount growth rates are based on net headcount changes from fiscal year 2010 to fiscal year 2011.

7. What costs can and/or should be shifted from IMF to TCTF?

Some courts may already have similar programs for their employees and judges. The AOC will need to conduct a survey to determine which courts currently offer EAP services, and then determine the appropriate level of coverage for the remaining judges without access to court resources.

8. Impact of eliminating TCTF and IMF funding for the project/program

If funding for the program were completely eliminated, judges may still have access to available resources through their own health insurance coverage. Some insurance plans offer counseling services included with the cost of a participant's monthly premium. Further research is necessary to determine which health plans offer these additional services.

Local governments may also offer free referral services through community non-profit organizations. This is dependent on availability and eligibility as some services may only offer referrals to specific, income-based populations.

9. Other

N/A

1) Combined Information for All Divisions (Oct112013)

Project/Program Title: EAP for Bench Officers

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Payment on behalf of the court - \$ Amount				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	2,709.12	2,774.40	2,611.20	2,170.92				
Alpine	65.28	65.28	65.28	54.96				
Amador	65.28	65.28	65.28	54.96				
Butte	424.32	424.32	359.04	357.24				
Calaveras	97.92	97.92	65.28	54.96				
Colusa	32.64	65.28	65.28	54.96				
Contra Costa	1,468.80	1,501.44	1,468.80	1,099.20				
Del Norte	97.92	97.92	65.28	82.44				
El Dorado	261.12	293.76	293.76	247.32				
Fresno	1,566.72	1,599.36	1,599.36	1,319.04				
Glenn	97.92	97.92	97.92	82.44				
Humboldt	261.12	261.12	261.12	219.84				
Imperial	359.04	326.40	391.68	329.76				
Inyo	65.28	65.28	65.28	82.44				
Kern	1,370.88	1,403.52	1,338.24	1,154.16				
Kings	293.76	293.76	261.12	247.32				
Lake	130.56	163.20	163.20	137.40				
Lassen	65.28	97.92	97.92	82.44				
Los Angeles	18,441.60	18,702.72	17,821.44	14,894.16				
Madera	326.40	293.76	293.76	274.80				
Marin	424.32	456.96	489.60	412.20				
Mariposa	65.28	65.28	65.28	54.96				
Mendocino	293.76	228.48	293.76	247.32				
Merced	359.04	391.68	359.04	302.28				
Modoc	65.28	65.28	65.28	54.96				
Mono	65.28	97.92	97.92	54.96				
Monterey	652.80	718.08	685.44	549.60				
Napa	261.12	228.48	228.48	219.84				
Nevada	228.48	228.48	228.48	192.36				
Orange	4,602.24	4,732.80	4,373.76	3,654.84				

1) Combined Information for All Divisions (Oct112013)

Placer	489.60	489.60	489.60	384.72				
Plumas	65.28	65.28	65.28	54.96				
Riverside	2,350.08	2,382.72	2,448.00	1,923.60				
Sacramento	2,284.80	2,350.08	2,252.16	1,896.12				
San Benito	65.28	65.28	65.28	54.96				
San Bernardino	2,741.76	2,774.40	2,741.76	2,280.84				
San Diego	4,961.28	5,026.56	4,896.00	4,122.00				
San Francisco	1,991.04	1,958.40	1,632.00	1,374.00				
San Joaquin	1,011.84	1,077.12	1,044.48	879.36				
San Luis Obispo	489.60	489.60	456.96	412.20				
San Mateo	1,044.48	1,044.48	1,011.84	769.44				
Santa Barbara	718.08	783.36	750.72	604.56				
Santa Clara	2,709.12	2,774.40	2,807.04	2,308.32				
Santa Cruz	391.68	424.32	424.32	357.24				
Shasta	391.68	391.68	359.04	302.28				
Sierra	65.28	65.28	65.28	54.96				
Siskiyou	163.20	163.20	163.20	137.40				
Solano	750.72	718.08	718.08	604.56				
Sonoma	718.08	783.36	783.36	632.04				
Stanislaus	750.72	750.72	750.72	659.52				
Sutter	195.84	195.84	195.84	164.88				
Tehama	130.56	130.56	130.56	109.92				
Trinity	65.28	65.28	65.28	27.48				
Tulare	718.08	750.72	750.72	577.08				
Tuolumne	163.20	130.56	163.20	109.92				
Ventura	1,044.48	1,044.48	1,044.48	906.84				
Yolo	391.68	424.32	424.32	357.24				
Yuba	163.20	163.20	163.20	137.40				
Supreme Court	228.48	195.84	228.48	192.36				
1DCA	652.80	652.80	620.16	522.12				
2DCA	1,044.48	1,044.48	1,011.84	796.92				
3DCA	293.76	326.40	326.40	274.80				
4DCA	783.36	783.36	816.00	687.00				

1) Combined Information for All Divisions (Oct112013)

5DCA	293.76	326.40	293.76	274.80				
6DCA	228.48	195.84	195.84	192.36				
Subtotal	65,769.60	66,912.00	64,692.48	53,888.28	-	-	-	-
Other/Non-court ²⁾				-				-
Total	65,769.60	66,912.00	64,692.48	53,888.28	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
58	EAP for Bench Officers	34,000	-	-	-	-	-	34,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
58	EAP for Bench Officers	47,448	48,471	49,707	51,274	53,400	250,300

Project/Program Title: Trial Court Investigation Services**1. Direct actual or estimated monetary benefit to each trial court**

When a complaint or employee relations matter is brought to the attention of trial court leadership there is often a need to investigate the matter to determine facts related to the situation. Most courts contract the services of a third party investigator, who are typically attorneys trained in investigative and fact finding processes. Investigatory agencies such as these perform services with an hourly billing rate that averages between \$250 and \$300 each hour, in addition to mileage and other expenses incurred as a result of an investigation.

The average amount of time spent on an investigation is about 50 hours, which includes planning, interviews, drafting a report, conferring with the court and finalizing the report. This would bring the average cost per investigation between \$10,000 and \$12,000 plus expenses.

Centralizing investigation services within the AOC has allowed for oversight of investigators by both AOC Human Resources and Legal Services to ensure that all aspects of the investigation and court exposure/liabilities are considered and minimized, in addition to controlling costs by utilizing a master contract with negotiated reduced rates.

Over the past two years there has been at least one court with multiple situations where a third party investigator was necessary. For example, the costs for investigations in one trial court reached about \$23,000. By the court utilizing an investigator from the master contract, the cost of the investigations for that court were 25% less than those of an outside investigator.

2. Other indicator of benefit to each trial court

By centralizing trial court investigations, this process ensures that both the HRSO and LSO work together with the investigators to provide a complete and thorough review for the court, ensures consistency in the recommendation and application of solutions as situations arise, and minimizes reduced exposure and liability.

3. Is the project/program mandatory?

No, the program is not mandatory.

4. Effectiveness of project/program

Over the past two years as requests for investigative assistance have increased, the utilization of the program has increased by 300%. While many of the requests have been handled utilizing internal resources, several issues/matters have involved individuals at a supervisory level or above, which is best served by a third party neutral investigator. Trial courts have also expressed their appreciation of the timeliness and quality of the investigatory services they have received.

5. Total FY 2013-2014 funding for the project/program

\$100,000 from the Improvement and Modernization Fund.

6. 5-year projection of funding needs or costs

HRSO projects up to 9 investigative matters per year, at an average of 50 hours per matter. Contract rates for FY13-14 are currently set at \$200 per hour, with a projected 5 percent increase every year.

7. What costs can and/or should be shifted from IMF to TCTF?

The current funding mechanism allows any court to request assistance for an investigation. If costs are shifted from this fund, it would force many of the smaller courts to consider utilizing internal resources or waiting until a labor and employee relations officer may be available to handle the matter. Quite often these matters are time sensitive and must be handled as soon as possible.

If the costs were shifted to the general fund, and the HRSO were granted an identified allocation for the continuation of this third party investigator program, it would allow these investigations to continue to meet the needs of the trial courts by providing them with cost-effective investigatory services.

8. Impact of eliminating TCTF and IMF funding for the project/program

Elimination of the funding would result in all courts needing to find funding for investigation costs or possibly waiting for a labor and employee relations officer (LERO) from the HRSO to be available to investigate the complaint. Typically LERO schedules are finalized two weeks to a month in advance, which could delay time-sensitive investigations should a third party investigator not be available. This delay could create the possibility of increased exposure or liability.

Additionally, cessation of this funding could result in courts deciding to investigate utilizing internal resources, which is often not perceived as neutral and may be handled by an individual with limited experience or training in conducting thorough and impartial investigations. Such a situation could also create increased exposure or liability to the courts.

1) Combined Information for All Divisions (Oct112013)

9. Other

N/A

Project/Program Title: Human Resources - Court Investigation

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Payment on behalf of the court - \$ Amount				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador		20,277.74	1,102.00					
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado		5,891.44						
Fresno								
Glenn			10,624.70					
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera			23,002.89					
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono			10,401.64					
Monterey								
Napa								
Nevada								
Orange								
Placer								
Plumas								
Riverside			3,545.88					
Sacramento								
San Benito								
San Bernardino								
San Diego								
San Francisco			2,712.50					
San Joaquin								
San Luis Obispo								
San Mateo		7,859.50						
Santa Barbara								
Santa Clara								

1) Combined Information for All Divisions (Oct112013)

		3,356.00	10,969.22					
Santa Cruz			16,344.55					
Shasta								
Sierra								
Siskiyou								
Solano								
Sonoma								
Stanislaus								
Sutter								
Tehama								
Trinity								
Tulare								
Tuolumne								
Ventura			18,501.14					
Yolo								
Yuba								
Subtotal	-	37,384.68	97,204.52	-	-	-	-	-
Other/Non-court ²⁾				100,000.00				-
Total	-	37,384.68	97,204.52	100,000.00	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
61	Human Resources - Court Investigation	100,000						100,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
61	Human Resources - Court Investigation	94,500	99,225	104,186	109,396	114,865	522,172

Note:

HRSO projects up to 9 investigative matters per year, at an average of 50 hours per matter. Contract rates for FY13-14 are currently set at \$200 per hour, with a projected 5 percent increase every year.

Project/Program Title: Trial Court Labor Relations Academies and Forums**1. Direct actual or estimated monetary benefit to each trial court**

See Template B: HRSO is able to provide a total monetary benefit by year, which includes cost of conference rooms, lodging, and meals for trial court conference participants. Both the forums and the academies are open to all courts, however some courts may not be able to participate due to timing and location. The Labor Academy and Labor Forum provide information, guidance and strategies on working with represented labor groups in the courts. As a point of comparison,

1) Combined Information for All Divisions (Oct112013)

similar trainings are presented through professional groups at a much higher cost, the two most common are the California Public Employers Labor Relations Association (CalPELRA) and the National Public Employers Labor Relations Association (NPELRA). The following chart details the number of participants in both the Labor Relations Academy and Forum programs over the past two years, and identifies the savings gained by the branch in utilizing these venues.

For example, in 2012, if the branch were to attend CalPELRA or NPELRA, it would incur a cost of approximately \$1,076 to \$1,432 per attendee. However, by offering the Academies, the branch only incurs a cost \$311 per attendee.

2012 (83 Participants)**Conference and Lodging Costs:**

CalPELRA -	\$1,432 (\$118,856 total)
NPELRA -	\$1,076 (\$89,308 total)
IMF – Academies-	\$311 (\$25,813 total)

2013 (111 Participants)**Conference and Lodging Costs:**

CalPELRA -	\$1,492 (\$165,612 total)
NPELRA -	\$1,076 (\$119,436 total)
IMF – Academies	\$311 (\$34,521 total)

2012 (66 Participants)**Forum/One Day Training Costs:**

CalPELRA -	\$350 (\$23,100 total)
NPELRA -	\$350 (\$23,100 total)
IMF – Forum-	\$55 (\$3,630 total)

2013 (87 Participants)**Forum/One Day Training Costs:**

CalPELRA -	\$399 (\$34,713 total)
NPELRA -	\$399 (\$34,713 total)
IMF – LERU	\$55 (\$4,785 total)

Total cost for Trial Court Participants:

CalPELRA -	\$141,956
NPELRA -	\$112,408
IMF -	\$29,443

**Resulting in a total savings - \$81,118 - \$110,665
\$161,019**

CalPELRA -	\$200,325
NPELRA -	\$154,149
IMF -	\$39,306

Resulting in a total savings - \$114,843 -

2. Other indicator of benefit to each trial court

In addition to the considerable benefits, both the Labor Relations Academy and Labor Relations Forum are prepared and presented with information specific to labor issues that are unique to the trial court environment and consistent with the Trial Court Employment Act. Additional monetary benefits for the Academies and Forums including meals—which are paid for by the IMF and included in the chart above—would be absorbed by the individual trial courts should these programs cease.

3. Is the project/program mandatory?

No, the program is not mandatory.

4. Effectiveness of project/program

Over the past three years, the number of trial court participants in both of these programs has continued to increase. With limited funding available for training and conferences, the Labor Academy and Labor Forum have provided a low cost mechanism for trial courts to stay current on best practices in the area of labor relations. In addition to the support of the Legal Services Office, the Fiscal Services Office and the Office of Governmental Affairs have presented current and critical information to the court leadership and human resources officers of the trial courts. Each year between 51% and 71% of the trial courts participate in these events, with an especially high participation rate from Cluster One courts that would not have the financial resources to gain this necessary labor information. Evaluations of these programs have indicated that they are well received by participants—as well as effective—averaging a 4.5 out of 5 score (5 being excellent) for fiscal year 2013.

In 2013, the trial courts in the southern California region requested a special “Labor Academy I” course to meet the needs of their newer Human Resources staff or for employees new to labor negotiations. The course served 32 people and was very well received by those participating.

5. Total FY 2013-2014 funding for the project/program

Total funding for this program is \$30,000 from the Improvement and Modernization Funds.

6. 5-year projection of funding needs or costs

5-year projection assumes an average annual attendance of 81 Forum participants and 97 Academy Participants, not accounting for increases in lodging/conference room costs.

7. What costs can and/or should be shifted from IMF to TCTF?

The current funding mechanism allows any court to participate in the Labor Forums/Academies, with travel expenses being the only cost assumed by the individual court. If costs are shifted from this fund, it would exclude many of the smaller courts from participating in the larger conferences, limiting their ability to gather necessary and current information needed to understand the current trends of organized labor. In addition, funding and legislation changes are discussed in depth during these programs, and for smaller courts this is the only area to share their concerns and learn how other courts are addressing the issues.

If the costs were shifted to the general fund, and the HRSO were granted an identified allocation for the continuation of this program, it would allow these programs to continue to meet the needs of the trial courts, which would all benefit from the sharing of information.

8. Impact of eliminating TCTF and IMF funding for the project/program

Elimination of the funding would result in the cessation of the labor academies and labor forum. Currently, 35 to 42 trial courts throughout the state participate in one or both of these informational

1) Combined Information for All Divisions (Oct112013)

programs. Elimination of these programs would remove the centralized networking system where court leadership and human resources leadership from the trial courts learn and discuss strategies for working with organized labor. Without these opportunities, many of the courts would need to resort to posting questions on network sites or spend additional time researching information and seeking guidance, taking away from the productivity of the trial court. The elimination of these programs would also remove the benefit of having common issues, questions and strategies discussed and deliberated with subject matter experts in a confidential forum.

9. Other

With the recent fiscal crisis there have been numerous questions regarding methods for creating cost savings—ways to creatively create agreements that meet the needs of the courts and employees and ways to maintain positive labor relations. These meeting opportunities have provided court leadership with strategies and considerations that have assisted them with meeting their challenging financial situations. The network for labor relations has increased due to this fiscal crisis and continuing these relationships is critical over the next five years as courts reorganize, restructure and rebuild based on the new funding models. Maintaining positive labor relations, strong networking and communications will be critical to achieving success in this process.

Project/Program Title: Trial Court Labor Relations Academies and Forums

Monetary Benefit	Section 1				Section 2 1)			
	Benefit to court, but specific amount can't be identified - Yes/No				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								

1) Combined Information for All Divisions (Oct112013)

Mono									
Monterey									
Napa									
Nevada									
Orange									
Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾	30,004	23,004	23,004	30,000					-
Total	30,004	23,004	23,004	30,000	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
62	Trial Court Labor Relations Academies and Forums	30,000						30,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
62	Trial Court Labor Relations Academies and Forums	34,622	34,622	34,622	34,622	34,622	173,110

Note:

Based on average annual attendance of 81 Forum participants and 97 Academy Participants, not accounting for increases in lodging/conference room costs

III. Information Technology Services Office

Project/Program Title: Telecommunications Support

1. Direct actual or estimated monetary benefit to each trial court

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

This program develops and supports a standardized level of network infrastructure for the California superior courts, enabling the trial courts to offer the public reliable and continuous court access. This infrastructure provides a foundation for all local and enterprise system applications such as e-mail, Internet, phone systems, finance and case management systems which eases deployment, provides operational efficiencies, and secures valuable court information resources.

The Network Technology Refresh program has been offered each year to courts that participated in the initial telecommunications LAN WAN Initiative. The core objective of the program is to maintain the investment made in the original telecommunications project by updating local network equipment that is no longer supported due to aging technology. The project forecasts the refresh cycle by working with our service integrators and hardware vendors to create an annual technology roadmap identifying the technology requiring replacement while reviewing both existing and new technologies available to the branch.

3. Is the project/program mandatory?

While the program is not mandatory, it is critical to court operations in order to prevent long-term court outages and minimize any short-term courthouse interruption due to technology.

4. Effectiveness of project/program

- Fifty-six courts have benefited from this program since its inception in 2003.
- 54 courts participate in the refresh program.
- 42 court deployed Wi-Fi infrastructure.
- 23 courts implemented a secondary communications site.
- 7 courts implemented Quality of Service for phone and video optimization.
- 45 courts have sent IT staff to 576 network training classes.

5. Total FY 2013-2014 funding for the project/program

\$8,740,000*

6. 5-year projection of funding needs or costs

FY 14/15 - \$9,705,000*

FY 15/16 - \$12,705,000*

1) Combined Information for All Divisions (Oct112013)

FY 16/17 - \$12,880,000*

FY 17/18 - \$12,880,000*

FY 18/19 – End of life dates past 2018 are not available from vendors

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

The AOC maintains a minimum five-year outlook on product end-of-life cycles that coincides with most vendor support matrices, which also provide a minimum of five-year roadmaps, including product end-of-life projections. Without the technology refresh program, each court must develop and maintain its own roadmap, and manage its own design, procurement, and implementation process. Courts looking to deploy new technology systems, such as VOIP (Voice-Over-IP,) videoconferencing and streaming, building automation, video surveillance, etc., may be limited due to lack of functionality and compatibility of older products that have reached their end-of-life.

Further, products that are end-of-life are not eligible for vendor support or maintenance contracts. Therefore, the court would have to research, procure and deploy new replacement devices in the event of a failure. Court operations may be impacted adversely for the duration of the procurement process, depending on the type and function of that device. A typical closet switch will take three days to ship assuming the device is in stock and of similar configuration. A core switch or security device will take much longer. Installation and technical support are not included with most network equipment vendors, or may cost much more in professional services. From the initial outage until restoration, it may take at least five business days for a court to regain full operational status.

The courts' access to technology training will also be constrained. A portion of Cisco training credits provided through the LAN/ WAN program are provided based on the total value of trade-in equipment and the equipment purchased as part of a technology refresh. Smaller courts would see a substantial reduction in this benefit if they were required to procure their own equipment, due to the smaller volume of their equipment orders and trade-ins.

Additionally, courts would not have access to the ad hoc network consulting service available through this program. Courts utilize these services for troubleshooting, as well as for technical assistance with projects that are not part of a technology refresh, such as VoIP and video surveillance. Courts would be required to engage their own consulting resources for these efforts.

9. Other

* Note: As of October 2013, the Judicial Council has approved base funding for this project totaling \$8,740,000. The total requested funds for this program for FY 2013-2014 total \$15,608,480. The JC has requested additional information and will discuss further at the November

1) Combined Information for All Divisions (Oct112013)

2013 meeting. If requested funds are not approved, out years will be need to be adjusted accordingly.

Project/Program Title: Telecom

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Payment on behalf of the court - \$ Amount				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	684,620							
Alpine								
Amador	31,978							
Butte	34,856		140,037					
Calaveras	13,461							
Colusa	27,022							
Contra Costa	243,744							
Del Norte	22,554							
El Dorado	55,581		56,761					
Fresno	84,016		511,373					
Glenn	33,650		10,587					
Humboldt	40,231		96,769					
Imperial	54,701							
Inyo	55,054		46,318					
Kern	120,368							
Kings	7,123		87,503					
Lake	24,806		44,038					
Lassen	41,758							
Los Angeles								
Madera	29,632							
Marin	58,880							
Mariposa	208,153							
Mendocino	20,045		84,029					
Merced	40,287		53,947					
Modoc	14,810							
Mono								
Monterey	42,655							
Napa	22,220		232,020					
Nevada								

1) Combined Information for All Divisions (Oct112013)

	27,325		197,181					
Orange	51,316							
Placer	53,581							
Plumas	22,893		51,974					
Riverside	585,590							
Sacramento	3,990							
San Benito	22,590							
San Bernardino	350,561							
San Diego								
San Francisco	316,178							
San Joaquin	196,117							
San Luis Obispo	30,263		226,941					
San Mateo	85,233		82,073					
Santa Barbara	109,409		157,210					
Santa Clara	28,482							
Santa Cruz	33,498		317,988					
Shasta	68,144		103,383					
Sierra	24,806							
Siskiyou	20,865		52,656					
Solano			125,126					
Sonoma	84,324		104,591					
Stanislaus	27,721							
Sutter								
Tehama	109,918							
Trinity	19,082		40,961					
Tulare	219,440							
Tuolumne	6,480							
Ventura	68,208							
Yolo	16,413							
Yuba	97,810		14,068					
Subtotal	4,692,442	-	2,837,534	-	-	-	-	-
Other/Non-court ²⁾				-				-
Total	4,692,442	-	2,837,534	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

1) Combined Information for All Divisions (Oct112013)

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Comments:

The Network Technology Refresh program has been offered each year to courts that participated in the initial telecommunications LAN WAN Initiative. The core objective of the program is to maintain the investment made in the original telecommunications project by updating local network equipment that is no longer supported due to aging technology. The project forecasts the refresh cycle by working with our service integrators and hardware vendors to create an annual technology roadmap identifying the technology requiring replacement while reviewing both existing and new technologies available to the branch.

The goal of the current refresh cycle is to replace 633 network switches by 2015 and 223 routers by 2016 at 52 courts. The program is replacing 144 switches at 23 courts this fiscal year 2012 – 2013. In order to complete the refresh of all identified devices by July 2016, 16 courts require the replacement of 548 network switches next fiscal year 2013 – 2014. The refresh of the routers will be targeted the following fiscal year pending future funds.

As of October 2013, the Judicial Council has approved base funding for this program totaling \$8,740,000. The total requested funds for this program for FY 2013-2014 total \$15,608,480. The JC has requested additional information and will discuss further at the November 2013 meeting. If requested funds are not approved, out years will be need to be adjusted accordingly.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
64	Telecommunications Support	8,740,000						8,740,000

Note:

As of October 2013, the Judicial Council has approved base funding for this program totaling \$8,740,000. The total requested funds for this program for FY 2013-2014 total \$15,608,480. The JC has requested additional information and will discuss further at the November 2013 meeting. If requested funds are not approved, out years will be need to be adjusted accordingly.

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
64	Telecommunications Support	9,705,000	12,705,000	12,880,000	12,880,000	12,880,000	61,050,000

Note:

The out year projections are based on the fully requested funds for FY 2013-2014 (\$15,608,480) being funded. If this does not occur, out years will need to be adjusted accordingly.

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: Enterprise Policy/Planning (Statewide Planning and Development)**1. Direct actual or estimated monetary benefit to each trial court**

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

The Oracle Branchwide License Agreement (BWLA) provides the entire judicial branch with unlimited use of software licenses for Oracle Database, WebLogic Suite, Advanced Security, and

1) Combined Information for All Divisions (Oct112013)

Identity Access products, including ongoing maintenance and support. This frees local courts from having to burden resources with complex software asset management, costly annual maintenance renewals, and price negotiations for this industry standard toolset for multi-tier applications. With this license, local courts may access and install these Oracle products at no charge, in any environment, when needed, without the expense of license administration.

Ongoing maintenance and support is covered for the Oracle database and application server products, providing the following benefits at no cost to the courts:

- Technical Support
- Technical Account Manager and Architectural Support
- Product Support
- Software Upgrades
- Software Patches and Fixes

Leveraging the buying power of the entire branch, the AOC was able to negotiate a large discount of approximately 80% on the annual maintenance and support costs, which translates to a savings of over \$20 million annually.

3. Is the project/program mandatory?

Use of the Oracle BWLA is not mandatory.

4. Effectiveness of project/program

The agreement with Oracle has enabled the branch to develop high-performance and robust databases for individual courts and for the judicial branch as a whole. With these products available through the agreement, the branch has access to tools for the construction of the critical business logic layer in multi-tiered Web applications.

The Oracle tools are important for just about all current and future applications for the branch, and the Oracle enterprise agreement has reduced the number of vendors whose products are in an application stack. With Oracle tools, local courts can develop and deploy applications using the Oracle suite, and the branch can deploy applications to local courts through the California Courts Technology Center (CCTC), e.g., CCPOR, without the need to negotiate for additional licenses. This agreement reduces costs for the courts, enhances access to world-class tools, and supports a unified branch approach to a common IT infrastructure.

5. Total FY 2013-2014 funding for the project/program

\$5,122,800

6. 5-year projection of funding needs or costs

FY 14/15 - \$5,268,466

1) Combined Information for All Divisions (Oct112013)

FY 15/16 - \$5,419,700

FY 16/17 - \$5,573,070

FY 17/18 - \$5,731,032

FY 18/19 – \$5,731,032*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

The Oracle BWLA is branchwide in scale and seeks to leverage efficiencies and promote standards and reuse. Without the BWLA, maintenance costs for applications using the covered Oracle components would increase dramatically, up to 80%. This would apply to both local court applications and those applications hosted at the CCTC. In addition, court staff would have the additional overhead of price negotiations and software asset management to contend with. Replacing Oracle components would also be a very complex and costly undertaking, as application code would need to be modified and tested extensively.

In addition, if funding is eliminated, the key local court and AOC applications using Oracle's database and WebLogic application server would no longer be able to receive support. The impact could result in inoperable systems at the courts and the CCTC. The judicial branch would have to accept a very high risk that the Oracle products and systems using them may fail and would not function properly. This might impact the courts ability to conduct business.

9. Other

N/A

Project/Program Title: EPP

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								

1) Combined Information for All Divisions (Oct112013)

Inyo									
Kern									
Kings									
Lake									
Lassen									
Los Angeles									
Madera									
Marin									
Mariposa									
Mendocino									
Merced									
Modoc									
Mono									
Monterey									
Napa									
Nevada									
Orange									
Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾									-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

1) Combined Information for All Divisions (Oct112013)

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
65	Enterprise Policy/Planning	5,122,800						5,122,800

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
65	Enterprise Policy/Planning	5,268,466	5,419,700	5,573,070	5,731,032	5,731,032	27,723,300

Project/Program Title: Interim Case Management Systems (ICMS)**1. Direct actual or estimated monetary benefit to each trial court**

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

The ICMS unit provides program support to trial courts with case management systems hosted at the California Courts Technology Center (CCTC). Currently, there are ten courts with the Sustain Justice Edition (SJE) CMS hosted at the CCTC. The support for the CCTC-hosted courts include project management and technical expertise for maintenance and operations activities, such as implementation of legislative updates, application upgrades, production support, disaster recovery services, CCTC infrastructure upgrades, and patch management. The six locally hosted SJE courts use ICMS program resources as needed for legislative updates and SJE support.

The ICMS unit also provides analytical support to the Judicial Council Technology Committee by performing tasks such as the review of the business case submitted by the Fresno Superior Court to fund a new case management system. The unit also participates in monthly status calls to monitor Judicial Council funded projects such as the CMS deployments at the Kings County and Fresno County Superior Courts.

3. Is the project/program mandatory?

No.

4. Effectiveness of project/program

The ICMS unit provides centralized project management and technical expertise for the SJE courts. All legislative updates are analyzed and deployed in a timely manner, along with system updates required by state justice partners (e.g. DMV, Franchise Tax Board and DOJ). Technical direction is also provided to CCTC support staff for installation of interfaces, ongoing system maintenance, infrastructure upgrades, and production support.

1) Combined Information for All Divisions (Oct112013)

The shared architecture at the CCTC streamlines system maintenance and provides disaster recovery services in a secure datacenter. In addition, the redundancy in the CCTC architecture has provided a stable CMS environment with minimal system outages.

Sustain Justice Edition (SJE) is deployed in 16 courts across 40 court locations. The SJE courts include the Superior Courts of Humboldt, Imperial, Lake, Madera, Merced, Modoc, Monterey, Plumas/Sierra, San Benito, Trinity, Napa, Placer, Santa Barbara, Tulare, and Tuolumne counties. Ten courts are hosted in the California Courts Technology Center while six are hosted locally.

5. Total FY 2013-2014 funding for the project/program

\$1,650,600

6. 5-year projection of funding needs or costs

FY 14/15 - \$2,896,497

FY 15/16 - \$2,710,324

FY 16/17 - \$2,832,215

FY 17/18 - \$2,584,355

FY 18/19 – \$2,584,355*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

Elimination of TCTF and IMF funding for the ICMS Program would impact the following:

- Elimination of the technical resources that provide SJE application expertise for performing system maintenance tasks such as patch management, operating systems upgrades, infrastructure upgrades, application upgrades, disaster recovery services, deploying legislative updates and providing production support.
- Project management and project integration would be eliminated which would prevent projects from being deployed.
- Some SJE courts may not have sufficient funds to pay for the full share of CCTC hosting costs. As such, these courts would be required to seek other means for funding such as supplemental funding requests.
- Elimination of resources providing contract review upon requests from the courts.
- Elimination of resources would severely limit the ability to support requests of the Judicial Council Technology Committee: such as requests to analyze and support replacements of failing case management systems.

1) Combined Information for All Divisions (Oct112013)

9. Other

N/A

Project/Program Title: ICMS

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								
Monterey								
Napa								
Nevada								
Orange								
Placer								
Plumas								
Riverside								
Sacramento								
San Benito								
San Bernardino								
San Diego								
San Francisco								
San Joaquin								
San Luis Obispo								
San Mateo								
Santa Barbara								
Santa Clara								
Santa Cruz								
Shasta								
Sierra								
Siskiyou								
Solano								

1) Combined Information for All Divisions (Oct112013)

Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
66	Interim Case Management Systems	1,650,600						1,650,600

Note:

Three staff are funded from under the General Fund in the amount of \$403,455.

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
66	Interim Case Management Systems	2,896,497	2,710,324	2,832,215	2,584,355	2,584,355	13,607,746

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: Data Integration (DI)**1. Direct actual or estimated monetary benefit to each trial court**

This program does not provide funding directly to the trial courts.

2. Other indicator of benefit to each trial court

The Integrated Services Backbone (ISB) infrastructure provides a central communications hub that reduces the complexity and cost of maintaining numerous point-to-point interfaces between centrally hosted systems, court systems, and their justice and integration partners.

1) Combined Information for All Divisions (Oct112013)

The number of courts benefitting from data integration steady state support of the following products and production ISB interfaces are identified below:

- DOJ California Restraining and Protective Order System interface in support of 32 courts using California Courts Protective Order Registry (CCPOR).
- Warrants/Failure to Appear (FTA), Justice Partner web portal, and credit card payment interfaces for three courts.
- Phoenix Financials and Human Resources interfaces with third party integration partners.
- Support for different partners and systems are funded by DI, not by individual programs, in a leveraged model. Personnel and system resources are shared among various programs; costs are not easily attributable to specific programs.
- Web portal for submitting Judicial Branch Statistical Information System (JBSIS) information, supporting 37 courts.
- Document Management System (DMS), index, and file service interfaces for three V3 case management system courts (Sacramento, San Joaquin and Ventura).
- Sacramento also uses the Employment Development Department (EDD) interface.
- DMVQUERY and DMVGATEWAY products, which facilitate ad hoc Department of Motor Vehicle access, support three California Courts Technology Center (CCTC) hosted courts that use the Sustain and support the V2 case management systems.
- CCPOR Family Court Case Tracking System (FACCTS) integration which is recently rolled out. FACCTS is a system currently being used by 7 counties: Solano, San Mateo, Sonoma, Orange, Marin, Tulare, and Tuolumne.
- AOC Enterprise Managed File Transfer Services: This service provides a secure means for the exchange of data between justice partners. This program is used extensively by partners, including: courts (such as the 5DCA and Merced), and the Department of Justice, as well as internal applications such as CCPOR, ACCMS and SAP. Specific examples include, but are not limited to:
 - Bank of America
 - HR Fidelity Contribution
 - SBD/ING: Retirement Enrollments
 - SBD/HealthNet: Medical Demographics
 - SBD/Delta Dental: PPO Demographics
 - Orange County Payroll Interface
 - Santa Clara County Grand Jury Interface
 - Orange County RITS Interface
 - Santa Clara County Payroll Interface
 - Orange County Jury Interface
 - Merced Court/Merced County: Warrants

Programs in development stage:

1) Combined Information for All Divisions (Oct112013)

- State Bar exchange: This exchange is developed and tested with the California State Bar. This exchange helps courts validate the attorney's license in the courtroom.
- First District Court of Appeal eFiling project: This project is currently being developed and tested as a pilot with 1st District. This will introduce electronic filings from eFiling service providers into the Appellate Court Case Management System (ACCMS) and eliminate the need to file a physical copy of the exhibits to the appellate court.
- DMV Alternatives: This program is being developed by the AOC which will facilitate the courts regarding data validations needs with the DMV. Currently, courts are using old and manual techniques to query DMV databases for priors and abstract reporting needs. This program will provide multiple new ways to interact with the DMV while keeping the legacy applications and processes in place. This program will eliminate the risk resulting from the access methods currently used by the courts to exchange data with the CA DMV. These access methods are provided by a single-person vendor, and based on a technology platform which will be end of life and out of support in 2015. Cost savings from this program include elimination of licensing fees to the single person vendor, as well as reducing the maintenance costs from supporting multiple (three) different access methods.

3. Is the project/program mandatory?

The Data Integration program is not mandatory, but it supports and enables mandated and critical programs, such as JBSIS, ACCMS, and the CCMS V3.

4. Effectiveness of project/program

The Data Integration program provides centrally managed integration with a wide variety of third party business partners. Trial Courts integrate with other justice partners (DOJ, DMV, LEAs) and service providers through applications such as CCPOR and Phoenix (Bank of America, Fidelity, CalPers, retirement programs and health administrators). Other examples:

- Data Integration programs provide CMS (V2 and Sustain) with centralized connectivity to the DMV mainframe.
- CMS V3 Credit Card transactions: 35,000 transactions per year.
- JBSIS uses the data integration portal in 37 of the 58 courts.
- Failure to Pay transactions, General Collection Services and FTA/Warrants to the Sherriff's office are processed through the ISB on the order of 30,000 times per year.

5. Total FY 2013-2014 funding for the project/program

\$3,906,900

6. 5-year projection of funding needs or costs

FY 14/15 - \$6,986,527

FY 15/16 - \$5,513,053

FY 16/17 - \$4,854,780

1) Combined Information for All Divisions (Oct112013)

FY 17/18 - \$3,681,581

FY 18/19 – \$3,681,581*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

If funding for Data Integration is eliminated from the TCTF and IMF, the Data Integration program will cease. Critical programs will require alternatives for third party integration.

9. Other

N/A

Project/Program Title: DI

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								
Monterey								
Napa								
Nevada								
Orange								
Placer								
Plumas								

1) Combined Information for All Divisions (Oct112013)

Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
67	Data Integration	3,906,900						3,906,900

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
67	Data Integration	6,986,527	5,513,053	4,854,780	3,681,581	3,681,581	24,717,522

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: California Courts Technology Center (CCTC)**1. Direct actual or estimated monetary benefit to each trial court**

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

The CCTC provides consistent, cost effective, and secure hosting services, including ongoing maintenance and operational support; data network management, desktop computing and local server support; tape back-up and recovery; help desk services; email services; and a dedicated service delivery manager. Today, the CCTC hosts service for all 58 California Superior Courts.

3. Is the project/program mandatory?

The California Courts Technology Center (CCTC) is an important cornerstone of enterprise technology for the California judicial branch. The CCTC supports the Judicial Council goal of branch wide standardization of hardware and software platforms, databases, business applications and support, and is consistent with the council's strategic plan. The centralized technology center model is also consistent with the business model that the branch has put in place as trial courts become part of the state judiciary.

4. Effectiveness of project/program

Benefits to the courts through the CCTC include enterprise-wide hardware and software license agreements, including bulk volume discounts in purchasing. Centralized changes (e.g. hardware and software patches) are easier and more efficient to install. Centralized help desk support provides the courts a single point of contact and minimizes the impact of major incidents.

The CCTC hosts some level of services for most of the 58 California superior courts, all the Courts of Appeal and the Supreme Court, with over 10,000 supported users.

5. Total FY 2013-2014 funding for the project/program

\$9,465,100

6. 5-year projection of funding needs or costs

FY 14/15 - \$9,848,730

FY 15/16 - \$9,905,461

FY 16/17 - \$9,964,177

FY 17/18 - \$9,336,262

FY 18/19 – \$9,336,262*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

The program would be unable to pay the invoices from the vendor as contractually obligated.

AOC would be required to evaluate, prioritize, and decommission services in order to reduce costs accordingly.

9. Other

N/A

Project/Program Title: CCTC

Monetary Benefit	Section 1				Section 2			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								
Monterey								
Napa								
Nevada								
Orange								
Placer								
Plumas								
Riverside								
Sacramento								
San Benito								
San Bernardino								
San Diego								
San Francisco								
San Joaquin								
San Luis Obispo								

1) Combined Information for All Divisions (Oct112013)

San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
68	California Courts Technology Center (CCTC)	9,465,100			-	-	-	9,465,100

Note:

One staff is funded from under the General Fund in the amount of \$159,771.

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
68	California Courts Technology Center (CCTC)	9,848,730	9,905,461	9,964,177	9,336,262	9,336,262	48,390,892

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: Jury Management System**1. Direct actual or estimated monetary benefit to each trial court**

This program allows trial courts to apply for jury grant funding to improve their jury management systems. The number of courts receiving grants varies according to the number and size of grant requests received from the trial courts and the amount of funding available.

1) Combined Information for All Divisions (Oct112013)

2. Other indicator of benefit to each trial court

There are no other benefits.

3. Is the project/program mandatory?

No

4. Effectiveness of project/program

This program provides courts the ability to introduce new, more efficient solutions for managing their jury programs. The \$600,000 allocated to the Jury Program in FY 2012-2013 provided some level of funding to 20 of 26 courts who submitted jury grant requests. The funded projects assisted courts with keeping existing functionality intact by replacing aging hardware or upgrading jury management systems, implementation of IVR/IWR modules, as well as implementing newer technology such as jury self check-in and short message services (SMS – texting) modules. The implementation of modules such as IVR/IWR and text messaging has also helped improve the overall juror experience when receiving a juror summons. In the past, trial courts have reported that implementing an IVR juror system has allowed them to free staff from dealing with routine, repetitive tasks that occur when a new juror pool is summoned. The trial courts have estimated that the IVR system picks up 50% to 75% of routine calls.

The Branch has benefited by receiving more accurate statistical information on jury service. Courts have reported high levels of satisfaction with their completed projects.

5. Total FY 2013-2014 funding for the project/program

\$600,000

6. 5-year projection of funding needs or costs

FY 14/15 - \$600,000

FY 15/16 - \$600,000

FY 16/17 - \$600,000

FY 17/18 - \$600,000

FY 18/19 – \$600,000*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

Trial courts that have failing or aging jury systems may no longer have the ability to fund replacements/upgrades, which increases the risk that their jury system may fail. Additionally, many trial courts may not be able to fund implementation of jury system modules such as IVR/IWR, text messaging, and juror self-check-in, which frees up court staff to perform other activities. Also, by

1) Combined Information for All Divisions (Oct112013)

not implementing technology such as IVR/IWR and text messaging to communicate with potential jurors, the public's juror experience is diminished.

9. Other

N/A

Project/Program Title: Jury

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Distribution to the court - \$ Amount				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte			37,179					
Calaveras			2,960					
Colusa								
Contra Costa								
Del Norte			38,566					
El Dorado			1,904					
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo			37,220					
Kern			17,500					
Kings								
Lake			17,500					
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino			47,926					
Merced			42,098					
Modoc								
Mono			27,206					
Monterey								
Napa								
Nevada								
Orange								
Placer			17,500					
Plumas								
Riverside			5,959					
Sacramento			17,000					

1) Combined Information for All Divisions (Oct112013)

San Benito									
San Bernardino			26,200						
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma			60,000						
Stanislaus			17,500						
Sutter			25,447						
Tehama			52,261						
Trinity									
Tulare			48,074						
Tuolumne									
Ventura			60,000						
Yolo									
Yuba									
Subtotal	-	-	600,000	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	600,000	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Comments:

All courts are eligible to apply for the jury grant funding to improve their jury management systems. The number of courts receiving grants varies according to the number and size of grant requests received from the trial courts. In FY 2012-2013, twenty of twenty six courts who submitted jury grant funding requests received some level of funding for their jury management system projects.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
69	Jury Management System	600,000						600,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
69	Jury Management System	600,000	600,000	600,000	600,000	600,000	3,000,000

1) Combined Information for All Divisions (Oct112013)

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: California Law Enforcement Telecommunications System (CLETS)
Services/Integration

1. Direct actual or estimated monetary benefit to each trial court

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

The California Law Enforcement Telecommunications System Program (CLETS) supports access to the statewide law enforcement network provided by the California Department of Justice (CA DOJ). This access provides trial court judicial officers with criminal justice information from California and various national databases to support complete and timely adjudication. CLETS access is also used by the California Courts Protective Order Registry (CCPOR) as its sole method to provide and update restraining and protective orders to the CA DOJ and the NCIC (FBI) databases.

3. Is the project/program mandatory?

No, the program is not statutorily mandatory nor required by the Judicial Council or a Rule of Court.

4. Effectiveness of project/program

Currently superior courts in eight counties, Fresno, Madera, Merced, Monterey, Plumas, San Francisco, Tulare and Yolo, utilize the AOC-sponsored CLETS Access Program through the services resident within the California Courts Technology Center (CCTC). One additional court, Placer Superior Court, is in the process for approval by the CA DOJ and subsequent CLETS access deployment. The Superior Courts of Mendocino and Nevada counties are in the initial preparation phase leading to approval and deployment via the CCTC. In addition, CLETS access support is currently provided to courts and/or local law enforcement agencies in 32 counties, who utilize the CCPOR application for the timely submission of restraining and protective orders to the CA DOJ and subsequently to NCIC (FBI). Expansion of CCPOR to 5 additional courts and their local partners is currently in process.

Benefits to the courts and the public derived from the CLETS Program include:

- Facilitating access to state and national databases with minimal direct cost to the trial courts. Infrastructure, licensing, training, consulting, deployment, and software support service agreements are provided and managed by the program on behalf of the supported courts.

1) Combined Information for All Divisions (Oct112013)

- Providing direct access to the databases, ensuring more efficient, accurate, and complete research and providing information needed by the bench to make timely and informed decisions, often with a direct impact on public and officer safety.
- Providing indirect access via the CCPOR for the timely submittal of restraining and protective orders to enhance public and officer safety.
- Providing the necessary staffing, methodology, and relationship management with the CA DOJ to facilitate the on-boarding process. Services provided by the program reduce the need for the courts to add and dedicate staff as CLETS subject matter experts.
- Hardware maintenance is funded for refresh of aging and out of support hardware in order to better ensure service availability and continuity.

5. Total FY 2013-2014 funding for the project/program

\$515,200

6. 5-year projection of funding needs or costs

FY 14/15 - \$533,286

FY 15/16 - \$542,014

FY 16/17 - \$561,715

FY 17/18 - \$571,149

FY 18/19 – \$571,149*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

- a.** Impact – Court Workstations: Possible lengthening of query turnaround time before submitting information to judges, possible increased cost when county charges for each connected workstation. Result and Options: Courts with workstations for direct access to CA DOJ and other databases through the CLETS network will need to seek an alternative solution, if one exists locally, either (1) connect through the auspices of their local law enforcement controlling agency, or (2) manually or electronically request database inquiry and response via a “CLETS Subscriber;” or (3) acquire a direct connection with the CA DOJ CLETS network (startup cost is usually \$25,000, and \$10,000 annually thereafter).
- b.** Impact – CCPOR: Possible delay of submission of restraining and protective orders to the CA DOJ / FBI/NCIC, possible lessened use by law enforcement direct entry into the CCPOR on behalf of the court, lessened direct information for law enforcement usage for “hit confirmations”. Result and Options: The CCPOR application will no longer be able to submit new, modified, or cancelled Restraining and Protective Orders to the CA DOJ, unless another solution is provided through a county entity or other CLETS Subscribing agency.

9. Other

N/A

Project/Program Title: CLETS

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								
Monterey								
Napa								
Nevada								
Orange								
Placer								
Plumas								
Riverside								
Sacramento								
San Benito								
San Bernardino								
San Diego								
San Francisco								
San Joaquin								
San Luis Obispo								
San Mateo								
Santa Barbara								
Santa Clara								
Santa Cruz								
Shasta								
Sierra								
Siskiyou								
Solano								

1) Combined Information for All Divisions (Oct112013)

Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
70	CLETS Services/Integration	515,200	-		-	-	-	515,200

Note:

One staff is funded from under the General Fund in the amount of \$146,190.

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
70	CLETS Services/Integration	533,286	542,014	561,715	571,149	571,149	2,779,313

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: California Courts Protective Order Registry (CCPOR)**1. Direct actual or estimated monetary benefit to each trial court**

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

The California Courts Protective Order Registry (CCPOR) creates a statewide repository for restraining and protective orders that contains both data and scanned images of orders that can be accessed by judges, court staff, and law enforcement officers. CCPOR was developed by the trial courts and the AOC, based on a recommendation to the Judicial Council submitted by the Domestic Violence Practice and Procedure Task Force to provide a statewide protective order

registry. Currently, 32 courts and their law enforcement partners depend on CCPOR for restraining and protective order processing.

By promoting victim safety and perpetrator accountability, CCPOR supports the California judicial branch's strategic plan Goal IV, Quality of Justice and Service to the Public, and the related operational plan objective (IV.1.e) for "[i]mproved practices and procedures to ensure fair, expeditious, and accessible administration of justice for litigants in domestic violence cases."

3. Is the project/program mandatory?

Use of CCPOR is not mandatory.

4. Effectiveness of project/program

CCPOR provides judges and law enforcement officers with more complete and accessible information on restraining and protective orders. Prior statewide systems can only store data about orders that were issued, and judges typically cannot access those systems.

"The California Courts Protective Order Registry is one of the most dramatic advances in the handling of domestic violence in many years," said Judge Colleen Toy White of the Superior Court of Ventura County. "For a judge who presides over domestic violence cases, it is critical to have the ability to get immediate online access to court protective orders," Judge White said. "This registry will enhance victim safety and help ensure that judges don't make duplicate or conflicting court orders. Our court is enthusiastic about being in the forefront of the effort to use this innovative program."

CCPOR won the Center for Digital Government's 2011 Best Application Serving an Agency's Business Needs award and was a finalist for the National Association of State Chief Information Officers' Recognition Awards for Outstanding Achievement in the Field of Information Technology in State Government,

Data Information and Knowledge Management. Deployment of CCPOR to counties has been funded by multiple grants from the California Department of Justice's distribution of National Criminal History Improvement Program (NCHIP) funds.

CCPOR is currently deployed in 32 counties supporting over 4400 registered users across the state and contains over 185,000 historical orders, over 62,000 active orders, and their associated images are available to Judicial officers and their support staff. For the month of August 2013, over 6,700 new orders were entered into CCPOR. Additionally, CCPOR is accessed daily by 128 separate law enforcement agencies and their staff, by 11 Tribal courts across the state. Several units within the California Department of Justice (CADOJ) also have access to CCPOR. Very recently, read-only access was given to 35 Orange County court users.

Because of the success of CCPOR, the AOC has just received another NCHIP 19 grant from the CADOJ to specifically for deployment of CCPOR to one large county and two smaller counties in calendar year 2014.

5. Total FY 2013-2014 funding for the project/program

\$1,009,133

1) Combined Information for All Divisions (Oct112013)

6. 5-year projection of funding needs or costs

FY 14/15 - \$1,501,914

FY 15/16 - \$1,227,326

FY 16/17 - \$1,227,636

FY 17/18 - \$747,946

FY 18/19 – \$747,946

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

Elimination of the funding for the CCPOR program will result in the layoff of permanent employees and the loss of necessary infrastructure required to operate the steady state production of the program. The current level of funding for the program supports the steady state production operations of 32 courts and their justice partners currently deployed on CCPOR. Additionally, the planned grant funded deployments to an additional 3 courts by end of calendar year 2014 would need to be cancelled due to lack of technical support resources and the required infrastructure needed for these additional courts.

Termination of the program would result in a loss of essential services to the courts and their justice partners, requiring them to find and fund alternative methods to enter orders into the California Restraining and Protective Order System (CARPOS). As the CARPOS system does not support images and is not accessible to courts without CLETS certification, many courts would have to rely on their justice partners for access to more limited information, thereby impacting victim safety and perpetrator accountability.

9. Other

N/A

Project/Program Title: CCPOR

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								

1) Combined Information for All Divisions (Oct112013)

Del Norte									
El Dorado									
Fresno									
Glenn									
Humboldt									
Imperial									
Inyo									
Kern									
Kings									
Lake									
Lassen									
Los Angeles									
Madera									
Marin									
Mariposa									
Mendocino									
Merced									
Modoc									
Mono									
Monterey									
Napa									
Nevada									
Orange									
Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal		-	-	-	-	-	-	-	-
Other/Non-court ¹⁾					-				-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

1) Combined Information for All Divisions (Oct112013)

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
71	CCPOR (ROM)	675,800			333,333			1,009,133

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
71	CCPOR (ROM)	1,501,914	1,227,326	1,227,636	747,946	747,946	5,452,768

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: Testing Tools – Enterprise Test Management Suite**1. Direct actual or estimated monetary benefit to each trial court**

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

The Enterprise Test Management Suite (ETMS) program provides quality control assistance so the courts receive reliable AOC-developed software. Its value is in identifying priorities for fixing defects, documenting steps taken to remedy the defects, measuring the resolution of defects, and is specifically beneficial to custom developed software.

ETMS provides a centralized repository for detailed descriptions of defects, service requests, and requested enhancements. This facilitates prioritization, provides a repository for documenting actions, and allows the team to record the steps to test and ensure that defects have been fixed and enhancements are working properly. From this repository, release notes are generated for every major release of software and reviewed with court staff before installation and court testing. Reports from the repository are used to track the numbers of defects, service requests and enhancements over time, look for trends, and help the AOC proactively identify areas which need further improvement. CCMS v2, CCMS v3 and the Appellate Court Case Management System all use ETMS and follow this process.

Of particular value is the performance testing component of the Enterprise Test Management Suite. When major components of a system are upgraded, such as moving to a newer version of a software or hardware, the system is tested to ensure that the application will continue to support current and anticipated workloads. Up to 500 simulated users can be scripted to run typical tasks

while system statistics are measured. This cannot be done practically without these types of performance testing tools (it is difficult to gather 500 staff to simulate typical usage).

3. Is the project/program mandatory?

The program itself is not mandated, but it supports critical and mandated programs such as the Appellate Court Case Management System (ACCMS); the Civil, Small Claims, Probate and Mental Health Case Management System (CMS V3); the Judicial Branch Statistical Information System (JBSIS); and the Computer Aided Facilities Management (CAFM) system.

4. Effectiveness of project/program

Our application teams utilize these programs daily to log and track program issues and enhancements. Our single ETMS staff coaches, trains staff and participates in performance testing, in addition to administering the system.

5. Total FY 2013-2014 funding for the project/program

\$582,500

6. 5-year projection of funding needs or costs

FY 14/15 - \$595,234

FY 15/16 - \$646,814

FY 16/17 - \$620,061

FY 17/18 - \$415,987

FY 18/19 – \$415,987*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

Eliminating TCTF or IMF funding will mean the cessation of the program. Since there is no practical substitute for programmatic performance stress testing, changed applications run the risk of deploying without being able to properly handle production loads. This may result in emergency diagnostics and changes. If these issues are identified before deployment, the development teams have the chance to optimize components of the system and deliver more reliable applications.

9. Other

N/A

1) Combined Information for All Divisions (Oct112013)

Project/Program Title: ETMS

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								
Monterey								
Napa								
Nevada								
Orange								
Placer								
Plumas								
Riverside								
Sacramento								
San Benito								
San Bernardino								
San Diego								
San Francisco								
San Joaquin								
San Luis Obispo								
San Mateo								
Santa Barbara								
Santa Clara								
Santa Cruz								
Shasta								
Sierra								
Siskiyou								
Solano								
Sonoma								
Stanislaus								
Sutter								
Tehama								

1) Combined Information for All Divisions (Oct112013)

Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-				-	
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
72	Testing Tools - Enterprise Test Management Suite	582,500						582,500

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
72	Testing Tools - Enterprise Test Management Suite	595,234	646,814	620,061	415,987	415,987	2,694,083

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: Uniform Civil Fees System (UCFS)**1. Direct actual or estimated monetary benefit to each trial court**

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

The Uniform Civil Fees System (UCFS) supports the distribution and mandated reporting of uniform civil fees collected by all 58 superior courts, with an average of \$52 million distributed per month. UCFS is used to calculate the correct distribution of 192 categories of fees collected by the 58 superior courts. The fees are distributed to up to 22 different funds or entities, such as the Trial Court Trust Fund's children's waiting room program, or a county law library. The distributions vary depending on the court, fee, and the fund or entity receiving the funds. The system generates reports for the State Controller's Office and various entities that receive the distributed funds. Calculations are used by the AOC Financial Services to distribute funds to various entities as required by law. AOC has until 45 days after the end of the month to calculate the distribution for

1) Combined Information for All Divisions (Oct112013)

each court, report the distribution to various entities, and distribute the funds. A failure to distribute fees to the appropriate entities within 45 days after the end of the month would result in the state assessing penalties up to \$24,000 per day that the distribution is late.

UCFS benefits the public by minimizing the amount of penalties paid to the state for incorrect or late distributions and ensuring that the entities entitled to a portion of the civil fees collected, as mandated by law, receive their correct distributions.

3. Is the project/program mandatory?

The UCFS program is mandated by Government Code. In July 2005, the Legislature, through Government Code section 68085.1(b), required that the 58 trial courts submit a schedule of AB 145 remitted civil fees by code section within 30 days of the end of the collection month to the AOC. Under GC section 68085.1, the AOC is responsible for the reporting and remittance of Uniform Civil Fees (UCF) cash collections on a centralized basis. Accordingly, the UCFS was developed to support the mandate for centralized reporting and distribution of UCF cash collections.

4. Effectiveness of project/program

UCFS program has been very effective in meeting the objectives of timely and accurate uniform civil fee reporting and distributions:

- Since the inception of the program, all statutory distribution and reporting requirements have been met.
- Since the inception of the program, all distributions have been made on time. As a result, there have been no penalties incurred due to late distributions.
- All stakeholders, including the 58 Trial Courts, Trial Court Trust and Treasury Services, Trial Court Budget and Technical Support Services, and the State Controller's Office (SCO) are satisfied with the current program.

5. Total FY 2013-2014 funding for the project/program

\$385,000

6. 5-year projection of funding needs or costs

FY 14/15 - \$385,602

FY 15/16 - \$385,602

FY 16/17 - \$385,602

FY 17/18 - \$385,602

FY 18/19 – \$385,602*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

1) Combined Information for All Divisions (Oct112013)

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

Should funding be eliminated, the UCFS could no longer be maintained. As the UCFS must be updated at least twice a year due to legislative changes to the civil fee schedules and distribution rules, this would render UCFS inoperable. This would severely impact the ability of Trial Court Trust and Treasury Services and Trial Court Budget and Technical Support Services to administer the program and continue to meet the statutory requirements.

If the Trial Court Trust and Treasury Services and Trial Court Budget and Technical Support Services had to revert to a manual system:

- The level of accuracy of fees collected and distributions would be at risk and likely cause an increase in penalties.
- The timeliness of distributions would be at risk and likely cause an increase in penalties.
- Additional staff would be required to operate a manual system in order to meet all statutory reporting requirements.
- The management of the program would become less effective as consolidated consistent management reporting and data used for program analysis would be unavailable.

9. Other

N/A

Project/Program Title: UCFS

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								

1) Combined Information for All Divisions (Oct112013)

Marin									
Mariposa									
Mendocino									
Merced									
Modoc									
Mono									
Monterey									
Napa									
Nevada									
Orange									
Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
73	Uniform Civil Fees	385,000						385,000

1) Combined Information for All Divisions (Oct112013)

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
73	Uniform Civil Fees	385,602	385,602	385,602	385,602	385,602	1,928,010

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: Justice Partner Outreach/E-Services (JPO&E)**1. Direct actual or estimated monetary benefit to each trial court**

This program does not provide funding directly to the trial courts.

2. Other indicator of benefit to each trial court

In FY12–2013, the Judicial Council Technology Committee indicated e-filing as a priority for the trial courts, compiling data from the ‘Trial Court Technology Needs Survey’ distributed by the Committee. As a result, the Judicial Branch Technology Initiatives Working Group created an E-Filing Workstream as one of its four priority areas to examine and develop and implement deliverable and future action items. JPO&E provided support to the E-Filing Workstream and continues to provide recommendations to the Judicial Council Technology Committee, the Court Technology Advisory Committee (CTAC), and the Judicial Council on statewide e-service initiatives. JPO&E continues to participate in local, state and national committees regarding e-filing standards and systems, including e-filing document management and self-represented litigant access to electronic filing.

3. Is the project/program mandatory?

No, the program is not statutorily mandatory nor required by the Judicial Council or a Rule of Court.

4. Effectiveness of project/program

JPO&E provides ongoing subject matter expertise and research and analysis on existing and proposed e-filing implementations. The program also provides project management for individual court and branch e-filing and disposition reporting initiatives. The Judicial Council has also identified e-filing as a priority for the branch. In the coming months the Technology Planning Task Force-Strategic Plan Track will be issuing its technology plan for the branch and it is anticipated e-filing and e-services is a primary focus

5. Total FY 2013-2014 funding for the project/program

\$572,000

1) Combined Information for All Divisions (Oct112013)

6. 5-year projection of funding needs or costs

- FY 14/15 - \$590,482
- FY 15/16 - \$602,884
- FY 16/17 - \$615,720
- FY 17/18 - \$629,005
- FY 18/19 – \$629,005*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

The impact of eliminating the limited funding for the JPO&E would greatly reduce the AOC’s capacity to support existing and future e-filing and e-service initiatives, including project management, standards work, and court e-filing initiatives.

9. Other

N/A

Project/Program Title: JPOE

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								

1) Combined Information for All Divisions (Oct112013)

Modoc									
Mono									
Monterey									
Napa									
Nevada									
Orange									
Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
74	Justice Partner Outreach / e-Services	572,000						572,000

Note:

Four staff are funded from under the General Fund in the amount of \$539,968.

1) Combined Information for All Divisions (Oct112013)

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
74	Justice Partner Outreach / e-Services	590,482	602,884	615,720	629,005	629,005	3,067,096

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: Orange Telecom Project**1. Direct actual or estimated monetary benefit to each trial court**

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

This program develops and supports a standardized level of network infrastructure for the California superior courts. This upgrade project focuses on the network infrastructure supporting the Superior Court of California, County of Orange. This is the first year the program has engaged with this court for the initial telecommunications initiative, therefore these are new funds for the project.

The goal of the first phase of the Orange upgrade is to refresh the core switches by June 2014. These core switches will no longer be supported by the manufacturer and provide the core backbone of the entire court infrastructure and its information systems such as e-mail, CMS, financial systems, and telephony. The remaining network equipment is targeted for refresh by the year 2016 for the same purpose, pending future funding.

3. Is the project/program mandatory?

While this project is not mandatory, it is critical to court operations in order to prevent long-term court outages and minimize any short-term courthouse interruption due to technology.

4. Effectiveness of project/program

This is a new program that would effectively upgrade the core switches in Orange by June 2014 before they no longer are supported by the manufacturer. This would provide reassurance that the hardware is still supported by the manufacturer in the case of failure. Products that are end-of-life are not eligible for vendor support or maintenance contracts. Therefore, the court would have to research, procure and deploy new replacement devices in the event of a failure. Court operations may be impacted adversely for the duration of the procurement process, depending on the type and function of that device. A typical closet switch will take three days to ship, assuming the device is in stock and of similar configuration. A core switch or security device will take much longer. Installation and technical support are not included with most network equipment vendors, or may cost much more

1) Combined Information for All Divisions (Oct112013)

in professional services. From the initial outage until restoration, it may take at least five business days for a court to regain full operational status.

5. Total FY 2013-2014 funding for the project/program

\$609,000*

6. 5-year projection of funding needs or costs

FY 14/15 - \$2,000,000*

FY 15/16 - \$2,000,000*

FY 16/17 - \$0*

FY 17/18 - \$0*

FY 18/19 - \$0*

7. What costs can and/or should be shifted from IMF to TCTF?

No costs should be shifted from IMF to TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

The court would be responsible for the planning, design, procurement, and implementation of the new equipment. These efforts would be subject to resource and fund availability at the court.

9. Other

* Note: As of October 1, 2013, FY 2013-2014 funds have not been approved by the Judicial Council for this project. The JC has requested additional information and will discuss further at the November 2013 meeting. If requested funds are not approved, out years will be need to be adjusted accordingly.

Project/Program Title: Orange Telecom

Monetary Benefit	Section 1				Section 2 ^D			
	Payment on behalf of the court - \$ Amount				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								

1) Combined Information for All Divisions (Oct112013)

Lake									
Lassen									
Los Angeles									
Madera									
Marin									
Mariposa									
Mendocino									
Merced									
Modoc									
Mono									
Monterey									
Napa									
Nevada									
Orange				609,000					
Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	609,000	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	609,000	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Comments:

Funds in Section 1 are for infrastructure purchases that benefit the court.

The amount listed in FY 2013-14 is the projected amount needed for the court in order to replace end of life hardware infrastructure this fiscal year.

As of October 1, 2013, FY 2013-2014 funds have not been approved by the Judicial Council for this project. The JC has requested additional information and will discuss further at the November 2013 meeting. If requested funds are not approved, out years will be need to be adjusted accordingly.

1) Combined Information for All Divisions (Oct112013)

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
76	Orange Telecom Project	609,000						609,000

Note:

As of October 1, 2013, FY 2013-2014 funds have not been approved by the Judicial Council for this project. The JC has requested additional information and will discuss further at the November 2013 meeting. If requested funds are not approved, out years will be need to be adjusted accordingly.

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
76	Orange Telecom Project	2,000,000	2,000,000				4,000,000

Note:

As of October 1, 2013, FY 2013-2014 funds have not been approved by the Judicial Council for this project. The JC has requested additional information and will discuss further at the November 2013 meeting. If requested funds are not approved, out years will be need to be adjusted accordingly.

Project/Program Title: Adobe LiveCycle Reader Service Extension (New)**1. Direct actual or estimated monetary benefit to each trial court**

Adobe Forms are ubiquitous in CA Courts. There are nearly one thousand state-wide forms and over 2,000 local forms in use in the Courts today. A PDF form, by default, can be made to be “fillable”, but it cannot be made “savable” without additional licenses. Those licenses are called Adobe LiveCycle Reader Extended Forms (LiveCycle). The advantage to a “savable” form are simple and clear. A “fillable” form is just that. Information can be entered into a fillable form must be printed to be retained. Whether the form is complete or not, the form user has only two options once they start filling out a form. They can print the form to retain information entered (and will have to enter that information again if the form is incomplete or inaccurate). Or they can abandon their data entry altogether. LiveCycle provides a third option. The ability to “save” the data for later use.

In addition to making forms “savable” the “reader extensions”, for the same cost, allows many other form innovations such as:

- Data validation
- Auto-population of data fields
- XML tagging of data fields (to ease data integration)
- File embedding
- E-Filing

1) Combined Information for All Divisions (Oct112013)

It is difficult to assign a monetary benefit to this project at a court-by-court level, or at a branch-wide level as a whole. In 2012 approximately 5.5 million “savable” forms were downloaded from the Judicial Council web-site. Nearly 2 million of these forms were for Family Law.

In 2010 the Orange County Superior Court purchased the branchwide license for \$700,000. Since then, the ongoing maintenance costs (~\$130,000) have been equally shared by Orange, Sacramento and San Bernardino. For FY13/14, the AOC agreed to pay the maintenance costs.

Using 2012 data, the \$130,000 spread across 5.5 million downloads translates into \$0.024/form. The forms downloaded are predominantly associated with self-represented litigants (SRLs). Therefore, the benefit to each court is through SRLs being able to download, save, modify and complete forms.

There is an assumed benefit of access, convenience and accuracy.

2. Other indicator of benefit to each trial court

Beyond the “savable” benefits, Orange and Sacramento Courts have developed “smart” forms which provide many of the more innovative benefits of LiveCycle. Sacramento built Smart Forms in support of Unlawful Detainer. Orange has created nearly 100 forms in support of Family Law and Small Claims.

In Orange County, the benefits of a “smart form” are very similar to any e-filed document. Orange has estimated that, on average, an e-Filed document saves the Court approximately \$2.00/document in labor attributable to working with a paper case file. To build these extended forms, Orange contracted with a third party (4Point) to build the majority of these forms.

Finally, the nature of the LiveCycle license is branch-wide and is applicable to ANY form created by the Judicial Branch. It is not limited to case forms. Any PDF form can be deployed as a “savable” form. For example, it is our understanding that the Phoenix team has taken advantage of this capability.

3. Is the project/program mandatory?

No.

4. Effectiveness of project/program

5.5 million savable forms downloaded in 2012. Prior to the forms being made savable, it was the top change requested of the courts – locally and statewide. We have effectively removed that issue.

5. Total FY 2013-2014 funding for the project/program

\$129,800

1) Combined Information for All Divisions (Oct112013)

6. 5-year projection of funding needs or costs

\$141,938* per fiscal year for a total of \$709,690

* The amounts listed are estimated at this time since it is uncertain whether San Bernardino or Sacramento will be able to pay their portion of the annual maintenance.

7. What costs can and/or should be shifted from IMF to TCTF?

\$129,800

8. Impact of eliminating TCTF and IMF funding for the project/program

If funding is eliminated, all forms will need to be reverted back to “fillable” only. This will impact all Californians that use these forms.

9. Other

N/A

Project/Program Title: Adobe Lifecycle

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Payment on behalf of the court - \$ Amount				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								
Monterey								
Napa								
Nevada								
Orange				129,780				

1) Combined Information for All Divisions (Oct112013)

Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	129,780	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	129,780	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
77	Adobe LiveCycle Reader Service Extension	129,780						129,780

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
77	Adobe Livecycle	133,673	137,684	141,814	146,069	150,451	709,690

Note:

The amounts listed are estimated at this time since it is uncertain whether San Bernardino or Sacramento will be able to pay their portion of the annual maintenance.

Project/Program Title: Civil, Small Claims, Probate and Mental Health (V3) CMS – TCTF**1. Direct actual or estimated monetary benefit to each trial court**

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

The civil, small claims, probate and mental health interim case management system (V3) processes 25 percent of all civil cases statewide. V3 functionality enables the courts to process and administer their civil caseloads, automating activities in case initiation and maintenance, courtroom proceedings, calendaring, work queue, payment and financial processing.

3. Is the project/program mandatory?

Yes, as per Judicial Council directive on Case Management dated February 2003

4. Effectiveness of project/program

E-filing has been successfully deployed at the Orange County Court, saving time and resources. Sacramento Superior Court also deployed e- filing for their Employment Development Department cases. San Diego is in the process of deploying e- filing in FY 2012-13. Sacramento and Ventura integrate V3 with public kiosks. E-filing and public kiosks are recognized as providing public and justice partners with increased ease of use and efficiencies. The V3 team has the ability to control product development and functionality to meet ongoing changes requested by the courts, legislature, public and justice partners that may not be available in a vendor controlled, off the shelf product.

5. Total FY 2013-2014 funding for the project/program

\$4,789,000

6. 5-year projection of funding needs or costs

FY 14/15 - \$5,997,417

FY 15/16 - \$6,599,061

FY 16/17 - \$6,848,059

FY 17/18 - \$6,334,349

FY 18/19 – \$6,334,349*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

Funding for this program is already from the TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

1) Combined Information for All Divisions (Oct112013)

Courts would need to incur the costs or process civil, small claims, probate, and mental health cases manually. If one or some courts can't cover their share, the remaining court(s)' costs would increase to cover the entire amount.

9. Other

N/A

Project/Program Title: CMS V3

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda			-					
Alpine			-					
Amador			-					
Butte			-					
Calaveras			-					
Colusa			-					
Contra Costa			-					
Del Norte			-					
El Dorado			-					
Fresno			-					
Glenn			-					
Humboldt			-					
Imperial			-					
Inyo			-					
Kern			-					
Kings			-					
Lake			-					
Lassen			-					
Los Angeles			-					
Madera			-					
Marin			-					
Mariposa			-					
Mendocino			-					
Merced			-					

1) Combined Information for All Divisions (Oct112013)

Modoc			-				
Mono			-				
Monterey			-				
Napa			-				
Nevada			-				
Orange			-				
Placer			-				
Plumas			-				
Riverside			-				
Sacramento			-				
San Benito			-				
San Bernardino			-				
San Diego			-				
San Francisco			-				
San Joaquin			-				
San Luis Obispo			-				
San Mateo			-				
Santa Barbara			-				
Santa Clara			-				
Santa Cruz			-				
Shasta			-				
Sierra			-				
Siskiyou			-				
Solano			-				
Sonoma			-				
Stanislaus			-				
Sutter			-				
Tehama			-				
Trinity			-				
Tulare			-				
Tuolumne			-				
Ventura			-				
Yolo			-				
Yuba			-				

1) Combined Information for All Divisions (Oct112013)

Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
11	Civil, Small Claims, Probate and Mental Health (V3) CMS	-	4,789,000	-	-	-	-	4,789,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
11	Civil, Small Claims, Probate and Mental Health (V3) CMS	5,997,417	6,599,061	6,848,060	6,334,349	6,334,349	32,113,236

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: Civil, Small Claims, Probate and Mental Health (V3) CMS (Schedule C) - TCTF

1. Direct actual or estimated monetary benefit to each trial court

Courts reimburse the ITSO via the annual Schedule C process, where the V3 courts confirm agreed upon technical charges. Once V3 charges are confirmed by the court, they are then "billed" by the AOC's Budget Office through reduced monthly allocations.

2. Other indicator of benefit to each trial court

The ITSO administers and coordinates all vendor services and payments centrally, eliminating the need for the court to contract separately with vendors or pay vendors directly.

3. Is the project/program mandatory?

Yes, Judicial Council directive on Case Management dated February 2003

4. Effectiveness of project/program

The Civil, Small Claims, Probate and Mental Health case management system (CMS V3) is deployed at the California Court Technology Center (CCTC) for three Superior Courts: Sacramento, San Joaquin, and Ventura. It is hosted locally by two Superior Courts: Orange and San Diego. CMS V3 processes 25 percent of all civil cases statewide. V3 functionality enables

1) Combined Information for All Divisions (Oct112013)

the courts to process and administer their civil caseloads, automating activities in case initiation and maintenance, courtroom proceedings, calendaring, work queue, payment and financial processing. All V3 courts are now using the latest version of the V3 application. This model allows for a single deployment and common version of the software, avoiding the cost of three separate installations.

E-filing has been successfully deployed at the Orange County court, saving time and resources. The Sacramento Superior Court has also deployed e-filing for their Employment Development Department cases. San Diego is in the process of deploying e-filing in FY 2012-13. Sacramento and Ventura integrate V3 with public kiosks. E-filing and public kiosks are recognized as providing public and justice partners with increased ease of use and efficiencies. The V3 team has the ability to control product development and functionality to meet ongoing changes requested by the courts, legislature, public and justice partners that may not be available in a vendor controlled, off the shelf product.

5. Total FY 2013-2014 funding for the project/program

\$805,000

6. 5-year projection of funding needs or costs

FY 14/15 - \$805,000

FY 15/16 - \$805,000

FY 16/17 - \$805,000

FY 17/18 - \$805,000

FY 18/19 – \$805,000*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

N/A – costs are currently TCTF

8. Impact of eliminating TCTF and IMF funding for the project/program

These funds cannot be eliminated since this is funding that is being reimbursed to ITSO for CMS V3 services. The program would be unable to pay the invoices from the vendor as contractually obligated. AOC would be required to evaluate, prioritize, and decommission services in order to reduce costs accordingly.

9. Other

The administration of Schedule Cs with the courts is a laborious task and takes months to validate individual charges, confirm them with court personnel, and process allocation reductions. There may be consideration of moving a baseline level of funding to IMF and then only charging courts for added services beyond the baseline. This would simplify the process significantly.

1) Combined Information for All Divisions (Oct112013)

Project/Program Title: CMS V3

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	-	-	-					
Alpine	-	-	-					
Amador	-	-	-					
Butte	-	-	-					
Calaveras	-	-	-					
Colusa	-	-	-					
Contra Costa	-	-	-					
Del Norte	-	-	-					
El Dorado	-	-	-					
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								
Monterey								
Napa								
Nevada								
Orange								
Placer								
Plumas								
Riverside								
Sacramento								
San Benito								
San Bernardino								
San Diego								
San Francisco								
San Joaquin								
San Luis Obispo								
San Mateo								
Santa Barbara	-	-	-					
Santa Clara	-	-	-					
Santa Cruz	-	-	-					

1) Combined Information for All Divisions (Oct112013)

Shasta	-	-	-					
Sierra	-	-	-					
Siskiyou	-	-	-					
Solano	-	-	-					
Sonoma	-	-	-					
Stanislaus	-	-	-					
Sutter	-	-	-					
Tehama	-	-	-					
Trinity	-	-	-					
Tulare	-	-	-					
Tuolumne	-	-	-					
Ventura								
Yolo	-	-	-					
Yuba	-	-	-					
Subtotal	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-				-
Total	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
11	Civil, Small Claims, Probate and Mental Health (V3) CMS - (Sch C)	-	805,000	-	-	-	-	805,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
11	Civil, Small Claims, Probate and Mental Health (V3) CMS - (Sch C)	805,000	805,000	805,000	805,000	805,000	4,025,000

Project/Program Title: Criminal and Traffic (V2) CMS – TCTF

1. Direct actual or estimated monetary benefit to each trial court

This program does not provide funding directly to the trial court.

2. Other indicator of benefit to each trial court

V2 is a case management system for criminal and traffic cases currently operating used by Fresno Superior Court. The court, needing to replace its failing COFACS criminal and traffic case management system, led as the V2 pilot court, resulting in the deployment of V2 in 2006.

3. Is the project/program mandatory?

Yes, per a Judicial Council directive on Case Management, dated February 2003

4. Effectiveness of project/program

In 2008, the AOC developed a business case which demonstrated the opportunity for cost savings, by moving V2 maintenance and support from the vendor, Deloitte Consulting, to an AOC team, managed by the Information Services Division. Maintenance and support was successfully transitioned to the AOC in September 2009. The project broke even in June 2010, and the projected cost avoidance is \$10.7 million through FY 2013-14.

CMS V2 supports an estimated 475 court users and 2,800 judicial partner users. It enables the Fresno Superior Court to process and administer its criminal and traffic caseload, automating activities in case initiation and maintenance, courtroom proceedings, calendaring, payment, and financial processing. The daily fund distribution report generated by V2 calculates distributions for monies collected from fees and fines, an operation that was previously done manually. With the courtroom functionality, a defendant is able to walk out of a hearing and immediately receive a transcript of the hearing, including any actions or instructions delivered at the hearing. Justice Partners such as the District Attorney's office have inquiry access from their offices to authorized case information.

Automated interfaces to justice partner systems include: 1) Department of Motor Vehicles for updates and inquiries on traffic violations; 2) Web Pay for online payment of bail, fines, and fees; and 3) the Fresno County Sheriff's Office for warrants issued or revoked. Collection of information for the Judicial Branch Statistical Information System (JBSIS) is automated. The public is able to view authorized case information on V2 at kiosks. For example, a case participant is able to view the location and time of their hearing using a kiosk.

Fresno Superior Court is satisfied with the effectiveness of CMS V2. Fresno is in the process of replacing CMS V2. Once Fresno has implemented their new CMS, this program will be ended and funding no longer required.

5. Total FY 2013-2014 funding for the project/program

\$2,646,700

6. 5-year projection of funding needs or costs

FY 14/15 - \$3,254,751

1) Combined Information for All Divisions (Oct112013)

FY 15/16 - \$3,391,463

FY 16/17 - \$3,409,064

FY 17/18 - \$3,435,574

FY 18/19 – \$3,435,574*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

Funding for this program is already from the TCTF.

8. Impact of eliminating TCTF and IMF funding for the project/program

Fresno Superior Court would need to fund CMS V2 themselves or process their traffic and criminal cases manually. This would severely impact not only their ability to process their caseloads and serve their customers and partners, but also their ability to transition to another CMS and eliminate the need for the current TCTF funding for CMS V2.

9. Other

N/A

Project/Program Title: CMS V2

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda			-					
Alpine			-					
Amador			-					
Butte			-					
Calaveras			-					
Colusa			-					
Contra Costa			-					
Del Norte			-					
El Dorado			-					
Fresno	17,211,438	27,797,131	3,568,000	2,646,700				
Glenn			-					
Humboldt			-					
Imperial			-					
Inyo			-					
Kern			-					

1) Combined Information for All Divisions (Oct112013)

Kings			-					
Lake			-					
Lassen			-					
Los Angeles			-					
Madera			-					
Marin			-					
Mariposa			-					
Mendocino			-					
Merced			-					
Modoc			-					
Mono			-					
Monterey			-					
Napa			-					
Nevada			-					
Orange			-					
Placer			-					
Plumas			-					
Riverside			-					
Sacramento			-					
San Benito			-					
San Bernardino			-					
San Diego			-					
San Francisco			-					
San Joaquin			-					
San Luis Obispo			-					
San Mateo			-					
Santa Barbara			-					
Santa Clara			-					
Santa Cruz			-					
Shasta			-					
Sierra			-					
Siskiyou			-					
Solano			-					
Sonoma			-					

1) Combined Information for All Divisions (Oct112013)

Stanislaus			-					
Sutter			-					
Tehama			-					
Trinity			-					
Tulare			-					
Tuolumne			-					
Ventura			-					
Yolo			-					
Yuba			-					
Subtotal	17,211,438	27,797,131	3,568,000	2,646,700	-	-	-	-
Other/Non-court ²⁾				-				-
Total	17,211,438	27,797,131	3,568,000	2,646,700	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Comments:

CMS V2 is a case management system for criminal and traffic cases. The Superior Court of Fresno County, faced with needing to replace its failing COFACS criminal and traffic case management system, led as the V2 pilot court. In July 2006, V2 was successfully deployed to that court. When the AOC embarked on the development of a single comprehensive case management system, the decision was made to limit deployment of V2 to the Fresno Court. Costs included for the previous fiscal year's include both the development and deployment costs.

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
12	Criminal and Traffic (V2) CMS	-	2,646,700	-	-	-	-	2,646,700

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19*	Total
12	Criminal and Traffic (V2) CMS	3,254,751	3,391,463	3,409,064	3,435,574	3,435,574	16,926,426

Note:

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

Project/Program Title: Criminal and Traffic (V2) CMS (Schedule C) – TCTF**1. Direct actual or estimated monetary benefit to each trial court**

Courts reimburse the ITSO via the annual Schedule C process, where the Fresno Superior Court confirms agreed upon technical charges. Once V2 charges are confirmed by the court, they are then “billed” by the AOC’s Budget Office through reduced monthly allocations.

2. Other indicator of benefit to each trial court

The ITSO administers and coordinates all vendor services and payments centrally, eliminating the need for the court to contract separately with vendors or pay vendors directly.

3. Is the project/program mandatory?

Yes, Judicial Council directive on Case Management dated February 2003

4. Effectiveness of project/program

In 2008, the AOC developed a business case which demonstrated the opportunity for cost savings, by moving V2 maintenance and support from the vendor, Deloitte Consulting, to an AOC team, managed by the Information Services Division. Maintenance and support was successfully transitioned to the AOC in September 2009. The project broke even in June 2010 and the projected cost avoidance is \$10.7 million through FY 2013-14.

CMS V2 supports an estimated 475 court users and 2800 judicial partner users. It enables the Fresno Superior Court to process and administer its criminal and traffic caseload, automating activities in case initiation and maintenance, courtroom proceedings, calendaring, payment, and financial processing. The daily fund distribution report generated by V2 calculates distributions for monies collected from fees and fines, an operation that was previously done manually. With the courtroom functionality, a defendant is able to walk out of a hearing and immediately receive a transcript of the hearing, including any actions or instructions delivered at the hearing. Justice Partners such as the District Attorney’s office have inquiry access from their offices to authorized case information.

Automated interfaces to justice partner systems include: 1) Department of Motor Vehicles for updates and inquiries on traffic violations; 2) Web Pay for online payment of bail, fines, and fees; and 3) the Fresno County Sheriff’s Office for warrants issued or revoked. Collection of information for the Judicial Branch Statistical Information System (JBSIS) is automated. The public is able to view authorized case information on V2 at kiosks. For example, a case participant is able to view the location and time of their hearing using a kiosk.

Fresno Superior Court is satisfied with the effectiveness of CMS V2. Fresno is in the process of replacing CMS V2.

1) Combined Information for All Divisions (Oct112013)

5. Total FY 2013-2014 funding for the project/program

\$510,000

6. 5-year projection of funding needs or costs

FY 14/15 - \$510,000

FY 15/16 - \$510,000

FY 16/17 - \$510,000

FY 17/18 - \$510,000

FY 18/19 – \$510,000*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

N/A – costs are currently TCTF

8. Impact of eliminating TCTF and IMF funding for the project/program

These funds cannot be eliminated since this is funding that is being reimbursed to ITSO for current CMS V2 services. The program would be unable to pay the invoices from the vendor as contractually obligated. AOC would be required to evaluate, prioritize, and decommission services in order to reduce costs accordingly. Once Fresno has implemented their new CMS, this program will be ended and funding no longer required.

9. Other

The administration of Schedule Cs with the courts is a laborious task and takes months to validate individual charges, confirm them with court personnel, and process allocation reductions. There may be consideration of moving a baseline level of funding to IMF and then only charging courts for added services beyond the baseline. This would simplify the process significantly.

Project/Program Title: CMS V2

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	-	-	-					
Alpine	-	-	-					
Amador	-	-	-					
Butte	-	-	-					
Calaveras	-	-	-					
Colusa	-	-	-					
Contra Costa	-	-	-					

1) Combined Information for All Divisions (Oct112013)

Del Norte	-	-	-				
El Dorado	-	-	-				
Fresno							
Glenn	-	-	-				
Humboldt	-	-	-				
Imperial	-	-	-				
Inyo	-	-	-				
Kern	-	-	-				
Kings	-	-	-				
Lake	-	-	-				
Lassen	-	-	-				
Los Angeles	-	-	-				
Madera	-	-	-				
Marin	-	-	-				
Mariposa	-	-	-				
Mendocino	-	-	-				
Merced	-	-	-				
Modoc	-	-	-				
Mono	-	-	-				
Monterey	-	-	-				
Napa	-	-	-				
Nevada	-	-	-				
Orange	-	-	-				
Placer	-	-	-				
Plumas	-	-	-				
Riverside	-	-	-				
Sacramento	-	-	-				
San Benito	-	-	-				
San Bernardino	-	-	-				
San Diego	-	-	-				
San Francisco	-	-	-				
San Joaquin	-	-	-				
San Luis Obispo	-	-	-				
San Mateo	-	-	-				

1) Combined Information for All Divisions (Oct112013)

Santa Barbara	-	-	-						
Santa Clara	-	-	-						
Santa Cruz	-	-	-						
Shasta	-	-	-						
Sierra	-	-	-						
Siskiyou	-	-	-						
Solano	-	-	-						
Sonoma	-	-	-						
Stanislaus	-	-	-						
Sutter	-	-	-						
Tehama	-	-	-						
Trinity	-	-	-						
Tulare	-	-	-						
Tuolumne	-	-	-						
Ventura	-	-	-						
Yolo	-	-	-						
Yuba	-	-	-						
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
12	Criminal and Traffic (V2) CMS - (Schedule C)	-	510,000	-	-	-	-	510,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
12	Criminal and Traffic (V2) CMS - (Schedule C)	510,000	510,000	510,000	510,000	510,000	2,550,000

Project/Program Title: California Courts Technology Center (CCTC) (Schedule C) – TCTF**1. Direct actual or estimated monetary benefit to each trial court**

Courts reimburse the ITSO via the annual Schedule C process, where courts confirm help desk users and other agreed upon technical charges. Once CCTC charges are confirmed by the courts, they are then “billed” by the AOC’s Budget Office through reduced monthly allocations.

2. Other indicator of benefit to each trial court

The ITSO administers and coordinates all vendor services and payments centrally, eliminating the need for courts to contract separately with vendors or pay vendors directly. The courts reimburse the ITSO for a small portion of the total CCTC program charges, with remaining costs paid by the CCTC program. With the exception of courts deciding to add or remove various CCTC services, Schedule C charges have remained relatively stable since the inception of the annual Schedule C process in FY 2005-06.

3. Is the project/program mandatory?

In alignment with Judicial Council directives to affirm development and implementation of statewide technology initiatives, the CCTC program provides a Judicial Branch Technology Center for use by all courts.

Funding is utilized for maintaining core services and court requested services. Services include: operational support; data network management, desktop computing and local server support; tape back-up and recovery; help desk services; email services; and a dedicated service delivery manager. These services allow the courts to rely on the skills and expertise of the maintenance and support within the CCTC to remediate defects, implement legislative updates, configure and install software and hardware upgrades, and address other minor and critical issues.

4. Effectiveness of project/program

This program supports Judicial Council objectives to allow the courts to take advantage of operational efficiencies and cost effective services, eliminating redundant expenditures, and providing a coordinated approach to addressing statewide technology initiatives.

5. Total FY 2013-2014 funding for the project/program

\$1,654,000

6. 5-year projection of funding needs or costs

FY 14/15 - \$1,689,325

FY 15/16 - \$1,689,325

FY 16/17 - \$1,689,325

FY 17/18 - \$1,689,325

1) Combined Information for All Divisions (Oct112013)

FY 18/19 – \$1,689,325*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

7. What costs can and/or should be shifted from IMF to TCTF?

N/A – costs are currently TCTF

8. Impact of eliminating TCTF and IMF funding for the project/program

These funds cannot be eliminated since this is funding that is being reimbursed to ITSO for current CCTC services. The program would be unable to pay the invoices from the vendor as contractually obligated. AOC would be required to evaluate, prioritize, and decommission services in order to reduce costs accordingly.

9. Other

The administration of Schedule Cs with the courts is a laborious task and takes months to validate individual charges, confirm them with court personnel, and process allocation reductions. There may be consideration of moving a baseline level of funding to IMF and then only charge courts for added services beyond the baseline. This would simplify the process significantly.

Project/Program Title: CCTC (Schedule C)

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda								
Alpine								
Amador								
Butte								
Calaveras								
Colusa								
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								

1) Combined Information for All Divisions (Oct112013)

Monterey									
Napa									
Nevada									
Orange									
Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego									
San Francisco									
San Joaquin									
San Luis Obispo									
San Mateo									
Santa Barbara									
Santa Clara									
Santa Cruz									
Shasta									
Sierra									
Siskiyou									
Solano									
Sonoma									
Stanislaus									
Sutter									
Tehama									
Trinity									
Tulare									
Tuolumne									
Ventura									
Yolo									
Yuba									
Subtotal	-	-	-	-	-	-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-	-	-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
13	California Courts Technology Center (Schedule C)	-	1,654,000	-	-	-	-	1,654,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
13	California Courts Technology Center (Schedule C)	1,689,325	1,689,325	1,689,325	1,689,325	1,689,325	8,446,625

Project/Program Title: Interim Case Management Systems (Schedule C) – TCTF**1. Direct actual or estimated monetary benefit to each trial court**

Courts reimburse the ITSO via the annual Schedule C process, where courts confirm Interim Case Management System (ICMS) charges. Once ICMS charges are confirmed by the courts, they are then “billed” by the AOC’s Budget Office through reduced monthly allocations.

2. Other indicator of benefit to each trial court

The ICMS unit provides program support to trial courts with case management systems hosted at the California Courts Technology Center (CCTC). Currently, there are ten courts with the Sustain Justice Edition (SJE) CMS hosted at the CCTC. The support for the CCTC-hosted courts include project management and technical expertise for maintenance and operations activities, such as implementation of legislative updates, application upgrades, production support, disaster recovery services, CCTC infrastructure upgrades, and patch management..

The CCTC hosted SJE courts benefit from a shared hosting environment which provides services such as disaster recovery, system redundancy, layered security architecture, help desk and centralized production support resources. The ITSO administers and coordinates all vendor services and payments centrally, eliminating the need for courts to contract separately with vendors or pay vendors directly to locally host SJE..

3. Is the project/program mandatory?

No

4. Effectiveness of project/program

These funds help pay for the SJE hosting costs at the CCTC and provides the trial courts with a secure environment that has a common architecture which streamlines system maintenance. The CCTC architecture has provides a stable environment for the trial courts with minimal system outages, disaster recovery services, failover redundancy and centralized security.

5. Total FY 2013-2014 funding for the project/program

There is a projected \$1,027,600 in reimbursements from the courts on Sustain.

6. 5-year projection of funding needs or costs

FY 14/15 - \$1,027,615

FY 15/16 - \$1,027,615

FY 16/17 - \$1,027,615

FY 17/18 - \$1,027,615

FY 18/19 – \$1,027,615*

* The amount listed for FY 2018-19 is the same amount listed for FY 2017-18. Budget data will be updated after ITSO completes its next annual zero based budget process.

1) Combined Information for All Divisions (Oct112013)

7. What costs can and/or should be shifted from IMF to TCTF?

N/A – costs are currently TCTF

8. Impact of eliminating TCTF and IMF funding for the project/program

The program would be unable to pay the cost of hosting SJE at the CCTC. If this funding was unavailable, there would not be enough funding to continue hosting SJE at the CCTC and its unlikely that the CCTC hosted courts would have the funding and resources to be able to host SJE locally..

9. Other

The administration of Schedule Cs with the courts is a laborious task and takes months to validate individual charges, confirm them with court personnel, and process allocation reductions. There may be consideration of moving a baseline level of funding to IMF and then only charge courts for added services beyond the baseline. This would simplify the process significantly.

Project/Program Title: ICMS (Schedule C)

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Click the cell and pick a type of benefit from drop-down list				Click the cell and pick a type of benefit from drop-down list			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	-	-	-					
Alpine	-	-	-					
Amador	-	-	-					
Butte	-	-	-					
Calaveras	-	-	-					
Colusa	-	-	-					
Contra Costa								
Del Norte								
El Dorado								
Fresno								
Glenn								
Humboldt								
Imperial								
Inyo								
Kern								
Kings								
Lake								
Lassen								
Los Angeles								
Madera								
Marin								
Mariposa								
Mendocino								
Merced								
Modoc								
Mono								

1) Combined Information for All Divisions (Oct112013)

Monterey									
Napa									
Nevada									
Orange									
Placer									
Plumas									
Riverside									
Sacramento									
San Benito									
San Bernardino									
San Diego	-	-	-						
San Francisco	-	-	-						
San Joaquin	-	-	-						
San Luis Obispo	-	-	-						
San Mateo	-	-	-						
Santa Barbara	-	-	-						
Santa Clara	-	-	-						
Santa Cruz	-	-	-						
Shasta	-	-	-						
Sierra	-	-	-						
Siskiyou	-	-	-						
Solano	-	-	-						
Sonoma	-	-	-						
Stanislaus	-	-	-						
Sutter	-	-	-						
Tehama	-	-	-						
Trinity									
Tulare	-	-	-						
Tuolumne	-	-	-						
Ventura	-	-	-						
Yolo	-	-	-						
Yuba	-	-	-						
Subtotal	-	-	-	-		-	-	-	-
Other/Non-court ²⁾				-					-
Total	-	-	-	-		-	-	-	-

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

1) Combined Information for All Divisions (Oct112013)

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
14	Interim Case Management System (Schedule C)		1,027,600					1,027,600

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
14	Interim Case Management System (Schedule C)	1,027,615	1,027,615	1,027,615	1,027,615	1,027,615	5,138,075

IV. Trial Court Administrative Services Office

Project/Program Title: Phoenix Program

1. Direct actual or estimated monetary benefit to each trial court

Prior to fiscal year 2012–2013, the Phoenix Shared Services Program has been primarily funded through trial court reimbursements specific to the costs associated with the services provided by the Phoenix Shared Services Center as provided in Gov. Code section 68085(a). Template B reflects that there is a monetary benefit to the courts for fiscal years 2010–2011 (column C) and 2011–2012 (column D), but that the specific amount of savings realized by each cannot be identified.

For both fiscal years 2012–2013 and 2013–2014, the Judicial Council approved funding from the State Trial Court Improvement and Modernization Fund (IMF) for staff support costs related to the program’s financial component. These payments made from the IMF on behalf of the courts are reflected in columns J and K by court.

- a. All courts are eligible to benefit from the Phoenix Program. Currently, 58 courts have implemented the Phoenix Financial Services component of the program and 8 courts have implemented the Phoenix Human Resources (HR)/Payroll Services component.
- b. The Phoenix HR/Payroll Services component of the program has not been implemented statewide due to a lack of resources. Deployments were suspended in May 2010 after the downturn of the state’s economy. System deployment remains an option for courts in need of payroll services pending additional resources.
- c. Allocation methodology: Phoenix Financial Services charges remained steady since 2006. Costs were first recalculated for fiscal year 2012–2013 and 2013–2014 using up-to-date information that also included the Los Angeles Superior Court in the formula. In 2002, a lengthy workload study was conducted to discern what it would cost to establish and maintain the Phoenix Shared Services Center. This cost has not increased over the years due to greater economies of scale, improvements in system automation, and enhanced staff knowledge, skills, and abilities. The charges are divided among the courts based on court authorized positions. The courts have benefited from the Judicial Council’s decision to fund these costs directly from the IMF for prior and current year, eliminating the need for any associated reduction to their allocations. Costs for the Phoenix HR/Payroll Services component of the program are calculated based on the same methodology, but these costs continue to be reimbursed solely by the 8 courts on the HR system.

2. Other indicator of benefit to each trial court

- The Phoenix Financial System enables the courts to produce a standardized set of monthly, quarterly, and annual financial statements that comply with existing statutes, rules, and

1) Combined Information for All Divisions (Oct112013)

regulations, prepared in accordance with Generally Accepted Accounting Principles (GAAP).

- The program provides professional accounting and business services for the 58 courts using the Phoenix Financial System, and also provides continued fiscal and internal audit support.
- The immediate access to data on the Phoenix Financial System enables the courts to make informed business decisions and improve their day-to-day operations.
- The Phoenix Human Resources System provides a comprehensive information system infrastructure that supports the trial courts' human resources management and payroll needs.
- The Phoenix Human Resources System offers new, standardized technology for human resources administration and payroll processing, provides consistent reporting, ensures compliance with state and federal labor laws, collects data at the source, provides central processing, and provides manager and employee self-service functions to the courts.
- The Phoenix Financial System and the Phoenix Human Resources System are integrated to provide end users with a coordinated system that allows seamless interaction between the input and retrieval of financial information and support for human resources.

3. Is the project/program mandatory?

Yes. The Phoenix Program was established in response to the Judicial Council's directive for statewide fiscal accountability and human resources support as part of the council's strategic plan. Goal IV: Branchwide Infrastructure for Service Excellence states that 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. This goal was the direct result of the passage of the Lockyer-Isenberg Trial Court Funding Act of 1997.

4. Effectiveness of project/program

The Judicial Council has sought to establish an administrative infrastructure at the state and local levels to provide appropriate accountability for the legally compliant, effective, and efficient use of resources; to provide the necessary information to support policymaking responsibilities; and consistently and reliably provide the administrative tools to support day-to-day operations.

The Phoenix Program supports this goal effectively by implementing a system that provides for uniform processes and standardized accounting and reporting, and provides human capital management and payroll services to the courts in a cost-effective and efficient manner.

Beyond the typical day-to-day workload of paying invoices, processing jury checks, processing payroll, procuring goods and services, and managing trust and treasury on behalf of the courts, the Shared Services Center workload is also generated by unforeseen changes. Such changes include changes in:

1) Combined Information for All Divisions (Oct112013)

- (1) Tax laws, such as the Obama health care plan;
- (2) Legislation, such as the Judicial Branch Contract law;
- (3) Accounting best practices, such as GASB 54;
- (4) Collective bargaining agreements;
- (5) Benefit plans which occur naturally and typically each year; and
- (6) Court specific projects, such as reorganizations.

A portion of the workload is cyclical, but other activities and/or requests for services from the courts happen on an ad hoc basis.

5. Total FY 2013-2014 funding for the project/program

- a) Allocations have not yet been finalized for local assistance. At this time, the Phoenix Program anticipates a budget of \$18,221,790 for fiscal year 2013-2014.

General Fund	\$4,980,505
IMF	\$11,934,285
TCTF	<u>\$1,307,000</u>
Total	\$18,221,790

- b) A total of 65% of the General Fund is used for staff support. The remaining 35% funds the SAP license and maintenance contract. The 8 courts on the Phoenix HR System collectively share the TCTF \$1.3 million total via reimbursements.

6. 5-year projection of funding needs or costs

	2014-15	2015-16	2016-17	2017-18	2018-19
Phoenix Total	\$ 19,386,137	\$ 19,128,036	\$ 19,144,304	\$ 19,247,197	\$ 19,276,095

Assumptions:

- a. Program costs remain relatively stable over the course of 5 years.
- b. Assumes no changes in staffing (other than MSAs and benefit adjustments).
- c. Assumes no new Phoenix HR System deployments that cannot be absorbed within existing resources.
- d. Assumes CCTC and SAIC charges remain static.
- e. Assumes all necessary licenses and software updates have been included.

7. What costs can and/or should be shifted from IMF to TCTF?

Negotiations between the AOC and the courts regarding the Phoenix Program resulted in a 2005 agreement that:

- (1) The AOC would fund:
- AOC staffing for indirect services
 - Licensing

1) Combined Information for All Divisions (Oct112013)

- Hardware and software maintenance
- California Courts Technology Center (CCTC) overhead
- CTCC disaster recovery costs
- Development and deployment costs
- Upgrades
- Outside legal assistance
- End-user training (for AOC-sponsored statewide initiatives)

(2) The courts would fund:

- AOC staffing to provide court specific services
- Court-specific CTCC costs
- AOC provision of court-specific jury check services (Note - this service is now provided by the AOC at no cost to the courts)
- Direct court-specific collection services
- Application support, on-site infrastructure services, staging and production, and Citrix license
- Court-specific professional services associated with using the ISB for conversion services

The Phoenix Program's Shared Services Center provides the courts with direct financial and human resources services. The staff of the Shared Services Center was fully funded by the courts per the 2005 agreement; however, in fiscal year 2012-13 and 2013-14, the Judicial Council approved the Trial Court Budget Advisory Committee's recommendation to allocate one-time funding from the IMF for staff support costs related to the financial component of Phoenix Shared Services that had been paid for by courts in previous years according to council policy. As a result, the courts did not see a reduction in their monthly distributions related to those costs.

At this time, there are no IMF expenditures that can be shifted to the TCTF without revisiting the 2005 agreement currently in place.

8. Impact of eliminating TCTF and IMF funding for the project/program

To fulfill part of the funding need, the AOC sought recovery costs from the trial courts for administrative and information technology services through Memorandums of Understanding. In addition, Government Code Section 68085(a) authorizes the direct payment or reimbursement, or both, of actual costs from the Trial Court Trust Fund or the Trial Court Improvement Fund to fund administrative infrastructure within the AOC for legal services, financial services, HR services, information services, and support services for the courts. As courts transitioned from historically provided county services, the proceeds from Government Code 68085(a) in conjunction with the recovery of costs, along with any offsets of existing charges for county-provided services from the trial courts supported the critically important administrative services. This combination of funding continues to date.

1) Combined Information for All Divisions (Oct112013)

- (1) The TCTF and IMF constitute 73% of the Phoenix Program's funding for both staffing and local assistance. Eliminating these funds without an alternate source as replacement would immediately halt the program. The impact to the courts would be that all 58 would be left without an accounting system, without treasury and trust services or jury check services, and without procurement assistance. For the 8 courts currently on the Phoenix HR System, these courts would find themselves without the means to generate staff payroll, or generate associated tax filings, benefit and related documents.
- (2) If IMF and TCTF funding were eliminated, courts would have to incur the costs of acquiring a financial system and, for the 8 HR courts, a payroll system. Costs would be higher if the Phoenix Program were to be defunded.

Because all 58 courts share the expense of the current AOC system, costs are maintained below private sector alternatives. Past comparisons have persuaded courts to select the AOC's financial solution over alternatives they researched, including remaining with their county where that remained an option. Recent research also found that while companies like ADP could provide payroll services, they could not offer the courts financial human resources support necessary for successful day-to-day processes, and could not offer the benefit of a fully integrated system.

9. Other

N/A

Project/Program Title: Phoenix Program (IMF Only)

Monetary Benefit	Section 1				Section 2 ¹⁾			
	Benefit to court, but specific amount can't be identified - Yes/No				Payment on behalf of the court - \$ Amount			
Court	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda	Yes	Yes					381,129	281,861
Alpine	Yes	Yes					3,797	1,425
Amador	Yes	Yes					18,473	11,972
Butte	Yes	Yes					68,305	41,497
Calaveras	Yes	Yes					15,079	10,330
Colusa	Yes	Yes					8,306	6,233
Contra Costa	Yes	Yes					208,602	109,031
Del Norte	Yes	Yes					16,375	11,131
El Dorado	Yes	Yes					46,894	35,085
Fresno	Yes	Yes					258,771	157,242
Glenn	Yes	Yes					12,341	8,192

1) Combined Information for All Divisions (Oct112013)

Humboldt	Yes	Yes					46,396	33,571
Imperial	Yes	Yes					59,035	46,298
Inyo	Yes	Yes					10,917	7,865
Kern	Yes	Yes					239,691	164,206
Kings	Yes	Yes					43,239	30,490
Lake	Yes	Yes					21,264	10,543
Lassen	Yes	Yes					12,958	11,309
Los Angeles	Yes	Yes					0	1,733,245
Madera	Yes	Yes					44,260	38,113
Marin	Yes	Yes					86,669	45,059
Mariposa	Yes	Yes					7,594	4,915
Mendocino	Yes	Yes					41,483	21,158
Merced	Yes	Yes					58,024	44,328
Modoc	Yes	Yes					5,696	4,631
Mono	Yes	Yes					9,137	6,262
Monterey	Yes	Yes					110,970	66,324
Napa	Yes	Yes					46,467	25,682
Nevada	Yes	Yes					36,215	20,602
Orange	Yes	Yes					710,790	544,191
Placer	Yes	Yes					71,789	38,968
Plumas	Yes	Yes					9,374	4,631
Riverside	Yes	Yes					388,511	400,167
Sacramento	Yes	Yes					342,002	248,279
San Benito	Yes	Yes					14,951	9,510
San Bernardino	Yes	Yes					396,411	325,591
San Diego	Yes	Yes					708,995	448,606
San Francisco	Yes	Yes					244,616	167,942
San Joaquin	Yes	Yes					153,426	95,307
San Luis Obispo	Yes	Yes					79,905	50,847
San Mateo	Yes	Yes					196,974	95,549
Santa Barbara	Yes	Yes					144,066	109,505
Santa Clara	Yes	Yes					361,206	284,999
Santa Cruz	Yes	Yes					79,065	44,418
Shasta	Yes	Yes					83,299	

1) Combined Information for All Divisions (Oct112013)

									69,102
Sierra	Yes	Yes						4,438	2,137
Siskiyou	Yes	Yes						27,529	15,316
Solano	Yes	Yes						124,592	75,371
Sonoma	Yes	Yes						110,519	71,549
Stanislaus	Yes	Yes						113,129	74,658
Sutter	Yes	Yes						30,614	17,382
Tehama	Yes	Yes						23,888	14,191
Trinity	Yes	Yes						8,472	6,205
Tulare	Yes	Yes						124,829	99,378
Tuolumne	Yes	Yes						23,020	17,008
Ventura	Yes	Yes						194,055	128,319
Yolo	Yes	Yes						54,298	33,839
Yuba	Yes	Yes						26,342	18,433
Subtotal	-	-	-	-	-	-	-	6,769,192	6,500,000
Other/Non-court ²⁾	7,804,930	6,426,698						5,316,853	3,638,447
Total	7,804,930	6,426,698	-	-	-	-	-	12,086,045	10,138,447

Note:

¹⁾ If a project/program has multiple benefits (e.g., distribution and direct payment) to courts, use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, vendor, contractor, settlement, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
79	Phoenix Program	11,934,285	1,307,000	4,980,505				18,221,790

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
79	Phoenix Program	19,386,137	19,128,036	19,144,304	19,247,197	19,276,095	96,181,769

Project/Program Title: Court Ordered Debt Task Force**1. Direct actual or estimated monetary benefit to each trial court**

While there is no direct monetary benefit to the trial courts from the IMF allocation for this program, Template B was populated to reflect the local revenues reported by the trial courts in fiscal year 2012-2013 as an illustration of what the courts collect under current practices. Once the

1) Combined Information for All Divisions (Oct112013)

long-term goals and objectives of the Court Ordered Debt Task Force are achieved, it is anticipated there will be a direct positive impact on the courts' revenue collection and distribution processes.

2. Other indicator of benefit to each trial court

The goals of the task force are to:

- Identify all criminal and traffic-related court-ordered fees, fines, forfeitures, penalties, and assessments imposed under statute.
- Identify the distribution of revenue derived from those debts.
- Evaluate and make recommendations to the Judicial Council and the Legislature for consolidating and simplifying the imposition and distribution of the revenue derived from the debts with the goal of improving the process for those entities that benefit from the revenues.
- Consult with state and local entities that would be affected by the simplification and consolidation of court-ordered debts.
- To the extent feasible, document recent annual revenues from the various penalty assessments and surcharges and determine the amount of each penalty assessment and surcharges impacts total annual revenues and the actual amounts assessed.
- Evaluate and make recommendations to the Judicial Council and the Legislature regarding the priority in which court-ordered debts should be satisfied. Based on statutory requirements, a report will be submitted no later than June 30, 2011. However, due to the complexity of the legislative requirements, the task force will submit final recommendations to the council and the Legislature at a future date.
- Evaluate and make recommendations regarding the use of comprehensive collection programs authorized by Penal Code Section 1463.007 to the Judicial Council and the Legislature no later than June 30, 2011.

In direct relation to these goals, the task force seeks to provide guidance with the historically complex revenue distribution calculations. As members of the Court-Ordered Debt Task Force, the State Controller's Office and the AOC partnered to further the goals of the task force by initiating the development of a regular training program for those entities performing revenue distribution tasks. These collaborative efforts resulted in the Revenue Distribution Training Program launched in March 2013. The training focused on the resources available for determining distributions, statutory changes since 2010 affecting distributions, and examples of distribution calculations.

3. Is the project/program mandatory?

Yes. Penal Code 1463.02 mandates that "on or before June 30, 2011, the Judicial Council shall establish a task force to evaluate criminal and traffic-related court-ordered debts imposed against adult and juvenile offenders."

4. Effectiveness of project/program

The task force's Revenue Distribution Training Program was launched in March 2013 with training sessions held in Fresno, San Francisco, Sacramento, and Pomona. Participants included staff from

1) Combined Information for All Divisions (Oct112013)

courts, counties, cities, parking entities, universities, and private companies. Survey responses indicated a high level of satisfaction with the overall training. Several entities have requested additional training sessions and staff is working to accommodate these requests.

The effectiveness of the longer term goals and objectives cannot be reported on at this time.

5. Total FY 2013-2014 funding for the project/program

- i. Allocations have not yet been finalized for local assistance. At this time, the Trial Court Administrative Services Office anticipates a budget of \$25,000 for fiscal year 2013-2014.
- ii. There is no General Fund associated with this program.

6. 5-year projection of funding needs or costs

	2014-15	2015-16	2016-17	2017-18	2018-19
Court Ordered Debt Task Force	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000

Assumptions:

- a. Program costs remain relatively stable over the course of 5 years.
 - b. Assumes Court-Ordered Debt Task Force meetings remain limited to 1 – 2 in person meetings per year.
 - c. Assumes Revenue Distribution trainings are held statewide once per year and that these costs include the costs of subsequent webinars.
 - d. Assumes no new task force initiatives requiring additional travel or future contracts.
- 7. What costs can and/or should be shifted from IMF to TCTF?**
At this time, there are no IMF expenditures that can be shifted to the TCTF given that the task force objectives are not limited to the trial courts specifically, but instead encompass all entities performing revenue distribution tasks statewide.

8. Impact of eliminating TCTF and IMF funding for the project/program

Although nominal, the costs associated with the Court Ordered Debt Task Force's goals and objectives should be funded to ensure their success. Eliminating the IMF would hinder the progress of this mandated project.

9. Other

N/A

1) Combined Information for All Divisions (Oct112013)

Project/Program Title: Court Ordered Debt Task Force

Court	Section 1 Court participated attendees - Number				Section 2 Non-court attendees (if any) - Number			
	2010-11	2011-12	2012-13	2013-14	2010-11	2011-12	2012-13	2013-14
Alameda			5					
Alpine								
Amador			4					
Butte			2					
Calaveras			4					
Colusa								
Contra Costa			2					
Del Norte								
El Dorado			3					
Fresno			2					
Glenn								
Humboldt			4					
Imperial			3					
Inyo			2					
Kern			2					
Kings			3					
Lake								
Lassen								
Los Angeles								
Madera			1					
Marin			3					
Mariposa			3					
Mendocino			1					
Merced			2					
Modoc								
Mono			2					
Monterey			4					
Napa			1					
Nevada			2					
Orange			4					
Placer			4					

Plumas								
Riverside			3					
Sacramento			3					
San Benito								
San Bernardino			5					
San Diego			7					
San Francisco			3					
San Joaquin			5					
San Luis Obispo			2					
San Mateo			3					
Santa Barbara								
Santa Clara			4					
Santa Cruz			4					
Shasta			5					
Sierra			1					
Siskiyou			4					
Solano			4					
Sonoma			1					
Stanislaus			2					
Sutter			3					
Tehama								
Trinity			2					
Tulare								
Tuolumne			1					
Ventura			2					
Yolo			1					
Yuba			2					
Subtotal	-	-	130	-	-	-	-	-
Other/Non-court ²⁾				-		120		
Total	-	-	130	-	-	120	-	-

Note:

¹⁾ If a project/program has multiple measurements (e.g., judges, court personnel, etc.), use this section. Cut-and-paste this section if more are needed.

²⁾ If monetary benefits can't be identified by court, please provide the total amount (e.g., costs for consultant, meeting room, AV equipment, etc.) from the allocation for this project/program that benefits to the courts

Total FY 2013-2014 Funding by Source

Line #	Project/Program Title	IMF	TCTF	GF	GRANT	COURT	OTHER	TOTAL
80	Court Ordered Debt Task Force	25,000	-	-				25,000

Five Year Project and Program Funding Needs/Costs

Line #	Project/Program Title	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
80	Court Ordered Debt Task Force	25,000	25,000	25,000	25,000	25,000	125,000

Internal Audit Services

Audit Contract

Proposed 2013–2014 Allocation – \$150,000; no change from 2012–2013

Description

The audit contract funding has provided funding for external consulting firms to perform comprehensive audits and special projects for the superior courts to ensure the superior courts are audited on a timely basis and with a regular audit cycle as approved by the Judicial Council. This program in concert with General Fund monies provides the resources to perform superior court audits, special reviews, consulting and advisory services, and special investigations.

Purpose

The internal audit function, Internal Audit Services (IAS), was created “by the mandate of the Trial Court Funding Act of 1997 [Ch. 850, St. 1997], which gives the AOC fiscal oversight responsibilities of the trial courts.” The General Fund, TCIF, and State Court Facilities Construction Fund have provided the resources to perform audits, special reviews, consulting and advisory services, and special investigations of the superior courts. TCIF provides approximately 40% of the staff funding of IAS. TCIF also funds the costs of external consulting firms performing comprehensive audits and special projects for the superior courts to ensure the superior courts are audited on a timely basis and within a regular audit cycle as approved by the Judicial Council. In concert with the General Fund monies, this provides the resources to perform superior court audits, special reviews, consulting and advisory services, and special investigations.

The program as a whole, primarily the consultation services, has assisted the superior courts in saving tens of millions of dollars since 2001 and continues to assist the branch in visibly demonstrating its commitment to accountability (Goal II of The Strategic Plan for California’s Judicial Branch 2006–2012).

Internal Audits

Proposed 2013–2014 Allocation – \$660,000; no change from 2012–2013

Description

Funding in FY 2013–2014 will be used for ongoing costs associated with staff supporting the branch’s ongoing internal audit program.

Purpose

The internal audit program was initially approved by the Judicial Council in FY 2000–2001. Internal Audit Services conducts comprehensive audits (financial, operational, and compliance) encompassing court administration, cash controls, court revenues and expenditures, and general operations at each of the 58 trial courts approximately once every four years. These activities improve accountability regarding the judicial branch’s use of public resources, assist the branch in identifying opportunities to improve operational efficiency, and evaluate the branch’s adherence to its statutory and constitutional mandates.

3) IMF - FCS (Oct182013, replacing for 10-17-2013 version)

State Trial Court Improvement and Modernization Fund -- Fund Condition Statement

Scenario 1 - Based on Estimates Provided by the AOC Offices		FY 2011-12 (YE Actual)	FY 2012-13 (YE Actual)	FY 2013-14 (JC Approved) ¹	FY 2014-15 (Estimate) ²	FY 2015-16 (Estimate)	FY 2016-17 (Estimate)	FY 2017-18 (Estimate)	FY 2018-19 (Estimate)
		Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8
1	Beginning Balance	41,298,062	48,128,575	44,827,741	25,259,039	(4,989,763)	(35,857,146)	(64,089,477)	(90,580,457)
2	Prior-Year Adjustments	4,622,852	11,911,866						
3	Refund from Deloitte related to PY contracts	-	776,472						
4	Repayment of Loan	-	2,500,000						
5	Adjusted Beginning Balance	45,920,914	63,316,913	44,827,741	25,259,039	(4,989,763)	(35,857,146)	(64,089,477)	(90,580,457)
6	50/50 Excess Fines Split Revenue	35,443,013	31,920,133	27,946,000	27,946,000	27,946,000	27,946,000	27,946,000	27,946,000
7	2% Automation Fund Revenue	16,748,471	15,753,200	14,831,000	14,831,000	14,831,000	14,831,000	14,831,000	14,831,000
8	Jury Instructions Royalties	526,189	518,617	445,365	445,365	445,365	445,365	445,365	445,365
9	Interest from SMIF	243,979	201,201	135,048	135,048	135,048	135,048	135,048	135,048
10	Other Revenues/SCO Adjustments	2,190,394	(8,495)	-	-	-	-	-	-
11	Subtotal, Revenues	55,152,046	48,384,656	43,357,413	43,357,413	43,357,413	43,357,413	43,357,413	43,357,413
12	From State General Fund	38,709,000	38,709,000	38,709,000	38,709,000	38,709,000	38,709,000	38,709,000	38,709,000
13	From TCTF (1% Transfer)	19,696,630	-						
14	To TCTF (Item 0250-111-0159, BA 2013)	(20,000,000)	(23,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)
15	To TCTF (GC 77209(k))	(31,563,000)	(13,397,000)	(13,397,000)	(13,397,000)	(13,397,000)	(13,397,000)	(13,397,000)	(13,397,000)
16	To TCTF (TCIF AOC staff savings)	-	(594,000)	(594,000)	(594,000)	(594,000)	(594,000)	(594,000)	(594,000)
17	To TCTF (TCIF portion of Deloitte refund)	-	(3,629,000)						
18	Subtotal, Transfers	6,842,630	(1,911,000)	4,718,000	4,718,000	4,718,000	4,718,000	4,718,000	4,718,000
19	Total, Revenues and Transfers	61,994,676	46,473,656	48,075,413	48,075,413	48,075,413	48,075,413	48,075,413	48,075,413
20	Total Resources	107,915,590	109,790,569	92,903,154	73,334,452	43,085,650	12,218,267	(16,014,064)	(42,505,044)
21	Program and Project Allocation	59,340,976	64,799,934	67,481,221	78,161,321	78,779,902	76,144,850	74,403,499	74,329,945
22	Pro Rata	446,039	162,894	162,894	162,894	162,894	162,894	162,894	162,894
23	Total Allocation and Prorata	59,787,015	64,962,828	67,644,115	78,324,215	78,942,796	76,307,744	74,566,393	74,492,839
24	Fund Balance³	48,128,575	44,827,741	25,259,039	(4,989,763)	(35,857,146)	(64,089,477)	(90,580,457)	(116,997,883)
25	Net Revenue/Transfers vs. Expenditure	2,207,661	(18,489,172)	(19,568,702)	(30,248,802)	(30,867,383)	(28,232,331)	(26,490,980)	(26,417,426)
26	Appropriation Authority⁴	N/A	89,982,000	89,982,000	89,982,000	89,982,000	89,982,000	89,982,000	89,982,000
27	Appropriation Balance	N/A	25,182,066	22,500,779	11,820,679	11,202,098	13,837,150	15,578,501	15,652,055

Scenario 2 - Based on Sherri Carter's Request		FY 2011-12 (YE Actual)	FY 2012-13 (YE Actual)	FY 2013-14 (JC Approved) ¹	FY 2014-15 (Estimate) ²	FY 2015-16 (Estimate)	FY 2016-17 (Estimate)	FY 2017-18 (Estimate)	FY 2018-19 (Estimate)
		1	2	3	4	5	6	7	8
28	Adjustment - if ITSO allocation is kept at 2012-13 expenditure level for FY 2014-15 to FY 2018-19 ⁵	-	-	-	8,055,181	9,401,621	9,258,419	6,706,362	6,706,362
29	Scenario 2 Fund Balance	48,128,575	44,827,741	25,259,039	3,065,418	(18,400,344)	(37,374,256)	(57,158,874)	(76,869,938)

Note:

- 1 The revenue is based on the estimates provided to DOF on 10/10/2013; and the expenditure is based on what was approved by the JC on 10/23/2012.
- 2 For FY 2014-15 through FY 2018-19, the revenue is based on the estimates provided to DOF on 10/10/2013; and the expenditure is based on the information and estimates provided by the AOC offices as of 10/25/2013.
- 3 The unrestricted FY 2013-14 fund balance would be \$1.464 million less due to unspent jury instructions royalty revenue from FY 2003-04 through FY 2012-13 as this revenue can solely be used for improvement of the jury system.
- 4 Per the Budget Act of 2013, the appropriation authority in 2013-2014 for local assistance is \$71.309 million and for support is \$9.145 million, which can be increased up to \$18.673 million for the recovery of costs for administrative services provided to the trial courts by the AOC.
- 5 The funding needs for FY 2014-15 through FY 2018-19 includes two new items: a) \$2.0 million per year for Orange telecom in FY 2014-15 and FY 2015-16; b) about \$140,000 per year for Adobe LiveCycle Reader Services (Orange court) for five years. For comparison purpose, the amount for these two items is NOT included in this scenario.

3) IMF - FCS (Oct182013, replacing for 10-17-2013 version)

(Updated on 10/28/2013)		FY 2012-13	FY 2013-2014	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	Project and Program Title	Year-end Estiamte	JC Approved Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget	Estimated Budget
		1	2	3	4	5	6	7
1	Beginning Balance	48,128,575	44,827,741	25,259,039	(4,989,763)	(35,857,146)	(64,089,477)	(90,580,457)
2	Liquidation of Prior Year Encumbrances and Adjustment for Revenue and Expenditure Accruals	11,911,866	-	-	-	-	-	-
3	Refund from Deloitte Consulting Related to PY Contracts	776,472	-	-	-	-	-	-
4	Repayment of Loan	2,500,000	-	-	-	-	-	-
5	Adjusted Beginning Balance	63,316,913	44,827,741	25,259,039	(4,989,763)	(35,857,146)	(64,089,477)	(90,580,457)
6	Revenues							
7	50/50 Excess Split Revenue	31,920,133	27,946,000	27,946,000	27,946,000	27,946,000	27,946,000	27,946,000
8	2% Automation Fund	15,753,200	14,831,000	14,831,000	14,831,000	14,831,000	14,831,000	14,831,000
9	Jury Instructions Royalties	518,617	445,365	445,365	445,365	445,365	445,365	445,365
10	Interest from SMIF	201,201	135,048	135,048	135,048	135,048	135,048	135,048
11	Other Revenues	(8,495)	-	-	-	-	-	-
12	Subtotal, Revenues	48,384,656	43,357,413	43,357,413	43,357,413	43,357,413	43,357,413	43,357,413
13	Transfers							
14	Transfer from State General Fund	38,709,000	38,709,000	38,709,000	38,709,000	38,709,000	38,709,000	38,709,000
15	Transfer to TCTF (Item 0250-111-0159, BA 2012 & 2013)	(23,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)
16	Transfer to TCTF (GC 77209(k))	(13,397,000)	(13,397,000)	(13,397,000)	(13,397,000)	(13,397,000)	(13,397,000)	(13,397,000)
17	Transfer to TCTF (IMF AOC Staff Savings)	(594,000)	(594,000)	(594,000)	(594,000)	(594,000)	(594,000)	(594,000)
18	Transfer to TCTF (IMF Portion of Deloitte Refund)	(3,629,000)	-	-	-	-	-	-
19	Subtotal, Transfers	(1,911,000)	4,718,000	4,718,000	4,718,000	4,718,000	4,718,000	4,718,000
20	Total Resources	109,790,569	92,903,154	73,334,452	43,085,650	12,218,267	(16,014,064)	(42,505,044)
21	Expenditure/Encumbrance/Allocation	64,799,934	67,481,221	78,161,321	78,779,902	76,144,850	74,403,499	74,329,945
22	Prorata	162,894	162,894	162,894	162,894	162,894	162,894	162,894
23	Total Expenditure/Encumbrance/Prorata/Allocation	64,962,828	67,644,115	78,324,215	78,942,796	76,307,744	74,566,393	74,492,839
24	Fund Balance	44,827,741	25,259,039	(4,989,763)	(35,857,146)	(64,089,477)	(90,580,457)	(116,997,883)
		FY 2012-13	FY 2013-2014	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	Project and Program	Year-end Estiamte	JC Approved Budget	Estimated Allocation				
25	Judicial and Court Operations Services Division	9,646,381	8,616,000	8,341,550	8,492,527	8,549,397	8,614,331	9,058,942
26	Trial Court Security Grants	1,199,994	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
27	Total, Office of Security	1,199,994	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
28	Self-represented Litigants Statewide Support	105,030	100,000	100,000	100,000	100,000	100,000	100,000
29	Domestic Violence - Family Law Interpreter Program	1,750,000	20,000	20,000	20,000	20,000	20,000	20,000
30	Domestic Violence - Order After Hearing	-	-	-	-	-	-	-
31	Self-Help Center	4,999,829	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
32	Interactive Software - Self-Rep Electronic Forms	40,000	60,000	60,000	60,000	60,000	60,000	60,000
33	CFCC Educational Programs	92,563	90,000	99,000	99,000	99,000	99,000	99,000
34	CFCC Publications	19,904	20,000	20,000	20,000	20,000	20,000	20,000
35	Total, Center for Families, Children and Courts	7,007,326	5,290,000	5,299,000	5,299,000	5,299,000	5,299,000	5,299,000
36	Orientation for new Trial Court Judges	67,251	95,000					
37	B.E. Witkin Judicial College of CA	103,851	160,000					
38	Primary Assignment Orientation and Overviews	191,236	239,000					
39	Leadership Training - Judicial	40,061	50,000					
40	Judicial Institutes	126,756	110,000					
41	Advanced Education for Experienced Judges	27,488	31,000					
42	Regional and Local Judicial Education Courses	6,028	8,000					
43	Subtotal, Mandated, Essential & Other Education for JOs	562,671	693,000	812,000	812,000	812,000	812,000	812,000
44	Manager and Supervisor Training	18,770	31,000	34,000	34,000	34,000	34,000	34,000
45	Subtotal, Essential/Other Education for CEOs, Managers, Supervisors	18,770	31,000	34,000	34,000	34,000	34,000	34,000
47	Court Personnel Institutes	69,515	120,000					
48	Regional and Local Court Staff Education Courses	768	10,000					
49	Subtotal, Essential/Other Education for Court Personnel	70,283	130,000	143,000	143,000	143,000	143,000	143,000
50	Trial Court Faculty - Statewide Education Program	206,366	236,000					
51	Faculty Development	15,531	25,000					
52	Curriculum Committee - Statewide Edu Plan Development	1,320	1,000					
53	Subtotal, Faculty and Curriculum Development	223,217	262,000	278,000	278,000	278,000	278,000	278,000
54	Distance Education - Satellite Broadcast	141,225	137,000	137,000	137,000	137,000	137,000	137,000
55	Distance Education - Online Video, Resources, Webinar	6,112	10,000	10,000	10,000	10,000	10,000	10,000
56	Subtotal, Distance Learning	147,337	147,000	147,000	147,000	147,000	147,000	147,000
57	Total, Office of Education / CJER	1,022,278	1,263,000	1,414,000	1,414,000	1,414,000	1,414,000	1,414,000

3) IMF - FCS (Oct182013, replacing for 10-17-2013 version)

(Updated on 10/28/2013)		FY 2012-13	FY 2013-2014	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	Project and Program Title	Year-end Estimate	JC Approved Budget	Estimated Budget				
		1	2	3	4	5	6	7
58	Trial Court Performance Measures Study	6,946	13,000	13,000	13,000	13,000	13,000	13,000
59	JusticeCorp (Court Access and Education)	277,000	331,000	247,550	364,927	381,477	398,027	414,577
60	CIP - Testing, Development, Recruitment and Education	132,837	140,000	168,000	201,600	241,920	290,304	348,365
61	2015 Language Needs Study - New (every 5-year)	-	314,000	-	-	-	-	370,000
62	California Language Access Plan (new, one-time)	-	65,000	-	-	-	-	-
63	Total, Court Operations Special Services Office	416,783	863,000	428,550	579,527	636,397	701,331	1,145,942
64	Judicial Council and Court Leadership Services Division	10,933,278	12,251,200	12,299,621	12,348,948	12,400,701	12,454,972	12,511,917
65	Litigation Management Program	3,423,282	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
66	Judicial Performance Defense Insurance	875,966	920,600	966,541	1,014,868	1,065,621	1,118,892	1,174,837
67	Subscription Costs - Judicial Conduct Reporter	15,535	15,600	17,080	17,080	17,080	17,080	17,080
68	Trial Courts Transactional Assistance Program	450,906	451,000	451,000	451,000	451,000	451,000	451,000
69	Jury System Improvement Projects	15,653	18,000	19,000	20,000	21,000	22,000	23,000
70	Alternative Dispute Resolution Centers ¹⁾	74,808	75,000	75,000	75,000	75,000	75,000	75,000
71	Complex Civil Litigation Program	4,001,010	4,001,000	4,001,000	4,001,000	4,001,000	4,001,000	4,001,000
72	Regional Office Assistance Group (Support)	1,348,050	1,460,000	1,460,000	1,460,000	1,460,000	1,460,000	1,460,000
73	Total, Legal Services Office	10,205,210	11,441,200	11,489,621	11,538,948	11,590,701	11,644,972	11,701,917
74	Audit Contract	100,000	150,000	150,000	150,000	150,000	150,000	150,000
75	Internal Audit Services (Support)	628,068	660,000	660,000	660,000	660,000	660,000	660,000
76	Total, Internal Audit Services	728,068	810,000	810,000	810,000	810,000	810,000	810,000
77	Judicial and Court Administrative Services Division	44,220,276	46,614,021	57,520,150	57,938,427	55,194,752	53,334,196	52,759,086
78	Other Post-Employment Benefits Valuation Report (OPEB) (every 2 y	14,827	600,000	-	600,000	-	600,000	-
79	Budget Focused Training and Meetings	31,879	50,000	50,000	50,000	50,000	50,000	50,000
80	Treasury Services - Cash Management (Support)	235,804	238,000	238,000	238,000	238,000	238,000	238,000
81	Trial Court Procurement (Support)	128,037	244,000	244,000	244,000	244,000	244,000	244,000
82	Enhanced Collections (Support)	751,599	625,000	625,000	625,000	625,000	625,000	625,000
83	Total, Fiscal Services Office	1,162,146	1,757,000	1,157,000	1,757,000	1,157,000	1,757,000	1,157,000
84	EAP for Bench Officers	85,000	34,000	47,448	48,471	49,707	51,274	53,400
85	Workers' Compensation Reserve ²⁾	-	719,749	1,230,934	-	-	-	-
86	Trial Court Benefits Program - Legal Advice	40,000	-	-	-	-	-	-
87	Human Resources - Court Investigation	107,702	100,000	94,500	99,225	104,186	109,396	114,865
88	Trial Court Labor Relations Academies and Forums	31,214	30,000	34,622	34,622	34,622	34,622	34,622
89	Total, Human Resources Services Office	263,916	883,749	1,407,504	182,318	188,515	195,292	202,887
90	Telecommunications Support	8,722,102	8,740,000	9,705,000	12,705,000	12,880,000	12,880,000	12,880,000
91	Enterprise Policy/Planning (Statewide Development)	5,102,258	5,122,800	5,268,466	5,419,700	5,573,070	5,731,032	5,731,032
92	Interim Case Management Systems	1,237,450	1,650,600	2,896,497	2,710,324	2,832,215	2,584,355	2,584,355
93	Data Integration	3,906,374	3,906,900	6,986,527	5,513,053	4,854,780	3,681,581	3,681,581
94	California Courts Technology Center (CCTC)	8,762,431	9,465,100	9,848,730	9,905,461	9,964,177	9,336,262	9,336,262
95	Jury Management System	600,000	600,000	600,000	600,000	600,000	600,000	600,000
96	CLETS Services/Integration	469,857	515,200	533,286	542,014	561,715	571,149	571,149
97	CCPOR (ROM)	654,498	675,800	1,501,914	1,227,326	1,227,636	747,946	747,946
98	Testing Tools - Enterprise Test Management Suite	591,274	582,500	595,234	646,814	620,061	415,987	415,987
99	Uniform Civil Fees	385,602	385,000	385,602	385,602	385,602	385,602	385,602
100	Justice Partner Outreach / e-Services	424,711	572,000	590,482	602,884	615,720	629,005	629,005
102	Orange Court Telecom Project - New	-	-	2,000,000	2,000,000	-	-	-
103	Adobe LiveCycle Reader Service Extension - New	-	129,800	133,673	137,684	141,814	146,069	150,451
104	Total, Information Technology Services Office	30,856,557	32,345,700	41,045,411	42,395,862	40,256,790	37,708,988	37,713,370
105	Phoenix Project - FI (Including Support) ³⁾	11,937,657	11,602,572	13,885,235	13,578,247	13,567,447	13,647,916	13,660,829
106	Judicial Council's Court-Ordered Debt Task Force - New	-	25,000	25,000	25,000	25,000	25,000	25,000
107	Total, Trial Court Administrative Services Office	11,937,657	11,627,572	13,910,235	13,603,247	13,592,447	13,672,916	13,685,829
108	Total Expenditure/Encumbrance/Allocation	64,799,934	67,481,221	78,161,321	78,779,902	76,144,850	74,403,499	74,329,945

Note:

¹⁾ LSO has requested \$1.74 million per fiscal year starting from FY 2014-15.

²⁾ The item of Workers' Compensation Reserve was not included in the FCS that was provided on 10/16/2013. Per LSO on 10/25/2013, the amount of \$719,749 for Sacramento was settled on 10/24/2013 and will be paid out in FY 2013-14. The estimated amount of \$1,230,934 for San Francisco is still under negotiation and will possibly be paid out in two years.

³⁾ Based on the latest estimates provided by the program analyst on 10/24/2013, the funding needs for Phoenix program is changed slightly for all years, the total amount for 6 years is lower by \$241K from the amount that was provided on 10/16/2013.

3) IMF - FCS (Oct182013, replacing for 10-17-2013 version)

State Trial Court Improvement and Modernization Fund -- Summary Fund Condition Statement

	FY 2011-12 ¹	FY 2012-13 (Year-end Estimate)			FY 2013-14 Budget			FY 2014-15 Budget		
	Actual	Aug-14-13	Oct-28-13	Oct. vs Aug.	Aug-14-13 ²	Oct-28-13 ³	Oct. vs Aug.	Aug-14-13 ⁴	Oct-28-13 ⁵	Oct. vs Aug.
1 Beginning Balance	41,298,062	48,128,575	48,128,575	-	45,429,828	44,827,741	(602,087)	24,410,023	25,259,039	849,016
2 Prior-Year Adjustments										
3 Liquidation of Prior-Year Encumbrances and Adjustment for Revenue and Expenditure Accruals	4,622,852	11,911,866	11,911,866	-	-	-	-	-	-	-
4 Refund from Deloitte Consulting LLP related to PY contracts	-	776,472	776,472	-	-	-	-	-	-	-
5 Repayment of loan	-	2,500,000	2,500,000	-	-	-	-	-	-	-
6 Adjusted Beginning Balance	45,920,914	63,316,913	63,316,913	-	45,429,828	44,827,741	(602,087)	24,410,023	25,259,039	849,016
7 Revenues										
8 50/50 Excess Fines Split Revenue ⁶	35,443,013	32,522,220	31,920,133	(602,087)	32,522,220	27,946,000	(4,576,220)	32,522,220	27,946,000	(4,576,220)
9 2% Automation Fund Revenue	16,748,471	15,753,200	15,753,200	-	15,753,200	14,831,000	(922,200)	15,753,200	14,831,000	(922,200)
10 Jury Instructions Royalties	526,189	518,617	518,617	-	518,617	445,365	(73,252)	518,617	445,365	(73,252)
11 Interest from SMIF	243,979	201,201	201,201	-	201,201	135,048	(66,153)	201,201	135,048	(66,153)
12 Other Revenues/SCO Adjustments	2,190,394	(8,495)	(8,495)	-	-	-	-	-	-	-
13 Transfers										
14 From State General Fund	38,709,000	38,709,000	38,709,000	-	38,709,000	38,709,000	-	38,709,000	38,709,000	-
15 To Trial Court Trust Fund	(20,000,000)	(23,000,000)	(23,000,000)	-	(20,000,000)	(20,000,000)	-	(20,000,000)	(20,000,000)	-
16 To TCTF (GC 77209(k))	(31,563,000)	(13,397,000)	(13,397,000)	-	(13,397,000)	(13,397,000)	-	(13,397,000)	(13,397,000)	-
17 Transfer from TCTF	19,696,630	-	-	-	-	-	-	-	-	-
18 To TCTF (Improvement Fund AOC staff savings)	-	(594,000)	(594,000)	-	(594,000)	(594,000)	-	(594,000)	(594,000)	-
19 To TCTF (Improvement Fund portion of Deloitte refund)	-	(3,629,000)	(3,629,000)	-	-	-	-	-	-	-
20 Net Revenue/Transfers	61,994,676	47,075,743	46,473,656	(602,087)	53,713,238	48,075,413	(5,637,825)	53,713,238	48,075,413	(5,637,825)
21 Total Resources	107,915,590	110,392,656	109,790,569	(602,087)	99,143,066	92,903,154	(6,239,912)	78,123,261	73,334,452	(4,788,809)
22 Expenditures/Encumbrances/Allocation										
23 Program and Project Expenditures/Encumbrances/Allocation	59,340,976	64,799,934	64,799,934	-	74,570,149	67,481,221	(7,088,928)	72,957,149	78,161,321	5,204,172
24 Pro Rata	446,039	162,894	162,894	-	162,894	162,894	-	162,894	162,894	-
25 Total Expenditures/Encumbrances/Allocation	59,787,015	64,962,828	64,962,828	-	74,733,043	67,644,115	(7,088,928)	73,120,043	78,324,215	5,204,172
26 Fund Balance⁷	48,128,575	45,429,828	44,827,741	(602,087)	24,410,023	25,259,039	849,016	5,003,218	(4,989,763)	(9,992,981)
27 Net Revenue/Transfers Over or (Under) Expenditure	2,207,661	(17,887,085)	(18,489,172)	(602,087)	(21,019,805)	(19,568,702)	1,451,103	(19,406,805)	(30,248,802)	(10,841,997)
28 Appropriation Authority	N/A	89,982,000	89,982,000	-	89,982,000	89,982,000	-	89,982,000	89,982,000	-
29 Appropriation Balance	N/A	25,182,066	25,182,066	-	15,411,851	22,500,779	7,088,928	17,024,851	11,820,679	(5,204,172)

1. Combines the FY 2011-12 fund condition statements of the Judicial Administration Efficiency and Modernization Fund and the Trial Court Improvement Fund.

2. The revenue amount is based on the estimates for FY 2012-13 year-end. The proposed allocation is based on the Revenue and Expenditure Subcommittee's recommendations on 8/1/2013 as well as assumes two TCBCAC referred items, the \$15.6 million for Telecommunications support and \$609K for Orange Superior Court Telecommunication Project, WILL BE FULLY funded.

3. The revenue amount is based on the estimates provided to DOF on 10/10/2013. The proposed allocation is based on JC approved amount on 8/23/2013.

4. Assumes the same revenues as estimated for FY 2013-14. Reduced allocation amount by \$1,004,000 due to: a) \$314,000 for Language Needs Study is every five years; b) \$65,000 for Language Access Plan is one-time; c) \$600,000 for OPEB Valuation Reports is every other year; d) \$25,000 for JC Court-Ordered Debt Task Force is one-time; and e) \$609,000 for the one-time Orange Superior Court Telecom Upgrade project.

5. The revenue amount is based on the estimates provided to DOF on 10/10/2013. The estimated allocation is based on the adjusted "5-year project/program funding needs/costs" submitted by the AOC offices as of 10/28/2013.

6. The FY 2012-13 year-end estimated amount (for 8/14/2013 meeting) was based on: a) as of 8/6/2013, 42 counties have provided the actual or estimated amount of remittance to the AOC; and b) FY 2011-12 and FY 2012-13 1st to 3rd quarter ROR data to project the total revenue for the other 16 counties. However, the actual deposits as of 10/1/2013 was lower than the original estimate. Based on the actual data, it indicates that the revenue will probably continue to decrease. Therefore, the estimated amount for FY 2013-14 and after is adjusted down accordingly.

7. The unrestricted FY 2013-14 fund balance would be \$1.464 million less due to unspent jury instructions royalty revenue from FY 2003-04 through FY 2012-13 as this revenue can solely be used for improvement of the jury system.



Judicial Council of California

ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS SERVICES DIVISION

455 Golden Gate Avenue • San Francisco, California 94102-3688

Telephone 415-865-4200 • Fax 415-865-4205 • TDD 415-865-4272

TANI G. CANTIL-SAKAUYE
Chief Justice of California
Chair of the Judicial Council

STEVEN JAHR
Administrative Director of the Courts

CURTIS L. CHILD
Chief Operating Officer

DIANE E. COWDREY
Director, Center for Judiciary Education and Research

October 17, 2013

Hon. Laurie M. Earl
 Presiding Judge of the
 Superior Court of California,
 County of Sacramento
 720 Ninth Street Dept. 47
 Sacramento, California 95814

Dear Judge Earl:

I've received your questions from the Fiscal Services Office regarding the additional information you are seeking about CJER programs and products. As a way to provide answers to your questions, I am providing some background information on the way that CJER programs and products are developed. This process changed within the past few years and it's important for you to know that the new process relies heavily on a set of Curriculum Committees who spend months reviewing content for judges and determining what programs and education products should be provided throughout a two year period. Their recommendations are then compiled and forwarded to the CJER Governing Committee for review and approval. I hope you will find the attached information valuable.

Attached are the following documents:

1. ***“Developing the Judicial Branch Education Plan: Objectives, Roles and Responsibilities.”*** This outlines the current process of developing judicial education in the branch, and was approved by the CJER Governing Committee in November 2009. Justice Ron Robie was the Chair of the CJER Governing Committee at that time, and was

Hon. Laurie M. Earl

October 17, 2013

Page 2

responding to a request from E&P to review the roles and structure of the Governing Committee, the various Education Committees (there were approximately 21 committees at that time), and CJER staff.

2. ***Current rosters of the nine Curriculum Committees.*** These are the committees who, every two years, conduct a *content analysis* of CJER curricula to ensure it is complete, up-to-date, and continues to be relevant, and then prioritizes content in terms of what should be included in the next two-year Education Plan. They also conduct a *delivery analysis* to determine how that content should be provided (a live program, webinar, video, etc.). Throughout the year, they meet to evaluate the progress of the current plan, discuss any issues with particular programs or products (for example, when CJER has staffing reductions, we typically have to postpone or cancel some items on the Education Plan and this is reviewed with the Committees).

3. ***The current 2012-2014 Education Plan, as originally developed.*** This is the final product that results from the efforts of the Curriculum Committee, as described above, and then brought to CJER for resourcing (staff determine how many of the items prioritized by the Curriculum Committees that we have funding and staff to accomplish) and then to the CJER Governing Committee for review and approval. You can see that each item has a separate number so we can track it independently during the two-year plan.

4. ***2012-2014 Education Plan Status Report (partial).*** Throughout the two-year period, all items are tracked to determine their progress. CJER staff meets monthly to discuss any problems with scheduling, staffing, or other issues and note that on a separate document, which I've enclosed a portion for your information. This is a working document for internal use only.

As you can see from the extensive process of developing education for the judicial branch, it has a high level of judicial involvement and decision-making. We are currently in the process of developing the next two-year Education Plan, and this year's process includes additional cost-benefit analyses that were added as a result of the SEC recommendations.

To address your first two questions: the development of the two-year Education Plan illustrates that education programs and products vary from year to year. Likewise, the determination by the Curriculum Committees to offer something live or via distance education also varies from year to year. Determining attendance capacity is dependent upon a number of variables, including the venue (space), funding, faculty availability, the specific audience (for example, the Appellate Judicial Attorneys is a very large group, so we offer their Institute each year so half can attend each year), and the delivery method (for some distance education, the capacity is unlimited). In

5) CJER Add'l Information Requested by Judge Earl (a)

Hon. Laurie M. Earl

October 17, 2013

Page 3

terms of the average attendance as some of CJER's recurring programs, we have a standards chart that provides averages for each of our programs. These include:

<u>Program</u>	<u>Average # Participants</u>	<u>Range of Participants</u>
Judicial College	92	55-140
New Judge Orientation	12	8-14
Judicial Institutes	91	53- 114
Primary Assignment Orientations	102	89-126
Criminal Assignment Courses	57	46-66
Court Clerk Training Institute	112	85-150
Presiding Judge/CEO Institute	74	72-76
CEQA	54	54
Supervising Judges Institute	45	39-55

Justice Dondero and I would be happy to follow up with a phone call in the next few days to see if you have any additional questions, or if you would like to discuss this information further. I hope it has been helpful in answering your questions and in giving sufficient background information on how the CJER Governing Committee develops an education plan for the branch. Obviously, IMF funds are critical for education provided to the trial courts; and, given the relatively small amount of current funding (CJER has incurred a 60% reduction over the past 5 years), the Governing Committee and Curriculum Committees works very hard to maximize the value of that funding.

Very truly yours,



Diane E. Cowdrey, Ed.D., Director
Center for Judiciary Education & Research

DEC/sl

Enclosures

cc: Justice Robert Dondero, Chair, CJER Governing Committee



ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION
CENTER FOR JUDICIARY EDUCATION AND RESEARCH
Celebrating 40 Years of Judicial Education 1973-2013

Center for Judiciary Education and Research (CJER)
455 Golden Gate Avenue, 6th Floor, San Francisco, California 94102-3688
Phone: 415-865-7745 Fax: 415-865-4335

2012-2013

Appellate Practice Curriculum Committee

Roster

CHAIR

Hon. Kathleen M. Banke

Associate Justice of the Court of Appeal
First Appellate District
Division One
350 McAllister Street
San Francisco, CA 94102-3600
(415) 865-7251
Fax: (415) 865-7309
kathleen.banke@jud.ca.gov
Current Term: 11/1/2012-10/31/2014

APPELLATE COURT JUSTICE MEMBERS

Hon. Dennis A. Cornell

Associate Justice of the Court of Appeal
Fifth Appellate District
2424 Ventura Street
Fresno, CA 93721
(559) 445-5480
Fax (559) 445-6685
dennis.cornell@jud.ca.gov
Current Term: 11/1/2012-10/31/2014

Hon. Andrea L. Hoch

Associate Justice of the Court of Appeal
Third Appellate District
621 Capitol Mall, 10th Floor
Sacramento, CA 95814-4869
(916) 654-0209
Fax (916) 654-9861
andrea.hoch@jud.ca.gov
Current Term: 11/1/2012-10/31/2015

Hon. Judith D. McConnell

Administrative Presiding Justice of the
Court of Appeal
Fourth Appellate District
750 B Street, Suite 300
San Diego, CA 92101
(619) 744-0601
Fax (619) 645-2743
judith.mcconnell@jud.ca.gov
Current Term: 7/1/2013-10/31/2016

5) CJER Add'l Information Requested by Judge Earl (a)

**TRIAL COURT APPELLATE
DIVISION JUDGE MEMBER****Hon. Alex Ricciardulli**

Judge of the Superior Court of California,
County of Los Angeles
111 North Hill Street
Los Angeles, CA 90012
(213) 974-1414
Fax (213) 626-6195
ARicciardulli@LASuperiorCourt.org
Current Term: 11/1/2012-10/31/2015

**APPELLATE COURT JUDICIAL
ATTORNEY MEMBERS****Mr. Philip L. Goar**

Appellate Court Attorney
Court of Appeal
Second Appellate District, Division One
300 South Spring Street
Los Angeles, CA 90013
(213) 830-7532
Fax (213) 897-2429
phil.goar@jud.ca.gov
Current Term: 11/1/2012-10/31/2015

**CJER GOVERNING COMMITTEE
LIAISON****Hon. Ronald B. Robie**

Associate Justice of the Court of Appeal
Third Appellate District
621 Capitol Mall, 10th Floor
Sacramento, CA 95814-4869
(916) 654-0209
Fax: (916) 653-0317
ron.robie@jud.ca.gov

AOC LIAISON**Mr. Chad Finke**

Director
Court Operations Special Services Office
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-8925
Fax: (415) 865-4315
chad.finke@jud.ca.gov

LEAD STAFF**Mr. Rod Cathcart**

Senior Attoreny
Center for Judiciary Education and
Research/CJER
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-7834
Fax: (415) 865-4335
rod.cathcart@jud.ca.gov

5) CJER Add'l Information Requested by Judge Earl (a)



ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION

CENTER FOR JUDICIARY EDUCATION AND RESEARCH
Celebrating 40 Years of Judicial Education 1973-2013

Center for Judiciary Education and Research (CJER)
455 Golden Gate Avenue, 6th Floor, San Francisco, California 94102-3688
Phone: 415-865-7745 Fax: 415-865-4335

2012-2013

Civil Law Curriculum Committee

Roster

CHAIR

Hon. Gary Nadler

Judge of the Superior Court of California,
County of Sonoma
3035 Cleveland Avenue, Suite 200
Santa Rosa, CA 95403
(707) 521-6725
Fax (707) 521-6750
gnadler@sonomacourt.org
Current Term: 11/01/2012-10/31/2014

TRIAL COURT MEMBERS

Mr. Robert L. Becking

Research Attorney III
Superior Court of California,
County of Orange
751 West Santa Ana Blvd.
Santa Ana, CA 92702-2028
(657) 622-5363
Fax (714) 568-5190
rbecking@occourts.org
Current Term: 11/01/2012-10/31/2013

Hon. Cindy Dobler Davis

Commissioner of the Superior Court of
California, County of San Diego
220 West Broadway
San Diego, CA 92101
(619) 450-5434
Fax (619) 450-5207
cindy.davis@sdcourt.ca.gov
Mailing Address
PO Box 122724
San Diego, CA 92112-2724
Current Term: 11/01/2012-10/31/2014

Hon. Paul M. Marigonda

Assistant Presiding Judge of the Superior
Court of California, County of Santa Cruz
701 Ocean Street, Room 110
Santa Cruz, CA 95060
(831) 420-2381
Fax (831) 420-2260
paul.marigonda@santacruzcourt.org
Current Term: 11/01/2012-10/31/2015

5) CJER Add'l Information Requested by Judge Earl (a)

Hon. Anthony J. Mohr

Judge of the Superior Court of California,
 County of Los Angeles
 600 S. Commonwealth Ave
 Los Angeles, CA 90005
 (213) 351-8590
 Fax (213) 637-9938
 AMohr@LASuperiorCourt.org
 Current Term: 11/01/2012-10/31/2014

Hon. Stanford E. Reichert

Judge of the Superior Court of California,
 County of San Bernardino
 9303 North Haven Avenue
 Rancho Cucamonga, CA 91730
 (909) 285-3674
 Fax (909) 285-3761
 sreichert@sb-court.org
 Current Term: 11/01/2012-10/31/2014

Hon. Nancy Case Shaffer

Judge of the Superior Court of California,
 County of Sonoma
 3055 Cleveland Avenue
 Santa Rosa, CA 95403
 (707) 521-6706
 Fax (707) 521-6762
 nshaffer@sonomacourt.org
 Current Term: 11/01/2012-10/31/2015

Mr. Daniel E. Skinner

Legal Research Attorney
 Superior Court of California,
 County of Orange
 700 Civic Center Drive West
 Santa Ana, CA 92701
 (657) 622-5347
 Fax (949) 203-6157
 dskinner@occourts.org
 Current Term: 11/01/2012-10/31/2015

Hon. Lynn O'Malley Taylor (Ret.)

Superior Court of California,
 County of Marin
 3501 Civic Center Drive
 San Rafael, CA 94903
 (415) 453-0405
 lynno_taylor@yahoo.com
Mailing Address
PO Box 4988
San Rafael, CA 94913-4988
 Current Term: 11/01/2012-10/31/2013

APPELLATE COURT MEMBER**Ms. Kathleen Berglund**

Senior Research Attorney
 Court of Appeal
 Fourth Appellate District
 Division Two
 32395 Corte San Vincente
 Temecula, CA 92592
 (951) 782-2635
 Fax (951) 248-0346
 kathleen.berglund@jud.ca.gov
 Current Term: 11/01/2012-10/31/2013

**CJER GOVERNING COMMITTEE
LIAISON****Hon. Mary Thornton House**

Judge of the Superior Court of California,
 County of Los Angeles
 300 East Walnut Street Dept. A
 Pasadena, CA 91101
 (626) 356-5641
 Fax (626) 568-3903
 MHouse@LASuperiorCourt.org

AOC LIAISONS**Mr. Patrick O'Donnell**

Supervising Attorney
Legal Services Office
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-7665
Fax (415) 865-7664
patrick.o'donnell@jud.ca.gov

Ms. Anne Ronan

Attorney
Legal Services Office
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-8933
Fax (415) 865-7664
anne.ronan@jud.ca.gov

LEAD STAFF**Ms. Rhoda Chang**

Attorney
Center for Judiciary Education and
Research/CJER
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-7823
Fax: (415) 865-4335
rhoda.chang@jud.ca.gov



ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION

CENTER FOR JUDICIARY EDUCATION AND RESEARCH
Celebrating 40 Years of Judicial Education 1973-2013

Center for Judiciary Education and Research (CJER)
455 Golden Gate Avenue, 6th Floor, San Francisco, California 94102-3688
Phone: 415-865-7745 Fax: 415-865-4335

2012-2013

Criminal Law Curriculum Committee

Roster

CHAIR

Hon. Philip H. Pennypacker, Chair

Judge of the Superior Court of California,

County of Santa Clara

190 West Hedding Street

San Jose, CA 95110

(408) 808-7080

Fax (408) 808-6892

ppennypacker@scscourt.org

Mailing Address

191 North First Street Rm. Dept. 29a

San Jose, CA 95113

Current Term: 11/01/2012 to 10/31/2014

APPELLATE COURT JUSTICE MEMBER

Hon. Elena J. Duarte

Associate Justice of the Court of Appeal

Third Appellate District

621 Capitol Mall, 10th Floor

Sacramento, CA 95814-4869

(916) 654-0209

Fax (916) 653-0317

elena.duarte@jud.ca.gov

Current Term: 11/01/2012-10/31/2014

TRIAL COURT MEMBERS

Hon. Charles R. Brehmer

Judge of the Superior Court of California,

County of Kern

1415 Truxtun Avenue

Bakersfield, CA 93301

(661) 868-4934

Fax (661) 868-4999

charles.brehmer@kern.courts.ca.gov

Current Term: 11/01/2012-10/31/2015

Hon. Ronald S. Coen

Judge of the Superior Court of California,

County of Los Angeles

111 North Hill Street

Los Angeles, CA 90012

(213) 974-5777

Fax (213) 621-7952

RCoen@LASuperiorCourt.org

Current Term: 11/01/2012 to 10/31/2013

5) CJER Add'l Information Requested by Judge Earl (a)

Hon. Lewis A. Davis

Judge of the Superior Court of California,
 County of Contra Costa
 202 Glacier Drive
 Martinez, CA 94553
 (925) 957-5355
 Fax (925) 957-5688
 ldavi@contracosta.courts.ca.gov
 Current Term: 11/01/2012 to 10/31/2014

Hon. Janet Gaard

Judge of the Superior Court of California,
 County of Yolo
 725 Court Street
 Woodland, CA 95695
 (530) 406-6942
 Fax (530) 406-6772
 jgaard@yolo.courts.ca.gov
 Current Term: 11/01/2012-10/31/2015

Hon. Larry J. Goodman

Judge of the Superior Court of California,
 County of Alameda
 1225 Fallon Street, Dept. 9
 Oakland, CA 94612
 (510) 891-6355
 Fax (510) 891-6276
 lgoodman@alameda.courts.ca.gov
 Current Term: 11/01/2012-10/31/2015

Hon. Brian M. Hoffstadt

Judge of the Superior Court of California,
 County of Los Angeles
 1427 West Covina Parkway
 West Covina, CA 91790
 (626) 813-3241
 Fax (626) 338-8356
 BHoffstadt@LASuperiorcourt.org
 Current Term: 11/01/2012-10/31/2015

Hon. Russell L. Hom

Judge of the Superior Court of California,
 County of Sacramento
 720 Ninth Street
 Sacramento, CA 95814
 (916) 874-5762
 Fax (916) 874-5620
 homr@saccourt.ca.gov
 Current Term: 11/01/2012-10/31/2015

Hon. Richard M. King

Judge of the Superior Court of California,
 County of Orange
 700 Civic Center Drive West
 Santa Ana, CA 92701
 (657) 622-5242
 Fax (714) 834-6171
 rking@occourts.org
Mailing Address
P. O. Box 1994
Santa Ana, CA 92702-1994
 Current Term: 11/01/2012 to 10/31/2013

Hon. Clifford L. Klein

Judge of the Superior Court of California,
 County of Los Angeles
 210 West Temple Street
 Los Angeles, CA 90012-3210
 (213) 974-6963
 Fax (213) 680-9381
 CKlein@LASuperiorCourt.org
 Current Term: 11/01/2012 to 10/31/2014

Hon. Darrell S. Mavis

Judge of the Superior Court of California,
 County of Los Angeles
 300 East Walnut Street
 Pasadena, CA 91101
 (626) 356-5279
 Fax (626) 440-0516
 DMavis@LASuperiorCourt.org
 Current Term: 11/01/2012-10/31/2013

5) CJER Add'l Information Requested by Judge Earl (a)

Hon. Vernon K. Nakahara

Judge of the Superior Court of California,
County of Alameda
1225 Fallon Street, Dept. 8
Oakland, CA 94612
(510) 891-6049
Fax (510) 891-6351
vnakahara@alameda.courts.ca.gov
Current Term: 11/01/2012-10/31/2013

Hon. Mary Ann O'Malley

Judge of the Superior Court of California,
County of Contra Costa
1020 Ward Street
Martinez, CA 94553
(925) 957-5704
Fax (925) 957-5684
momal@contracosta.courts.ca.gov
Current Term: 11/01/2012-10/31/2014

Hon. Jonathan M. Skiles

Judge of the Superior Court of California,
County of Fresno
1100 Van Ness Avenue
Fresno, CA 93724-0002
(559) 457-6304
Fax (559) 457-2035
jskiles@fresno.courts.ca.gov
Current Term: 11/01/2012 to 10/31/2015

**CJER GOVERNING COMMITTEE
LIAISON****Hon. Robert L. Dondero**

Associate Justice of the
Court of Appeal
First Appellate District
Division One
350 McAllister Street
San Francisco, CA 94102-3600
(415) 865-7279
Fax (415) 865-7309
robert.dondero@jud.ca.gov

**ASSIGNED JUDGES PROGRAM
LIAISON****Hon. Michael D. Wellington (Ret.)**

Superior Court of California,
County of San Diego
220 West Broadway
San Diego, CA 92101
(619) 450-5055
Fax (619) 450-5234
michael.wellington@sdcourt.ca.gov
Mailing Address
P.O. Box 122724
San Diego, CA 92112-2724

AOC LIAISONS**Mr. Arturo Castro**

Attorney
Legal Services Office
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-7702
Fax (415) 865-7664
arturo.castro@jud.ca.gov

Ms. Bobbie Welling

Supervising Attorney
Center for Families, Children & the Courts
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-7822
Fax (415) 865-7217
bobbie.welling@jud.ca.gov

CJER LEAD STAFF

Mr. Eugene Kim

Attorney

CJER

Administrative Office of the Courts

455 Golden Gate Avenue

San Francisco, CA 94102-3688

(415) 865-4557

Fax: (415) 865-4335

eugene.kim@jud.ca.gov

5) CJER Add'l Information Requested by Judge Earl (a)



ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION

CENTER FOR JUDICIARY EDUCATION AND RESEARCH
Celebrating 40 Years of Judicial Education 1973-2013

Center for Judiciary Education and Research (CJER)
455 Golden Gate Avenue, 6th Floor, San Francisco, California 94102-3688
Phone: 415-865-7745 Fax: 415-865-4335

2012-2013

Family Law Curriculum Committee

Roster

CHAIR

Hon. Mark A. Juhas

Judge of the Superior Court of California,
County of Los Angeles
111 North Hill Street
Los Angeles, CA 90012
(213) 974-6933
Fax (213) 680-3778
MAJuhas@LASuperiorCourt.org
Current Term: 11/01/2012-10/31/2014

TRIAL COURT MEMBERS

Hon. Sue Alexander

Commissioner of the Superior Court of
California,
County of Alameda
5672 Stoneridge Drive
Pleasanton, CA 94588
(510) 690-2717
Fax (510) 227-6775
salexander@alameda.courts.ca.gov
Current Term: 11/01/2012 to 10/31/2014

Hon. Grant V. Barrett

Commissioner of the Superior Court of
California,
County of Calaveras
891 Mountain Ranch Road
San Andreas, CA 95249
(209) 754-6215
Fax (209) 754-6295
gbarrett@calaveras.courts.ca.gov
Mailing Address
P.O. Box 850
San Andreas, CA 95249-0850
Current Term: 11/01/2012 to 10/31/2014

Hon. David L. Belz

Judge of the Superior Court of California,
County of Orange
341 The City Drive
Orange, CA 92868
(657) 622-5569
Fax (714) 773-4639
dbelz@occourts.org
Current Term: 11/01/2012-10/31/2015

5) CJER Add'l Information Requested by Judge Earl (a)

Hon. James G. Bertoli

Judge of the Superior Court of California,
 County of Sonoma
 600 Administration Drive
 Santa Rosa, CA 95403
 (707) 521-6713
 Fax (707) 521-6762
 jbertol1@sonomacourt.org
 Current Term: 11/01/2012-10/31/2013

Hon. Michael J. Convey

Judge of the Superior Court of California,
 County of Los Angeles
 6230 Sylmar Avenue
 Van Nuys, CA 91401
 (818) 374-2230
 Fax (818) 988-6438
 MJConvey@LASuperiorCourt.org
 Current Term: 11/01/2012-10/31/2015

Hon. Michael Gassner

Commissioner of the Superior Court of
 California, County of San Bernardino
 8303 North Haven Avenue
 Rancho Cucamonga, CA 91730
 (909) 285-3752
 Fax (909) 285-3761
 mgassner@sb-court.org
 Current Term: 11/01/2012-10/31/2014

Hon. JoAnn Johnson

Commissioner of the Superior Court of
 California,
 County of Ventura
 800 South Victoria Avenue
 Ventura, CA 93009-0001
 (805) 654-2915
 Fax (805) 654-5110
 jo.johnson@ventura.courts.ca.gov
Mailing Address
P.O. Box 6489
Ventura, CA 93006-6489
 Current Term: 11/01/2012 to 10/31/2013

Hon. Thomas T. Lewis

Judge of the Superior Court of California,
 County of Los Angeles
 111 North Hill Street
 Los Angeles, CA 90012
 (213) 974-6219
 Fax (213) 628-0894
 TTLewis@LASuperiorCourt.org
 Current Term: 11/01/2012-10/31/2013

Hon. Gayle L. Peron

Commissioner of the Superior Court of
 California, County of San Luis Obispo
 1035 Palm Street
 San Luis Obispo, CA 93408
 (805) 781-5420
 Fax (805) 781-1071
 gayle.peron@slo.courts.ca.gov
 Current Term: 11/01/2012-10/31/2013

Hon. Dale R. Wells

Judge of the Superior Court of California,
 County of Riverside
 46-200 Oasis Street
 Indio, CA 92201
 (760) 393-2440
 Fax (760) 393-2640
 Dale.Wells@riverside.courts.ca.gov
 Current Term: 11/01/2012-10/31/2015

Hon. Adam Wertheimer

Commissioner of the Superior Court of
 California,
 County of San Diego
 220 West Broadway
 San Diego, CA 92101
 (619) 450-5042
 Fax (619) 450-5234
 adam.wertheimer@sdcourt.ca.gov
Mailing Address
P.O. Box 122724 Rm. Dept. 42
San Diego, CA 92112-2724
 Current Term: 11/01/2012 to 10/31/2013

5) CJER Add'l Information Requested by Judge Earl (a)

Hon. Theodore C. Zayner

Judge of the Superior Court of California,
 County of Santa Clara
 605 West El Camino Real
 Sunnyvale, CA 94087
 (408) 481-3540
 Fax (408) 481-3590
 tzayner@scscourt.org
Mailing Address
 191 North First Street Rm. Dept. 82
 San Jose, CA 95113
 Current Term: 11/01/2012 to 10/31/2015

CJER GOVERNING COMMITTEE
LIAISON

Hon. Mark A. Juhas

Judge of the Superior Court of California,
 County of Los Angeles
 111 North Hill Street Dept. 64
 Los Angeles, CA 90012
 (213) 974-6933
 Fax (213) 680-3778
 MAJuhas@LASuperiorCourt.org

ASSIGNED JUDGES PROGRAM
LIAISON

VACANT

AOC LIAISONS**Ms. Bonnie Hough**

Managing Attorney
 Center for Families, Children & the Courts
 Administrative Office of the Courts
 455 Golden Gate Avenue
 San Francisco, CA 94102-3688
 (415) 865-7668
 Fax (415) 865-7217
 bonnie.hough@jud.ca.gov

Ms. Bobbie Welling

Supervising Attorney
 Center for Families, Children & the Courts
 Administrative Office of the Courts
 455 Golden Gate Avenue
 San Francisco, CA 94102-3688
 (415) 865-7822
 Fax (415) 865-7217
 bobbie.welling@jud.ca.gov

LEAD STAFF**Ms. Nanette Zavala**

Attorney
 Center for Judiciary Education and
 Research/CJER
 Administrative Office of the Courts
 455 Golden Gate Avenue
 San Francisco, CA 94102-3688
 (415) 865-4379
 Fax: (415) 865-4335
 nanette.zavala@jud.ca.gov

5) CJER Add'l Information Requested by Judge Earl (a)

CHAIR**Hon. Frederick Paul Horn**

Judge of the Superior Court of California,
County of Orange
700 Civic Center Drive West
Santa Ana, CA 92701
(657) 622-5231
Fax (657) 622-8238
fhorn@occourts.org
Mailing Address
P. O. Box 1994 Rm. Dept. C31
Santa Ana, CA 92702-1994
Current Term: 11/01/2012 to 10/31/2014

TRIAL COURT MEMBERS**Hon. Paul A. Bacigalupo**

Judge of the Superior Court of California,
County of Los Angeles
200 West Compton Boulevard
Compton, CA 90220
(310) 603-7741
Fax (310) 764-0887
PABacigalupo@LASuperiorCourt.org
Current Term: 11/01/2012-10/31/2013

Hon. Angela M. Bradstreet

Judge of the Superior Court of California,
County of San Francisco
850 Bryant Street, Dept. 14, Hall of Justice
San Francisco, CA 94103
(415) 551-3856
abradstreet@sftc.org
Current Term: 2/20/2013-10/31/2013

Hon. Le Jacqueline Duong

Judge of the Superior Court of California,
County of Santa Clara
190 West Hedding Street
San Jose, CA 95110
(408) 808-7250
Fax (408) 808-6695
jduong@scscourt.org
Mailing Address
191 North First Street Rm. Dept. 43
San Jose, CA 95113
Current Term: 11/01/2012 to 10/31/2014

5) CJER Add'l Information Requested by Judge Earl (a)

Hon. Laura W. Halgren

Judge of the Superior Court of California,
 County of San Diego
 220 West Broadway
 San Diego, CA 92101
 (619) 450-5029
 Fax (619) 450-5234
 laura.halgren@sdcourt.ca.gov
Mailing Address
P.O. Box 122724
San Diego, CA 92112-2724
 Current Term: 11/01/2012 to 10/31/2015

Hon. Franz E. Miller

Judge of the Superior Court of California,
 County of Orange
 700 Civic Center Drive West
 Santa Ana, CA 92701
 (657) 622-5214
 Fax (657) 622-8233
 fmiller@occourts.org
Mailing Address
P. O. Box 1994
Santa Ana, CA 92702-1994
 Current Term: 11/01/2012 to 10/31/2014

Hon. Alice Vilardi

Judge of the Superior Court of California,
 County of Alameda
 24405 Amador Street
 Hayward, CA 94544
 (510) 690-2777
 Fax (510) 690-2824
 avilardi@alameda.courts.ca.gov
 Current Term: 11/01/2012-10/31/2015

CJER GOVERNING COMMITTEE
LIAISONS**Hon. Ronald B. Robie**

Associate Justice of the Court of Appeal
 Third Appellate District
 621 Capitol Mall, 10th Floor
 Sacramento, CA 95814
 Phone: 916-651-7255
 Fax: 916-653-0324
 ron.robie@jud.ca.gov

ASSIGNED JUDGES PROGRAM
LIAISON**Hon. J. Michael Byrne**

Judge of the Superior Court of California,
 County of Los Angeles
 300 East Walnut Street
 Pasadena, CA 91101
 (626) 356-5645
 Fax (626) 568-3903
 Jbyrne@LASuperiorCourt.org

AOC LIAISONS**Ms. Donna Clay-Conti**

Senior Attorney
 Center for Families, Children & the Courts
 Administrative Office of the Courts
 455 Golden Gate Avenue
 San Francisco, CA 94102-3688
 (415) 865-7911
 Fax (415) 865-7217
 donna.clay-conti@jud.ca.gov

5) CJER Add'l Information Requested by Judge Earl (a)

Mr. Mark Jacobson

Senior Attorney
Legal Services Office
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-7898
Fax (415) 865-7664
mark.jacobson@jud.ca.gov

Ms. Linda McCulloh

Senior Attorney
Center for Judiciary Education and
Research/CJER
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-7746
Fax: (415) 865-4335
linda.mcculloh@jud.ca.gov

LEAD STAFF**Mr. Rod Cathcart**

Senior Attorney
Center for Judiciary Education and
Research/CJER
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-7834
Fax: (415) 865-4335
rod.cathcart@jud.ca.gov

5) CJER Add'l Information Requested by Judge Earl (a)



ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION

CENTER FOR JUDICIARY EDUCATION AND RESEARCH
Celebrating 40 Years of Judicial Education 1973-2013

Center for Judiciary Education and Research (CJER)
455 Golden Gate Avenue, 6th Floor, San Francisco, California 94102-3688
Phone: 415-865-7745 Fax: 415-865-4335

2012-2013

Judicial Branch Leadership Development Curriculum Committee

Roster

CHAIR

Hon. Clifford R. Anderson III
Judge of the Superior Court of California,
County of Santa Barbara
118 East Figueroa Street
Santa Barbara, CA 93101
(805) 882-4608
Fax (805) 882-4691
kanderson@sbcourts.org
Current Term: 11/01/2012-10/31/2014

APPELLATE COURT MEMBER

Mr. Kevin Lane
Clerk Administrator
Court of Appeal
Fourth Appellate District, Division One
750 B Street, Suite 300
San Diego, CA 92101
(619) 744-0782
Fax (619) 645-2495
kevin.lane@jud.ca.gov
Current Term: 11/01/2012-10/31/2015

TRIAL COURT MEMBERS

Hon. Diana Becton
Judge of the Superior Court of California,
County of Contra Costa
1020 Ward Street
Martinez, CA 94553
(925) 957-5730
Fax (925) 957-5684
dbect@contracosta.courts.ca.gov
Current Term: 11/01/2012 to 10/31/2015

Hon. Edward Frederick Lee
Judge of the Superior Court of California,
County of Santa Clara
301 Diana Avenue
Morgan Hill, CA 95037
(408) 695-5060
Fax (408) 695-5090
elee@scscourt.org
Mailing Address
191 North First Street Rm. Dept. 110
San Jose, CA 95113
Current Term: 11/01/2012 to 10/31/2014

5) CJER Add'l Information Requested by Judge Earl (a)

Ms. Nora Sanchez

Court Operations Manager
 Superior Court of California,
 County of San Diego
 220 West Broadway
 San Diego, CA 92101
 (619) 450-5240
 Nora.sanchez@sdcourt.ca.gov
 Current Term: 11/01/2012-10/31/2014

Ms. Jeannette Vannoy

Information Technology Manager
 Superior Court of California,
 County of Napa
 825 Brown Street
 Napa, CA 94559
 (707) 299-1115
 jeannette.vannoy@napa.courts.ca.gov
 Current Term: 11/01/2012 to 10/31/2015

COURT SECURITY SME MEMBERS**Hon. Elizabeth R. Feffer**

Judge of the Superior Court of California,
 County of Los Angeles
 111 North Hill Street
 Los Angeles, CA 90012
 (213) 974-6984
 Fax (213) 680-5820
 EFeffer@LASuperiorCourt.org
 Current Term: 11/01/2012-10/31/2015

Ms. Cindia Martinez

Deputy Court Executive Officer
 Superior Court of California,
 County of Sonoma
 600 Administration Drive, Rm. 106-J
 Santa Rosa, CA 95403
 (707) 521-6854
 Fax (707) 521-6750
 cmartine@sonomacourt.org
 Current Term: 11/01/2012-10/31/2014

**CJER GOVERNING COMMITTEE
LIAISONS****Mr. Michael M. Roddy**

Court Executive Officer
 Superior Court of California,
 County of San Diego
 220 West Broadway
 San Diego, CA 92101
 (619) 450-5478
 Fax (619) 450-5716
 mike.rodny@sdcourt.ca.gov
Mailing Address
P.O. Box 122724
San Diego, CA 92112-2724

Hon. Arthur A. Wick

Judge of the Superior Court of California,
 County of Sonoma
 600 Administration Drive
 Santa Rosa, CA 95403
 (707) 521-6702
 Fax (707) 521-6756
 awick@sonomacourt.org

AOC LIAISON**Ms. Marlene Smith**

Supervisor
 Court Operations Special Services Office
 Administrative Office of the Courts
 455 Golden Gate Avenue
 San Francisco, CA 94102-3688
 (415) 865-7617
 Fax (415) 865-4330
 marlene.smith@jud.ca.gov

LEAD STAFF**Ms. Claudia Fernandes**

Senior Education Specialist

Center for Judiciary Education and
Research/CJER

Administrative Office of the Courts

455 Golden Gate Avenue

San Francisco, CA 94102-3688

(415) 865-7799

Fax: (415) 865-4335

claudia.fernandes@jud.ca.gov

CHAIR**Hon. Donna Groman**

Judge of the Superior Court of California,
County of Los Angeles
7625 South Central Avenue
Los Angeles, CA 90001
(323) 586-6053
Fax (323) 582-2212
DGroman@LASuperiorCourt.org
Current Term: 11/01/2012-10/31/2014

APPELLATE COURT MEMBER**Ms. Debbie C. Mochizuki**

Supervising Attorney
Court of Appeal
Fifth Appellate District
2424 Ventura Street
Fresno, CA 93721
(559) 445-5645
Fax (559) 445-6679
debbie.mochizuki@jud.ca.gov
Current Term: 11/01/2012-10/31/2013

TRIAL COURT MEMBERS**Hon. Marla O. Anderson**

Presiding Judge of the Superior Court of
California,
County of Monterey
240 Church Street
Salinas, CA 93901
(831) 775-5663
Fax (831) 775-5499
AndersonM@monterey.courts.ca.gov
Current Term: 11/01/2012 to 10/31/2013

Hon. Denine J. Guy

Judge of the Superior Court of California,
County of Santa Cruz
1 Second Street, Room 300
Watsonville, CA 95076
(831) 420-2350
Fax (831) 420-2360
denine.guy@santacruzcourt.org
Current Term: 11/01/2012-10/31/2015

5) CJER Add'l Information Requested by Judge Earl (a)

Hon. Kurt E. Kumli

Judge of the Superior Court of California,
 County of Santa Clara
 270 Grant Avenue
 Palo Alto, CA 94306
 (650) 462-3870
 Fax (650) 462-3891
 kkumli@scscourt.org
Mailing Address
 191 North First Street Rm. Dept. 88
 San Jose, CA 95113
 Current Term: 11/01/2012 to 10/31/2015

Hon. Amy M. Pellman

Judge of the Superior Court of California,
 County of Los Angeles
 201 Centre Plaza Drive
 Monterey Park, CA 91754-2158
 (323) 526-6415
 Fax (323) 881-4535
 AMPellman@LASuperiorCourt.org
 Current Term: 11/01/2012-10/31/2014

Hon. Anthony A. Trendacosta

Commissioner of the Superior Court of
 California, County of Los Angeles
 201 Centre Plaza Drive
 Monterey Park, CA 91754-2158
 (323) 526-6446
 Fax (323) 881-4539
 ATrendac@LASuperiorCourt.org
 Current Term: 11/01/2012-10/31/2014

Hon. Daniel Zeke Zeidler

Judge of the Superior Court of California,
 County of Los Angeles
 201 Centre Plaza Drive
 Monterey Park, CA 91754-2158
 (323) 526-6404
 Fax (323) 881-4515
 ZZeidler@LASuperiorCourt.org
 Current Term: 11/01/2012-10/31/2015

CJER GOVERNING COMMITTEE
LIAISON**Hon. Theodore M. Weathers**

Judge of the Superior Court of California,
 County of San Diego
 500 Third Avenue
 Chula Vista, CA 91910
 (619) 746-6014
 Fax (619) 450-5234
 theodore.weathers@sdcourt.ca.gov
Mailing Address
 P.O. Box 122724
 San Diego, CA 92112-2724

ASSIGNED JUDGES PROGRAM
LIAISON**Hon. Arnold D. Rosenfield (Ret.)**

Superior Court of California,
 County of Sonoma
 600 Administration Drive Dept. 12
 Santa Rosa, CA 95403
 (707) 578-4374
 phylarn@comcast.net

AOC LIAISONS**Ms. Audrey Fancy**

Supervising Attorney
 Center for Families, Children & the Courts
 Administrative Office of the Courts
 455 Golden Gate Avenue
 San Francisco, CA 94102-3688
 (415) 865-7706
 Fax (415) 865-7217
 audrey.fancy@jud.ca.gov

5) CJER Add'l Information Requested by Judge Earl (a)

Ms. Nancy Taylor

Manager
Center for Families, Children & the Courts
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-7607
Fax (415) 865-7217
nancy.taylor@jud.ca.gov

Ms. Kristine Van Dorsten

Senior Court Services Analyst
Center for Families, Children & the Courts
Judicial and Court Operations Services
Division
Judicial Council of California -
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-4562
Fax: (415)-865-7217
kristine.vandorsten@jud.ca.gov

Ms. Bobbie Welling

Supervising Attorney
Center for Families, Children & the Courts
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-7822
Fax (415) 865-7217
bobbie.welling@jud.ca.gov

LEAD STAFF**Ms. Nanette Zavala**

Attorney
Center for Judiciary Education and
Research/CJER
Administrative Office of the Courts
455 Golden Gate Avenue
San Francisco, CA 94102-3688
(415) 865-4379
Fax: (415) 865-4335
nanette.zavala@jud.ca.gov

5) CJER Add'l Information Requested by Judge Earl (a)



ADMINISTRATIVE OFFICE OF THE COURTS

JUDICIAL AND COURT OPERATIONS
SERVICES DIVISION

CENTER FOR JUDICIARY EDUCATION AND RESEARCH
Celebrating 40 Years of Judicial Education 1973-2013

Center for Judiciary Education and Research (CJER)
455 Golden Gate Avenue, 6th Floor, San Francisco, California 94102-3688
Phone: 415-865-7745 Fax: 415-865-4335

2012-2013

Probate Law Curriculum Committee

Roster

CHAIR

Hon. Mitchell L. Beckloff

Judge of the Superior Court of California,
County of Los Angeles
111 North Hill Street
Los Angeles, CA 90012
(213) 974-6977
Fax (213) 621-7952
MBeckloff@LASuperiorCourt.org
Current Term: 11/01/2012-10/31/2014

APPELLATE COURT JUSTICE

MEMBER

Hon. Sandra Lynn Margulies

Associate Justice of the Court of Appeal
First Appellate District
Division One
350 McAllister Street
San Francisco, CA 94102-3600
(415) 865-7280
Fax (415) 865-7309
sandra.margulies@jud.ca.gov
Current Term: 11/01/2012-10/31/2014

TRIAL COURT MEMBERS

Hon. Bradford J. DeMeo

Judge of the Superior Court of California,
County of Sonoma
600 Administration Drive
Santa Rosa, CA 95403
(707) 521-6563
Fax (707) 521-6761
bdemeo2@sonomacourt.org
Current Term: 11/01/2012-10/31/2015

Hon. Elaine M. Rushing (Ret.)

JAMS
Two Embarcadero Center
Suite 1500
San Francisco, CA 94111
(415) 774-2616
Fax (415) 982-5287
erushing@jamsadr.com
Current Term: 11/01/2012-10/31/2013

5) CJER Add'l Information Requested by Judge Earl (a)

Hon. Maria E. Stratton

Judge of the Superior Court of California,
 County of Los Angeles
 6230 Sylmar Avenue
 Van Nuys, CA 91401
 (818) 374-3183
 Fax (818) 988-6438
 MESTratton@LASuperiorCourt.org
 Current Term: 11/01/2012-10/31/2014

Hon. Mary E. Wiss

Judge of the Superior Court of California,
 County of San Francisco
 400 McAllister Street
 San Francisco, CA 94102-4514
 (415) 551-5879
 Fax (415) 551-4048
 mwiss@sftc.org
 Current Term: 11/01/2012-10/31/2015

TRIAL COURT PROBATE
ATTORNEY MEMBER

Ms. Janet M. Christoffersen

Senior Research Attorney
 Superior Court of California,
 County of Orange
 341 The City Drive South
 Orange, CA 92868
 (657) 622-6505
 jchristoffersen@occourts.org
 Current Term: 11/01/2012-10/31/2014

TRIAL COURT PROBATE EXAMINER
MEMBERS

Ms. Terri L. Daniel

Court Operations Manager, Probate Division
 Superior Court of California,
 County of San Diego
 1409 Fourth Avenue
 San Diego, CA 92101
 (619) 450-7582
 Fax (619) 450-7584
 terri.daniel@sdcourt.ca.gov
 Current Term: 11/01/2012-10/31/2013

Ms. Margaret Middleton

Court Probate Examiner
 Superior Court of California,
 County of Stanislaus
 801-10th Street, 6th Floor
 Modesto, CA 95354
 (209) 530-3175
 Fax (209) 526-7162
 margaret.middleton@stanct.org
 Current Term: 11/01/2012-10/31/2015

TRIAL COURT PROBATE
INVESTIGATOR MEMBER

Ms. DeeDee Blackwood

Court Probate Investigator
 Superior Court of California,
 County of San Luis Obispo
 901 Park Street
 Paso Robles, CA 93446
 (805) 237-3074
 Fax (805) 237-3066
 deede.blackwood@slo.courts.ca.gov
 Current Term: 11/01/2012-10/31/2015

5) CJER Add'l Information Requested by Judge Earl (a)

**CJER GOVERNING COMMITTEE
LIAISON**

Hon. Kimberly A. Gaab
 Judge of the Superior Court of California,
 County of Fresno
 3333 East American Ave., Bldg. 701, Ste. A
 Fresno, California 93725
 (559) 457-6382 (clerk)
 (559) 457-6427 (chambers)
 kgaab@fresno.courts.ca.gov

**ASSIGNED JUDGES PROGRAM
LIAISON**

Hon. Joyce M. Cram (Ret.)
 Judge of the Superior Court of California,
 County of Contra Costa
 751 Pine Street
 Martinez, CA 94553
 (925) 957-5722
 Fax (925) 957-7870
 bnjcram@pacbell.net

AOC LIAISON

Mr. Douglas C. Miller
 Senior Attorney
 Legal Services Office
 Administrative Office of the Courts
 2255 North Ontario Street, Suite 200
 Burbank, CA 91504
 (818) 558-4178
 Fax (818) 558-3112
 douglas.c.miller@jud.ca.gov

LEAD STAFF

Mr. Eugene Kim
 Attorney
 Center for Judiciary Education and
 Research/CJER
 Administrative Office of the Courts
 455 Golden Gate Avenue
 San Francisco, CA 94102-3688
 (415) 865-4557
 Fax: (415) 865-4335
 eugene.kim@jud.ca.gov

5) CJER Add'l Information Requested by Judge Earl (a)

CHAIR

Ms. Amy Smith-Fisher
 Acting Training Director
 Training Academy
 Superior Court of California,
 County of Los Angeles
 300 West Maple Avenue
 Monrovia, CA 91016
 (626) 303-7986
 Fax (626) 471-9082
 arsmith@lasuperiorcourt.org
 Current Term: 11/01/2012–10/31/2014

**SUPREME/APPELLATE COURT
 CLERK MEMBER**

Ms. Mariana Sanchez
 Administrative Specialist
 Court of Appeal, Third Appellate District
 621 Capitol Mall, 10th Floor
 Sacramento, CA 95814
 (916) 654-0219
 Fax (916) 653-8171
 mariana.sanchez@jud.ca.gov
 Current Term: 11/01/2012–10/31/2015

TRIAL COURT MEMBERS

Ms. Sandy Almansa
 Supervising Legal Clerk
 Traffic Division
 Superior Court of California,
 County of Stanislaus
 2260 Floyd Avenue
 Modesto, CA 95355
 (209) 548-6231
 sandy.almansa@stanct.org
 Current Term: 11/01/2012–10/31/2015

Mr. Jeffrey R. Rolston
 Court Services Supervisor
 Superior Court of California,
 County of San Mateo
 222 Paul Scannell Drive
 San Mateo, CA 94402
 (650) 312-5523
 Fax (650) 312-8881
 jrolston@sanmateocourt.org
 Current Term: 11/01/2012–10/31/2014

5) CJER Add'l Information Requested by Judge Earl (a)

Ms. Suzanne Schleder
 Case Management System Coordinator
 Superior Court of California,
 County of San Joaquin
 222 E Weber Ave. Room 303
 Stockton, CA 95202
 (209) 468-2879
 Fax (209) 468-8576
 sschleder@sjcourts.org
 Current Term: 11/01/2012–10/31/2014
Mailing Address:
PO Box 201022
Stockton, CA 95201

Ms. Kathleen Shambaugh
 Business Operations Administrator
 Superior Court of California,
 County of Contra Costa
 725 Court Street
 Martinez, CA 94553
 (925) 957-5779
 Fax (925) 957-5690
 ksham@contracosta.courts.ca.gov
 Current Term: 11/01/2012–10/31/2014

Ms. Katherine Williams
 Court Operations Manager
 Superior Court of California,
 County of San Diego
 220 W. Broadway
 San Diego, CA 92101
 (619) 450-5240
 Fax (619) 450-5162
 katherine.williams@sdcourt.ca.gov
 Current Term: 11/01/2012–10/31/2015

Ms. Tami Zufelt
 Court Manager
 Superior Court of California,
 County of Siskiyou
 PO Box 1026
 Yreka, CA 96097
 (530) 842-8179
 Fax (530) 842-0164
 tzufelt@siskiyou.courts.ca.gov
 Current Term: 11/01/2012–10/31/2015

CJER GOVERNING COMMITTEE
LIAISONS

Ms. Tammy L. Grimm
 Court Executive Officer
 Superior Court of California,
 County of Inyo
 301 West Line Street
 Bishop, CA 93514
 (760) 872-6728
 Fax (760) 872-4374
 tammy.grimm@inyocourt.ca.gov

Ms. Pat Sweeten
 Court Executive Officer
 Superior Court of California,
 County of Alameda
 1225 Fallon Street, Room 209
 Oakland, CA 94612
 (510) 891-6012
 Fax (510) 891-6276
 psweeten@alameda.courts.ca.gov

AOC LIAISON

Ms. Vida Terry
 Court Services Analyst
 Court Operations Special Services Office
 Administrative Office of the Courts
 455 Golden Gate Avenue
 San Francisco, CA 94102-3688
 (415) 865-4252
 Fax (415) 865-4315
 vida.terry@jud.ca.gov

LEAD STAFF**Ms. Rhonda Sharbono**

Education Specialist

Center for Judiciary Education and
Research/CJER

Administrative Office of the Courts

455 Golden Gate Avenue

San Francisco, CA 94102-3688

(415) 865-8033

Fax (415) 865-4335

rhonda.sharbono@jud.ca.gov



Judicial Council of California

ADMINISTRATIVE OFFICE OF THE COURTS

455 Golden Gate Avenue • San Francisco, California 94102-3688
Telephone 415-865-4200 • Fax 415-865-4205 • TDD 415-865-4272

MEMORANDUM

Date November 2, 2009	Action Requested For Your Review
To Members of the CJER Governing Committee	Deadline N/A
From Diane E. Cowdrey, Ed.D., Director Education Division/CJER <i>Diane</i>	Contact Diane Cowdrey 415-865-7795 phone 415-865-7335 fax diane.cowdrey@jud.ca.gov
Subject Judicial Branch Education Plan	

As part of this year's annual plan for the CJER Governing Committee, the Executive and Planning (E&P) Committee of the Judicial Council requested that the Governing Committee undergo a review of the roles and structure of the Governing Committee, Education Committees, and Education Division staff, and develop a structure and process which increases the effectiveness for planning and delivering judicial branch education. To accomplish this goal, Education Division staff contacted members of the Governing Committee as well as the Chairs of education committees for their input, and presented some preliminary ideas for discussion at the September 1, 2009 meeting of the Governing Committee. Based on the feedback from that meeting, as well as input from Justice Huffman, E&P Liaison to the Governing Committee, the proposal was revised. Attached is the final proposal, "Developing the Judicial Branch Education Plan: Objectives, Roles and Responsibilities" which is presented to the Governing Committee for their review and approval at the November 17, 2009 meeting.

This new plan provides for greater oversight and involvement by the Governing Committee, in approving an overarching education plan for the branch. Curriculum committees, in collaboration with staff, develop education plans which include suggested content and delivery

Members of the CJER Governing Committee
November 2, 2009
Page 2

methods. Once approved, these programs and products are implemented by smaller workgroups. The fiscal realities require a more streamlined education committee structure as well as a comprehensive approach to planning. This new approach provides both, and can further refine and improve the efficiency and the effectiveness of judicial branch education in California.

DEC/sl

Developing the Judicial Branch Education Plan: Objectives, Roles and Responsibilities

Introduction

As stated in the Judicial Council's Strategic Plan, professional excellence is the standard and expectation for all justices, judges, subordinate judicial officers, and court personnel throughout California's judicial branch. One of the goals of the Judicial Council is "Education for Branchwide Professional Excellence," necessitating that 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.

In order to achieve this goal, the judicial branch must provide ongoing professional development, education and training to address many areas, including substantive law, court process and procedures, ethics and fairness, emerging societal, scientific, socioeconomic and environmental trends and technologies, management and leadership development, and Judicial Council strategic and operational priorities. Essential education and training must be provided to individuals new to their positions and resources made available for these critical audiences. In addition, professional development should be available for experienced judges and other judicial officers, as well as court personnel, who desire the opportunity for continuing education and sharing their experience and knowledge with colleagues.

Objectives

The CJER Governing Committee's mission is to enhance the quality of justice by providing a comprehensive program of educational services that reinforce the unique roles of judges and other judicial officers and court personnel; enhance decision-making skills; encourage uniformity in judicial procedures; and promote fairness, access, and equal justice for all. The Education Division/CJER is responsible for implementing programs and products that reflect that mission.

The responsibility for planning, conducting, and overseeing judicial branch education properly resides in the judicial branch and is therefore the joint responsibility of the CJER Governing Committee and the Education Division of the AOC.

The following plan outlines a structure and process to maintain and update existing curricula, identify and develop appropriate and effective educational programs and products, and meet the ever expanding educational needs of the California Judicial Branch. This approach embraces a streamlined and nimble structure which clearly delineates committee and staff roles and

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effectively engages the Governing Committee, while permitting the necessary degree of flexibility for Education Division staff. See **Attachment A: Developing the Judicial Branch Education Plan** for a diagram of the overall process.

Curricula and Audiences

An effective structure for developing a judicial education plan must be curriculum based and include the many audiences who desire continuing education. California Judicial Branch education consists of the following broad, content areas that reflect the needs of the branch's many audiences:

- Appellate Practice
- Civil Law
- Criminal Law
- Family Law
- Judicial Branch Ethics & Fairness
- Judicial Branch Leadership Development
- Juvenile Law
- Probate Law
- Trial and Appellate Court Operations

The Education Division/CJER is charged with providing education to the following audiences, and the CJER Governing Committee should ensure that the needs of each group are adequately addressed:

New Judges/SJOs

Experienced Judges/SJOs

Appellate Justices

Rural Court Judges

General Civil Law Judges

Limited Civil Law Judges/SJOs

Complex Civil Law Judges

Traffic Judges/SJOs

Misdemeanor and Arraignment Judges/SJOs

Felony, Homicide, and Capital Case Judges

5) CJER Add'l Information Requested by Judge Earl (a)

Dependency and Delinquency Judges/SJOs
 Family Law Judges/SJOs
 Probate Judges/SJOs
 Mental Health Judges/SJOs/Hearing Officers
 Collaborative Court Judges/SJOs

Appellate Judicial Attorneys
 Trial Court Judicial Attorneys
 Probate Investigators
 Probate Attorneys
 Probate Examiners

Presiding Judges and Presiding Justices
 Supervising Judges
 Court Executive Officers
 Judicial Branch Management
 Counter, Legal Process, and Courtroom Clerks (Trial and Appellate)
 Human Resource Professionals
 Court Security Stakeholders
 Court Reporters
 Court Interpreters

Developing an Education Plan

Curriculum Committees

In an effort to meet the needs of these varied audiences, the Governing Committee shall appoint a Curriculum Committee for each broad area, comprised of members from the key audiences who require education in that area, as outlined below. This approach is intended to bring together multiple perspectives to each substantive area which in turn will enrich the curriculum for that area. *The primary role and responsibility of the Curriculum Committee is to develop a two-year education plan for their respective curriculum area, in partnership with Education Division/CJER staff, for approval by the Governing Committee.*

The civil, criminal, family, juvenile, and probate Curriculum Committees will include trial judges and appellate justices as members (and practitioners, if approved by the Governing Committee). Including the appellate perspective will enrich the education content for both the trial and appellate benches. Similarly, establishing a court operations curriculum that includes trial and appellate court staff as well as court security subject matter experts, will enrich the educational content for both audiences.

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The Governing Committee shall appoint a Chair and qualified members to each of the curriculum areas, as detailed below:

Appellate Practice, approximately 14-20 members and includes:

- Supreme and Appellate Court Justices
- Appellate Judicial Attorneys

Civil Law, approximately 20-30 members and includes:

- New and Experienced Justices, Judges, and SJOs
- Complex Civil Judges
- Trial Court Judicial Attorneys

Criminal Law, approximately 20-30 members and includes:

- New and Experienced Justices, Judges, and SJOs
- Trial Court Judicial Attorneys

Family Law, approximately 20-30 members and includes:

- New and Experienced Justices, Judges and SJOs
- Family court services mediators and evaluators (for input only)

Judicial Branch Ethics & Fairness, approximately 25-35 members and includes:

- Justices, Judges, and SJOs
- Appellate and Trial Court Executives, Management, and Staff
- AOC Directors, Management, and Staff (for input only)

Judicial Branch Leadership Development, approximately 25-35 members and includes:

- Presiding Justices and Judges
- Supervising Judges
- Appellate and Trial Court Executives, Managers, Supervisors
- AOC Directors, Managers, and Supervisors (for input only)

Juvenile Law, approximately 20-25 members and includes:

- New and Experienced Justices, Judges and SJOs

Probate Law, approximately 20-30 members and includes:

- New and Experienced Justices, Judges and SJOs
- Probate Attorneys, Examiners, and Investigators

Trial and Appellate Court Operations, approximately 30-50 members and includes:

- Courtroom, Process, and Counter clerks in Superior Court
- Supreme and Appellate Court Clerks
- Court Security Subject Matter Experts
- Human Resource Professionals
- Judges (possible liaisons)

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The Governing Committee shall also appoint a liaison from its ranks to each Curriculum Committee. It is essential that all audiences intended to be served within each curriculum area are represented. The Governing Committee will determine appropriate proportionality and representation (e.g., for some committees it may be appropriate to appoint a liaison from a particular audience instead of a full member) in consultation with the Director of the Education Division. Committee membership should contain the appropriate level of expertise for each audience. These Curriculum Committees and assigned staff are responsible for maintaining the curricula in their assigned areas and for developing a two year education plan¹ for the audiences they serve.

Committee members shall serve a two year term and are eligible to be appointed for up to three consecutive terms for a maximum total of six years. Committee Chairs are appointed for a single two year term and are selected from the existing committee membership. In situations where a committee member or Chair is appointed mid-term to fill an unscheduled vacancy, that appointment shall not be counted towards the term maximums for either committee member or committee chair terms.

Education Plan: Content and Delivery Analysis

The *Education Plan* (**see Attachment B**) describes the Curriculum Committee's proposal for programs and products to be developed within a specific two-year period. To develop this plan, Curriculum Committees will review existing curriculum and update it as necessary by conducting a *content analysis*. This will ensure that all curricula will be reviewed on a regular basis with the opportunity to change, add or delete content, and determine what content is essential and desirable for the audiences who require it. Each education plan shall include the following:

1. Content analysis that identifies the essential content needed for each audience (new and experienced) within a curriculum area.
2. Content analysis that identifies the desirable content needed for each audience (new and experienced) within a curriculum area.²
3. Delivery analysis that proposes the delivery method (e.g., programs and products) for each content area, for the two year period, such as:
 - Live multi-day events for audiences new to a curriculum area (Overview courses, for example).
 - Live multi-day events for audiences experienced in a curriculum area (Institutes, for example).
 - Live single day events.

¹ A template plan will be provided to each committee as well as a timeline for completion.

² Essential and desirable content has largely been identified in most of the existing curriculum areas.

5) CJER Add'l Information Requested by Judge Earl (a)

- Broadcasts, video conferences, webcasts, and other visual media.
 - Online Courses.
 - Written materials, such as bench guides, bench books, and other job aids.
4. Recommendations of qualified faculty for each content area.

The level of content analysis by the Committees will be on a macro-level. It shall include topics and areas which will ultimately be part of education events, however, the actual courses and specific products are not developed by the Curriculum Committees. The actual products will be developed and delivered by Workgroups, which are discussed later in this document. Likewise, workgroups have the ultimate responsibility for selecting the appropriate faculty for specific programs or products. Nonetheless, they will benefit from having recommendations from each Curriculum Committee.

Delivery analysis will occur after content analysis has been completed, and will result in categorization of all content for a specific audience into four types, with suggested delivery methods for the Curriculum Committee to consider. *NOTE: Content may fit in one or more categories.*

- a. **Foundational Knowledge:** content that is basic, background and foundational to the learning of the broader and more complex subject matter. For example, terminology, rules, or resources. Or, content that is primarily facts or prescribed process, such as process or procedures governed by rule or statute. Suggested delivery methods include:
- Online Self-Paced
 - Job Aid
 - Web based facilitated
 - Video
 - Face to Face
 - Broadcast
- b. **Skill-Based:** content that requires practice, discussion, analysis and/or application. For example, problem solving, ruling on evidence, jury voir dire, or decision making. Suggested delivery methods include:
- Face to Face
 - Video
 - Broadcast
 - Threaded Discussion
 - Post course work

5) CJER Add'l Information Requested by Judge Earl (a)

- c. **Knowledge/Skills requiring interaction:** content that is open to interpretation, fosters discussion, or new innovative practices, and content that is best learned through shared experience. For example, fairness, ethics, public trust and confidence, handling the media or judicial independence. Suggested delivery methods include:
- Face to Face
 - Video Conference
 - Facilitated Video
- d. **Information needed on Ad Hoc basis:** content that requires process or procedures requiring post course support. This includes content that is not accessed often enough for the learning to be reinforced through practice and/or content that requires very specific steps to be followed to be in compliance. For example requirements under Title 4E Findings related to Foster care and Federal Funding, or handling habeas matters. Suggested delivery methods include:
- Job Aid
 - Online Self-Paced
 - Publication
 - Resource List

During this process, the Curriculum Committee can include recommendations of faculty who have expertise in each subject area. Once the content has been organized by type, it is important to ascertain what, if any, education products already exist in each content area, and staff can easily identify and list those existing products (such as online courses, broadcast, publications and videos). Once this has been completed, gaps can be determined and the Committee can then propose a two-year delivery plan which will take advantage of the multiple delivery mechanisms available and best suited to the content and the respective audience.

It is suggested that Curriculum Committees meet once during the year to conduct their content and delivery analysis, although some work can be done before or after the in-person meeting, via conference call or WebEx.

Examples of Content Analysis and Delivery Analysis

Example One: Content Analysis for Civil Law. As part of its content analysis, the Civil Law Curriculum Committee may recommend the following education for the next two years:

- For entry level trial court judges (0 – 12 months experience in the assignment), the following ESSENTIAL education:
 - Basic Case Management

5) CJER Add'l Information Requested by Judge Earl (a)

- Disclosure and Disqualification
 - Challenges to Pleadings (Demurrers, Motions to Strike, Motion for Judgment on the Pleadings, Motion to Quash, Special Motion to Strike)
 - Defaults
 - Basic Discovery
- For entry level Judicial Attorneys (0 – 12 months experience), the following ESSENTIAL education:
 - Drafting and Editing
 - Components of a research memo and judicial expectations
 - Conceptualize, organize, prioritize, and weigh the relative importance of issues
 - Analysis and writing; particularly in the areas of evidence, pre-trial and post-trial motions, proposed orders/tentative opinions, and OSCs

Example Two: Delivery Analysis for Probate Law. As a result of its delivery analysis, the Probate Law Curriculum Committee may recommend for its two year Education Plan;

- A two-day Probate Law Institute for Judges, SJOs, Attorneys, and Examiners;
- A two-day Probate Investigator Institute;
- Three five-day Probate courses for Judges and SJOs new to probate;
- Four 90 minute broadcasts;
- Three new 3 hour online classes in Probate, and
- One new Benchguide for Probate Investigators.

Staff will forward the draft education plans to the Director of the Education Division for review and compilation into a single draft Judicial Branch Education Plan. This integrative review is in preparation for submission to the Governing Committee for final approval and will include preliminary resource allocations, as well as annotations for products and events as needed. The Governing Committee will review the plan for final approval, and prioritization (in the event that budget or staffing limitations do not allow for the full plan to be implemented). The final plan will be sent to Education Division Operations unit for funding and implementation.

Implementation of the Education Plan

Workgroups: Developing Specific Programs and Products

After the Education Plan is approved, *Workgroups* will be formed to develop to deliver each live event identified in the plan as well as the other products identified, such as broadcasts, online courses, and written materials. Workgroups are significantly smaller in size than Curriculum Committees, and are typically formed for the purpose of one event or product. The Director of the Education Division will appoint workgroup members and staff will be assigned to each workgroup. All events and products are developed with the input of relevant stakeholders and SMEs serving on the Workgroups.

At least one representative from the appropriate Curriculum Committees will participate in these workgroups and the Director will also include other qualified members, such as SMEs and potential faculty for the event or product. The Director may solicit input from Administrative Presiding Justices and Presiding Judges in seeking Workgroup members.

These workgroups, in collaboration with staff, will:

- Develop the specific content for each program or produce, as outlined in the Education Plan,
- Identify and recruit faculty for the event,
- Otherwise assure that the event or product is developed and delivered according to the Education Plan's delivery analysis, and
- Disband once the event or product has been launched.

Judicial

Because the B.E. Witkin College is an established program that will be offered each year and requires some continuity, this workgroup will not disband after each College. Instead, the Judicial College workgroup members will serve for three years.

Faculty Recruitment

The Director, staff, and Workgroups shall be responsible for assuring that qualified faculty and subject matter experts are recruited for all events and products. It is the responsibility of the Education Division/CJER to assure that faculty pools are broad and diverse in all respects (e.g., culturally, geographically) and that graduates of the faculty development program are appropriately matched with teaching opportunities. It is the responsibility of Curriculum Committees to help ensure the overall quality of the teaching faculty by recommending qualified individuals as potential faculty members, and to support recruiting of new faculty and

5) CJER Add'l Information Requested by Judge Earl (a)

recommend individuals to Education Division for faculty development. It is the responsibility of Workgroups to select faculty for the specific program or product they have been assigned to.

Roles and Responsibilities of Stakeholders

Role of the Governing Committee

The Governing Committee is responsible for assuring that the educational needs of the Judicial Branch are being met pursuant to the Judicial Council Strategic Plan and has several roles in attaining this goal. It must appoint qualified members to its curriculum committees, appoint Chairs of the Curriculum Committees, provide strategic and policy direction to the Director (and staff) of the Education Division/CJER, and work collaboratively with the other Judicial Council Advisory Committees and Task Forces as their work pertains to judicial branch education. Finally, the Governing Committee is responsible for approving an education plan for the judicial branch that the Education Division is charged with appropriately executing.

Role of the Governing Committee Liaison to the Curriculum Committees

The responsibility of a Governing Committee liaison is three-fold. First, the liaison keeps the Governing Committee apprised of the work of the Curriculum Committee and reports on updates to the curriculum. Second, the liaison assures that the Curriculum Committee is made aware of the Governing Committee's policy directions and strategic goals for judicial branch education overall and the specific goals of the particular committee. Third, it is expected that the liaison will work closely with appropriate Education Division staff in furthering the work of their respective committee.

Responsibilities of the Curriculum Committee Chair

In addition to contributing substantive expertise during the development of the education plan, the Curriculum Committee Chair is also responsible for chairing and leading the education plan meeting and working with staff to draft the agenda.

Responsibilities of Curriculum Committee Members

Curriculum Committee members are responsible for contributing to the draft education plan for their assigned curriculum/audience area. This entails becoming familiar with the existing curriculum, as well as being familiar with the various events and products that exist for the audiences served by this Curriculum³. It is expected that committee members will reach out to their colleagues in advance of the education plan meeting to determine what educational

³ Staff is responsible for assuring that committee members are provided this information and content in a timely manner.

5) CJER Add'l Information Requested by Judge Earl (a)

needs they have or desire and share that information and input with the other committee members and staff.

Responsibilities of Workgroup Members

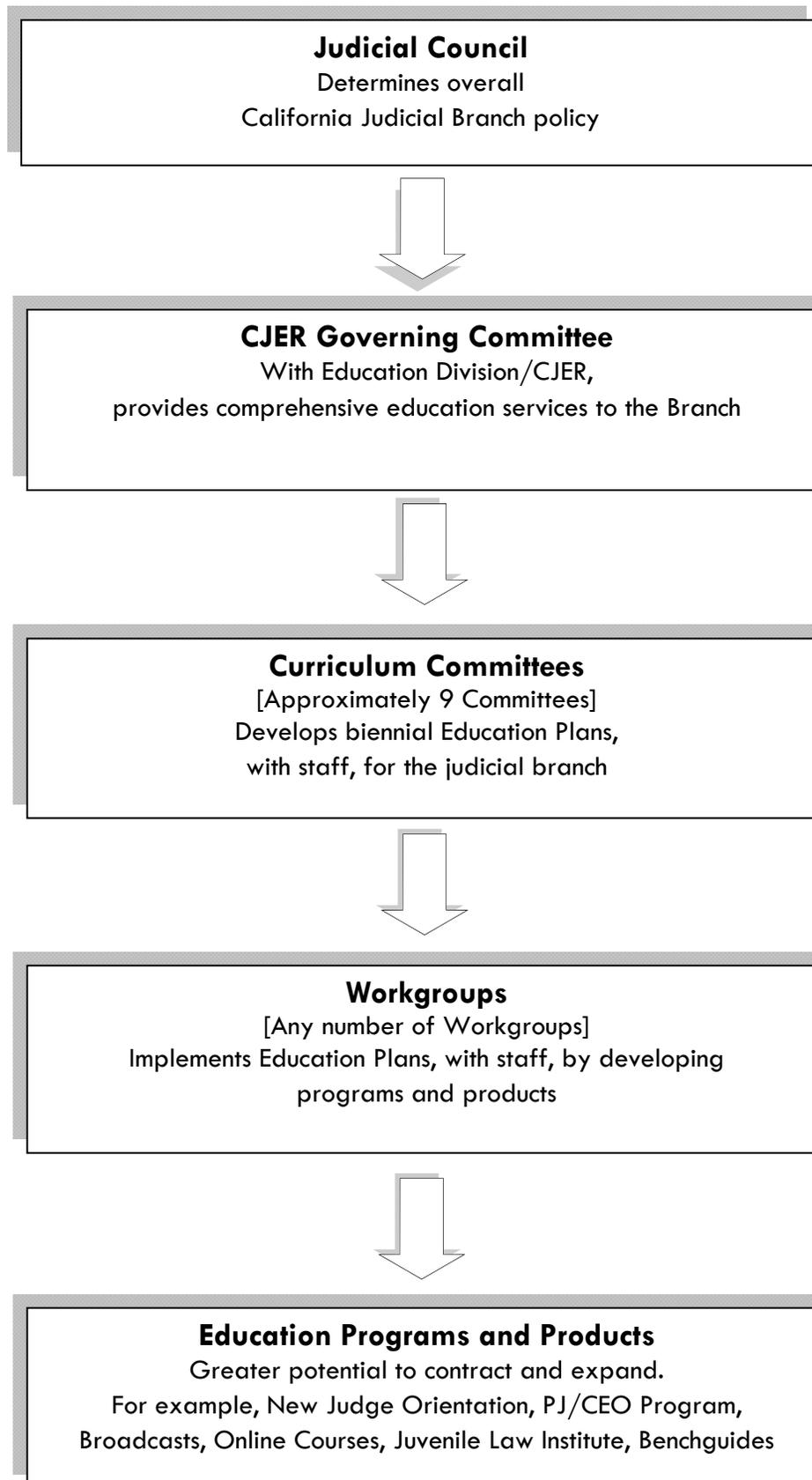
Workgroups will be charged with producing specific events and products contained in the education plans. Workgroup members will be identified based upon their expertise and experience in the specific content area (and, possibly, delivery method). Working closely with staff assigned to the curriculum area, members will develop the specific education required for the live event or product and select appropriate faculty.

Responsibilities of Education Division Staff

Staff is expected to be well versed in the subject areas of their assignments as well as in general educational principles and methodologies and is expected to bring that expertise to the Curriculum Committee and/or Workgroup. They are responsible for assuring that all relevant AOC policies and procedures are adhered to. Additionally, staff is responsible for assuring that resource obligations (staff and/or funding) are appropriately utilized during the development and deployment phases of the education plan. Staff provide overall leadership to the Workgroups in developing and deploying the targeted event or activity and that the Education Plan is being appropriately executed (e.g., appropriate content as identified in the education plan, adhering to the financial and budgetary constraints, as well as the other logistical aspects such as location, size of program, and dates).

Attachment A

Developing the Judicial Branch Education Plan



Attachment B

Education Plan (FY 2010 and 2011) (SAMPLE)

Curriculum Committee: Criminal Law

Audience (#1 of 5): Judges New to Criminal Assignment

Content	Existing Products	Proposed Programs and/or Products	Notes
Taking a Plea	<ul style="list-style-type: none"> - Video from 2001 Criminal Institute - Online course - Benchguide - "For Judges By Judges" materials 	<ul style="list-style-type: none"> - One-day course, offered statewide once per year - Job aid - Online resource - Blended approach using online resource, web ex 	
Plea Negotiations	None	<ul style="list-style-type: none"> - ½ day course, repeated 2-3 times 	Offer 2 times in FY 2010 and 3 times in FY 2011. Offer in local courts.
Plea Consequences	2007 Broadcast (available as online video)	<ul style="list-style-type: none"> - Job Aid - Broadcast 	Broadcast in 2011

5) CJER Add'l Information Requested by Judge Earl (a)

Product and Event Number	Original Number(s) from Aggregate Committee Recommendations	Event or Product Name	Delivery Method	Plan Year 2012-2013	Plan Year 2013-2014	Curriculum Committee	Audience	Status as of Sept 2013	Scheduled Delivery Date of Product (include revised dates if relevant)	Scheduled delivery date of the content/script to MPS for online courses, broadcasts, videos, (include revised dates if relevant)	Complete or Cancelled
Statewide Programs											
12001	531	ADA Coordinators Conference	Statewide Program - various products			Judicial Branch Ethics and Fairness	ADA Coordinator	<u>May 2012 Update:</u> moving the content to lower cost delivery options that give the courts just-in-time products and do not require anyone to travel to the AOC from their court for two days. Refer to the following sections for status updates: Regional Course; Broadcast, 10 Minute Mentor; Bench Tools	Oct-12		redirected
12002	505	Appellate Attorney Institute	Offsite Statewide Program			Appellate Practice	Appellate Attorneys		Feb-14		
12003	504, 506a, 507	Appellate Justices Institute (with Orientation and Qualifying Ethics courses)	Offsite Statewide Program			Appellate Practice	Appellate Justices		April 22-24, 2013		complete
12004	506b	Appellate Justices' Qualifying Ethics	Offsite Statewide Program			Appellate Practice	Appellate Justices	<u>April Update:</u> this course is not necessary since most justices fulfilled the Ethics requirement at the 2013 Institute			cancelled
12005	501a	BE Witkin Judicial College	Offsite Statewide Program			Multiple Committees	New Trial court judges and sjo's		July 30-August 10, 2012		complete
12006	501b	BE Witkin Judicial College	Offsite Statewide Program			Multiple Committees	New Trial court judges and sjo's		Aug 5-16, 2013		complete
12007	511	CEQA Overview	Statewide Program			Civil	Justices, Judges, SJOs, Attorneys		Jan-14		

5) CJER Add'l Information Requested by Judge Earl (a)

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12008	512	Civil Law Institute	Offsite Statewide Program			Civil	Justices, Judges, SJOs		March 20-22, 2013		complete
12009	513a	Complex Civil Judges Workshop	Offsite Statewide Program			Civil	Complex civil judges		Nov-12		complete
12010	513b	Complex Civil Judges Workshop	Offsite Statewide Program			Civil	Complex civil judges		Nov-13		
12011	543a	Court Clerk Training Institute	Statewide Program			Trial and Appellate Court Operations	Court Staff	<u>Aug update:</u> Planned delivery dates changed from September 2012/March 2013 to March 2013/June 2013. Change due to hotel availability in September. <u>Oct Update:</u> Additional dates in May added.	Sept 2012 & March 2013 (Sac); May 2013 (OC); June 2013 (Sac)		complete
12012	543b	Court Clerk Training Institute	Statewide Program			Trial and Appellate Court	Court Staff	<u>Aug update:</u> delivery dates updated	Sept 2013 & March & May 2014		
12013	502a	Cow County Judges Institute	Offsite Statewide Program			Multiple Committees	Justices, Judges, SJOs		Jun-13		complete
12014	502b	Cow County Judges Institute	Offsite Statewide Program			Multiple Committees	Justices, Judges, SJOs		May-14		
12015	516a, 520a, 523b, 552c	Interdisciplinary & Criminal Assignment Courses (Fall) - Basic Felony Sentencing - Death Penalty Trials - Evidence for Civil and Criminal - DV course	Statewide Program			Civil, Criminal	Justices, Judges, SJOs	Moved one of the Evidence in Civil and Criminal Cases regional course to the program. <u>Aug Update:</u> Death Penalty and Human Trafficking courses cancelled due to low enrollment; <u>Oct Update:</u> Trafficking course has been rescheduled for Feb 2013	Oct 29-Nov 1, 2012		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12016	516b, 520c, 521, 523d, 552f	Interdisciplinary & Criminal Assignment Courses (Fall) - Basic Felony Sentencing - Death Penalty Trials - Evidence for Civil and Criminal - DV course	Statewide Program			Civil, Criminal	Justices, Judges, SJOs	Moved one of the Evidence in Civil and Criminal Cases regional course to the program. <u>Sept Update</u> : Immigration Issues in Domestic Violence Cases moved to June PAO.	Nov 12-15		
12017	517a, 518a, 519a, 520b,	Criminal Assignment Courses (Winter) - Advanced Felony Sentencing - Death Penalty Trials - Homicide Trials - Handling Sexual Assault Cases	Statewide Program			Criminal	Justices, Judges, SJOs		Apr 9-11, 2013		complete
12018	517b, 518b, 519b, 520d,	Criminal Assignment Courses (Winter) - Advanced Felony Sentencing - Death Penalty Trials - Homicide Trials - Handling Sexual Assault Cases	Statewide Program			Criminal	Justices, Judges, SJOs	<u>Sept Update</u> : Criminal Committee recommends Cancelling program due to loss of CJER staff. The Sexual Assault Course is a CFCC program and can be offered at other venues.	Mar-14		
12019	522, 523a	Criminal Law Institute	Offsite Statewide Program			Criminal	Justices, Judges, SJOs		May-14		
12020	526	Family Law Institute	Offsite Statewide Program			Family	Justices, Judges, SJOs, Attorneys		Apr-13		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12021	544	HR Institute	Statewide Program			Trial and Appellate Court Operations	HR Staff	<u>March Update:</u> Curriculum Committee recommends content be delivered via regional education, broadcast and webinar (3/18/2013 meeting). <u>April Update:</u> Governing Committee reviewed and approved cancellation.	Aug-13		cancelled and redirected
12022	539	Juvenile Law Institute	Offsite Statewide Program			Juvenile	Justices, Judges, SJOs, Attorneys		Nov 28-30, 2012		complete
12023	534	Mid-Level Management Conference	Offsite Statewide Program			JBLD	M/CEO/AA/S	<u>March Update:</u> In consultation with the Curriculum Committee; Committee will recommend to Governing Committee whether product should remain on the current Education Plan; <u>April Update:</u> Governing Committee reviewed and approved cancellation.	May-14		cancelled
12024	500a	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	<u>Augt Update:</u> cancelled due to low enrollment	Aug 20-24, 2012		cancelled
12025	500b	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Oct 15-19, 2012		complete
12026	500c	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	<u>Oct Update:</u> cancelled due to fact that almost all registrants were to be sworn in just prior to the commencement of the program (it is suggested that participants have at least 3 months on the bench prior to attendance)	Jan 14-18, 2013		cancelled

5) CJER Add'l Information Requested by Judge Earl (a)

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12027	500d	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Feb 4-8, 2013		complete
12028	500e	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Mar 11-15, 2013		complete
12029	500f	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Apr 15-19, 2013		complete
12030	500g	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		May 6-10, 2013		complete
12031	500h	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		June 24-28, 2013		complete
12032	500i	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	9th session not scheduled			cancelled
12033	500j	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	10th session not scheduled			cancelled
12034	500k	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	<u>Sept Update</u> : cancelled due to low enrollment	Jul 15-19		cancelled
12035	500l	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Sep 30-Oct 4		complete
12036	500m	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Oct 21-25		

5) CJER Add'l Information Requested by Judge Earl (a)

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12037	500n	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	Sept Update: cancelled due to low enrollment	Nov 4-8		cancelled
12038	500o	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Jan 13-17		
12039	500p	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Mar 3-7		
12040	500q	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Apr 14-18		
12041	500r	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		May 5-9		
12042	500s	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		June 2-6		
12043	500t	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Jun 23-27		
12044	532a, 529, 530	Presiding Judge Orientation and Court Management Program	Offsite Statewide Program			Judicial Branch Leadership	PJ/CEO		Nov 14-16, 2012		complete
12045	532b, 529, 530	Presiding Judge Orientation and Court Management Program	Offsite Statewide Program			Judicial Branch Leadership	PJ/CEO		Oct-13		

5) CJER Add'l Information Requested by Judge Earl (a)

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12046	510a, 514c, 525c, 537a,	Primary Assignment Orientation (Fall) - Dependency - Criminal - Family - Limited Jurisdiction, Small Claims and Unlawful Detainer	Statewide Program			Civil, Criminal, Family, Juvenile	Justices, Judges, SJOs		9/110-142012		complete
12047	510b, 514f, 525f, 537b	Primary Assignment Orientation (Fall) - Dependency - Criminal - Family - Limited Jurisdiction, Small Claims and Unlawful Detainer	Statewide Program			Civil, Criminal, Family, Juvenile	Justices, Judges, SJOs		Sep-13		complete
12048	508a, 514a, 525a, 538a, 540a	Primary Assignment Orientation (Winter) - Delinquency - Criminal - Family - Civil - basic - Probate	Statewide Program			Civil, Criminal, Family, Juvenile, Probate	Justices, Judges, SJOs		Feb-13		complete
12049	508b, 514d, 525d, 538b, 540c	Primary Assignment Orientation (Winter) - Delinquency - Criminal - Family - Civil - basic - Probate	Statewide Program			Civil, Criminal, Family, Juvenile, Probate	Justices, Judges, SJOs		Jan-14		

5) CJER Add'l Information Requested by Judge Earl (a)

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12050	509a, 514b, 515a, 523c, 525b	Primary Assignment Orientation (Spring) - Criminal - Family - Civil - experienced - Traffic	Statewide Program			Civil, Criminal, Family	Justices, Judges, SJOs		Jun-13		complete
12051	509b, 514e, 515b, 525e	Primary Assignment Orientation (Spring) - Criminal - Family - Civil - experienced - Traffic	Statewide Program			Civil, Criminal, Family	Justices, Judges, SJOs	<u>Sept Update:</u> Immigration Issues in Domestic Violence Cases moved to June PAO.	Jun-14		
12052	527a	Primary Assignment Orientation for 1058 Commissioners	Offsite Statewide Program			Family	New 1058 Commissioners	<u>Aug update:</u> cancelled due to low enrollment	Sep-12		cancelled
12053	527b	Primary Assignment Orientation for 1058 Commissioners	Offsite Statewide Program			Family	New 1058 Commissioners		Sep-13		complete
12054	541	Probate and Mental Health Institute	Offsite Statewide Program			Probate	Justices, Judges, SJOs, probate attorneys,		Oct-13		complete
12055	533a	Supervising Judges Institute	Statewide Program			Judicial Branch Leadership	Supervising Judges		March 19-20, 2013		complete
12056	533b	Supervising Judges Institute	Statewide Program			Judicial Branch Leadership	Supervising Judges		Mar-14		

5) CJER Add'l Information Requested by Judge Earl (a)

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12057	503	Trial Court Attorneys Institute	Offsite Statewide Program			Civil, Criminal, Family, Juvenile, Probate Committees	Trial Court Attorneys	Aug Update: delivery date moved to next spring	11/1/2013-Feb 2014		
Regional Programs											
12058	547a	Civil Harassment	Regional Program			Civil	Experienced trial court judges and sjo's	Discontinued per Governing Committee due to staffing reductions.			cancelled
12059	547b	Civil Harassment	Regional Program			Civil	Experienced trial court judges and sjo's	Discontinued per Governing Committee due to staffing reductions.			cancelled
12060	547c	Civil Harassment	Regional Program			Civil	Experienced trial court judges and sjo's	Discontinued per Governing Committee due to staffing reductions.			cancelled
12061	552a	Evidence: Combined Civil and Criminal	Regional Program Statewide Program			Civil, Criminal	Judges, SJOs	March Update: Written definition of regional program was inaccurate and was corrected to statewide program consistent with its written description. This two-day statewide program (a standalone overview course), does not meet the criteria of a Regional Program, which is 1/2 or one day with no overnights.	May 6-7		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12062	552c	Evidence: Combined Civil and Criminal	Regional Program Statewide Program			Civil, Criminal	Judges, SJOs	<u>Aug Update:</u> delivering with Fall 2012 Criminal Assignment Courses Statewide Program; Refer to line 12015 for Status Updates			redirected
12063	552b	Evidence: Combined Civil and Criminal	Regional Program			Civil, Criminal	Judges, SJOs	cancel per GC approval due to staffing reduction			cancelled
12064	552d	Evidence: Combined Civil and Criminal	Regional Program Statewide Program			Civil, Criminal	Judges, SJOs	<u>March Update:</u> Written definition of regional program was inaccurate and was corrected to statewide program consistent with its written description. This two-day statewide program (a standalone overview course), does not meet the criteria of a Regional Program, which is 1/2 or one day with no overnights.	Spring 2014		
12065	552f	Evidence: Combined Civil and Criminal	Regional Program Statewide Program			Civil, Criminal	Judges, SJOs	<u>Aug Update:</u> delivering with Fall 2013 Criminal Assignment Courses Statewide Program; Refer to line 12016 for Status Updates			redirected
12066	552e	Evidence: Combined Civil and Criminal	Regional Program			Civil, Criminal	Judges, SJOs	cancel per GC approval due to staffing reduction			cancelled
12067	556a	Advanced Felony Sentencing	Regional Program			Criminal	Judges, SJOs	<u>July Update:</u> cancelled due to low enrollment	Aug-12		cancelled
12068	556b	Advanced Felony Sentencing	Regional Program			Criminal	Judges, SJOs	<u>Sept Update:</u> cancelled since it is too close to the Statewide course offering in April	Mar-13		cancelled

5) CJER Add'l Information Requested by Judge Earl (a)

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12069	556c	Advanced Felony Sentencing: Gangs	Regional Program			Criminal	Judges, SJOs	May Update: will be half day course focusing on Gangs; Sept update: Criminal Committee recommends cancelling and putting content into Institute	Central CA		
12070	556d	Advanced Felony Sentencing: Gangs	Regional Program			Criminal	Judges, SJOs	see above	Southern CA		
12071	555a	Basic Felony Sentencing	Regional Program			Criminal	Judges, SJOs	July Update: cancelled due to low enrollment	Aug-12		cancelled
12072	555b	Basic Felony Sentencing	Regional Program			Criminal	Judges, SJOs	Sept Update: cancelled since it is too close to the Statewide course offering in April	Mar-13		cancelled
12073	555c	Basic Felony Sentencing: 3 Stikes update	Regional Program			Criminal	Judges, SJOs	May Update: half or one day course focusing on 3 Strikes update; Sept update: Criminal Committee recommends cancelling	Fresno		
12074	555d	Basic Felony Sentencing: 3 Stikes update	Regional Program			Criminal	Judges, SJOs	see above	San Diego or Irvine		
12075	553a	Evidence: Criminal Only (Documentary, Character, and Impeachment Evidence)	Regional Program			Criminal	Judges, SJOs		January 30, 2013 Santa Rosa		complete
12076	553b	Evidence: Criminal Only (Documentary, Character, and Impeachment Evidence)	Regional Program			Criminal	Judges, SJOs		February 7, 2013 Sacramento		complete
12077	553c	Evidence: Criminal Only (Documentary, Character, and Impeachment Evidence)	Regional Program			Criminal	Judges, SJOs		May 7, 2013 Irvine		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12078	553d	Evidence: Criminal Only	Regional Program			Criminal	Judges, SJOs	Sept update: Criminal Committee recommends cancelling	Oct-13		cancelled
12079	553e	Evidence: Criminal Only	Regional Program			Criminal	Judges, SJOs	Sept Update: Hold in Sacramento and Southern California	Feb-14		
12080	553f	Evidence: Criminal Only	Regional Program			Criminal	Judges, SJOs	see above	May-14		
12081	557a	<u>Advanced</u> Homicide Trials	Regional Program			Criminal	Judges, SJOs	Course changed to Advanced Homicide Trials. The adaptation was approved by the Crim Chair - Judge Nakahara - as a way of salvaging the content being offered in the Adv Cap Case Roundtable which cancelled due to low enrollment but expanding the interested audience by also encompassing homicide trials content. <u>July Update</u> : cancelled due to low enrollment	Aug-12		cancelled
12082	557b	<u>Advanced</u> Homicide Trials	Regional Program			Criminal	Judges, SJOs	<u>Sept Update</u> : cancelled since it is too close to the Statewide course offering in April	Mar-13		cancelled

5) CJER Add'l Information Requested by Judge Earl (a)

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12083	557c	<u>Advanced Homicide Trials</u>	Regional Program			Criminal	Judges, SJOs	Course changed to Advanced Homicide Trials. The adaptation was approved by the Crim Chair - Judge Nakahara - as a way of salvaging the content being offered in the Adv Cap Case Roundtable which we had to cancel due to low enrollment but expanding the interested audience by also encompassing homicide trials content. <u>May Update</u> ; one day course; <u>Sept update</u> : Criminal Committee recommends cancelling	Southern CA		
12084	557d	<u>Advanced Homicide Trials</u>	Regional Program			Criminal	Judges, SJOs	see above	Southern CA		
12085	554a	Sentencing Drug-Involved Offenders: Making Sense in our Post-Realignment World	Regional Program			Criminal	Judges, SJOs		Mar. 22 Los Angeles		complete
12086	554b	Sentencing Drug-Involved Offenders: Making Sense in our Post-Realignment World	Regional Program			Criminal	Judges, SJOs		Mar. 27 in Sacramento,		complete
12087	554c	Sentencing Drug-Involved Offenders: Making Sense in our Post-Realignment World	Regional Program			Criminal	Judges, SJOs		Mar. 29 in San Jose.		complete
12088	554d	Parole Revocation Hearings Supervision Hearings	Regional Program			Criminal	Judges, SJOs	<u>May Update</u> : Parole Revocation Hearings education was delivered at April CAC since it was determined the education needed to be delivered sooner and in a statewide venue. Half day courses, dates TBD	7/1/2013 tbd		

5) CJER Add'l Information Requested by Judge Earl (a)

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12089	554e	Parole Revocation Hearings-Supervision Hearings	Regional Program			Criminal	Judges, SJOs	see above	7/1/2013 -tbd		
12090	554f	Parole Revocation Hearings-Supervision Hearings	Regional Program			Criminal	Judges, SJOs	see above	7/1/2013 -tbd		
12570	new product added after plan approved	Sentencing and Supervision Revocation Update for Assigned Judges	Regional Program			Criminal	Assigned Judges		2/21/2013 Sacramento		complete
12571	new product added after plan approved	Sentencing and Supervision Revocation Update for Assigned Judges	Regional Program			Criminal	Assigned Judges		2/27/2013 Irvine		complete
12091	561a	Children Addressing the Court	Regional Program			Family	Judges, SJOs	This regional class was mistakenly listed for both fiscal years for a total of 6 classes. The committee only wanted it for one fiscal year for a total of 3 classes. These classes should be deleted.	cancelled		cancelled
12092	561b	Children Addressing the Court	Regional Program			Family	Judges, SJOs	see above	cancelled		cancelled
12093	561c	Children Addressing the Court	Regional Program			Family	Judges, SJOs	see above	cancelled		cancelled
12094	561d	Children Addressing the Court	Regional Program			Family	Judges, SJOs		Feb/Mar 2014		
12095	561e	Children Addressing the Court	Regional Program			Family	Judges, SJOs		Feb/Mar 2014		

5) CJER Add'l Information Requested by Judge Earl (a)

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12096	561f	Children Addressing the Court	Regional Program			Family	Judges, SJOs		Feb/Mar 2014		
12097	560a	Ethics, Demeanor, Unintended Bias, and Fairness in Family Court	Regional Program			Family	Judges, SJOs	This regional class was mistakenly listed for both fiscal years for a total of 6 classes. The committee only wanted it for one fiscal year for a total of 3 classes. These classes should be deleted.	cancelled		cancelled
12098	560b	Ethics, Demeanor, Unintended Bias, and Fairness in Family Court	Regional Program			Family	Judges, SJOs	see above	cancelled		cancelled
12099	560c	Ethics, Demeanor, Unintended Bias, and Fairness in Family Court	Regional Program			Family	Judges, SJOs	see above	cancelled		cancelled
12100	560d	Ethics, Demeanor, Unintended Bias, and Fairness in Family Court	Regional Program			Family	Judges, SJOs	<u>Aug Update:</u> Cancelled Sept 12 class due to low enrollment; will reschedule for mid Nov; <u>Sept Update:</u> Delivery date updated	Sept 12 , Nov 6, 2013—San Francisco		
12101	560e	Ethics, Demeanor, Unintended Bias, and Fairness in Family Court	Regional Program			Family	Judges, SJOs	<u>Aug Update:</u> Cancelled Sept 19 class due to low enrollment; will reschedule for mid Nov; <u>Sept Update:</u> Delivery date updated	Sept 19 , Nov 7, 2013Sacramento		
12102	560f	Ethics, Demeanor, Unintended Bias, and Fairness in Family Court	Regional Program			Family	Judges, SJOs		Oct 17, 2013-Irvine		
12103	563a-i	Qualifying Ethics 4 Core Course (9 courses)	Regional/Local Program			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs		various dates		complete
12104	564a-af	Qualifying Ethics 5 Core Course (32 courses)	Regional/Local Program			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs				

5) CJER Add'l Information Requested by Judge Earl (a)

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12105	574a	CORE 24: Skills and Strategies for Managers	Regional Program			Judicial Branch Leadership	M/CEO/AA	<u>April Update:</u> requesting to move to next fiscal year: <u>May Update:</u> pilot class moved to fall 2013; move approved by the JBLD Curriculum Committee	December 4-6, 2013, San Francisco		
12106	574b	CORE 24: Skills and Strategies for Managers	Regional Program			Judicial Branch Leadership	M/CEO/AA		March 25-27, 2014, Orange County/ Irvine		
12107	571a	CORE 40	Regional Program			Judicial Branch Leadership	S		Nov-12		complete
12108	571b	CORE 40	Regional Program			Judicial Branch Leadership	S		April 29-May 3 - Sacramento		complete
12109	571c	CORE 40	Regional Program			Judicial Branch Leadership	S	<u>April Update:</u> still in process	Alameda, July 15-18, 2013		complete
12110	571d	CORE 40	Regional Program			Judicial Branch Leadership	S	<u>Aug Update:</u> Moved to next fiscal year (14-15) due to location availability.	July 13-17, 2014, Rancho Cucamonga		
12111	571e	CORE 40	Regional Program			Judicial Branch Leadership	S		February 25-28, 2014, Red Bluff		
12112	571f	CORE 40	Regional Program			Judicial Branch Leadership	S	<u>Aug Update:</u> Moved to next fiscal year (14-15) due to location availability.	July 28 – August 1, 2014, Irvine		
12113	572a	ICM - Court Community Communication	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		August 28-30, 2012		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12127	572h	ICM - Managing Court Financial Resources	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		September 18-20, 2012		complete
12125	572g	ICM - Leadership	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		October 16-18, 2012		complete
12135	572l	ICM - Visioning and Strategic Planning	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		October 22-24, 2012		complete
12121	572e	ICM - Fundamental Issues of Caseflow Management	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		January 29-31, 2013		complete
12129	572i	ICM - Managing Human Resources	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		February 5-7, 2013		complete
12117	572c	ICM - Education, Training, and Development	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		March 5-7, 2013		complete
12131	572j	ICM - Managing Technology Projects and Technology Resources	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		April 9-11, 2013		complete
12133	572k	ICM - Purposes & Responsibilities of Courts	Regional Program			Judicial Branch Leadership	S/M/CEO/AA	March Update: Class also offered in San Bernardino (SJI grant) October 24-26, 2012	April 16-18, 2013		complete
12115	572b	ICM - Court Performance Standards: CourTools	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		May 14-16, 2013		complete
12123	572f	ICM - High Performance Court Framework (Concluding Seminar)	Regional Program			Judicial Branch Leadership	S/M/CEO/AA	March Update: the class was rescheduled close to the originally scheduled December date due to faculty and enrollment issues.	December 3-5, 2012 June 4-6, 2013		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12119	572d	ICM - Essential Components	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		June 18-20, 2013		complete
12128	572t	ICM - Managing Court Financial Resources	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		Jul 16-18, 2013		complete
12136	572x	ICM - Visioning and Strategic Planning	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		Aug 6-8, 2013		complete
12114	572m	ICM - Court Community Communication	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		Sep 10-12, 2013		complete
12130	572u	ICM - Managing Human Resources	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		Oct 29-31, 2013		
12118	572o	ICM - Education, Training, and Development	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		November 5-7, 2013		
12126	572s	ICM - Leadership	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		November 12-14, 2013		
12124	572r	ICM - High Performance Court Framework (Concluding Seminar)	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		December 3-5, 2013		
12134	572w	ICM - Purposes & Responsibilities of Courts	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		Feb-14		
12116	572n	ICM - Court Performance Standards: CourTools	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		Mar-14		

5) CJER Add'l Information Requested by Judge Earl (a)

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12120	572p	ICM - Essential Components	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		Apr-14		
12132	572v	ICM - Managing Technology Projects and Technology Resources	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		May-14		
12122	572q	ICM - Fundamental Issues of Caseflow Management	Regional Program			Judicial Branch Leadership	S/M/CEO/AA		Jun-14		
12137	573a	Court Manager/Supervisor Regional Training - Business Process Reengineering	Regional Program			Judicial Branch Leadership, Trial and	Supervisors		May 8, 2013 in Rancho Cucamonga		complete
12138	573b	Court Manager/Supervisor Regional Training - Business Process Reengineering	Regional Program			Judicial Branch Leadership, Trial and	Supervisors		May 22, 2013 in Oroville		complete
12139	573c	Court Manager/Supervisor Regional Training - Business Process Reengineering	Regional Program			Judicial Branch Leadership, Trial and	Supervisors		May 23, 2013 in Sacramento		complete
12140	573d	Court Manager/Supervisor Regional Training - Business Process Reengineering	Regional Program			Judicial Branch Leadership, Trial and	Supervisors		September 12, 2013 in Santa Rosa		redirected
12141	573e	Court Manager/Supervisor Regional Training - Business Process Reengineering	Regional Program			Judicial Branch Leadership, Trial and	Supervisors		September 17, 2013 in Fresno		cancelled
12142	573f	Court Manager/Supervisor Regional Training - Business Process Reengineering	Regional Program			Judicial Branch Leadership, Trial and	Supervisors	<u>May Update:</u> Date changed due to faculty availability	September 2-5, 2013 in San Jose		moved to next plan
12143	575a	Ethics, Unintended Bias, Fairness, Reducing DMC, and the Role of the Juvenile Court	Regional Program			Juvenile	Judges, SJOs	<u>Aug Update:</u> Cancelled Sept 12 class due to low enrollment; will reschedule for mid Nov; <u>Sept Update:</u> Delivery date updated	Sept 12 , Nov 6, 2013—San Francisco		

5) CJER Add'l Information Requested by Judge Earl (a)

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12144	575b	Ethics, Unintended Bias, Fairness, Reducing DMC, and the Role of the Juvenile Court	Regional Program			Juvenile	Judges, SJOs	Aug Update: Cancelled Sept 19 class due to low enrollment; will reschedule for mid Nov; Sept Update: Delivery date updated	Sept 19, Nov 7, 2013Sacramento		
12145	575c	Ethics, Unintended Bias, Fairness, Reducing DMC, and the Role of the Juvenile Court	Regional Program			Juvenile	Judges, SJOs		Oct 17, 2013-Irvine		
12146	576a	Victim Rights and Restorative Justice	Regional Program			Juvenile	Judges, SJOs	After the plan was approved, the committee determined that a more effective delivery would be as a webinar and connected to the relevant PAO.			cancelled
12147	576b	Victim Rights and Restorative Justice	Regional Program			Juvenile	Judges, SJOs	see above			cancelled
12148	576c	Victim Rights and Restorative Justice	Regional Program			Juvenile	Judges, SJOs	see above			cancelled
12149	577a	Hot Topics in Conservatorship and Guardianship	Regional Program			Probate	Judges, SJOs, probate attorneys,		Nov 6, 2012; San Francisco		complete
12150	577a	Hot Topics in Conservatorship and Guardianship	Regional Program			Probate	Judges, SJOs, probate attorneys,		Nov 7, 2012; Sacramento		complete
12151	577b	Hot Topics in Conservatorship and Guardianship	Regional Program			Probate	Judges, SJOs, probate attorneys,	Aug Update: Committee recommends moving to FY 2014-2015, in light of Probate Institute in Fall 2013	Nov-13		
12152	577b	Hot Topics in Conservatorship and Guardianship	Regional Program			Probate	Judges, SJOs, probate attorneys,	see above	Nov-13		
12153	578a	Hot Topics in Decedents Estates and Trusts	Regional Program			Probate	Judges, SJOs, probate attorneys,		Nov 6, 2012; San Francisco		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12154	578b	Hot Topics in Decedents Estates and Trusts	Regional Program			Probate	Judges, SJOs, probate attorneys,		Nov 7, 2012; Sacramento		complete
12155	578c	Hot Topics in Decedents Estates and Trusts	Regional Program			Probate	Judges, SJOs, probate attorneys,	Aug Update: Committee recommends moving to FY 2014-2015, in light of Probate Institute in Fall 2013	Nov-13		
12156	578d	Hot Topics in Decedents Estates and Trusts	Regional Program			Probate	Judges, SJOs, probate attorneys,	see above	Nov-13		
12157	579a	Issues of Representation and Self-Representation in probate and LPS	Regional Program			Probate	Judges, SJOs, probate attorneys,		Nov 6, 2012; San Francisco		complete
12158	579b	Issues of Representation and Self-Representation in probate and LPS	Regional Program			Probate	Judges, SJOs, probate attorneys,		Nov 7, 2012; Sacramento		complete
12159	579c	Issues of Representation and Self-Representation in probate and LPS	Regional Program			Probate	Judges, SJOs, probate attorneys,	Aug Update: Committee recommends cancelling	Nov-13		
12160	579d	Issues of Representation and Self-Representation in probate and LPS	Regional Program			Probate	Judges, SJOs, probate attorneys,	see above	Nov-13		
12161	583a	Core Leadership and Training Skills for Court Leads and Seniors	Regional Program			Trial and Appellate Court Operations	Court Leads and Seniors	May Update: hosted locally; dependent on court availability. Divided into shorter segments (at the request of the court) and will be completed next fiscal year.	Aug 2013 in Alameda		complete
12162	583b	Core Leadership and Training Skills for Court Leads and Seniors	Regional Program			Trial and Appellate Court Operations	Court Leads and Seniors	May Update: hosted locally; dependent on court availability. Planned for April 2013 but moved to the fiscal year 13-14 at the request of the court location.	Oct 2013 in Stanislaus		

5) CJER Add'l Information Requested by Judge Earl (a)

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12163	583c	Core Leadership and Training Skills for Court Leads and Seniors	Regional Program			Trial and Appellate Court	Court Leads and Seniors	April Update; cancelled. Approved by Court Operations Curriculum Committee Chair.			cancelled
12164	583d	Core Leadership and Training Skills for Court Leads and Seniors	Regional Program			Trial and Appellate Court	Court Leads and Seniors		August 7-9, 2013 in Red Bluff		complete
12165	583e	Core Leadership and Training Skills for Court Leads and Seniors	Regional Program			Trial and Appellate Court	Court Leads and Seniors		April 1-3, 2014, Fresno		
12166	583f	Core Leadership and Training Skills for Court Leads and Seniors	Regional Program			Trial and Appellate Court	Court Leads and Seniors		May 20-22, 2014 SF		
12167	584b	Job Analysis, Classification, and Compensation	Regional Program			Trial and Appellate Court Operations	HR Staff	March Update: requesting to move to fiscal year 13/14 due to subject matter expert availability; May Update: Move to Spring 2014 approved by Court Operations Curriculum Committee Chair.			
12168	584av	Job Analysis, Classification, and Compensation	Regional Program			Trial and Appellate Court	HR Staff	see above			
12169	584aw	Job Analysis, Classification, and Compensation	Regional Program			Trial and Appellate Court	HR Staff	see above			
12170	584c	Supervisors and Leads Working Together	Regional Program			Trial and Appellate Court	Leads, Seniors, and Supervisors				
12171	584at	Supervisors and Leads Working Together	Regional Program			Trial and Appellate Court	Leads, Seniors, and Supervisors				

5) CJER Add'l Information Requested by Judge Earl (a)

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12172	584au	Supervisors and Leads Working Together	Regional Program			Trial and Appellate Court	Leads, Seniors, and Supervisors				
12173	584d	Probate Fee Schedules and Waivers	Regional Program			Trial and Appellate Court Operations	Probate Court Staff	after discussion with committee, this will be combined with content from plan numbers 12182, 12183, 12184 and delivered as three regional classes, rather than six. <u>Sept update:</u> Oct 4 Cancelled due to low enrollment	October 4 (SF)		cancelled
12174	584ar	Probate Fee Schedules and Waivers	Regional Program			Trial and Appellate Court	Probate Court Staff	see above	October 17 (Burbank)		complete
12175	584as	Probate Fee Schedules and Waivers	Regional Program			Trial and Appellate Court	Probate Court Staff	see above	October 30 (Sacramento)		complete
12176	584e	DMV Reporting for Traffic	Regional Program			Trial and Appellate Court	Traffic Court Staff				
12177	584ap	DMV Reporting for Traffic	Regional Program			Trial and Appellate Court	Traffic Court Staff				
12178	584aq	DMV Reporting for Traffic	Regional Program			Trial and Appellate Court	Traffic Court Staff				
12179	584f	DMV Reporting and DOJ Reporting	Regional Program			Trial and Appellate Court	Criminal Court Staff		June 19, 2013 in SF		complete
12180	584an	DMV Reporting and DOJ Reporting	Regional Program			Trial and Appellate Court	Criminal Court Staff		July 18, 2013 in Sacramento		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12181	584ao	DMV Reporting and DOJ Reporting	Regional Program			Trial and Appellate Court Operations	Criminal Court Staff	<u>April Update:</u> requesting to move to next fiscal year; <u>May Update:</u> Move to Fall 2013 approved by Court Operations Curriculum Committee Chair.	August 29, 2013 in Rancho Cucamonga		
12182	584g	Wills	Regional Program			Trial and Appellate Court Operations	Probate Court Staff	<u>Aug 2012:</u> Moved to FY 12/13. Content will be combined with the 12173,12174,12175 (both 1/2 day courses). <u>Sept update:</u> Oct 4 Cancelled due to low enrollment	October 4 (SF)		cancelled
12183	584al	Wills	Regional Program			Trial and Appellate Court	Probate Court Staff	see above	October 17 (Burbank)		complete
12184	584am	Wills	Regional Program			Trial and Appellate Court	Probate Court Staff	see above	October 30 (Sacramento)		complete
12185	584h	Traffic Citations Overview	Regional Program			Trial and Appellate Court Operations	Traffic Court Staff	<u>March Update:</u> requesting to move to Fall 2013; will be combined into a single-day class with 12191-12193; <u>May Update:</u> Move to Fall 2013 approved by Court Operations Curriculum Committee Chair.	fall 2013		
12186	584aj	Traffic Citations Overview	Regional Program			Trial and Appellate Court	Traffic Court Staff	see above	fall 2013		
12187	584ak	Traffic Citations Overview	Regional Program			Trial and Appellate Court	Traffic Court Staff	see above	fall 2013		
12188	584i	Risk Management - Wage and Hour	Regional Program			Trial and Appellate Court	HR Staff		October 28, 2013, Sacramento		

5) CJER Add'l Information Requested by Judge Earl (a)

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12189	584ah	Risk Management - Wage and Hour	Regional Program			Trial and Appellate Court	HR Staff		November 4, 2013, SF		
12190	584ai	Risk Management - Wage and Hour	Regional Program			Trial and Appellate Court	HR Staff		November 18, 2013 (location TBD)		
12191	584j	Contested Traffic Infractions - An overview of the case process including appeal processing	Regional Program			Trial and Appellate Court Operations	Traffic Court Staff	<u>March Update:</u> requesting to move to Fall 2013; will be combined into a single-day class with 12185-12187; <u>May Update:</u> Move to Fall 2013 approved by Court Operations Curriculum Committee Chair.	Fall 2013		
12192	584af	Contested Traffic Infractions - An overview of the case process including appeal processing	Regional Program			Trial and Appellate Court	Traffic Court Staff	see above	Fall 2013		
12193	584ag	Contested Traffic Infractions - An overview of the case process including appeal processing	Regional Program			Trial and Appellate Court	Traffic Court Staff	see above	Fall 2013		
12194	584a	Court Staff Regional Training - topic for Probate Court Investigators -TBD	Regional Program			Trial and Appellate Court Operations	Court Staff		TBD		
12195	584k	Court Staff Regional Training - topic for Probate Court Investigators -TBD	Regional Program			Trial and Appellate Court	Court Staff		TBD		
12196	584l	Court Staff Regional Training - topic for Probate Court Investigators - TBD	Regional Program			Trial and Appellate Court	Court Staff		Winter 2014		
12197	584m	Court Staff Regional Training - topic Forensic Accountings for Probate Court Investigators	Regional Program			Trial and Appellate Court Operations	Court Staff	<u>March Update:</u> requesting to move to FY 13-14; <u>May Update:</u> Move to Fall 2013 approved by Court Operations Curriculum Committee Chair.	Fall 2013		

5) CJER Add'l Information Requested by Judge Earl (a)

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12198	584n	Court Staff Regional Training - topic Forensic Accountings for Probate Court Investigators	Regional Program			Trial and Appellate Court	Court Staff	see above	Fall 2013		
12199	584o	Court Staff Regional Training - topic Forensic Accountings for Probate Court Investigators	Regional Program			Trial and Appellate Court	Court Staff	see above	Fall 2013		
12200	584p	Court Staff Regional Training - topic TBD	Regional Program			Trial and Appellate Court	Court Staff	Due to staff reductions, on 6/25/2012 the Governing Committee voted to discontinue this item.			discontinue
12201	584q	Court Staff Regional Training - topic TBD	Regional Program			Trial and Appellate Court	Court Staff	Due to staff reductions, on 6/25/2012 the Governing Committee voted to discontinue this item.			discontinue
12202	584r	Court Staff Regional Training - topic TBD	Regional Program			Trial and Appellate Court	Court Staff	Due to staff reductions, on 6/25/2012 the Governing Committee voted to discontinue this item.			discontinue
12203	584s	Court Staff Regional Training - topic Guardianships for Probate Court Investigators	Regional Program			Trial and Appellate Court Operations	Court Staff	<u>March Update:</u> requesting to move to FY 13-14; <u>May Update:</u> Move to Fall 2013 approved by Court Operations Curriculum Committee Chair.	Fall 2013		
12204	584t	Court Staff Regional Training - topic Guardianships for Probate Court Investigators	Regional Program			Trial and Appellate Court	Court Staff	see above	Fall 2013		
12205	584u	Court Staff Regional Training - topic Guardianships for Probate Court Investigators	Regional Program			Trial and Appellate Court	Court Staff	see above	Fall 2013		
12206	584v	Court Staff Regional Training - topic TBD	Regional Program			Trial and Appellate Court	Court Staff	Due to staff reductions, on 6/25/2012 the Governing Committee voted to discontinue this item.			discontinue
12207	584w	Court Staff Regional Training - topic TBD	Regional Program			Trial and Appellate Court	Court Staff	Due to staff reductions, on 6/25/2012 the Governing Committee voted to discontinue this item.			discontinue

5) CJER Add'l Information Requested by Judge Earl (a)

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12208	584x	Court Staff Regional Training – topic TBD	Regional Program			Trial and Appellate Court	Court Staff	Due to staff reductions, on 6/25/2012 the Governing Committee voted to discontinue this item.			discontinue	
12209	584y	Court Staff Regional Training – topic TBD	Regional Program			Trial and Appellate Court	Court Staff	Due to staff reductions, on 6/25/2012 the Governing Committee voted to discontinue this item.			discontinue	
12210	584z	Court Staff Regional Training – topic TBD	Regional Program			Trial and Appellate Court	Court Staff	Due to staff reductions, on 6/25/2012 the Governing Committee voted to discontinue this item.			discontinue	
12211	584ab	Court Staff Regional Training – topic TBD	Regional Program			Trial and Appellate Court	Court Staff	Due to staff reductions, on 6/25/2012 the Governing Committee voted to discontinue this item.			discontinue	
12212	584ac	Court Staff Regional Training -Small Claims Processing	Regional Program			Trial and Appellate Court	Court Staff					
12213	584ad	Court Staff Regional Training -Small Claims Processing	Regional Program			Trial and Appellate Court	Court Staff					
12214	584ae	Court Staff Regional Training -Small Claims Processing	Regional Program			Trial and Appellate Court	Court Staff					
12001	531	ADA Update	Regional Program			Judicial Branch Ethics and Fairness	ADA Coordinator; AOC Staff	Redirected resources from 2 day Statewide course to various products including 2 Regional Courses; mixed aud	Nov 15 - SF		Complete	
12001	531	ADA Update	Regional Program			Judicial Branch Ethics and Fairness	ADA Coordinator; AOC Staff	see above	May 16- Sac		complete	
Local Programs			Curriculum to be developed , added to the catalog, and									

5) CJER Add'l Information Requested by Judge Earl (a)

Product and Event Number	Original Number(s) from Aggregate Committee Recommendations	Event or Product Name	Delivery Method	Plan Year 2012-2013	Plan Year 2013-2014	Curriculum Committee	Audience	Status as of Sept 2013	Scheduled Delivery Date of Product (include revised dates if relevant)	Scheduled delivery date of the content/script to MPS for online courses, broadcasts, videos, (include revised dates if relevant)	Complete or Cancelled
12215	596	Collegiality and Mentoring Forums or Roundtables	Local Program			Judicial Branch Ethics and Fairness	All	<u>Aug Update:</u> Course ready to be delivered upon request.			complete
12216	590	On-Site Discussion "Brown Bag Lunch" Program for Court Staff	Local Program			Judicial Branch Ethics and Fairness	Court staff	<u>Aug Update:</u> JBEF Curriculum Committee recommended that this product be folded into product number 12215, and the Governing Committee followed this recommendation.			redirected
12217	595	Procedural Fairness Module	Local Program			Judicial Branch Ethics and Fairness	All	<u>Aug Update:</u> Course ready to be delivered upon request.			complete
12218	594	Transgender Bias Prevention	Local Program			Judicial Branch Ethics and Fairness	All	<u>Aug Update:</u> Course ready to be delivered upon request.			complete
12219	597	Interplay Between Juvenile Dependency Court, Family Court and Probate Court	Local Program			Family, Juvenile	Justices, Judges, SJOs, Attorneys	<u>Aug Update:</u> Course ready to be delivered upon request.			complete
Video Lecture (Studio)											
Capacity approximately 22 per year.											
12220	598a	Great Minds	Video Lecture (Studio)			Multiple Committees	Justices, Judges, SJOs, Attorneys	recommended to discontinue Great Minds and the GC adopted it			discontinue
12221	598b	Great Minds	Video Lecture (Studio)			Multiple Committees	Justices, Judges, SJOs, Attorneys	recommended to discontinue Great Minds and the GC adopted it			discontinue
12222	615	Appellate Practice Basics	Video Lecture (Studio)			Appellate Practice	New Justice and New Appellate Attorney	<u>Aug Update:</u> Taping Sept 27, 2012; <u>Nov update:</u> editing.almost complete	Dec-12	Sep-12	complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12223	666	Challenges to Pleadings (Demurrers, Motion to Strike, Motion for Judgment on the Pleadings)	Video Lecture (Studio)			Civil	Judges, SJOs, probate attorneys, probate	Scheduling on hold pending GC discussion and reprioritization due to staffing reduction; <u>Aug Update</u> :cancelled by GC 6/25/12			cancelled
12224	599a	Civil Law Update	Video Lecture (Studio)			Civil	Justices, Judges, SJOs, Attorneys	Scheduling on hold pending GC discussion and reprioritization due to staffing reduction; <u>Aug Update</u> :cancelled by GC 6/25/12	Dec-12	12/12/2012	cancelled
12225	599b	Civil Law Update	Video Lecture (Studio)			Civil	Justices, Judges, SJOs, Attorneys	Scheduling on hold pending GC discussion and reprioritization due to staffing reduction; <u>Aug Update</u> :cancelled by GC 6/25/12	12/11/2013	12/11/2013	cancelled
12226	664	Law & Motion: General Tips and Series about specific topics	Video Lecture (Studio)			Civil	Judges, SJOs	Scheduling on hold pending GC discussion and reprioritization due to staffing reduction; <u>Aug Update</u> :cancelled by GC 6/25/12	7/12/2012		cancelled
12227	600a	Selected Criminal Issues: Not guilty by reason of insanity (NGI), Penal Code section 1026	Video Lecture (Studio)			Criminal	Judges, SJOs	<u>Nov update</u> : recording date moved to May due to MPS availability ; completion date is in Plan Year '13-'14. <u>March Update</u> : delivery date changed. <u>May Update</u> : Committee agreed to move to next fiscal year so they have more time to develop content. <u>Aug Update</u> : Criminal Committee has recommended canceling this Ed plan item.	3/15/2013 7/15/13 9/1/13	1/16/2013 5/15/13	

5) CJER Add'l Information Requested by Judge Earl (a)

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12228	600b	Selected Criminal Issues: Forensic Psychiatrist re sexual assault offenders	Video Lecture (Studio)			Criminal	Judges, SJOs	<u>Nov update:</u> recording date moved to April and delivery date moved to May; <u>Dec Update:</u> delivery date changed to June since faculty will be in San Francisco in April to teach at a live program. <u>Jan Update:</u> Faculty has become seriously ill and unavailable until at least May. <u>March Update:</u> delivery date changed. <u>May Update:</u> Postponed until Faculty recovers from illness. <u>July Update:</u> Committee approved move to FY 13-14. A date is not yet set	3/15/2013 5/15/13 6/15/13 7/15/13 8/16/13	1/16/2013 4/15/13 5/15/13	
12229	600c	Selected Criminal Issues: Jury Instructions	Video Lecture (Studio)			Criminal	Judges, SJOs	<u>Nov update:</u> recording date moved to May due to MPS availability ; completion date is in fiscal year 13-14; <u>May Update:</u> faculty has been recruited and scheduling a taping date in August. <u>August Update:</u> delivery date to MPS changed; <u>Sept Update:</u> Criminal Committee recommends cancelling (due to the fact that taping was scheduled for October 23, this has already been	7/15/2013 10/23/13	5/15/2013 9/11/13 10/23/13	cancelled
12230	600d	Sentencing Update: Changes to 3-Strikes by Proposition 36	Video Lecture (Studio)			Criminal	Judges, SJOs		Dec-12	12/5/2012	complete
12231	600e	Sentencing Drug Offenders	Video Lecture (Studio)			Criminal	Judges, SJOs	<u>March Update:</u> Andrea & Ralph agreed to move this earlier. <u>Sept Update:</u> Criminal Committee recommends cancelling	3/15/2014 12/17/13	1/15/2014 10/22/13	
12232	600f	Selected Criminal Issues	Video Lecture (Studio)			Criminal	Judges, SJOs	<u>March Update:</u> Andrea & Ralph agreed to move this earlier.	3/15/2014 12/20/13	1/15/2014 11/6/13	

5) CJER Add'l Information Requested by Judge Earl (a)

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12233	600g	Selected Criminal Issues	Video Lecture (Studio)			Criminal	Judges, SJOs		Apr-14	2/14/2014	
12234	600h	Selected Criminal Issues	Video Lecture (Studio)			Criminal	Judges, SJOs		Apr-14	2/14/2014	
12235	624	Attorneys Fees This will continue to be hot topic for 2012-2014	Video Lecture (Studio)			Family	Judges, SJOs	<u>March Update:</u> Karene & Ralph agreed to move this earlier. <u>July Update:</u> Committee approved cancellation and will consider for 2014-2016 Ed			cancelled
12236	621	Child Abuse Allegations in FL (FC 3118; WIC 827)	Video Lecture (Studio)			Family	Judges, SJOs	<u>March Update:</u> SVL & broadcast; <u>July Update:</u> Committee approved cancellation and will consider for 2014-2016 Ed Plan			cancelled
12237	620	DV: Proper Use of Lethality Assessments	Video Lecture (Studio)			Family	Judges, SJOs	<u>Sept Update:</u> Delivery date changed; <u>Oct Update:</u> recording date not set yet. <u>Nov update:</u> recording 1/9 or 1/11. <u>Dec update:</u> recording moved to 3/1/13; working to select a date to film by the end of March. Date determined by faculty availability. <u>March Update:</u> delivery date changed due to faculty availability. <u>April Update:</u> Delivery date changed due to faculty availability. <u>May Update:</u> recording date changed. <u>Aug Update:</u> Second recording date added; delivery date changed to November 2013	12/15/2012, Jan-2013 3/15/13 5/15/13 Late Aug. 2013; Nov 2013	10/1/2012, Nov-2012 1/11/13 3/1/13 Late June 2013 7/9/13 & 9/12/13	
12238	603	Family Centered Case Resolution (Practical Judge)	Video Lecture (Studio)			Family	Judges, SJOs	<u>July Update:</u> delivery date updated	8/14/2013 Nov 2013	8/14/2013	

5) CJER Add'l Information Requested by Judge Earl (a)

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12239	619	Fiduciary Duties	Video Lecture (Studio)			Family	Judges, SJOs	<u>Dec Update:</u> Delivery date changed to July due to faculty availability. <u>March Update:</u> Delivery date changed. <u>April Update:</u> content not complete so delivery date is unknown; <u>July Update:</u> Committee approved cancellation and will consider for 2014-2016 Ed Plan			cancelled
12240	674	Hearing DV Cases – Avoiding Pitfalls	Video Lecture (Studio) 10-Minute Mentor			Family	Judges, SJOs	Committee has determined that this topic is not deep enough for a full video and has requested that it instead be developed as a ten minute mentor. It has been determined that sufficient resources exist to do this. Refer to 10-minute mentor section for Status Updates			redirected
12241	601a	Legal Update in Family Law (Today's Law)	Video Lecture (Studio)			Family	Judges, SJOs	<u>Dec update:</u> taping date changed due to faculty availability. <u>March Update:</u> SVL & broadcast	Apr-13	4/10/2013 4/24/13	Complete
12242	602b	Legal Update in Family Law (Today's Law)	Video Lecture (Studio)			Family	Judges, SJOs	<u>March Update:</u> SVL & broadcast	4/9/2014	4/9/2014	
12243	673	Live Testimony	Video Lecture (Studio)			Family	Judges, SJOs	<u>Aug Update:</u> Tentative recording date of 10/19/12; <u>Oct Update:</u> scheduled for taping in mid-December. Scheduled for delivery in spring 2013; <u>April Update:</u> initial review revealed more extensive editing was required than was originally anticipated. New anticipated delivery date is late summer. <u>Aug Update:</u> in editing. Will be posted online in October	10/15/2012 Spring 2013 Summer October 2013	8/1/2012 —Dec 2012	

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12244	631	Cultural Competency	Video Lecture (Studio)			Judicial Branch Ethics and Fairness	All		Nov. 2013		
12245	629	Language Access	Video Lecture (Studio)			Judicial Branch Ethics and Fairness	Judges, SJOs	<u>May Update:</u> The curriculum committee moved this to the next fiscal year pending the Department of Justice's evaluation of California's handling of court interpreter, which may impact the content of the video.	6/15/2014	Apr-14	
12246	628	Sexual Harassment Prevention	Video Lecture (Studio)			Judicial Branch Ethics and Fairness	Appellate Justices	<u>Aug Update:</u> Recording in Oct. or Nov. 2012.; <u>Sept Update:</u> recording date now Dec 10. <u>March update:</u> 1st edit finished, waiting for review from Justice Turner,	Spring 2013 June 6	Dec-12	Complete
12247	634	DJJ Commitments: What's Needed and How to Complete Forms	Video Lecture (Studio)			Juvenile	Judges, SJOs, Clerks		Dec-13	Oct-13	
12248	609	Legal Update in Delinquency (Today's Law)	Video Lecture (Studio)			Juvenile	Justices, Judges, SJOs, Attorneys	<u>Dec update:</u> taping date changed due to faculty availability.	3/6/2013 5/22/13	5/22/2013	complete
12249	609	Legal Update in Delinquency (Today's Law)	Video Lecture (Studio)			Juvenile	Justices, Judges, SJOs, Attorneys		3/5/2014	3/5/2014	
12250	610	Legal Update in Dependency (Today's Law)	Video Lecture (Studio)			Juvenile	Justices, Judges, SJOs, Attorneys	<u>Dec update:</u> taping date changed due to faculty availability.	3/20/2013 5/29/13	5/29/2013	Complete
12251	610	Legal Update in Dependency (Today's Law)	Video Lecture (Studio)			Juvenile	Justices, Judges, SJOs, Attorneys		3/19/2014		

5) CJER Add'l Information Requested by Judge Earl (a)

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12252	611	Immigration Issues in Dependency & Delinquency Court	Video Lecture (Studio)			Juvenile	Justices, Judges, SJOs, Attorneys	<u>March update:</u> delivery date changed; <u>May Update:</u> Committee Chair approved move to fiscal year 13-14. <u>Aug Update:</u> delivery date updated.	5/15/2013 8/9/13 Feb 2014	3/1/2013 6/18/13-March 2014		
12253	633	Importance of Permanency in Dependency and Delinquency	Video Lecture (Studio)			Juvenile	Justices, Judges, SJOs, Attorneys	<u>Aug Update:</u> delivery date updated.	9/15/2013 Nov 2013	7/1/2013 February 2014		
12254	635	Juvenile Sex Offenders: Risk Assessment Instruments and Dispositional Alternatives	Video Lecture (Studio)			Juvenile	Justices, Judges, SJOs, Attorneys		May-14	Mar-14		
12255	638	Accountings	Video Lecture (Studio)			Probate	Judges, SJOs, probate attorneys,		Mar-14	Jan-14		
12256	637	Probate Distribution, Intestate succession, incl Anti-Lapse statute, incl also holographic wills segment	Video Lecture (Studio)			Probate	Judges, SJOs, probate attorneys, probate examiners	<u>Oct Update:</u> Recording date not set yet since faculty availability has been challenging. Scheduled delivery of content is end of April 2013. <u>May Update:</u> Probate Curriculum Committee Recommendation: remove from current Education Plan, to be considered for 2014-2016 Education Plan	Jan-13	Nov-12	Deferred to next plan	
12257	639	Trusts and Special-Needs Trusts	Video Lecture (Studio)			Probate	Judges, SJOs, probate attorneys, probate examiners		Mar-14	Jan-14		
Video Lecture (Live Program)				Capacity approximately 8 per year.								

5) CJER Add'l Information Requested by Judge Earl (a)

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12258		Online: Video Lectures from Live Programs (approximately 8 lectures per year)	Video Lecture (live program)			Multiple Committees		<u>Sept update:</u> added Alameda Courts' Forclosures class 10/26/12. <u>Oct update:</u> Alameda Courts' Foreclosures taping cancelled - faculty declined to be taped			
10-Minute Mentor <div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: fit-content;">Capacity approximately 6 per year.</div>											
12260	663	Case Management Best Practices	Ten Minute Mentor			Civil	Judges, SJOs	<u>Nov Update:</u> delivery dates changed; <u>Dec Update:</u> waiting on judge for input on content and filming date. Target completion is April; <u>March Update:</u> content not delivered to MPS since faculty has not completed script; product will not be completed in April. <u>Sept Update:</u> working with faculty to determine a content delivery date	5/1/2013 Aug. 13 — April 2013	6/1/2013- February 2013 Need new date	
12261	665	Expedited Jury Trials	Ten Minute Mentor			Civil	Judges, SJOs		Oct-12	Sep-12	complete
12259	668	Business Entity Issues (post judgment motions, due process issues, piercing the corporate veil, definitions)	Ten Minute Mentor			Civil	Judges, SJOs	<u>Aug Update:</u> cancelled at the direction of the GC due to staffing reductions			cancelled
12263	670b	Settling Criminal Cases	Ten Minute Mentor			Criminal	Judges, SJOs	<u>Sept Update:</u> Taped at College, awaiting Graphics Filmed	Nov-12		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12262	670a	Calculating Credits	Ten Minute Mentor			Criminal	Judges, SJOs	<p><u>Sept Update:</u> Waiting on Faculty names to develop content, should have decision on topic, Striking Priors or Calculation credits on 10/4; <u>Dec Update:</u> Judge working with Dave and Tim to select filming date. Hoping to complete before mid May.</p> <p><u>March Update:</u> Faculty unresponsive. <u>May Update:</u> Faculty recruited and taping is being scheduled for July 2013; <u>July Update:</u> curriculum committee has moved this to the 2013-2014 fiscal year. A date is not yet set. <u>Aug Update:</u> delivery dates updated.</p>	<p>Feb. 13 May 2013 Oct. 2013</p>	<p>May 4, 2012 July 2012 Jan. 13 Dec 2012 Sept. 20, 2013</p>	
12264	670c	Constitutionalists	Ten Minute Mentor			Criminal	Judges, SJOs	<p><u>Sept Update:</u> Topic to be narrowed on Oct. 4th to be Striking priors – practice tips or Calculating Credits or Constitutionalists and ready for faculty and content development beginning in November</p> <p><u>May Update:</u> this product was incorrectly labeled as being produced in FY 12/13; changed to FY13/14</p>	<p>6/15/2013 7/15/2013 March 2014</p>	<p>5/1/2013 9/15/2013 February 2013 Feb. 2014</p>	
12240	674	Pitfalls in Handling Domestic Violence Cases in Family Court	Video Lecture (Studio) 10-Minute Mentor			Family	Judges, SJOs	<p><u>Aug Update:</u> Recorded 8/8/12. In editing. <u>Sept Update:</u> should be published by end of November</p>	<p>1/15/2013 Nov 2012</p>		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12265	671	Avoiding Pitfalls with Requests for Early Termination of Marital Status	Ten Minute Mentor			Family	Judges, SJOs	<u>Sept Update:</u> Filmed and waiting on editing. On tract for Dec. publish date; <u>Oct Update:</u> has been edited. Tim is doing the graphics now and expects to give to Cat 2nd week of Nov.	Dec-12	9/1/2012 Nov-12	complete
12266		Email Usage and Social Media-Focusing on Public Access and Ex-Parte Communications Handling a Request for Disability Accommodation	Ten Minute Mentor			Judicial Branch Ethics and Fairness	Judges, SJOs	3/8/12 approved to change subject to ADA Issues; resources redirected from ADA Statewide Conference	Jun-12	Jun-12	complete
12268	680	Seeking Alternative Funding Sources	Ten Minute Mentor			Judicial Branch Leadership	PJ/CEOs	In an effort to deliver this content in a more timely manner, it was delivered via a webinar in late 2012. This 10 minute mentor is likely redundant. Committee will be consulted with a recommendation that this product be removed.	3/15/2013	2/1/2013	
12267	681	Effective Meeting Planning and Presentation	Ten Minute Mentor			Judicial Branch Leadership	PJ/CEOs		Oct 13	7/1/2013 Need new date	
12269	682	Confidentiality of Juvenile Hearings	Ten Minute Mentor			Juvenile	Judges, SJOs	<u>Sept Update:</u> Juvenile Curriculum Committee is recommending that this product be cancelled.	7/15/2013 September 2013	5/1/2013 July 2013	
12270	683	Dependency Court Calendar Management	Ten Minute Mentor			Juvenile	Judges, SJOs	<u>April Update:</u> delivery date to MPS changed; <u>Aug Update:</u> Taping is complete	Sep-13	6/1/2013 8/22/13	

5) CJER Add'l Information Requested by Judge Earl (a)

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12271	684	Bonds	Ten Minute Mentor			Probate	Judges, SJOs, probate attorneys, probate examiners	<u>Sept Update:</u> Waiting on Faculty ID so that content can be developed. Will not be published by Nov 12 plan deadline. <u>Oct Update:</u> We've identified faculty who will not be available until March or so 2013; <u>Nov update:</u> to be videotaped in Spring 2013; <u>Dec Update:</u> Judge working with Chris and Tim to select filming date. Hoping to complete before mid May. <u>April Update:</u> delivery date unknown. <u>May Update:</u> Probate Curriculum Committee Recommendation: move to 2013-2014 fiscal year, delivery date dependent on pending legislation. <u>Sept Update:</u> working with Curriculum Committee to identify faculty	11/1/2012 4/13 May 2013	9/1/2012 4/1/13 Need new date	
Broadcasts and Videos: Complex Production (simulations, teaching tools, vignettes, etc.)											
Capacity approximately 9-10 per year, but variable depending on other video production.											
12272	646	Evidence issues	Video Simulation			Civil	Judges, SJOs	<u>Aug Update:</u> Recorded 8/14/12. <u>Oct update:</u> Mandy has all of the assets for the online course. Mary Trew is editing the teacher's guide.	Dec-12	Oct-12	complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12273	647	Interacting with High Conflict Parents	Video Simulation			Family	Judges, SJOs	<u>Jan Update:</u> delivery to MPS updated; <u>April Update:</u> curriculum committee is evaluating whether this product should be cancelled; <u>July Update:</u> Committee approved cancellation and will consider for 2014-2016 Ed Plan			Deferred to next plan
12274	604a	Continuing the Dialogue	Broadcast: Complex			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs, Trial & Appellate Court Leadership & Personnel	<u>Aug Update:</u> Cancelled due to staff reduction, was to have been July 31, 2012.	Jul-12		Cancelled
12275	604b	Continuing the Dialogue - ADA	Broadcast: Complex			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs, Trial & Appellate Court Leadership & Personnel		Jan-13		complete
12276	604c	Continuing the Dialogue	Broadcast: Complex			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs, Trial & Appellate Court Leadership & Personnel				

5) CJER Add'l Information Requested by Judge Earl (a)

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12277	604d	Continuing the Dialogue	Broadcast: Complex			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs, Trial & Appellate Court Leadership & Personnel				
12278	651	Delinquency Hearings	Video Simulation			Juvenile	Judges, SJOs	Jan Update: delivery date to MPS updated; April Update: delivery date changed due to faculty availability. Aug Update: taping complete Sept Update: Correction: taping was not done on this production; curriculum committee recommended be cancelled	8/15/2013 Sept-2013	6/1/2013 July-2013	
12279	650	Dependency Hearings	Video Simulation			Juvenile	Judges, SJOs	Oct update: Met with our faculty last week. This project will consist of 4 video simulations varying in length from 2 minutes to 20 minutes. The initial scripts are due for everyone's review January 4. We hope to finalize them in February and video in the spring 2013. Dec Update: 3 or 4 videos, working with Judge Len Edwards and others. February hoping to finalize content and film in April. Director has not been assigned. Jan Update: delivery date changed, director assigned; April Update: Delivery date to MPS updated; Aug Update: Delivery date updated.	4/15/2013 June-2013 late summer-2013 late fall 2013	2/1/2013 April-2013 early summer-2013 early fall 2013	

5) CJER Add'l Information Requested by Judge Earl (a)

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12281	648	Taking an Admission in Delinquency Court	Video Simulation			Juvenile	Judges, SJOs	<u>Oct Update:</u> Waiting for the judge to give us a date she can do the video. We've asked her a number of times. She is busy with other stuff right now. We hope we can video early 2013; <u>Nov update:</u> to be videotaped in Winter/Spring 2013; <u>Dec update:</u> still working with Judge for filming date. Target completion is April; <u>Jan Update:</u> taping date is Feb 27. <u>April Update:</u> delivery date changed; <u>Aug Update:</u> product still in review by faculty and awaiting their approval	1/1/2013 Feb. 13 April 2013	11/1/2012 Jan. 13	
12280	649	Initial Hearing in Dependency	Video Simulation			Juvenile	Judges, SJOs	see above; <u>Dec Update:</u> 3 or 4 videos, working with Judge Len Edwards and others. February hoping to finalize content and film in April. Director has not been assigned. <u>Jan Update:</u> delivery date changed, director assigned; <u>April Update:</u> delivery date changed due to faculty availability; <u>Aug Update:</u> Delivery date updated.	5/15/2013 June 2013 late summer 2013 late fall 2013	3/1/2013 April 2013 early summer 2013 early fall 2013	
12282	652	Victim Rights and Restorative Justice	Video Simulation			Juvenile	Judges, SJOs	<u>April Update:</u> curriculum committee is evaluating whether this product should be cancelled/moved to next Ed Plan cycle; <u>August Update:</u> The Curriculum Committee recommended that this item be removed from 2012-2014 Ed Plan. The committee will consider it for 2014-2016 Ed Plan	6/1/2013 May 2013	3/1/2013 April 2013	Deferred to next plan

5) CJER Add'l Information Requested by Judge Earl (a)

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12283	653	Contested appointment hearing	Video Simulation			Probate	Judges, SJOs, probate attorneys, probate examiners	<u>Nov Update:</u> delivery dates changed; <u>Jan Update:</u> delivery date changed. <u>March Update:</u> delivery date changed since Content is delayed due to other projects; <u>May Update:</u> Probate Curriculum Committee Recommendation: move to 2013-2014 fiscal year.	6/1/2013 March 13 June 2013 9/16/13 Nov. '13	12/1/2012 Jan. 13 April 2013 8/12/13 Sept. '13	
12286	654	Conducting a Sale of Property in Decedents Estate	Video Simulation			Probate	Judges, SJOs, probate attorneys,	<u>Sept update:</u> Recorded 9/20/12; <u>Oct Update:</u> waiting to be edited	11/1/2012 12/15/2012	Sep-12	complete
12284	656	Interviewing Conservatorships	Video Simulation			Probate	Probate court investigators	<u>Sept update:</u> new delivery date to MPS	Nov 13	9/1/2013 April 2014	
12285	655	Interviewing Guardianships	Video Simulation			Probate	Probate court investigators	<u>Sept update:</u> new delivery date to MPS	Nov 13	9/1/2013 April 2014	
12288	657	Traffic Courtroom Procedures	Video Simulation			Trial and Appellate Court Operations	Traffic Court Staff	<u>May Update:</u> requesting move to next fiscal year due to request for realignment broadcast. Review by 2013 Traffic Focus Group requested. Court Operations Curriculum Committee Chair recommends consultation with the Traffic focus group to reconfirm product topic. <u>Aug Update:</u> Cancelled at the recommendation of the 2013 Traffic Personnel Focus Group. Approved by Court Operations Curriculum Committee Chair.	Aug 13	Jun 13	cancelled

5) CJER Add'l Information Requested by Judge Earl (a)

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12287	658	Orientation to the Judicial Branch	Video - Complex			Trial and Appellate Court Operations	Court Staff	March Update: requesting change of content due date from May 2013 to June 2013; Aug Update: Delivery date updated	7/15/2013 Nov. 2013	5/1/2013 June-2013 Oct. 2013	
Broadcasts: Simple Production											
<p style="text-align: center;">Capacity is approximately 24 new broadcasts per year. Note: Some broadcasts are automatically shown multiple times. Also, broadcasts may be replayed to enable staff time to develop local and regional training courses.</p>											
12289	604g	Continuing the Dialogue	Broadcast			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs, Trial & Appellate Court Leadership &	Aug Update: Cancelled, awaiting Supreme Court ruling, was to have been Oct. 30, 2012. Dec update - Committee decided to do the topic of Implicit Bias for court staff	Oct-12		cancelled
12290	604h	Continuing the Dialogue	Broadcast			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs, Trial & Appellate Court Leadership &				
12291	607a	Presiding Judge and Court Executive Officer Roundtables	Broadcast Webinar			Judicial Branch Leadership	PJ/CEO	Sept Update: changed from broadcast to webinar, change approved by Committee; see webinar section for status updates			redirected
12292	607b	Presiding Judge and Court Executive Officer Roundtables	Broadcast Webinar			Judicial Branch Leadership	PJ/CEO	see above			redirected
12293	607c	Presiding Judge and Court Executive Officer Roundtables	Broadcast Webinar			Judicial Branch Leadership	PJ/CEO	Nov update: Committee approved the change to webinar for remaining broadcasts; see webinar section for status updates			redirected

5) CJER Add'l Information Requested by Judge Earl (a)

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12294	607d	Presiding Judge and Court Executive Officer Roundtables	Broadcast Webinar			Judicial Branch Leadership	PJ/CEO	see above			redirected
12295	607e	Presiding Judge and Court Executive Officer Roundtables	Broadcast Webinar			Judicial Branch Leadership	PJ/CEO	see above			redirected
12296	607f	Presiding Judge and Court Executive Officer Roundtables	Broadcast Webinar			Judicial Branch Leadership	PJ/CEO	see above			redirected
12297	612a	AOC-TV Court Supervisor Broadcasts – Series: Coaching – Communication	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Jul-12		complete
12298	612b	AOC-TV Court Supervisor Broadcasts – Series: Handling Disasters Before, During and After	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Aug-12		complete
12299	612c	AOC-TV Court Supervisor Broadcasts – Series: Technology Management	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Sep-12		complete
12300	612d	AOC-TV Court Supervisor Broadcasts – Series: Coaching – Learning and Results	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Oct-12		complete
12301	612e	AOC-TV Court Supervisor Broadcasts – Series - Harassment Prevention	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors	December complete	Dec-12		complete
12302	612f	AOC-TV Court Supervisor Broadcasts – Series - Business Process Reengineering	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Jan-13		complete
12303	612g	AOC-TV Court Supervisor Broadcasts – Series - Harassment Prevention	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Jun-13		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12304	612h	AOC-TV Court Supervisor Broadcasts – Leading Change	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Mar-13		complete
12305	612s	AOC-TV Court Supervisor Broadcasts – The Work of the Judicial Council	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Apr-13		complete
12306	612i	AOC-TV Court Supervisor Broadcasts – Managing Stress	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		May-13		complete
12307	612j	AOC-TV Court Supervisor Broadcasts – Leadership Ethics	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Jul-13		complete
12308	612k	AOC-TV Court Supervisor Broadcasts – Developing Employees	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Aug-13		complete
12309	612l	AOC-TV Court Supervisor Broadcasts – Series - Fiscal Management	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Sep-13		complete
12310	612m	AOC-TV Court Supervisor Broadcasts – Workplace Violence/Threat Assessment	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Oct-13		
12311	612n	AOC-TV Court Supervisor Broadcasts – Series	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Dec-13		
12312	612o	AOC-TV Court Supervisor Broadcasts – Series	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Jan-14		
12313	612p	AOC-TV Court Supervisor Broadcasts – Series	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Feb-14		

5) CJER Add'l Information Requested by Judge Earl (a)

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12314	612q	AOC-TV Court Supervisor Broadcasts – Series	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Mar-14		
12315	612r	AOC-TV Court Supervisor Broadcasts – Series	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Apr-14		
12316	612s	AOC-TV Court Supervisor Broadcasts – Series	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		May-14		
12317	612t	AOC-TV Court Supervisor Broadcasts – Harassment Prevention	Broadcast			Judicial Branch Leadership, Trial and	Court Supervisors		Jun-14		
12322	614b	Customer service/ADA Update	Broadcast			Trial and Appellate Court	Court Staff		Jul-12		complete
12318	614a	AOC-TV Court Staff Broadcasts – Series "The Jury Process"	Broadcast			Trial and Appellate Court	Court Staff		Sep-12		complete
12324	614p	Sexual harassment prevention	Broadcast			Trial and Appellate Court	All court staff		Jun-13		complete
12326	614d	Orientation for Appellate Staff	Broadcast			Trial and Appellate Court	Appellate court staff		Jan-13		complete
12334	614e	Trial Exhibits - how exhibits are transmitted to the Court of Appeal and the Supreme Court	Broadcast			Trial and Appellate Court	Appellate court staff and trial court staff		Feb-13		complete
12320	614f	Providing Copies: Confidentiality, Redaction, and Certification (Include in CCTI)	Broadcast			Trial and Appellate Court	Criminal Court Staff		Mar-13		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12319	614c	"May I Help You?" customer service series (update to existing broadcast programs)	Broadcast			Trial and Appellate Court Operations	Court Staff	<u>March Update:</u> Moved to July 2013 (reprioritization due to realignment broadcast); <u>May Update:</u> Move to October 2013 approved by Court Operations Curriculum Committee Chair. <u>Aug Update:</u> Delivery date confirmed	4/1/2013 July-October 2013		
12329	614g	Requests for Orders (formerly orders to show cause/notice of motions)	Broadcast			Trial and Appellate Court Operations	Family Court Staff	<u>May Update:</u> Moved to fiscal year 13-14 due to potential Judicial Council form changes; move approved by Court Ops Curriculum Committee Chair on 5/3/2013; <u>Sept Update:</u> Delivery date updated	5/1/2013 January 2014		
12325	614p	Sexual harassment prevention	Broadcast			Trial and Appellate Court	All court staff	<u>March Update:</u> This broadcast will air June 2014 only. (The December 2013 scheduled date was entered in error.)	Dec-2013 & June 2014		
12321	614j	Contested Traffic Infractions - An overview of the case process including appeal processing	Broadcast			Trial and Appellate Court	Traffic Court Staff	<u>Aug Update:</u> Delivery date changed	Jan. 2014 February 2014		
12323	614q	Labor Relations 101 for Managers and Supervisors	Broadcast			Trial and Appellate Court	HR Staff		Aug-13		
12327	614h	Preparing for Health Care Changes in 2014	Broadcast			Trial and Appellate Court	HR Staff				
12328	614i	Reports and requirements for Department of Motor Vehicles (DMV), Department of Justice (DOJ),	Broadcast			Trial and Appellate Court	Juvenile Court Staff		Aug-13		
12330	614o	Small Claims Processing	Broadcast			Trial and Appellate Court	Civil Court Staff		May-14		

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12331	614m	Traffic Appeals	Broadcast			Trial and Appellate Court	Traffic Court Staff				
12332	614k	Traffic Citation/Complaint Overview	Broadcast			Trial and Appellate Court	Traffic Court Staff				
12333	614l	Traffic Fines (includes bail schedules)	Broadcast			Trial and Appellate Court	Traffic Court Staff				
Broadcasts: Encore			Capacity is approximately 19 per year.								
12335	604e	Continuing the Dialogue Overcoming Implicit Bias for Court Personnel	Broadcast: Encore			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs, Trial & Appellate Court Leadership & Operations	Jan Update: Title changed	Apr-13		complete
12336	612r	AOC-TV Court Supervisor Broadcasts – Series ENCORE Business Process Reengineering	Broadcast: Encore			Judicial Branch Leadership, Trial and Appellate Court Operations	Court Supervisors		Feb-13		complete
12337	614r	Encore: Demystifying the Appeals Process	Broadcast: Encore			Trial and Appellate Court Operations	All court staff		Apr-13		complete
12338	614s	Encore: Working with Interpreters	Broadcast: Encore			Trial and Appellate Court Operations	Court staff		Aug-12		complete
12339	614t	Encore: DMV/DOJ Reporting	Broadcast: Encore			Trial and Appellate Court Operations	Court staff		Sep-13		complete

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12340	614u	Encore	Broadcast: Encore			Trial and Appellate Court Operations	Court staff				
12341		Encore	Broadcast: Encore			tbd	tbd				
12342		Encore	Broadcast: Encore			tbd	tbd				
12343		Encore	Broadcast: Encore			tbd	tbd				
12344		Encore	Broadcast: Encore			tbd	tbd				
12345		Encore	Broadcast: Encore			tbd	tbd				
12346		Encore	Broadcast: Encore			tbd	tbd				
12347		Encore	Broadcast: Encore			tbd	tbd				
12348		Encore	Broadcast: Encore			tbd	tbd				
12349		Encore	Broadcast: Encore			tbd	tbd				
12350		Encore	Broadcast: Encore			tbd	tbd				
12351		Encore	Broadcast: Encore			tbd	tbd				
12352		Encore	Broadcast: Encore			tbd	tbd				
12353		Encore	Broadcast: Encore			tbd	tbd				
12354		Encore	Broadcast: Encore			tbd	tbd				

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12355		Encore	Broadcast: Encore			tbd	tbd				
12356		Encore	Broadcast: Encore			tbd	tbd				
12357		Encore	Broadcast: Encore			tbd	tbd				
12358		Encore	Broadcast: Encore			tbd	tbd				
12359		Encore	Broadcast: Encore			tbd	tbd				
12360		Encore	Broadcast: Encore			tbd	tbd				
12361		Encore	Broadcast: Encore			tbd	tbd				
12362		Encore	Broadcast: Encore			tbd	tbd				
12363		Encore	Broadcast: Encore			tbd	tbd				
12364		Encore	Broadcast: Encore			tbd	tbd				
12365		Encore	Broadcast: Encore			tbd	tbd				
12366		Encore	Broadcast: Encore			tbd	tbd				
12367		Encore	Broadcast: Encore			tbd	tbd				
12368		Encore	Broadcast: Encore			tbd	tbd				
12369		Encore	Broadcast: Encore			tbd	tbd				

5) CJER Add'l Information Requested by Judge Earl (a)

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12370		Encore	Broadcast: Encore			tbd	tbd				
12371		Encore	Broadcast: Encore			tbd	tbd				
12372		Encore	Broadcast: Encore			tbd	tbd				
Video Conferencing <div style="background-color: #4a7ebb; color: white; padding: 5px; display: inline-block; border-radius: 10px;">Capacity is 12+ per year</div>											
12373	659a	Evolving Criminal Sentencing and Criminal Realignment Issues	Video conference			Appellate Practice	Appellate Justice, Appellate		23-Oct-12		complete
12374	659b	Everything You Always Wanted to Know About Habeas Corpus but Were Afraid To Ask	Video conference			Appellate Practice	Appellate Justice, Appellate		Dec 11-2012		complete
12375	659c	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate Attorney	Aug Update: tentative date and subject to change depending on faculty availability; Jan Update: The Curriculum Committee plans to include this content in the Institutes scheduled for this Spring, and therefore recommends changing the delivery method for this content (offering it live rather than as a video conference)	Jan 28 - Feb 1		redirected
12376	659d	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate	see above	March 11-15		redirected
12377	659e	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate	see above	April 15-19		redirected

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12378	659f	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate	see above	May 13-17		redirected
12379	659g	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate	see above	June 10-14		redirected
12380	659h	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate				
12381	659i	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate				
12382	659j	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate				
12383	659k	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate				
12384	659l	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate				
12385	659m	Emerging Issues, Hot Topics, Substantive Law and Decision-making in-Depth	Video conference			Appellate Practice	Appellate Justice, Appellate				
12386	660	Working with Electronic Briefs and Records	Video conference or Webinar			Appellate Practice	Appellate Justice, Appellate				
12387	661	Utilizing Technology to Enhance Productivity and Work Performance	Video conference or Webinar			Appellate Practice	Appellate Justice, Appellate				

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12388	662a	Citing Out-of-State Statutes and Cases	Video conference			Trial and Appellate Court	Appellate Court Staff	Aug Update: Date changed from Sept 18 to Sept 17	17-Sep-12		complete
12389	662b	Business Writing for the Courts, part 2	Video conference			Trial and Appellate Court	Appellate Court Staff		October 24-25, 2012		complete
12390	662c	Appellate Staff Videoconference Training : Getting the Best of Excel	Video conference			Trial and Appellate Court	Appellate Court Staff		12/1/2012-April 2013		complete
12391	662d	Appellate Staff Videoconference Training - Code of Ethics for Court Staff	Video conference			Trial and Appellate Court	Appellate Court Staff		Jun-13		complete
12392	662e	Appellate Staff Videoconference Training - Microsoft OneNote Primer	Video conference			Trial and Appellate Court	Appellate Court Staff		Aug-13		complete
12393	662f	Appellate Staff Videoconference Training - Everything You Always Wanted to Know About Habeas Corpus but Were Afraid To Ask	Video conference			Trial and Appellate Court Operations	Appellate Court Staff				
12394	662g	Appellate Staff Videoconference Training - Series	Video conference			Trial and Appellate Court	Appellate Court Staff				
12395	662h	Appellate Staff Videoconference Training - Series	Video conference			Trial and Appellate Court	Appellate Court Staff				
12396	662i	Combination of two topics: Types of Motions and orders (also known as applications and requests); and	Video conference			Trial and Appellate Court	Appellate Court Staff				

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Webinar												
				Capacity is 15+ per year								
12397	687	Advanced Legal Writing and Editing	Webinar			Appellate Practice	Appellate Justice, Appellate					
12400	689	Water law	Webinar			Civil	Judges, SJOs	Scheduling on hold pending GC discussion and reprioritization due to staffing reduction; <u>Aug Update</u> : cancelled at the direction of the GC due to staffing reductions	Oct-12		cancelled	
12398	690	Discovery (types of discovery, discovery motions, privacy objections to discovery requests, protective order, e-discovery, motions to compel, sanctions)	Webinar			Civil	Judges, SJOs	Scheduling on hold pending GC discussion and reprioritization due to staffing reduction; <u>Aug Update</u> : cancelled at the direction of the GC due to staffing reductions	Oct-13		cancelled	
12399	688	Special Motions to Strike (SLAPP)	Webinar			Civil	Justices, Judges, SJOs, Attorneys	Scheduling on hold pending GC discussion and reprioritization due to staffing reduction; <u>Aug Update</u> : cancelled at the direction of the GC due to staffing reductions	Aug-13		cancelled	
12402a	691b	Sentencing Update: Changes to 3-Strikes by Proposition 36	Webinar			Criminal	Judges, SJOs	<u>Dec Update</u> : due to faculty emergency, postponed to February 1. We also added one additional webinar to accommodate all the people interested in the webinar. The second session will be offered on Feb 5.	1/11/2013 —2-1-2013		complete	
12402b	691b	Sentencing Update: Changes to 3-Strikes by Proposition 36	Webinar			Criminal	Judges, SJOs	see above	5-Feb-13		complete	

5) CJER Add'l Information Requested by Judge Earl (a)

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12401	691a	Case-flow Management in Criminal Trial Courts: Finding the Resources	Webinar			Criminal	Judges, SJOs		25-Jan-13		complete
12403	691c	Criminal Law Update: Complex Evidence - Crawford	Webinar			Criminal	Judges, SJOs	<u>May Update:</u> due to faculty emergency, delivery delayed. New delivery date not yet set.	4/19/2013 May 2, 2013		complete
12404	691d	Current Issues in Crim Law: (tSupervision Revocation 1)	Webinar			Criminal	Judges, SJOs	<u>Sept Update:</u> Criminal Committee recommends cancelling			
12405	691e	Current Issues in Crim Law: (tSupervision Revocation 2)	Webinar			Criminal	Judges, SJOs	<u>Sept Update:</u> Criminal Committee recommends cancelling			
12406	691f	Current Issues in Crim Law: (tSupervision Revocation 3)	Webinar			Criminal	Judges, SJOs	<u>Sept Update:</u> Criminal Committee recommends cancelling			
12588		Current Issues in Crim Law: (tSupervision Revocation 4)	Webinar			Criminal	Justices, Judges, SJOs	<u>Oct Update:</u> added by Criminal Committee and will be paid with Criminal Realignment funds; <u>Dec Update:</u> moved to FY 13/14 at the request of the Criminal Curriculum Committee; <u>Sept Update:</u> Criminal Committee recommends cancelling			
12410	693	Complex Property	Webinar			Family	Judges, SJOs		Sep-12		complete
12407	696	Business Evaluation and Goodwill	Webinar			Family	Judges, SJOs	<u>Oct Update:</u> on schedule for delivery Nov 16	Nov-12		complete
12412	697	How to Use Child Support Programs	Webinar			Family	Judges, SJOs	<u>July Update:</u> delivery date updated	7/1/2013 Aug 2013		complete

5) CJER Add'l Information Requested by Judge Earl (a)

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12409	694	Complex Custody and Visitation	Webinar			Family	Judges, SJOs	July Update: Committee approved removal and will consider for 2014-2016 Ed Plan			Deferred to next plan
12408	692	Complex Child and Spousal Support	Webinar			Family	Judges, SJOs	July Update: Committee approved removal and will consider for 2014-2016 Ed Plan			Deferred to next plan
12411	695	Evidentiary Issues in Family Law. This should have two parts (a) general and (b) electronic Coordinate with CIVIL CC	Webinar			Family	Judges, SJOs, Attorney		May-14		
12291	607a	Presiding Judge and Court Executive Officer Roundtables: Seeking Additional Sources of Funding	Webinar			Judicial Branch Leadership	PJ/CEO	Sept Update: changed from broadcast to webinar, change approved by Committee	Aug-12		complete
12292	607b	Presiding Judge and Court Executive Officer Roundtables: Overview of Judicial Branch Budgeting	Webinar			Judicial Branch Leadership	PJ/CEO		Oct-12		complete
12293	607c	Presiding Judge and Court Executive Officer Roundtables	Webinar			Judicial Branch Leadership	PJ/CEO	Sept Update: moved to FY 13/14	Oct-14		
12294	607d	Presiding Judge and Court Executive Officer Roundtables	Webinar			Judicial Branch Leadership	PJ/CEO				
12295	607e	Presiding Judge and Court Executive Officer Roundtables	Webinar			Judicial Branch Leadership	PJ/CEO				
12296	607f	Presiding Judge and Court Executive Officer Roundtables	Webinar			Judicial Branch Leadership	PJ/CEO				

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12413	698	Business Process Reengineering	Webinar			Judicial Branch Leadership	PJ/CEO	<u>May Update:</u> Cancelled at the recommendation of the Trial Court Business Process Reengineering (TCBPR) Working Group. Instead of a webinar, Working Group recommends faculty mentoring with TCBPR workshop participating courts; mentoring initiated in May.			cancelled
12415a	701.1a	Introduction to Dependency	Webinar			Juvenile	Judges, SJOs		Mar-13		complete
12415c	701.1a	Introduction to Delinquency	Webinar			Juvenile	Judges, SJOs		6/1/2013 Part 1: July 17 & Part 2: July 19		complete
12416	700	Education Issues in Juvenile Court	Webinar			Juvenile	Justices, Judges, SJOs, Attorneys	<u>May Update:</u> Committee Chair has approved move to fiscal year 13-14; <u>August update:</u> Approved by committee to be moved to next fiscal year"; <u>Aug update:</u> Will be delivered in May 2014	May-14		
12414	699	Competency	Webinar			Juvenile	Justices, Judges, SJOs, Attorneys	<u>Aug Update:</u> Curriculum committee recommended removing from this ed plan	Jul-13		
12415b	701.1a	Introduction to Dependency	Webinar			Juvenile	Judges, SJOs		Feb-14		
12415d	701.1a	Introduction to Delinquency	Webinar			Juvenile	Judges, SJOs		Jun-14		

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12417	701	Transfer cases in Dependency and Delinquency (what to do and what not to do, impact on case and minor/family)	Webinar			Juvenile	Justices, Judges, SJOs, Attorneys, Clerks	Aug Update: Delivery Date updated	8/1/2013 Dec 2013		
12419	704a	Hot Topics in Conservatorship and Guardianship Probate Examiner Roundtable	Webinar			Probate	Judges, SJOs, probate attorneys, probate examiners		Jun-13		complete
12421	703	Hot Topics in Decedents Estates and Trusts	Webinar			Probate	Judges, SJOs, probate attorneys, probate examiners	July Update: Approved by committee to be moved to fiscal year 13-14			
12420	704b	Hot Topics in Conservatorship and Guardianship	Webinar			Probate	Judges, SJOs, probate attorneys,		Jun-14		complete
12418	705	Accounting Reviews	Webinar			Probate	Probate court investigators	Due to staff reductions, on 6/25/2012 the Governing Committee voted to discontinue this item.			cancelled
New Online Courses (HTML)											
<div style="text-align: center; background-color: #4a7ebb; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Capacity is approximately 5 per year</div>											

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12422	carryover from last plan	CEQA	Online Course			Civil	Justices, Judges, SJOs, Attorneys	<u>Sept Update:</u> Difficulty in scheduling and connecting with faculty. <u>Oct Update:</u> Waiting for scripts from our faculty. We will meet in late November. We don't expect any production until mid next year: <u>Nov Update:</u> authors mid-way through writing stage. <u>Dec Update:</u> Continues to be a challenge for SME to complete the content, but slowly working toward completion. Still expected to be completed in July <u>March Update:</u> delivery date changed since faculty have not delivered script to Content.	2/1/2013 Nov. 13 July 2013 10/7/13	10/1/2012 July 13-February 2013 6/10/13	
12423	757	Unlawful Detainer and Foreclosures Including post-foreclosure UD	Online Course			Civil	Judges, SJOs	Initial request was for a new course on foreclosures in the context of unlawful detainer. After examining the existing online online course on unlawful detainer, it was determined that this course could be expanded to include foreclosures instead of creating a new online course. Cost effective and more efficient approach.			redirected
12424	763	Jurisdiction/Venue/UCCJEA	Online Course			Family	Justices, Judges, SJOs, Attorneys	<u>Jan Update:</u> delivery date moved to next FY; <u>April Update:</u> curriculum committee is evaluating whether this product should be cancelled; <u>July Update:</u> Committee approved cancellation and will consider for 2014-2016 Ed Plan			Deferred to next plan

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12425	767	Judicial Ethics for New Judges	Online Course			Judicial Branch Ethics and Fairness	New Judges/SJOs	<u>Aug Update:</u> Still waiting for Spm. Crt. ruling. Will post a version and post an update when Spm Crt rules. <u>Feb Update:</u> Content has been completed and forwarded to web developer	Nov-12		complete
12426	768	Dependency Jurisdiction Issues – UCCJEA, Hague, ICPC	Online Course			Juvenile	Justices, Judges, SJOs, Attorneys	On schedule; <u>Aug Update:</u> Delivery Date updated.	3/1/2014 April 2014	Oct-13	
12427	771	Compensation of Professional Fiduciaries	Online Course			Probate	Judges, SJOs, probate attorneys, probate examiners	<u>Dec. Update</u> - Likely will be delayed beyond August due to staff resources. <u>Jan Update:</u> Delivery date to MPS updated; <u>April Update:</u> Delivery date to MPS updated.	8/1/2013	3/1/2013 April 2013	
12428	772	Medical Issues; Evaluating Capacity	Online Course			Probate	Probate court investigators		Jan-14	Jul-13	
12429	777	Family Law Enforcement Actions	Online Course			Trial and Appellate Court Operations	Family Court Staff		May-14	Nov-13	

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12430	776	Post-Trial Proceedings	Online Course			Trial and Appellate Court Operations	Civil Court Staff	<u>Dec Update:</u> Has not been delivered to MPS yet due to content staff needing to work on updating the Sentencing course with realignment legislation information. <u>May Update:</u> Review by 2013 Civil Focus Group requested. Court Operations Curriculum Committee Chair recommends consultation with the Civil focus group to reconfirm product topic. <u>Sept Update:</u> Cancelled at the recommendation of the 2013 Civil Personnel Focus Group. Approved by Court Operations Curriculum Committee Chair.	4/1/13	12/1/2012	cancelled
12431	779	Traffic Fines (includes bail schedules)	Online Course			Trial and Appellate Court Operations	Traffic Court Staff	On schedule <u>April Update:</u> content was not delivered to MPS; delivery date unknown; <u>Aug Update:</u> Delivery date is 2014, not 2013.	10/15/2014	4/1/2014	
Updates to Online Courses (HTML) <div style="border: 1px solid black; background-color: #e0f0ff; padding: 5px; margin: 10px auto; width: fit-content;"> 16 judicial online courses updated annually; 13 court staff online courses updated biannually </div>											
12573		Domestic Violence Restraining Orders	Online Course Update			Multiple Committees	Justices, Judges, SJOs	On schedule for fy 13/14			complete
12572		How to Run a Busy Calendar	Online Course Update			Multiple Committees	Justices, Judges, SJOs	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer	Aug-12		complete
12432		Relevance and its Limits	Online Course Update			Multiple Committees	Justices, Judges, SJOs, Attorneys	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer			

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12435		Restraining Orders Against Harassment, Abuse, or Violence	Online Course Update			Multiple Committees	Justices, Judges, SJOs, Attorneys	On schedule	13-Jun		complete
12574		California Unlawful Detainer Proceedings	Online Course Update			Civil	Justices, Judges, SJOs	On Schedule	13-Mar		complete
12575		Civil Trial Evidence: I Object!	Online Course Update			Civil	Justices, Judges, SJOs	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer	1/23/2013		Complete
12434		Punitive Damages Primer	Online Course Update			Civil	Justices, Judges, SJOs, Attorneys	On Schedule	13-Jun		
12436		Small Claims Court: Consumer and Substantive Law	Online Course Update			Civil	Justices, Judges, SJOs, Attorneys	On Schedule	13-Jun		
12437		Small Claims Court: Procedures and Practices	Online Course Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule	13-Jun		
12438		Unlawful Detainer	Online Course Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule	13-Jun		complete
12577		Is it Hearsay?	Online Course Update			Civil, Criminal	Justices, Judges, SJOs	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer			
12578		Jury Challenges	Online Course Update			Civil, Criminal	Justices, Judges, SJOs	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer			
12579		Trial Evidence: Handling Common Objections	Online Course Update			Civil, Criminal	Justices, Judges, SJOs	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer			

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12580		You Be The Judge—Hearsay and Its Exceptions	Online Course Update			Civil, Criminal	Justices, Judges, SJOs	February Update: Content has completed the FY12/13 update and forwarded to web developer			
12439		Arraignments Primer	Online Course Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule	1/17/2013		Complete
12581		Bail and Own Recognizance Release Procedures Primer	Online Course Update			Criminal	Justices, Judges, SJOs	On schedule	1/17/2013		Complete
12440		Common Motions: Criminal Calendar Primer	Online Course Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule	6-Feb		complete
12582		Criminal Discovery Motions Primer	Online Course Update			Criminal	Justices, Judges, SJOs	Dec - Update complete			
12441		Preliminary Hearings Primer	Online Course Update			Criminal	Justices, Judges, SJOs, Attorneys	Dec - Update complete	1/17/2013		Complete
12442		Proposition 36: Drug Court	Online Course Update			Criminal	Justices, Judges, SJOs, Attorneys	Will be updated in 13/14			
12443		Traffic Cases	Online Course Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule	13-Jun		complete
12444		Calendar Management in Family Court	Online Course Update			Family	Justices, Judges, SJOs, Attorneys	On schedule for fy 13/14			
12445		Characterizing Property	Online Course Update			Family	Justices, Judges, SJOs, Attorneys	On schedule	13-Apr		complete

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12446		Child and Spousal Support	Online Course Update			Family	Justices, Judges, SJOs, Attorneys	On schedule	13-Feb		complete
12447		Custody and Visitation	Online Course Update			Family	Justices, Judges, SJOs, Attorneys	On schedule	13-Jun		
12448		Determining Income	Online Course Update			Family	Justices, Judges, SJOs, Attorneys	On schedule	13-Mar		complete
12449		Dividing Property	Online Course Update			Family	Justices, Judges, SJOs, Attorneys	1st update completed March 12, 2013	13-Jun		complete
12433		ADA in State Court	Online Course Update			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs, Attorneys	1st update completed Fall 2012	Fall 2012		complete
12583		Communicating with Self Represented Litigants	Online Course Update			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer			
12576		Courtroom Control	Online Course Update			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer			
12584		Judicial Ethics for Temporary Judges	Online Course Update			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer			complete
12585		Real World Judicial Ethics 1	Online Course Update			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer			complete
12586		Real World Judicial Ethics 2	Online Course Update			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs	<u>February Update:</u> Content has completed the FY12/13 update and forwarded to web developer			complete

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12587		Real World Judicial Ethics 3	Online Course Update			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs	February Update: Content has completed the FY12/13 update and forwarded to web developer			complete
12450		Self Represented Litigants: Special Challenges	Online Course Update			Judicial Branch Ethics and Fairness	Justices, Judges, SJOs	February Update: Content has completed the FY12/13 update and forwarded to web developer			
12451		Juvenile Delinquency Hearings	Online Course Update			Juvenile	Justices, Judges, SJOs, Attorneys	Oct Update: update completed in September was for FY 11/12; per Bob S. there will be another update in FY 13/14			
12452		Juvenile Dependency Hearings	Online Course Update			Juvenile	Justices, Judges, SJOs, Attorneys	see above			
12468		Basic Safety in the Courts	Online Course Update			Trial and Appellate Court	All	On schedule for fy 12/13			
12453		Basics of Family and Medical Leave	Online Course Update			Trial and Appellate Court	HR Professionals	On schedule for fy 13/14			
12454		Code of Ethics	Online Course Update			Trial and Appellate Court	Trial Court Clerks	On schedule for fy 12/13			
12455		Courtroom Clerk in the Felony Courtroom	Online Course Update			Trial and Appellate Court	Trial Court Clerks	On schedule for fy 12/13			complete
12457		Customer Service in Action	Online Course Update			Trial and Appellate Court	Trial Court Clerks	On schedule for fy 13/14			
12458		Employment Law for Supervisors and Managers	Online Course Update			Trial and Appellate Court	Trial Court Managers and Supervisors	On schedule for fy 13/14			

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12459		Ethics Orientation/Conflict of Interest	Online Course Update			Trial and Appellate Court	Trial Court Clerks	Will be updated in 13/14			
12456		Felony Sentencing for Courtroom Clerks	Online Course Update			Trial and Appellate Court	Trial Court Clerks	On schedule for fy 12/13			
12461		Handling Change	Online Course Update			Trial and Appellate Court	Trial Court Clerks	On schedule for fy 13/14			
12462		Handling Fee Waiver Applications	Online Course Update			Trial and Appellate Court	Trial Court Clerks	On schedule for fy 13/14			
12463		ICWA Inquiry and Notice	Online Course Update			Trial and Appellate Court	Judges, SJO, Trial Court Clerks	On schedule for fy 13/14			
12464		Introduction to Customer Service	Online Course Update			Trial and Appellate Court	Trial Court Clerks	On schedule for fy 12/13			
12460		Introduction to Family Procedure	Online Course Update			Trial and Appellate Court	Trial Court Clerks		Fall 2012		complete
12465		Personal Security in the Courts	Online Course Update			Trial and Appellate Court	All	On schedule for fy 13/14			
12466		Records Management	Online Course Update			Trial and Appellate Court	Trial Court Clerks	On schedule for fy 12/13			
12467		Requests for Domestic Violence Restraining Orders	Online Course Update			Trial and Appellate Court	Trial Court Clerks	On schedule for fy 13/14			

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Interactive Judicial Articles											
Capacity is 12 per year.											
12469		Judicial quizzes associated with Daily Journal articles	Exercise/Article			NA	Justices, Judges, SJOs, Attorneys	Ongoing			
New Bench Tools											
Capacity is 10+ and variable based upon complexity.											
12470	723	Defaults & Default Judgments	Bench Tool			Civil	Judges, SJOs	On schedule for 13/14 update			
12471	724	Wage and Hour—individual and class actions	Bench Tool			Civil	Judges, SJOs	On schedule for 13/14			
12472	725	Criminal Bench Tools	Bench Tool			Criminal	Judges, SJOs	On schedule	13-Jun		
12473	726	Traffic Bench Tools	Bench Tool			Criminal	Judges, SJOs	On schedule for 13/14			
12474	727	Attacks on the Judgment	Bench Tool			Family	Justices, Judges, SJOs, Attorneys	On schedule for 13/14			
12475	729	Confidentiality and Sealing of Records	Bench Tool			Family	Judges, SJOs	On schedule for 13/14			
12476	728	Hague	Bench Tool			Family	Judges, SJOs	On schedule for 13/14			

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12477	730	Accounting Reviews	Bench Tool			Probate	Probate court investigators	On schedule for 12/13			
12478	734	Confidentiality	Bench Tool			Probate	Probate court investigators	On schedule for 13/14			
12479	733	Court Process and the Legal Basis for Proceedings	Bench Tool			Probate	Probate court investigators	On schedule for 13/14			
12480	731	Interviewing	Bench Tool			Probate	Probate court investigators	On schedule for 12/13			
12481	732	Petition to Approve Settlement Checklist	Bench Tool			Probate	Judges, SJOs, probate attorneys,	On schedule for 13/14 update			
12482	751	Allowance of Creditor's Claim	Bench Tool			Trial and Appellate Court	Probate Court Staff	On schedule for 12/13	May-13		Complete
12483	756	Case Initiation in Probate	Bench Tool			Trial and Appellate Court	Probate Court Staff	On schedule for 12/13	May-13		complete
12484	740	Civil Motions	Bench Tool			Trial and Appellate Court	Civil Court Staff	On schedule for 13/14			
12485	739	Combination of 4 customer service topics	Bench Tool			Trial and Appellate Court	Court Staff	On schedule for 13/14			
12486	748	Criminal Legal Terminology	Bench Tool			Trial and Appellate Court	Criminal Court Staff	On schedule for 13/14			

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12487	746	Cross Complaints	Bench Tool			Trial and Appellate Court	Civil Court Staff	On schedule for 13/14			
12488	744	Defaults and Default Judgments	Bench Tool			Trial and Appellate Court	Civil Court Staff	On schedule for 13/14			
12489	736	DMV & DOJ contact information	Bench Tool			Trial and Appellate Court	Juvenile Court Staff	On schedule for 13/14	Aug-13		complete
12490	745	Enforcement Documents	Bench Tool			Trial and Appellate Court	Civil Court Staff	On schedule for 13/14			
12491	742	Family Law Time/Notice Requirements	Bench Tool			Trial and Appellate Court	Family Court Staff	On schedule for 13/14			
12492	747	Hearing Types	Bench Tool			Trial and Appellate Court	Civil Court Staff	On schedule for 13/14			
12493	754	HR and Benefits Terminology	Bench Tool			Trial and Appellate Court	HR Staff	On schedule for 12/13			complete
12494	753	HR Metrics	Bench Tool			Trial and Appellate Court	HR Staff	On schedule for 12/13			complete
12495	755	HR Records Compliance	Bench Tool			Trial and Appellate Court	HR Staff	On schedule for 12/13; <u>May Update</u> : draft complete; sent to LSO and HR for review prior to posting			complete
12496	743	Identifying ICWA Status, for local trainers	Bench Tool			Trial and Appellate Court	Juvenile Court Staff	On schedule for 13/14			

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12497	735	Judicial Council forms	Bench Tool			Trial and Appellate Court	Court Staff	On schedule for 13/14			
12498	749	Juvenile Terminology	Bench Tool			Trial and Appellate Court	Juvenile Court Staff	On schedule for 12/13			complete
12499	750	Juvenile Time/Notice requirements	Bench Tool			Trial and Appellate Court	Juvenile Court Staff	On schedule for 12/13			
12500	752	Probate Case File Management by Case Type	Bench Tool			Trial and Appellate Court	Probate Court Staff	On schedule for 12/13			
12501	737	Probate Case Flow	Bench Tool			Trial and Appellate Court	Probate Court Staff	On schedule for 13/14	May-13		complete
12502	741	Substitution of attorney, limited scope representation, pro hoc vice attorneys	Bench Tool			Trial and Appellate Court	Civil court staff	On schedule for 13/14			
12503	738	Transfers in and out – overview of new probation law	Bench Tool			Trial and Appellate Court	Criminal Court Staff	On schedule for 13/14			
12001	531	ADA Overview and Resources	Bench Tool			Judicial Branch Ethics and Fairness	ADA Coordinator	Redirected resources from 2 day Statewide course to various products including tool kit			
Updates to Bench Tools								All reviewed annually and updated as needed			
12504		Civil (including Limited Jurisdiction, Small Claims and Unlawful Detainer)	Bench Tool Update			Civil	Justices, Judges, SJOs, Attorneys	Revisions on schedule			

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12505		Vexatious Litigant	Bench Tool Update			Civil	Justices, Judges, SJOs, Attorneys	Revisions on schedule				
12506		Criminal	Bench Tool Update			Criminal	Justices, Judges, SJOs, Attorneys	Revisions on schedule				
12507		Traffic	Bench Tool Update			Criminal	Justices, Judges, SJOs, Attorneys	Revisions on schedule				
12508		Family	Bench Tool Update			Family	Justices, Judges, SJOs, Attorneys	Revisions on schedule				
12509		Juvenile Dependency	Bench Tool Update			Juvenile	Justices, Judges, SJOs, Attorneys	Revisions on schedule				
12510		Juvenile Delinquency	Bench Tool Update			Juvenile	Justices, Judges, SJOs, Attorneys	Revisions on schedule				
New Bench Guides			Capacity is 1. Staff time reallocated to bench tools									
12511		Probate	New Bench Guide			Probate	Justices, Judges, SJOs, Attorneys					
Publication Updates			55 publications total ; 14 updated annually; remaining are updated biannually									

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12512	780	By Judges for Judges	Materials from individual judges			NA	Justices, Judges, SJOs, Attorneys				
Updates to Handbooks											
12513		Mandatory Jury Instructions Handbook	Handbook Update			Criminal	Justices, Judges, SJOs, Attorneys	<u>Dec Update:</u> FY 12/13 update is complete			
12514	717	Felony Sentencing Handbook	Handbook Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule: 2013 update complete	13-Apr		
Updates to Benchbooks											
12515		Search and Seizure Benchbook	Benchbook Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule			
12516		Domestic Violence Cases in Criminal Court Benchbook	Benchbook Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule	Apr-13		complete
12517		California Judges Benchbook Civil Proceedings: Before Trial	Benchbook Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule			
12518		California Judges Benchbook Civil Proceedings: Trial	Benchbook Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule	Sep-12		complete
12519		California Judges Benchbook Civil Proceedings: After Trial	Benchbook Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule	Oct-12		complete
12520		California Judges Benchbook Civil Proceedings: Discovery	Benchbook Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule			

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12521		Small Claims and Consumer Law Benchbook	Benchbook Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule			
Updates to Bench Handbooks											
12522		On-Call Duty Binder for Judges Bench Handbook	Bench Handbook Update			Multiple Committees	Justices, Judges, SJOs, Attorneys	Dec Update: FY 12/13 update is complete			
12523		Fairness and Access Bench Handbook	Bench Handbook Update			Civil, Criminal	Justices, Judges, SJOs, Attorneys	Dec - update delayed due to personnel resources			
12524		Jury Management Bench Handbook	Bench Handbook Update			Civil, Criminal	Justices, Judges, SJOs, Attorneys	Dec - update delayed due to personnel resources; <u>May Update:</u> FY 12/13 update complete			
12525		The Child Victim Witness Bench Handbook	Bench Handbook Update			Civil, Criminal	Justices, Judges, SJOs, Attorneys	Dec - update delayed due to personnel resources			
12526		Managing Gang-related Cases Bench Handbook	Bench Handbook Update			Criminal	Justices, Judges, SJOs, Attorneys	In process			
12527		Indian Child Welfare Act Bench Handbook	Bench Handbook Update			Juvenile, Family, Probate	Justices, Judges, SJOs, Attorneys	In process	13-Jun		complete
Updates to Bench Guides											
12528		BG 2 Disqualification of Judge Benchguide	Bench Guide Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			

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12529		BG 3 Courtroom Control:Contempt and Sanctions Benchguide	Bench Guide Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12530		BG 20 Injunctions Prohibiting Civil Harassment or Workplace Violence Benchguide	Bench Guide Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12531		BG 31 Landlord-Tenant Litigation: Unlaw Detainer Benchguide	Bench Guide Update			Civil	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14	Jan-13		complete
12532		BG 34 Small Claims Court Benchguide	Bench Guide Update			Civil	Justices, Judges, SJOs, Attorneys	<u>Dec 2012 Update:</u> FY 12-13 update complete			
12533		Fees Fines Assessments	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	Dec - delayed due to personnel resources			
12534		Parole Revocation	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	No update scheduled because project was cancelled. Committee determined there was no need for this publication.			
12535		BG 52 Misdemeanor Arraignment	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys		Sep-12		complete
12536		BG 54 Right to Counsel Issues	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys		Oct-12		complete
12537		BG 55 Bail and OR Release	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	Complete	13-Jan		complete
12538		BG 58 Motions to Suppress and Related Motions: Checklist	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for fy2013			

5) CJER Add'l Information Requested by Judge Earl (a)

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12539		BG 62 Deferred Entry of Judgment/Diversion	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013			
12540		BG 63 Competence to Stand Trial	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013			
12541		BG 74 Sentencing Guidelines for Common Misdemeanors and Infractions	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	Dec 2012 Update: FY 12-13 update complete			
12542		BG 75 Misdemeanor Sentencing	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12543		BG 81 DUI Proceedings	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013	Feb-13		complete
12544		BG 82 Traffic Court Proceedings	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	Dec 2012 Update: FY 12-13 update complete			
12545		BG 83 Restitution	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14	Feb-13		complete
12546		BG 84 Probation Revocation	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013			
12547		BG 91 Felony Arraignment and Pleas	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013	Apr-13		complete
12548		BG 92 Preliminary Hearings	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013			

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12549		BG 98 Death Penalty Benchguide: Pretrial and Guilt Phase	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013			
12550		BG 99 Death Penalty Benchguide: Penalty Phase and Posttrial	Bench Guide Update			Criminal	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013			
12551		BG 100 Initial or Detention Hearings	Bench Guide Update			Juvenile	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12552		BG 101 Jurisdiction Hearing	Bench Guide Update			Juvenile	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12553		BG 102 Disposition Hearing	Bench Guide Update			Juvenile	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12554		BG 103 Review Hearing	Bench Guide Update			Juvenile	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12555		BG 104 Selection and Implementation Hearing	Bench Guide Update			Juvenile	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12556		BG 116 Initial or Detention Hearing	Bench Guide Update			Juvenile	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12557		BG 117 Fitness Hearing	Bench Guide Update			Juvenile	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12558		BG 118 Jurisdiction Hearing	Bench Guide Update			Juvenile	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			

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12559		BG 119 Disposition Hearing	Bench Guide Update			Juvenile	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12560		BG 120 LPS Proceedings	Bench Guide Update			Probate, Civil	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12561		BG 130 Adoptions	Bench Guide Update			Family	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12562		BG 200 Custody and Visitation	Bench Guide Update			Family	Justices, Judges, SJOs, Attorneys		Oct-12		complete
12563		BG 201 Child and Spousal Support	Bench Guide Update			Family	Justices, Judges, SJOs, Attorneys		Oct-12		complete
12564		BG 202 Property Characterization and Division	Bench Guide Update			Family	Justices, Judges, SJOs, Attorneys	On schedule for FY 13/14			
12565		BG 203 AB 1058 Child Support Proceedings: Establishing Support	Bench Guide Update			Family	Justices, Judges, SJOs, Attorneys		Sep-12		complete
12566		BG 204 AB 1058 child Support Proceedings: Enforcing Support	Bench Guide Update			Family	Justices, Judges, SJOs, Attorneys		Sep-12		complete
12567		BG 300 Conservatorship: Appointment and Powers	Bench Guide Update			Probate	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013			
12568		BG 301 Conservatorship Proceedings	Bench Guide Update			Probate	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013			

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12569		BG 302 Probate Administration	Bench Guide Update			Probate	Justices, Judges, SJOs, Attorneys	On schedule for fy 2013			

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22l	414	Advanced Prison Abstracts	Live Regional			Trial & Appellate Court Operations	will be moved to next plan year; <u>Oct Update</u> : on schedule for Spring 2013 Delivery; <u>March 2013 Update</u> : moved to Fall 2013; <u>May 2013 Update</u> : Move to Spring 2014 approved by Court Operations Curriculum Committee Chair.	Spring 2013 Fall 2013 –Spring 2014	
22m	425	Common Audit Issues	Live Regional			Trial & Appellate Court Operations	will be moved to next plan year; due to faculty and staff availability; <u>Oct Update</u> : Hoping for spring 2013 delivery – class has been postponed because of faculty conflicts; <u>May Update</u> : still in process	Spring 2013	
53	187	NJO Curriculum Revision and Train the Trainer	Live Onsite Statewide			Judicial Branch Ethics and Fairness	Unlikely to occur in 2011/12, due to the fact that the workgroup has not yet completed the curriculum revisions. If so, then this project will be completed in the 12/13 fiscal year. <u>Feb Update</u> : beta test of revised curriculum will be conducted week of February 27. Final revisions will follow, and the train-the-trainer will be offered in the '12-'13 fiscal year. <u>March Update</u> : pilot of ne curriculum was successful and will be reported to GC in May; <u>Oct Update</u> : This is not necessary at this time, due to the lack of new judicial appointments. We can move it to fiscal year '13-'14	FY 12/13 FY 13/14	
63	411	Small Claims Processing (part of a Civil Regional Series, and course offered 3 times)	Live Regional			Trial & Appellate Court Operations	Need to move to the next education plan because we are unable to recruit qualified faculty. <u>August 2012 Update</u> : will be delivered during Fiscal year 2013 under the 2012-2014 product numbers: 12212, 12213, 12214.		Filling an open slot in next plan

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64	417	Risk Management – Liability/Wage and Hour (Course offered 3 times)	Live Regional			Trial & Appellate Court Operations	Need to move to the next education plan because SMEs for this class are currently being used to deliver the content from the cancelled HR Institute regionally and they are currently not available to develop the Risk Management class. <u>August 2012 Update:</u> will be delivered during Fiscal year 2013 under the 2012-2014 product numbers: 12188, 12189, 12190.		Filling an open slot in next plan
74		Crawford Issues	Online: Studio Video Lecture			Criminal	Waiting for the Supreme Court to decide the legal issues in this area. Oral argument in the relevant cases has not been set yet, so it is unlikely the issue will be decided until 2012. <u>Feb Update:</u> MPS group still waiting; <u>Oct Update:</u> the law is now stable, and this is ready to be placed on the calendar for filming. Karene is working with Ralph to schedule this for filming – hopefully in December of this year. <u>Nov Update:</u> Ralph to contact Karene to schedule since resources are available. <u>Dec Update:</u> The Supreme Court has ruled and faculty are ready to tape, so this product will be produced before the end of the fiscal year. <u>March Update:</u> taping complete	taping tentatively scheduled for March 2013; ready by June 2013	Complete
87	194	Cultural Competency	Online: Studio Video Lecture			Judicial Branch Ethics and Fairness	On schedule; <u>April Update:</u> content staff is working to have this ready to shoot before the end of the fiscal year. Delivery date now in next plan year; <u>Oct Update:</u> A workgroup has been appointed. Delivery scheduled for fiscal year 2013-2014; <u>Jan Update:</u> Taping scheduled for September 2013 and delivery date of January 2014	9/1/2012 FY 13/14	

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100	441	Criminal – Felony and Misdemeanor Case Flow (part of a Case Flow Video Series)	Online: Studio-Video Lecture Interactive Job Aid			Trial & Appellate Court Operations	Curriculum Committee recommended a workgroup be formed to determine delivery method. Case Flow Workgroup formed; workgroup recommended online form of delivery and accompanying printable job aids; pilot case flow product is in development with Adobe Captivate and will be tested with workgroup and target audience within this fiscal year. Pilot will be used as template for the remaining case flow products. Suggest new delivery method category of "Interactive Job Aids" to better describe case flow products. <u>Feb update:</u> pilot interactive job aid now complete and ready for SME review; <u>April Update:</u> pilot interactive job aid will be sent to SMEs for review week of 4/16/12. <u>May Update:</u> Delivery date updated; <u>July Update:</u> final product under reviewed by SMEs – will be complete by end of July 2012; <u>Oct update:</u> In process, hoping for spring 2013 completion; <u>May Update:</u> still in process	Est June 2012; planned- delivery in fall- 2012 Spring 2013	Complete
101	442	Family Law Case Flow (part of a Case Flow Video Series)	Online: Studio-Video Lecture Interactive Job Aid			Trial & Appellate Court Operations	See note above	Est June 2012; planned- delivery in fall- 2012 Spring 2013	
102	443	Juvenile Delinquency Case Flow (part of a Case Flow Video Series)	Online: Studio-Video Lecture Interactive Job Aid			Trial & Appellate Court Operations	See note above	Est June 2012; planned- delivery in fall- 2012 Spring 2013	

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103	444	Juvenile Dependency Case Flow (part of a Case Flow Video Series)	Online: Studio Video Lecture Interactive Job Aid			Trial & Appellate Court Operations	See note above	Est June 2012; planned- delivery in fall- 2012 Spring 2013	
104	445	Probate Case Flow (part of a Case Flow Video Series)	Online: Studio Video Lecture Interactive Job Aid			Trial & Appellate Court Operations	See note above	Est June 2012; planned- delivery in fall- 2012 Spring 2013	
105	447	Traffic Case Flow (part of a Case Flow Video Series)	Online: Studio Video Lecture Interactive Job Aid			Trial & Appellate Court Operations	See note above	Est June 2012; planned- delivery in fall- 2012 Spring 2013	
40 (*duplicate number on plan)	238	Security (office and personnel safety)	Online: Studio Video Lecture			Judicial Branch Leadership	In an effort to preserve resources for other studio videos, staff originally recommended that this content be folded into the statewide security conference but that was subsequently cancelled. It is recommended that this content be moved to the next education plan cycle. Oct Update: Claudia meeting with Committee in November. <u>Nov Update</u> : Since videos were finished last year the committee would like to do a webinar. Committee meeting again in January and will discuss timeframe	referring to committees for next plan reprioritization	

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107	224	Judicial Ethics	Online: HTML Course			Judicial Branch Ethics and Fairness	Mistakenly identified as a 10 minute mentor. Content needs to be revised (CJP letter) and production date needs to be determined. Update: revisions to the ethics codes and canons won't be complete until around April of this year. We can't finish the substantive portion of our Judicial Ethics for New Judges course until a while after that. Therefore the course is on hold and won't be ready for programming until the summer. <u>Feb update</u> : scheduled delivery date changed; <u>May update</u> : scheduled delivery date changed; <u>Oct Update</u> : This has been completed and posted online. It will require revisions when the new Code is adopted.	July 2012 Aug-2012 Nov 2012	Complete

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108		Sentencing —Part1: Introduction to Realignment; Part 2 is Realignment: Using EBP in 1170(h) sentencing, Part 3 is Criminal Settlement	Online: 10-Minute Mentor			Criminal	Will focus on parole violations of sentencing and will be recorded Nov. 14, 2011. This has had several name changes: Sentencing, Parole Violations, AB109, Revocation Hearings. Postponed due to new rules being adopted. <u>Feb Update</u> : this will focus on realignment. Faculty being recruited. Ready for taping in March or April 2012; <u>Mar Update</u> : Recording date not set yet, no further information from Content on faculty recruitment, 3/6/12. <u>Apr Update</u> : New name (name #5): "Realignment: What is EBP?" taping on 4/12/12; <u>June Update</u> : Split into 3 parts, Part 2 is "Realignment: Using EBP in 1170(h) sentencing", Part 3 is not named yet nor scheduled. Andrea is scheduling the faculty. Parts 1&2 are awaiting final edit, expect final version on 6/11/12, and uploading about 1 week later, i.e., 6/18/12. Part Two Updates : <u>June 2012</u> : postponed until scripting is complete; more refining of the script is needed. <u>Aug Update</u> : Scheduled delivery date changed to Nov 2012 Part Three Updates : <u>Aug Update</u> : Recorded 8/4/12. Est. complete by Oct 2012.	5/1/2012, 6/18/12	Part 1 & 2 are complete; Part 3 is now #12263 on next plan - complete
110	51	Jury Management Civil Jury Voir Dire	Online: 10-Minute Mentor			Civil	Name changed to "Civil Jury Voir Dire" per faculty. Postponed, no date set yet. <u>Apr Update</u> : Faculty hasn't called back. <u>Sept 2012 Update</u> : still on hold; <u>Oct Update</u> : cancelled, since the committee did not add it to the current plan.	unknown	cancelled

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159	195	Today's Law: Judicial Canons: Recent Amendments	Broadcast:- Simple Studio Video Lecture			Judicial Branch Ethics and Fairness	On schedule; <u>April Update</u> : this has been rescheduled, since the amendments to the Canons won't be done until May or June; <u>Oct Update</u> : This has not been calendared, since the revisions to the Canons are not complete. Possible taping dates before the end of the year if Supreme Court acts. <u>Nov Update</u> : Resources are available to offer this broadcast in FY 12/13; Ralph to work with Karene on scheduling; <u>Dec. Update</u> : Recording Jan. 16, 2013. Now an SVL.	4/1/2012; late June 2012 3/14/13	complete
177	472	Trial & Appellate Court Operations: Felony & Misdemeanor Appeals	Broadcast: Simple			Trial & Appellate Court Operations	topic will be moved to next plan year in order to air a broadcast on Criminal Justice Realignment for the same audience	Sept 2011 10/1/2012	Complete
178	474	Trial & Appellate Court Operations: Judicial Branch Employment (SB 2140): For Cause Employment	Broadcast: Simple			Trial & Appellate Court Operations	<u>Mar Update</u> : Will be rescheduled to next plan period due to [Education Division] faculty availability; <u>April Update</u> : scheduled for May 2012; <u>May Update</u> : postponed until 2013; <u>Oct Update</u> : on hold; <u>Nov Update</u> : This broadcast will air in an existing time slot as one becomes available.	5/1/2012; Feb 2013	

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188	16	Chambers Case & Staff Management	Video-conference Studio Video			Appellate Practice	On schedule; moved to next fiscal year; <u>Oct Update</u> : The Appellate Practice Curriculum Committee recommended alternative delivery as a studio video. The Committee advised that this content had the highest priority and relevance to new justices and new judicial attorneys and should be included as a studio video in the Appellate Fundamentals video series and focus on opinion preparation in chambers. This was taped in September 2012. <u>Nov Update</u> : almost ready to post	October, 2012- December 2012	#12222 on next plan - complete
195	450	Integrated Disability Management	Webinar			Trial & Appellate Court Operations	May be moved to the next education plan due to staff workload and staff attrition; <u>Oct Update</u> : on hold		
196	451	Handling Conflicts of Interest	Webinar			Trial & Appellate Court Operations	May be moved to the next education plan due to staff workload and staff attrition; <u>Oct Update</u> : on hold		

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208		Courtroom Clerk: Felony Sentencing (Now called Felony Sentencing for Courtroom Clerks)	Online: HTML Course			Trial & Appellate Court Operations	Currently being rewritten in response to realignment legislation. Will be delivered in this fiscal year. <u>Feb Update:</u> Might not be delivered this fiscal year. April Update: SME team currently updating content; <u>Oct Update:</u> Content has now been provided to Media group; <u>Nov Update:</u> This course was completed and posted but after it was discovered that corrections needed to be made the course was pulled; updates are currently in progress; it was determined that the review process did not work so Kathryn is rethinking how to deliver content via online courses.	unknown Feb.-13	
211	423	Records Management	Online: HTML Course			Trial & Appellate Court Operations	Still being written; delay in completion due to CCMS priorities. <u>Feb Update:</u> Carole plans to submit the draft class to copyediting in Mid February. <u>April Update:</u> work on this product will be postponed until the content for #208 is complete; eta to MPS is May 2012. <u>May update:</u> content will be ready for MPS at the end of 5/2012; Oct Update: Content has now been provided to Media group; <u>Nov Update:</u> Content had to be revised but final content delivered to MPS November and delivery date revised. <u>May Update:</u> final testing and review	9/1/2012 April 2013	
222		Juvenile Dependency Hearings	Online: HTML Courses Updates			Juvenile	Updated May 2011; <u>Mar Update:</u> May be delayed because we didn't have money for the contractor we have used in the past. <u>May Update:</u> Still delayed. Other projects have priority. Delivery to web developers expected the first quarter of 2012-2013 fiscal year.	5/1/2012 -Fall 2012	Complete

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223		Juvenile Delinquency Hearings	Online: HTML Courses Updates			Juvenile	Updated July 2011; <u>Mar Update</u> : May be delayed because we didn't have money for the contractor we have used in the past. <u>May Update</u> : Still delayed. Other projects have priority. Delivery to web developers expected the first quarter of 2012-2013 fiscal year.	6/1/2012 -Fall 2012	Complete
228		Basic Safety in the Courts	Online: HTML Courses Updates			Trial and Appellate Court Operations	Delay in completion due to CCMS priorities. <u>May Update</u> : content will be ready for MPS 7/2012; Still in progress (this is low priority and keeps getting pushed back for other things; <u>Oct Update</u> : Still in progress but it is a low priority and keeps getting pushed back for other things.); <u>Nov Update</u> : Resources available to produce assuming the updates needed are small in scope and content can be provided by June 2013; if updates are a larger scope then it will need to be determined if resources are available; <u>May Update</u> : still in process	Late November 2011	
254	90	Fees, Fines & Assessments	Bench Guides			Criminal	on schedule <u>Feb Update</u> : won't be a benchguide, but we're not sure exactly what it will be. <u>June update</u> : postponed because there are a couple of bench tools created by judges for programs that have been recently developed; <u>Oct 2012 Update</u> : . The "Fees, Fines, and Assessments Bench Aid" by Hon. Richard Couzens is fairly comprehensive and seems to negate the need for a CJER pub on the subject.		Complete

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	505	Appellate Attorney Institute	Offsite Statewide Program			Appellate Practice	Appellate Attorneys	Sept. Update: added to plan at the request of Appellate Services Unit	May-13		complete
		Revenue Distribution Training	Regional Program			Justice System Initiatives Education	Non Judicial Branch Audience	Added to the plan January 2013 at the request of AOC Finance Div. CJER assisting with Design and Delivery of 4 courses throughout the State and 1 webinar	March 12, 2013 SF		complete
		Revenue Distribution Training	Regional Program			Justice System Initiatives Education	Non Judicial Branch Audience	See above	March 14, 2013 LA		complete
		Revenue Distribution Training	Regional Program			Justice System Initiatives Education	Non Judicial Branch Audience	See above	March 20, 2013 NCRO		complete
		Revenue Distribution Training	Regional Program			Justice System Initiatives Education	Non Judicial Branch Audience	See above	March 22, 2013 Fresno		complete
		Revenue Distribution Training	Webinar			Justice System Initiatives Education	Non Judicial Branch Audience	Added to the plan January 2013 at the request of AOC Finance Div. CJER assisting with Design and Delivery of 4 courses throughout the State and 1 webinar; <u>March update</u> : plenary will be taped on April 4; breakout sessions will be taped separately April 9	4-Apr-13		complete
		Court Personnel broadcast on Realignment	Broadcast				Criminal Staff	<u>March Update</u> : added to the plan by Kathryn Brooks. <u>May Update</u> : broadcast aired as scheduled; making updates to the program and it will re-air on July 22	7-May-13		complete

5) CJER Add'l Information Requested by Judge Earl (a)

Product and Event Number	Original Number(s) from Aggregate Committee Recommendations	Event or Product Name	Delivery Method	Plan Year 2012-2013	Plan Year 2013-2014	Curriculum Committee	Audience	Status as of Sept. 2013	Scheduled Delivery Date of Product (include revised dates if relevant)	Scheduled delivery date of the content/script to MPS for online courses, broadcasts, videos, (include both original & revised dates if relevant)	Complete or Cancelled
		DMV Reporting and DOJ Reporting	Regional Program			Trial and Appellate Court Operations	Criminal Court Staff	<u>Aug Update:</u> Additional regional session (in addition to 12179-12181) added August 30, 2013 in Rancho Cucamonga	August 30, 2013 in Rancho Cucamonga		complete
		ICM - Fundamental Issues of Caseflow Management	Regional Program			Judicial Branch Leadership	S/M/CEO/AA	<u>Sept Update:</u> This is a Grant Funded course to be offered in Orange County	January 28-30, 2014		
		ICM - Managing Human Resources	Regional Program			Judicial Branch Leadership	S/M/CEO/AA	<u>Sept Update:</u> This is a Grant Funded course to be offered in Orange County	April 22-24, 2014		

Education Plan
July 1, 2012 through June 30, 2014
(approved February 7, 2012)

Product and Event Number	Original Number(s) from Aggregate Committee Recommendations	Event or Product Name	Delivery Method	Plan Year 2012-2013	Plan Year 2013-2014	Curriculum Committee	Audience	Status as of Sept 2013	Scheduled Date of Product (include revised dates if relevant)	Scheduled date of the delivery content/script to MPS for online courses, broadcasts, videos, (include relevant dates)	Complete or Cancelled
Statewide Programs											
12001	531	ADA Coordinators Conference	Statewide Program various products			Judicial Branch Ethics and Fairness	ADA Coordinator	May 2012 Update: moving the content to lower cost delivery options that give the courts just-in-time products and do not require anyone to travel to the AOC from their court for two days. Refer to the following sections for status updates: Regional Course; Broadcast, 10 Minute Mentor; Bench Tools	Oct-12		redirected
12002	505	Appellate Attorney Institute	Offsite Statewide Program			Appellate Practice	Appellate Attorneys		Feb-14		
12003	504, 506a, 507	Appellate Justices Institute (with Orientation and Qualifying Ethics courses)	Offsite Statewide Program			Appellate Practice	Appellate Justices		April 22-24, 2013		completed
12004	506b	Appellate Justices' Qualifying Ethics	Offsite Statewide Program			Appellate Practice	Appellate Justices	April Update: this course is not necessary since most justices fulfilled the Ethics requirement at the 2013 Institute			cancelled
12005	501a	BE Witkin Judicial College	Offsite Statewide Program			Multiple Committees	New Trial court judges and sjo's		July 30-August 10, 2012		completed
12006	501b	BE Witkin Judicial College	Offsite Statewide Program			Multiple Committees	New Trial court judges and sjo's		Aug 5-16, 2013		completed
12007	511	CEQA Overview	Statewide Program			Civil	Justices, Judges, SJOs, Attorneys		Jan-14		

Education Plan
July 1, 2012 through June 30, 2014
(approved February 7, 2012)

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12008	512	Civil Law Institute	Offsite Statewide Program			Civil	Justices, Judges, SJOs		March 20-22, 2013		complete
12009	513a	Complex Civil Judges Workshop	Offsite Statewide Program			Civil	Complex civil judges		Nov-12		complete
12010	513b	Complex Civil Judges Workshop	Offsite Statewide Program			Civil	Complex civil judges		Nov-13		complete
12011	543a	Court Clerk Training Institute	Statewide Program			Trial and Appellate Court Operations	Court Staff	Aug update: Planned delivery dates changed from September 2012/March 2013 to March 2013/June 2013. Change due to hotel availability in September. Oct Update: Additional dates in May added.	Sept 2012 - March 2013 (Sac); May 2013 (OC); June 2013 (Sac)		complete
12012	543b	Court Clerk Training Institute	Statewide Program			Trial and Appellate Court	Court Staff	Aug update: delivery dates updated	Sept 2013 & - March & May 2014		complete
12013	502a	Cow County Judges Institute	Offsite Statewide Program			Multiple Committees	Justices, Judges, SJOs		Jun-13		complete
12014	502b	Cow County Judges Institute	Offsite Statewide Program			Multiple Committees	Justices, Judges, SJOs		May-14		complete
12015	516a, 520a, 523b, 552c	Interdisciplinary & Criminal Assignment Courses (Fall) - Basic Felony Sentencing - Death Penalty Trials - Evidence for Civil and Criminal - DV course	Statewide Program			Civil, Criminal	Justices, Judges, SJOs	Moved one of the Evidence in Civil and Criminal Cases regional course to the program. Aug Update: Death Penalty and Human Trafficking courses cancelled due to low enrollment; Oct Update: Trafficking course has been rescheduled for Feb 2013	Oct 29-Nov 1, 2012		complete

Education Plan
July 1, 2012 through June 30, 2014
(approved February 7, 2012)

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12016	516b, 520c, 521, 523d, 552f	Interdisciplinary & Criminal Assignment Courses (Fall) - Basic Felony Sentencing - Death Penalty Trials - Evidence for Civil and Criminal - DV course	Statewide Program			Civil, Criminal	Justices, Judges, SJOs	Moved one of the Evidence in Civil and Criminal Cases regional course to the program. <u>Sept Update:</u> Immigration Issues in Domestic Violence Cases moved to June PAO.	Nov 12-15		
12017	517a, 518a, 519a, 520b,	Criminal Assignment Courses (Winter) - Advanced Felony Sentencing - Death Penalty Trials - Homicide Trials - Handling Sexual Assault Cases	Statewide Program			Criminal	Justices, Judges, SJOs		Apr 9-11, 2013		complete
12018	517b, 518b, 519b, 520d,	Criminal Assignment Courses (Winter) - Advanced Felony Sentencing - Death Penalty Trials - Homicide Trials - Handling Sexual Assault Cases	Statewide Program			Criminal	Justices, Judges, SJOs	<u>Sept Update:</u> Criminal Committee recommends Cancelling program due to loss of CJER staff. The Sexual Assault Course is a CFCC program and can be offered at other venues.	Mar-14		
12019	522, 523a	Criminal Law Institute	Offsite Statewide Program			Criminal	Justices, Judges, SJOs		May-14		
12020	526	Family Law Institute	Offsite Statewide Program			Family	Justices, Judges, SJOs, Attorneys		Apr-13		complete

Education Plan
July 1, 2012 through June 30, 2014
(approved February 7, 2012)

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12021	544	HR Institute	Statewide Program			Trial and Appellate Court Operations	HR Staff	March Update: Curriculum Committee recommends content be delivered via regional education, broadcast and webinar (3/18/2013 meeting). April Update: Governing Committee reviewed and approved cancellation.	Aug-13		cancelled and redirected
12022	539	Juvenile Law Institute	Offsite Statewide Program			Juvenile	Justices, Judges, SJOs, Attorneys		Nov 28-30, 2012		complete
12023	534	Mid-Level Management Conference	Offsite Statewide Program			JBLD	M/CEO/AA/S	March Update: In consultation with the Curriculum Committee; Committee will recommend to Governing Committee whether product should remain on the current Education Plan; April Update: Governing Committee reviewed and approved cancellation.	May-14		cancelled
12024	500a	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	Augt Update: cancelled due to low enrollment	Aug 20-24, 2012		cancelled
12025	500b	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Oct 15-19, 2012		complete
12026	500c	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	Oct Update: cancelled due to fact that almost all registrants were to be sworn in just prior to the commencement of the program (it is suggested that participants have at least 3 months on the bench prior to attendance)	Jan 14-18, 2013		cancelled

Education Plan
July 1, 2012 through June 30, 2014
(approved February 7, 2012)

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12027	500d	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Feb 4-8, 2013		complete
12028	500e	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Mar 11-15, 2013		complete
12029	500f	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Apr 15-19, 2013		complete
12030	500g	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		May 6-10, 2013		complete
12031	500h	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		June 24-28, 2013		complete
12032	500i	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	9th session not scheduled			cancelled
12033	500j	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	10th session not scheduled			cancelled
12034	500k	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	Sept Update: cancelled due to low enrollment	Jul 15-19		cancelled
12035	500l	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Sep 30-Oct 4		complete
12036	500m	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Oct 21-25		complete

Education Plan
July 1, 2012 through June 30, 2014
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12037	500n	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's	Sept Update: cancelled due to low enrollment	Nov 4-8		cancelled
12038	500o	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Jan 13-17		
12039	500p	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Mar 3-7		
12040	500q	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Apr 14-18		
12041	500r	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		May 5-9		
12042	500s	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		June 2-6		
12043	500t	New Judge Orientation	Statewide Program			Multiple Committees	New Trial court judges and sjo's		Jun 23-27		
12044	532a, 529, 530	Presiding Judge Orientation and Court Management Program	Offsite Statewide Program			Judicial Branch Leadership	PJ/CEO		Nov 14-16, 2012		complete
12045	532b, 529, 530	Presiding Judge Orientation and Court Management Program	Offsite Statewide Program			Judicial Branch Leadership	PJ/CEO		Oct-13		

Cost and Participation Data for Live, Face-to-Face CJER Programs and Courses Funded with STCIMF

The frequency, delivery method and structure of courses shown are subject to change, based on direction from the CJER Governing Committee's two-year education plan. The information below is a general representation of live courses in FY 2012-2013.

CATEGORY	FY 12-13 Cost	Frequency and Length of Course or Program	Typical Range of Participants	Notes
<i>New Judge Orientation</i>	\$67,251	One week program, held 2-12 times per year	8-14	Number of courses determined each year by gubernatorial appointments and elections.
<i>B.E. Witkin Judicial College</i>	\$103,851	Two week program, held once per year	55-140	Same as above. In 2012, 55 judges attended, in 2013, 75 judges attended.
<i>Primary Assignment Orientations (PAO) and Criminal Assignment Courses (CAC), which include the following courses:</i> Family Law Orientation AB1058 Orientation Juvenile Dependency Orientation Juvenile Delinquency Orientation Probate Orientation	\$191,236	Five PAOs and CACs are held each year. Each of the PAOs and the CACs has multiple courses, which vary from 1-5 days in length.	40-160	Same as above, but also impacted by demand from courts for judges changing assignments.

6) CJER Add'l Information Requested by Judge Earl (b)

CATEGORY	FY 12-13 Cost	Frequency and Length of Course or Program	Typical Range of Participants	Notes
Traffic Orientation Orientation for Experienced Civil Law Judges Civil Law Basic Orientation Civil Law Limited Jurisdiction, Small Claims and Unlawful Detainer CEQA Overview Criminal Law Orientation Basic Felony Sentencing Advanced Felony Sentencing Death Penalty Trials Homicide Trials				
<i>Domestic Violence Programs and Courses, which include the following:</i> Domestic Violence Institute Nuts and Bolts of DV Cases Selected Issues: Trafficking Selected Issues: Immigration Selected Issues: Elder Abuse Sexually Violent Predators Sexual Assault Overview Selected Issues: Ethics and Self-Represented Litigants Selected Issues: Lethality, Risk Assessment and Firearm Relinquishment Procedures	\$5,681	The DV Institute is a two-day program, held every other year. All other courses are 1-3 days, held on an ad hoc basis throughout the year. Not all courses are offered each year.	DV Institute typically has 50 participants All other DV courses have about 25 participants	These are CFCC programs that are grant funded; however, those grant funds cannot be used for participant meals, so CJER pays those costs. This allows the programs to be held, many of which are scheduled in conjunction with other CJER courses.

6) CJER Add'l Information Requested by Judge Earl (b)

CATEGORY	FY 12-13 Cost	Frequency and Length of Course or Program	Typical Range of Participants	Notes
Selected Issues: PJ and CEO Court Administration for DV Cases Firearms in Family Law, Dependency and Domestic Violence				
<i>Judicial Institutes</i> Family Law Institute Juvenile Law Institute Civil Law Institute Cow County Institute Criminal Law Institute Probate and Mental Health Institute Science and the Law Institute	\$126,756	Most Institutes are two days long, and held every other year. Typically, CJER holds 2-4 Institutes per year. Science and the Law no longer offered due to budget reductions.	53-114	
<i>Continuing Education for Judges</i> , including the following courses: Complex Civil Judges Workshop Advanced Capital Case Roundtable Evidence: Civil and Criminal	\$27,488	These are 1-2 day courses, typically held once or twice each year	13-65	
<i>Regional and Local Courses for Judges</i> Qualifying Ethics (~20-30 courses) Regional Courses (~20 courses)	\$6,028	These are 1/2 – 1 day courses, held throughout the year.		<u>Samples of Regional Courses:</u> Gangs Three Strikes Update Evidence: Criminal

6) CJER Add'l Information Requested by Judge Earl (b)

CATEGORY	FY 12-13 Cost	Frequency and Length of Course or Program	Typical Range of Participants	Notes
Local Courses (~10-15 courses)		Local courses are only scheduled at the request of a Presiding Judge.		<p>Sentencing Drug-Involved Offenders Supervision Hearings Children Addressing the Court Sentencing & Supervision Revocation Update for Assigned Judges</p> <p><u>Samples of Local Courses:</u> Cognitive Fallacies Criminal Justice Realignment Self Represented Litigants Excellence in Judges Successful Civil Settlement Current Issues in Family Law Difficult Conversations</p>
<i>Leadership Training: Judges</i> Supervising Judges Institute PJ/CEO Court Management Program	\$40,061	2-3 day programs, held each year	45-74	
<i>Leadership Training: Non-Judicial</i> Mid-Level Management Conference Western States Court Leadership Academy	\$0	These programs are no longer offered due to budget reductions		
<i>Manager and Supervisor Training,</i>	\$18,770	There are 12 ICM		<u>ICM Courses:</u>

6) CJER Add'l Information Requested by Judge Earl (b)

CATEGORY	FY 12-13 Cost	Frequency and Length of Course or Program	Typical Range of Participants	Notes
<p>which includes the following programs and courses:</p> <p>Institute for Court Management (ICM) Courses</p> <p>Core 40 Course</p> <p>Regional and Local Courses</p> <p>Core 24 Course</p> <p>Core Leadership & Training Skills Course</p>		<p>Courses held once during the year, and each is 2.5 days in length</p> <p>Core 40 is 3-4 days long, held 1-3 times per year</p> <p>Regional Courses are one day in length, held 3-9 times per year</p> <p>Core 24 is 3 days in length, held 1-2 times per year</p> <p>3 days in length, held 2-3 times per year</p>		<p>Purposes and Responsibilities of Courts</p> <p>Fundamental Issues of Case flow Management</p> <p>Court Performance Standards: CourTools</p> <p>Managing Human Resources</p> <p>Managing Technology Projects</p> <p>Visioning & Strategic Planning</p> <p>Management Court Financial Resources</p> <p>Leadership</p> <p>Court Community</p> <p>Communications</p> <p>Education, Training & Development</p> <p>Essential Components</p> <p><u>Samples of Regional and Local Courses:</u></p> <p>HR Risk and How to Protect the Organization</p> <p>Business Process Reengineering</p> <p>Performance Management & the Role of a Supervisor</p> <p>Performance Management & Evaluation</p> <p>Leadership & Feedback Skills</p>

Trial Court Trust Fund -- Summary Fund Condition Statement (FY 2011-12 through FY 2018-19)

	FY 2011-12 (Year-end Actual) Col. A	FY 2012-13 (Year-end Actual) Col. B	FY 2013-14 (JC Approved Adjusted) ¹ Col. C	FY 2014-15 (Estimated) ² Col. D	FY 2015-16 (Estimated) ² Col. E	FY 2016-17 (Estimated) ² Col. F	FY 2017-18 (Estimated) ² Col. G	FY 2018-19 (Estimated) ² Col. H
1 Beginning Balance	72,918,702	105,535,205	82,520,997	36,030,416	(3,162,768)	(79,590,216)	(156,286,502)	(232,495,587)
2 Prior-Year Adjustments	42,010,999	19,260,408	-	-	-	-	-	-
3 Adjusted Beginning Fund Balance	114,929,701	124,795,613	82,520,997	36,030,416	(3,162,768)	(79,590,216)	(156,286,502)	(232,495,587)
4 Revenue ³	1,371,175,275	1,400,425,164	1,380,887,532	1,380,887,532	1,344,402,532	1,344,402,532	1,336,164,736	1,336,164,736
5 General Fund Transfer	888,857,988	263,691,000	741,691,000	741,691,000	741,691,000	741,691,000	741,691,000	741,691,000
6 Reduction Offset Transfers ⁴	233,000,000	86,709,000	26,080,000	26,080,000	26,080,000	26,080,000	26,080,000	26,080,000
7 Net Other Transfers/Charges/Reimbursements ⁵	(6,266,760)	(1,465,392)	(2,508,075)	(2,508,075)	(2,508,075)	(2,508,075)	(2,508,075)	(2,508,075)
8 Total Revenue and Transfers/Charges/Reimbursements	2,486,766,503	1,749,359,772	2,146,150,457	2,146,150,457	2,109,665,457	2,109,665,457	2,101,427,661	2,101,427,661
9 Total Resources	2,601,696,204	1,874,155,385	2,228,671,454	2,182,180,873	2,106,502,689	2,030,075,241	1,945,141,159	1,868,932,074
10 Expenditures/Encumbrances/Allocations								
11 Program 30 - Expenditures/Allocations ⁶	14,604,341	23,610,313	21,626,120	23,505,252	24,254,516	24,523,354	15,798,357	15,798,357
12 <i>Sargent Shriver Indigent Services Pilot Program</i> ⁷	415,204	9,939,475	8,237,796	8,237,796	8,237,796	8,237,796	-	-
13 <i>Civil, Small Claims, Probate and Mental Health (V3) CMS</i>	1,404,407	6,296,541	5,594,000	6,802,417	7,404,061	7,653,060	7,139,349	7,139,349
14 <i>Criminal and Traffic (V2) CMS/ Reallocation of V2 CMS Savings</i>	526,698	2,792,846	3,156,700	3,764,751	3,901,463	3,919,064	3,945,574	3,945,574
15 <i>CA Courts Technology Center (CCTC) - Operations</i>	-	1,654,000	1,654,000	1,689,325	1,689,325	1,689,325	1,689,325	1,689,325
16 <i>Phoenix Financial and Human Resources Services</i>	7,396,660	1,146,398	1,307,000	1,348,611	1,359,519	1,361,757	1,361,757	1,361,757
17 <i>Interim Case Management System (ICMS) - Sustain</i>	-	1,155,000	1,027,600	1,027,615	1,027,615	1,027,615	1,027,615	1,027,615
18 <i>Equal Access Fund</i> ⁷	291,924	294,677	276,024	261,737	261,737	261,737	261,737	261,737
19 <i>Court-Appointed Dependency Counsel Collections</i>	138,629	209,617	260,000	260,000	260,000	260,000	260,000	260,000
20 <i>Children in Dependency Cases Training</i>	-	121,760	113,000	113,000	113,000	113,000	113,000	113,000
21 <i>CCMS V4</i>	4,370,178	-	-	-	-	-	-	-
22 <i>Trial Court Procurement</i>	39,846	-	-	-	-	-	-	-
23 <i>Criminal Justice Realignment Education Training</i>	20,797	-	-	-	-	-	-	-
24 Program 45 - Expenditures/Allocations	2,481,556,657	1,767,802,888	2,169,236,105	2,161,838,389	2,161,838,389	2,161,838,389	2,161,838,389	2,161,838,389
25 Item 601 - Redevelopment Agency Writ Case Reimbursements	-	221,186	1,778,814	-	-	-	-	-
26 Total, Expenditures/Encumbrances/Allocations	2,496,160,999	1,791,634,387	2,192,641,039	2,185,343,641	2,186,092,905	2,186,361,743	2,177,636,746	2,177,636,746
27 Ending Fund Balance⁸	105,535,205	82,520,997	36,030,416	(3,162,768)	(79,590,216)	(156,286,502)	(232,495,587)	(308,704,672)
28								
29 Revenue and Transfers Annual Surplus/(Deficit)	(9,394,496)	(42,274,616)	(46,490,581)	(39,193,184)	(76,427,448)	(76,696,286)	(76,209,085)	(76,209,085)
30 Allocation Adjustments								
31 Unfunded benefits allocation, using unfunded expenditure authority ⁹	N/A	N/A	N/A	29,406,000	29,406,000	29,406,000	29,406,000	29,406,000
32 Sunset of SB 1021 Fee Increases ¹⁰	N/A	N/A	N/A	-	36,485,000	36,485,000	36,485,000	36,485,000
33 Adjusted Deficit or Surplus	N/A	N/A	N/A	(9,787,184)	(10,536,448)	(10,805,286)	(10,318,085)	(10,318,085)
34 Adjusted Ending Fund Balance	N/A	N/A	N/A	26,243,232	15,706,784	4,901,498	(5,416,587)	(15,734,672)
35 Scenario B: ITSO Allocations Remain at FY 2012-13 Expenditure Level								
36 Removal of CCMS V2 Allocations/Savings Reallocation After FY 2014-15	N/A	N/A	N/A	-	3,901,463	3,919,064	3,945,574	3,945,574
37 Savings from ITSO Program Allocations Frozen at FY 2012-13 Expenditure Level	N/A	N/A	N/A	1,385,721	1,015,460	1,264,459	750,748	750,748
38 Scenario B Ending Fund Balance	105,535,205	82,520,997	36,030,416	27,628,953	22,009,428	16,387,665	10,765,902	5,144,139

TCTF - Multi-year FCS (10-29-2013, replacing 10-28-13 version)

1. Revenues reflect updated projections provided in the 1st Turn 10R to the Department of Finance in October 2013. The allocations reflect amounts approved by the Judicial Council through August 23, 2013 as well as revenue distributions based on the 1st Turn 10R revenue projections.
2. Revenues reflect updated projections provided in the 1st Turn 10R to the Department of Finance in October 2013. The allocations reflect amounts estimated by AOC offices for Program 30 allocations, approved by the Judicial Council through August 23, 2013 for Program 45.10 allocations, revenue distributions based on the 1st Turn 10R revenue projections, and amounts appropriated in the State Budget Act.
3. Revenue items include Maintenance of Effort obligation payments, civil fees, court operations assessments, civil assessments, parking penalty assessments, telephonic appearances revenue, sanctions and contempt fines, interest from SMIF, and other miscellaneous revenue.
4. Reduction Offset Transfers include those from the Judicial Administration Efficiency and Modernization Fund, State Trial Court Improvement and Modernization Fund, State Court Facilities Construction Fund (SCFCF), and SCFCF Immediate and Critical Needs Account. In FY 2012-13, an additional \$240 million will be distributed to the courts directly from the SCFCF Immediate and Critical Needs Account.
5. Net Other Transfers include those related to the Trial Court Improvement Fund and the State Trial Court Improvement and Modernization Fund (per GC 77209), Judicial Branch Worker's Compensation Fund, State Controller's Office (SCO) pro-rata, and SCO apportionment.
6. The 2012 Budget Act appropriated the non-staffing component of many statewide programs managed in the TCTF, which previously used Program 45.10 - Support for Trial Court Operations appropriation, to the newly created Program 30.15 - Trial Court Operations appropriation.
7. The estimates for the Sargent Shriver Indigent Services Pilot Program and the Equal Access Fund were adjusted to reflect available dedicated resources based on updated revenue projections provided in the 1st Turn 10R to the Department of Finance in October 2013.
8. The ending fund balance would be restricted by the cumulative savings from the court interpreter program which was estimated at \$15 million in FY 2013-14 and unspent court-appointed dependency counsel collections which stood at \$3.2 million in FY 2013-14.
9. At its February 26, 2013 business meeting, the Judicial Council approved the use of available TCTF monies on an ongoing basis beginning in FY 2013–2014 to fund the annualized costs of the benefit cost changes effective in FY 2012–2013. If insufficient funds were available, the council directed staff to pursue General Fund monies from the Department of Finance.
10. Fee increases enacted by the Legislature to offset reductions in the 2012 Budget Act by SB 1021 (Stats. 2012, ch.41) will sunset on June 30, 2015. These fee increases are a \$20 motion fee increase, \$40 first paper filing fee increase for unlimited and probate civil cases, and a \$450 complex case civil filing fee.

Modernization Fund
FY 2011-2012 Recommended Allocation by Project/Program
(amount in dollars)

Line #	Project and Program Description	Term of Funding	Previously Approved/ Planned Allocation	Recommended		
				Adjustment	New Request	Total Allocation
				Column C	Column E	Column D
1	Category 1 - Statewide Technology Infrastructure and Ongoing Services to the Trial Courts					
2	(1) Projects					
3	CCIS Policy Deployments	One-Time	424,973	(424,973)		-
4	Courts Linked by Information and Knowledge (CLIK) System	One-Time	859,072	(859,072)		-
5	(2) Ongoing Programs and Services					
6	A. Statewide Technology Infrastructure					
7	California Courts Protective Order Registry (CCPOR)	Ongoing	1,032,136	(1,032,136)	-	-
8	Data Integration	Ongoing	5,212,132	(678,256)	-	4,533,876
9	Judicial Branch Enterprise Licensing and Policy	Ongoing	5,957,966	(5,957,966)	-	-
10	Telecommunications Support	Ongoing	13,764,167	(6,600,000)	-	7,164,167
11	Uniform Civil Fees	Ongoing	385,602	(385,602)	-	-
12	Subtotal, Statewide Technology Infrastructure		27,636,048	(15,938,005)	-	11,698,043
13	B. Ongoing Services to the Trial Courts					
14	Phoenix Financial and Human Resources Services	Ongoing	1,583,941	(828,401)		755,540
15	Subtotal, Ongoing Services to the Trial Courts		1,583,941	(828,401)	-	755,540
16	Total, Category 1		29,219,989	(16,766,406)	-	12,453,583
17	Category 2 - Education and Developmental Programs					
18	(1) Center for Judicial Education and Research (CJER)					
19	<i>I. Mandated state judicial education programs</i>					
20	B.E. Witkin Judicial College of California	Ongoing	264,000	(74,000)	-	190,000
21	Family Law Assignment Education	Ongoing	65,000	(40,000)	-	25,000
22	Juvenile Law Assignment Education	Ongoing	33,000	(8,000)	-	25,000
23	Orientation for New Trial Court Judges	Ongoing	105,000	(30,000)	-	75,000
24	<i>Subtotal</i>		<i>467,000</i>	<i>(152,000)</i>	-	315,000
25	<i>II. Other recommended judicial education programs</i>					
26	Advanced Education for Experienced Judges	Ongoing	30,000	(30,000)	-	-
27	Civil Law and Procedure Institute	Ongoing	25,000	(25,000)	-	-
28	Cow County Judges Institute	Ongoing	25,000	(25,000)	-	-
29	Criminal Law and Procedure Institute	Ongoing	25,000	-	-	25,000
30	Overview Courses	Ongoing	192,500	62,500	-	255,000
31	Probate and Mental Health Institute	Ongoing	41,000	(41,000)	-	-
32	Statewide Fairness Conference	Ongoing	30,000	(30,000)	-	-
33	Traffic Law Institute	Every other year	25,000	(25,000)	-	-
34	Winter Continuing Judicial Studies Program	Ongoing	115,000	(74,000)	-	41,000
35	<i>Subtotal</i>		<i>508,500</i>	<i>(187,500)</i>	-	321,000
36	<i>III. Programs related to court administration</i>					
37	California Judicial Administration Conference	Every other year	38,042	(38,042)	-	-
38	Court Management Courses	Ongoing	140,000	(62,000)	-	78,000

9) 2011-12 Mod Fund Reduction of \$20.1 Million

Modernization Fund
FY 2011-2012 Recommended Allocation by Project/Program
(amount in dollars)

Line #	Project and Program Description	Term of Funding	Previously Approved/ Planned Allocation	Recommended		
				Adjustment	New Request	Total Allocation
				Column C	Column E	Column D
39	Fall Leadership Summit	Every other year	80,000	(80,000)	-	-
40	Technical Assistance to Local Courts	Ongoing	200,000	(200,000)	-	-
41	Trial Court Faculty (Statewide Education Programs)	Ongoing	300,000	(10,000)	-	290,000
42	Train the Trainers - Faculty Development	Ongoing	120,000	(40,000)	-	80,000
43	<i>Subtotal</i>		<i>878,042</i>	<i>(430,042)</i>	-	<i>448,000</i>
44	<i>IV. Programs for trial court staff</i>					
45	Court Clerk Training Institute	Ongoing	168,000	(63,000)	-	105,000
46	Distance Learning (Satellite Broadcast)	Ongoing	275,000	(55,000)	-	220,000
47	Mid-level Management Conferences	Ongoing	35,000	(11,000)	-	24,000
48	Trial Court Judicial Attorney Institute	Every other year	-	50,000	-	50,000
49	<i>Subtotal</i>		<i>478,000</i>	<i>(79,000)</i>	-	<i>399,000</i>
50	Total, CJER		2,331,542	(848,542)	-	1,483,000
51	(2) Other Educational and Developmental Programs					
52	Budget Focused Training and Meetings (TCBWG)	Ongoing	27,272	(14,263)	-	13,009
53	CFCC Programs	Ongoing	129,226	(38,953)	-	90,273
54	CFCC Publications	Ongoing	121,961	(101,961)	-	20,000
55	Labor Relations Academy	Ongoing	30,004	(7,000)	-	23,004
56	Total, Other		308,463	(162,177)	-	146,286
57	Total, Category 2		2,640,005	(1,010,719)	-	1,629,286
58	Category 3 - Pilot, Special Initiatives, and Ongoing Projects					
59	Alternative Dispute Resolution for Civil Cases	Ongoing	1,740,000	(1,665,000)	-	75,000
60	Branchwide Communication	Ongoing	80,000	(80,000)	-	-
61	Complex Civil Litigation	Ongoing	4,001,010	-	-	4,001,010
62	Court Interpreter Testing, Recruitment and Education	Ongoing	315,000	(174,615)	-	140,385
63	Interactive Software - Self-rep Electronic Forms	Ongoing	60,000	(20,000)	-	40,000
64	Public Education and Outreach	Ongoing	511,800	(234,000)	-	277,800
65	Ralph N. Kleps Award Program	Ongoing	54,500	(34,500)	-	20,000
66	Self-help Videos for the Website	Ongoing	3,850	(3,850)	-	-
67	Trial Court Performance and Accountability	Ongoing	146,000	(126,000)	-	20,000
68	Total, Category 3		6,912,160	(2,337,965)	-	4,574,195
69	Total, All Categories		38,772,154	(20,115,091)	-	18,657,064

JUDICIAL COUNCIL OF CALIFORNIA / ADMINISTRATIVE OFFICE OF THE COURTS
JUDICIAL BRANCH AUDITS
COMPARISON CHART

AOC Internal Audit Services		California State Auditor			State Controller's Office	
Financial, compliance and operations audits (comprehensive audits)		State of California Financial Statement Opinion Audit and Federal Compliance Audit	Judicial Branch Contract Law Audit	Other performance audits	Court Revenue Audits	Financial Statement Audit Under GC 77206
1	Tests current case management system distributions to ensure distributions are currently correct.				Tests case management system distributions since the last fiscal year audited to ensure money collected was sent to the state on a timely basis.	
2	Review of financial mgmt. and revenue and expenditure transaction testing but no specific testing of financial statements.	High level opinion audit of financial stmts.				May have overlap with CSA
3	May test grant accounting and administration as part of accounting practices review. Grants may also be selected in contracts and accounts payable tests.	Federal grant compliance				Federal grants excluded from scope
4				As approved by the JLAC (see below)		
5	Tests procurement, contracts, and		Tests contracts for			Overlap based on approved scope.

	accounts payable for compliance (FIN Manual and JBCM)		compliance with JBCM (including procurement, accounts payable, and receiving) 24 yr. cycle			
6			Tests general system controls			
7	Overlap as noted above		Overlap as noted above.			Desktop audit of material and significant funds. 4 year cycle
8	Compliance testing with FIN Manual, CA Rules of Court, and policies and procedures as applicable.					
9	Internal audit testing is at a detailed level so that it compliments / supplements the work of external auditors for them to have a degree of reliance.					
	<ul style="list-style-type: none"> ■ Operational testing of cash controls, etc., not done by other auditors 					

California State Auditor (CSA) – general audit authority under Government Code (GC) section 8543 et. seq.

GC section 8543.1. The duties of the California State Auditor's Office are to examine and report annually upon the financial statements prepared by the executive branch of the state and to perform other related assignments, including performance audits that are mandated by statute.

GC section 19210. The audits shall assess the implementation of this part (Judicial Branch Contract Law) by the judicial branch.

1. State of California Financial Statement opinion audit

State of California financial statement audit that includes the Judicial Branch and the report has the detail on the trial court's financial statements.

2. State of California: Federal Compliance Audit

State of California audit of federal grant programs and includes all federal grants received and/or reported to them.-

3. Judicial Branch Contract Law Audits

Public Contract Code section 19210 - The audits shall assess the implementation of this part (Judicial Branch Contract Law) by the judicial branch.

4. Other performance audits as requested and then approved by the Joint Legislative Audit Committee (JLAC)/

Recent example is the audit of bank accounts that exist outside of the State Treasury.

State Controller's Office

GC section 68103. The State Controller shall check the reports and records received by him with the transmittals of such fines and forfeitures. Whenever it is apparent that such fines or forfeitures have not been transmitted, the county auditor shall and the State Controller may bring suit to enforce the collection or transmittal, or both.

GC section 12410. The Controller shall superintend the fiscal concerns of the state. The Controller shall audit all claims against the state, and may audit the disbursement of any state money, for correctness, legality, and for sufficient provisions of law for payment. Whenever, in his opinion, the audit provided for by Chapter 4 (commencing with Section 925), Part 3, Division 3.6 of Title 1 of this code is not adequate, the Controller may make such field or other audit of any claim or disbursement of state money as may be appropriate to such determination.

GC section 77206 The audits shall be performed in accordance with generally accepted government auditing standards and shall determine the trial court's compliance with governing statutes, rules, and regulations relating to the revenues, expenditures, and fund balances of all material and significant funds, including state General Fund funds, funds generated from fees or fines, federal funds, grants, and any other funds within the trial court's administration or control. The audits required by this section shall be in addition to any audit regularly conducted pursuant to any other provision of law.

1. Court revenue audits –

Tests in compliance with GC section 68103 and 12410 the submission of all monies collected by the court and county that are due to the State of California. The testing cycle covers distributions since their last audit.

2. Financial statement audits

Desk top financial statement audit of “all material and significant” funds. The focus is money appropriated by the legislature for specific purposes. Grant funds would be part of the CSA federal compliance audit and there is overlap concerning contracts subject to audit by CSA.

Telecommunications “LAN/WAN” Program FY 2013-14 Budget Status

In October 2013, the Judicial Council approved a FY 2013-14 Telecommunications “LAN/WAN” program budget of \$8,740,000 for baseline operations per the Trial Court Budget Advisory Committee’s recommendation pending further budget analysis to include Alpine, Los Angeles, Orange, and San Diego courts in the program. These four courts had not previously participated in the program but expressed interest during the Council meeting.

Funding for the Technology Refresh project was eliminated in FY 2011-12, and was only partially funded in FY 2012-13. The approved budget of \$8,740,000 for FY 2013-14 is the same amount as last fiscal year, and does not include the additional allotment of \$6,868,480 requested for a total of \$15,608,480. The full amount would allow the Technology Refresh project to complete the deferred replacement of all network devices that will no longer be supported by the manufacturer at the remaining sixteen courts by 2015.

The Technology Refresh project replaces equipment that is deemed to be “end-of-life” or “end-of-support” by the manufacturing vendors. These products and devices are considered obsolete and are no longer sold, manufactured, improved, repaired, maintained, or supported by the manufacturer. Products that are end-of-life are also not eligible for security patches or maintenance contracts. This ineligibility leaves daily courthouse operations vulnerable to security breaches and connectivity failures. Courts would have to research, procure and deploy new replacement devices on their own in the event of a failure. During such an event, Court operations may be impacted adversely for the duration of the procurement process depending on the type and function of that device. From the initial outage until restoration, it may take at least five business days for a court to regain full operational status. Additionally, courts looking to deploy new technology systems, such as VOIP (Voice-over-IP,) videoconferencing and streaming, building automation, video surveillance, etc., may be limited due to lack of functionality and compatibility of older end-of-life products.

The current level of approved funding for the LAN/WAN program (\$8,740,000) is only sufficient to replace the end-of-life devices at ten of the sixteen courts. The refresh project prioritizes the court projects according to scale and complexity in order to maximize the allotted funds. The program will target the replacement of devices at the following ten courts: Calaveras, Kern, Lassen, Mono, Monterey, Placer, San Joaquin, Stanislaus, Tulare and Ventura.

In order to complete the technology refresh at the remaining six courts – Alameda, Riverside, Sacramento, San Bernardino, San Francisco, and Santa Clara – this fiscal year, the program requires the additional \$6,868,480 requested (*See Table 1c*). The budget required per court is directly correlated to the scale and complexity of each court. These six courts are all large and very complex, and they make up 75% of all end-of-life devices left in this refresh cycle.

All other trial courts participating in the program have already been refreshed last fiscal year, have no end-of-life equipment in production or have been scheduled for new courthouse construction projects.

Analysis of Alpine, Los Angeles, Orange, and San Diego

At the Judicial Council's direction, the LAN/WAN team met with each of the four courts not currently participating in the LAN/WAN program. The team conducted a network infrastructure assessment at each court using the same technology standards already deployed throughout the branch. An additional \$3,458,300 (*See Table 1c*) is required to include the four courts in the program. Three of the courts already have existing robust network infrastructure, however the devices are still approaching end-of-life cycles. Therefore, the same technology refresh methodology and roadmap were applied to the three largest courts. However, the Alpine court requires a complete new network infrastructure deployment in order to bring the court to the same technology standards as the rest of the branch.

The team completed budget proposals for this fiscal year. More time is required to complete a more detailed analysis to provide a five year budget analysis for the program. All analysis and proposals can be completed by December 31, 2013.

Alpine: \$153,008

Alpine court has been unable to participate in the LAN/WAN program due to lack of power and cooling at their current historic building since the initial infrastructure assessment in 2002. Fortunately, the county of Alpine is currently retrofitting the courthouse with the required facilities upgrade; they estimate a completion date of May 2014. At such time, the new facilities will accommodate a complete LAN/WAN infrastructure deployment with sufficient power and cooling.

The team met with the court to discuss their requirement and constraints. We have completed a budgetary proposal for a complete new LAN/WAN infrastructure deployment. The current infrastructure at the court does not meet the same technology standards deployed throughout the branch. This proposal includes hardware, deployment and maintenance. There would be no refresh costs forecasted for the following five years.

The court has also elected to participate in the Managed Network Security services once the LAN/WAN project is complete. Currently, fifty-five courts subscribe to these services in order to prevent network security breaches and ensure the integrity of court data. No additional funds are required to subscribe to the security services.

Los Angeles: \$820,947

The team met with the court to discuss their infrastructure requirements and constraints. We have completed a budgetary proposal to refresh critical core switches that are already end-of-life as of 2012. The proposal includes hardware and maintenance only; the court has elected to deploy the new infrastructure utilizing local IT resources. More time is required to complete a five year roadmap for the court.

The court had not previously participated in the refresh projects due to their complex integration with their county justice partners and more aggressive refresh cycle.

11) ITSO - LAN-WAN Analysis Oct-2013 (10-28-2013)

The court already has its own locally deployed security services in partnership with the county of Los Angeles.

Orange: \$609,000

The team met with the court to discuss their requirements and constraints. We have completed a budgetary proposal to replace all end-of-life switches for this refresh cycle using the same technology standards and refresh roadmap. The budget proposal also includes a roadmap for the following two fiscal years, and it includes hardware, deployment and maintenance. There would be minimal refresh costs forecasted in future years; however, more time is required to complete a detailed assessment.

The court has not previously participated in the refresh projects, because new network infrastructure had just been deployed throughout the court at the time of inquiry.

The court is currently participating in Managed Network Security services.

San Diego: \$1,625,345

The team met with the court to discuss their infrastructure requirement and constraints. We have completed a budgetary proposal to replace all end-of-life switches for this refresh cycle using the same technology standards and refresh roadmap. The proposal includes hardware, deployment and maintenance. More time is required to complete a five year roadmap for the court.

The court had not previously participated in the refresh project, because new network infrastructure had just been deployed throughout the court to support local projects at the time of inquiry. The court did however participate in two smaller LAN/WAN infrastructure deployments – wireless and network access control.

The court has elected to participate in all three Managed Network Security services. Web Security Services and Vulnerability Scanning Services can be deployed independently of the Technology Refresh project with existing infrastructure. The third service, Managed Firewall and Intrusion Detection Services is dependent on a successful deployment of the Technology Refresh program at San Diego. No additional funds are required to subscribe to the security services.

Next Steps

The LAN/WAN team will work with the Orange, Los Angeles and San Diego courts to complete five year roadmaps for each court and determine the funding required beyond FY 2013-14. It is anticipated that this review and analysis will be completed by December 31, 2013. Once finalized, this information will be forwarded to the TCBC for further review.

A final budget decision and any approval of additional funds would be appreciated by January 2014. This timeframe would allow the LAN/WAN team to adequately plan and execute the necessary contracts

11) ITSO - LAN-WAN Analysis Oct-2013 (10-28-2013)

needed to expend the currently allotted funds as well as any additional funds that may be approved by the Judicial Council by year-end.

Table 1: Summary of FY 2013/14 Funding for LAN/WAN Program

Table 1a - Requested Budget:

\$15,608,480	LAN/WAN program including 16 courts for Technology Refresh
\$609,000	Orange court Technology Refresh (new project)
\$16,217,480	Total

Table 1b – FY 2013-14 Allocated Budget as of October 2013:

\$8,740,000	LAN/WAN program including funding for 10 of 16 smallest courts for Technology Refresh. Orange court technology refresh not approved.
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Table 1c - FY 2013-14 Additional Funds needed for remaining 6 courts and Alpine, Los Angeles, Orange and San Diego:

\$929,090	Alameda
\$1,293,300	Riverside
\$1,425,858	Sacramento
\$1,105,637	San Bernardino
\$989,427	San Francisco
\$875,168	Santa Clara
\$250,000	Network Engineering Support
\$6,868,480	Subtotal – 6 courts currently excluded from FY 2013-14 Budget
\$153,008	Alpine
\$820,947	Los Angeles*
\$609,000	Orange*
\$1,625,345	San Diego*
\$250,000	Network Engineering Support
\$3,458,300	Subtotal – 4 remaining courts
\$10,326,780	Grand Total – 10 remaining courts

Footnote: * It is estimated that an additional 8 weeks is required to determine funding requirements for these courts beyond FY 2013-14.

Sherri Carter's 10/20/2013 e-mail

Subject: RE: Updates - Subcommittee requested information for programs and projects funded by the IMF and TCTF

From: "Sherri R. Carter" <srcarter@LASuperiorCourt.org>

To: "Clay, C. Don" <cclay@alameda.courts.ca.gov>,"Tang, Frank" <Frank.Tang@jud.ca.gov>,"DeSantos, Thomas" <TDeSantos@kings.courts.ca.gov>,"Wesley, David S." <dwesley@lasuperiorcourt.org>,"Volkers, Christina" <chris.volkers@saccourt.ca.gov>,"Earl, Laurie" <earll@saccourt.ca.gov>,"Yamasaki, David" <dyamasaki@scscourt.org>,"Trentacosta, Robert J." <robert.trentacosta@sdcourt.ca.gov>,"Taylor, Brian" <bkaylor@solano.courts.ca.gov>,"Chouteau, René A." <rchoutea@sonomacourt.org>,"Johnson, Elizabeth" <ljohnson@trinitycounty.org>,"Hicks, Lloyd L." <LHicks@tulare.courts.ca.gov>,"Planet, Michael" <Michael.Planet@ventura.courts.ca.gov>,"Landry, Shawn" <slandry@yolo.courts.ca.gov>
 CC: "Fleshman, Bob" <Bob.Fleshman@jud.ca.gov>,"Whipkey, Christine" <Christine.Whipkey@jud.ca.gov>,"Simpson, Colin" <Colin.Simpson@jud.ca.gov>,"Soderlund, Curt" <Curt.Soderlund@jud.ca.gov>,"Child, Curtis" <Curtis.Child@jud.ca.gov>,"Patel, Jody" <Jody.Patel@jud.ca.gov>,"Cruz, Maria" <Maria.Cruz@jud.ca.gov>,"Butler, Rose" <Rose.Butler@jud.ca.gov>,"Chang, Steven" <Steven.Chang@jud.ca.gov>,"Theodorovic, Zlatko" <Zlatko.Theodorovic@jud.ca.gov>,"Hernandez, Hope" <HHernandez@kings.courts.ca.gov>,"Regalado, Francelita" <FRegalado@LASuperiorCourt.org>,"Pedregon, Gloria" <gpedregon@lasuperiorcourt.org>,"Ornelas, Gwen" <OrnelaG@saccourt.ca.gov>,"Slough, Marsha" <msslough@sb-court.org>,"Long, Mahalia" <MLong@scscourt.org>,"Serena, Marisela" <Marisela.Serena@SDCourt.ca.gov>,"jwilcox@sonomacourt.org,swarner@trinitycounty.org,"Borjesson, Victoria" <victoria.borjesson@ventura.courts.ca.gov>,"Sue Holland" <SHolland@yolo.courts.ca.gov>

Good afternoon.

I would like to request the following information:

If the requests to increase costs from the Information Technology Services Office for FY13-14 and beyond were frozen at the FY12-13 level, how would this impact the IMF and TCTF? Also, I note that CCMS V2 is carried out on page 265 of the larger document provided by Frank as well as related CCTC costs and Testing Tool costs, both of which should go down with V2 gone in 2 years. Could you please prepare these documents with the funding frozen at FY12-13 and no CCMS V2 after FY 14-15.

Because new IT projects and programs generally incur on-going costs once developed, I'm curious how new projects and programs are reviewed and approved? For example, on pages 220 - 222 of the larger document provided by Frank, various programs, including programs in development, are outlined. Do we know how much, if any, these enhancements and new developments will require in on-going costs (or is that partially why the IT requests are increasing over the next 5 years)? I also noted in several areas of the larger document that COA projects were listed (e.g., see page 222 re COA eFiling project and 238 re COA CMS and ETMS). I assume these projects are funded with COA funding and not the IMF.

It would also be helpful if the larger projects like CCMS, Phoenix and any others that use funds from a combination of the General Fund, TCTF and IMF had a separate accounting, with all funds included, so that the entire cost could be understood.

12) ITSO - Response to Sherri Carter mh (10-28-2013)

Regarding the Jury Management System, I would like to see how the \$600 K has been distributed between courts over the past 3 years (only FY12-13 data was provided).

Last note, on page 281 of the larger document, LA's cost for Phoenix, like the other 57 courts, was covered with IMF funds as authorized by the JC.

Thank you.

Sherri

AOC Responses

Request 1

If the requests to increase costs from the Information Technology Services Office for FY13-14 and beyond were frozen at the FY12-13 level, how would this impact the IMF and TCTF?

See fund condition statements.

Question 1

Also, I note that CCMS V2 is carried out on page 265 of the larger document provided by Frank as well as related CCTC costs and Testing Tool costs, both of which should go down with V2 gone in 2 years. Could you please prepare these documents with the funding frozen at FY12-13 and no CCMS V2 after FY 14-15.

The V2 budget for FY 2012/13 was \$3,568,000 and FY 2013/14 is \$2,646,700. The FY 2013/14 budget includes one-time cost savings derived from efficiencies within the program. The projected budgets (FY 2014/15 – FY 2018/19) for V2 assume that the application will continue to be needed. The projected budgets by FY are as follows:

FY 2014/15: \$3,254,751

FY 2015/16: \$3,391,463

FY 2016/17: \$3,409,064

FY 2017/18: \$3,435,574

FY 2018/19: \$3,435,574

If funding for V2 is frozen at the FY 2012/13 level of \$3,568,000 through FY 2014/15, this would be sufficient to cover currently projected expenditures through FY 2014/15. It should be noted that V2 should not be frozen at the FY 2013/14 level of \$2,646,700 since this level of funding represents one-time cost savings. Until deployment plans and timelines are completed by the Fresno court and ITSO has the opportunity to review these plans and prepare a wind-down/decommissioning cost estimate, the projected budgets beyond FY 2014/15 should remain as budgeted.

Question 2

Because new IT projects and programs generally incur on-going costs once developed, I'm curious how new projects and programs are reviewed and approved? . For example, on pages 220 - 222 of the larger document provided by Frank, various programs, including programs in development, are outlined. Do we

12) ITSO - Response to Sherri Carter mh (10-28-2013)

know how much, if any, these enhancements and new developments will require in on-going costs (or is that partially why the IT requests are increasing over the next 5 years)?

The Information Technology Services Office (ITSO) program budgets are developed each year using a zero-based budget methodology. This means that each Fiscal Year, the budgets are built from the ground up, starting at zero and include the program's needs for the current Fiscal Year and projected for four additional Fiscal Years. In general, ITSO program budgets often include cyclical increases and decreases. These variances are usually caused by items such as the need to replace end-of-life hardware, the requirement to perform a software upgrade, the end of pre-negotiated contract maintenance agreements, or one-time cost savings through new technology projects. The current FY 2013/14 ITSO program budgets do not include any new projects. Any new projects would require both JCTC and TCBWG approval prior to inclusion in any ITSO program budget.

Comment 1

I also noted in several areas of the larger document that COA projects were listed (e.g., see page 222 re COA eFiling project and 238 re COA CMS and ETMS). I assume these projects are funded with COA funding and not the IMF.

Many ITSO units include staff that support both trial court and appellate court programs. When a unit's activities are being described, the description might contain references to both types of business partners. For instance, e-filing expertise is contained in one unit that supports both trial court and appellate court requests. The staff would be funded from both General Fund and trial court special funds matching the type of project support supplied.

Comment 2

It would also be helpful if the larger projects like CCMS, Phoenix and any others that use funds from a combination of the General Fund, TCTF and IMF had a separate accounting, with all funds included, so that the entire cost could be understood.

Where staff was able, given limitations in data and time, they did provide all funds sources that support each individual project or program and/or compute through an allocation methodology the General Fund support amount for a specific project/program.

Request 2

Regarding the Jury Management System, I would like to see how the \$600 K has been distributed between courts over the past 3 years (only FY12-13 data was provided).

ITSO did not allocate any Jury Program funding to the courts in FY 2010/11 or FY 2011/12. Instead, in these years, any royalties received from jury instructions were directed to other non-technology related jury projects for the courts.

Comment 3

Last note, on page 281 of the larger document, LA's cost for Phoenix, like the other 57 courts, was covered with IMF funds as authorized by the JC.

Regarding the amounts in Section 2 (payment on behalf of the court) of the table on pages 281-283, for FY 2012-2013 Los Angeles court's amount is zero because the court had indicated that it would not pay Phoenix costs in that year, so the court has zero benefit in that year. For FY 2013-2014, it was assumed that all courts would pay and a new methodology was used, as explained in the materials.

13) Statewide Admin Supplemental Funding (10-29-2013)

Statewide Administrative Infrastructure Supplemental Funding - Ongoing Allocations by Program and Cost Category

	CCTC Services			Interim CMS - SUSTAIN			CCMS V2			CCMS V3			Phoenix Human Resources			Phoenix Financial			Ongoing Supplemental Funding for Staffing Costs	Ongoing Supplemental Funding for Vendor Costs	Ongoing Supplemental Funding for Schedule C Charges	Total Ongoing Supplemental Funding
	Staffing (Ongoing)	Vendor Costs (Ongoing)	Schedule C Charges	Staffing (Ongoing)	Vendor Costs (Ongoing)	Schedule C Charges (Ongoing)	Staffing (Ongoing)	Vendor Costs (Ongoing)	Schedule C Charges	Staffing (Ongoing)	Vendor Costs (Ongoing)	Schedule C Charges	Staffing (Ongoing)	Vendor Costs (Ongoing)	Schedule C Charges	Staffing (Ongoing)	Vendor Costs (Ongoing)	Schedule C Charges				
	Col. A	Col. B	Col. C	Col. D	Col. E	Col. F	Col. G	Col. H	Col. I	Col. J	Col. K	Col. L	Col. M	Col. N	Col. O	Col. P	Col. Q	Col. R	Col. S	Col. T	Col. U	Col. V
Alameda	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Alpine	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Amador	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	79,478	441	21,923	79,478	441	21,923	101,842
Butte	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Calaveras	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Colusa	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contra Costa	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Del Norte	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
El Dorado	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fresno	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Glenn	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Humboldt	-	-	61,033	43,616	-	193,009	-	-	-	-	-	-	-	-	-	66,982	-	52,084	110,598	-	306,126	416,724
Imperial	-	-	49,460	11,594	92,822	165,448	-	-	-	-	-	-	-	-	-	-	-	-	11,594	92,822	214,908	319,324
Inyo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Kern	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Kings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lake	-	26,151	140,598	-	43,289	105,048	-	-	-	-	-	-	-	-	24,095	-	-	25,091	-	69,440	294,832	364,272
Lassen	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Los Angeles	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Madera	-	-	299,197	-	-	96,504	-	-	-	-	-	-	-	-	-	-	-	30,390	-	-	426,091	426,091
Marin	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mariposa	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mendocino	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Merced	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Modoc	-	-	62,930	-	-	66,341	-	-	-	-	-	-	-	-	-	-	-	9,488	-	-	138,759	138,759
Mono	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Monterey	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Napa	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nevada	-	-	1,556	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,171	-	-	18,727	18,727
Orange	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Placer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Plumas	-	-	2,065	-	-	62,208	-	-	-	-	-	-	-	-	-	25,400	-	15,062	25,400	-	79,335	104,735
Riverside	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sacramento	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
San Benito	-	-	127,631	-	26,644	96,504	-	-	-	-	-	-	-	-	-	-	-	20,639	-	26,644	244,774	271,418
San Bernardino	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	198,554	-	-	198,554	198,554
San Diego	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
San Francisco	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
San Joaquin	-	-	-	-	-	-	-	-	-	-	48,420	243,960	-	-	-	68,261	-	159,114	68,261	48,420	403,074	519,755
San Luis Obispo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
San Mateo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Santa Barbara	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Santa Clara	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Santa Cruz	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Shasta	-	-	4,577	-	-	-	-	-	-	-	-	-	-	-	-	67,866	-	-	67,866	-	-	67,866
Sierra	-	-	1,428	-	-	-	-	-	-	-	-	-	-	-	-	98,812	10,077	90,883	98,812	10,077	95,460	204,349
Siskiyou	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	44,027	9,013	8,232	44,027	9,013	9,660	62,700
Solano	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sonoma	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Stanislaus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sutter	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32,520	-	-	32,520	32,520
Tehama	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trinity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tulare	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tuolumne	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	74,438	26,356	-	74,438	26,356	100,794
Ventura	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Yolo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	73,417	19,000	43,090	73,417	19,000	43,090	135,507
Yuba	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	63,964	-	-	63,964	-	-	63,964
Total	\$ -	\$ 26,151	\$ 750,475	\$ 55,210	\$ 162,755	\$ 785,062	\$ -	\$ -	\$ -	\$ -	\$ 48,420	\$ 243,960	\$ -	\$ -	\$ 24,095	\$ 588,207	\$ 112,969	\$ 750,597	\$ 643,417	\$ 350,295	\$ 2,554,189	\$ 3,547,901

13) Statewide Admin Supplemental Funding (10-29-2013)

Phoenix Financial Services Charges to the Courts**Offset in FY 2013-14 by the State Trial Court Improvement and Modernization Fund**

Court	FY 2011-12 Charges Less FY 2013-14 Virtual Buyer Charges
Alameda	\$ 381,129
Alpine	3,277
Amador	14,108
Butte	68,305
Calaveras	15,079
Colusa	6,033
Contra Costa	208,602
Del Norte	12,316
El Dorado	34,101
Fresno	258,771
Glenn	12,341
Humboldt	46,396
Imperial	59,035
Inyo	8,049
Kern	239,691
Kings	43,239
Lake	17,420
Lassen	8,834
Los Angeles	-
Madera	30,363
Marin	86,669
Mariposa	5,802
Mendocino	33,768
Merced	58,024
Modoc	4,008
Mono	6,854
Monterey	110,970
Napa	46,467
Nevada	28,703
Orange	710,790
Placer	71,789
Plumas	7,686
Riverside	388,511
Sacramento	342,002
San Benito	11,483
San Bernardino	396,411
San Diego	708,995
San Francisco	244,616
San Joaquin	153,426
San Luis Obispo	79,905
San Mateo	196,974
Santa Barbara	144,066
Santa Clara	361,206
Santa Cruz	62,869
Shasta	83,299
Sierra	3,659
Siskiyou	21,944
Solano	124,592
Sonoma	110,519
Stanislaus	113,129
Sutter	30,614
Tehama	23,888
Trinity	6,209
Tulare	124,829
Tuolumne	23,020
Ventura	194,055
Yolo	54,298
Yuba	19,621
Total	\$ 6,662,758

The 2015-16 Budget:

Governor's Criminal Justice Proposals



MAC TAYLOR • LEGISLATIVE ANALYST • FEBRUARY 2015

TABLE OF CONTENTS

Executive Summary	3
Criminal Justice Budget Overview	5
California Department of Corrections and Rehabilitation	7
Overview	7
Adult Prison Population Projected to Decline and Parolee Population Projected to Remain Stable.....	8
CDCR Spending Since Realignment.....	10
Americans With Disabilities Act Improvements.....	11
Federal Receiver for Inmate Medical Services	12
Judicial Branch	16
Overview	16
Impact of Increased Funding Proposed for Trial Court Operations	17
Modifications to the IMF	20
Judicial Branch Rent Increases	25
Local Public Safety	27
Overview	27
Funding for Law Enforcement Training	27
City Law Enforcement Grants.....	35
Department of Justice	36
Initiatives Workload	36
Summary of LAO Recommendations	39

EXECUTIVE SUMMARY

Overview. The Governor's budget proposes a total of \$15 billion from various fund sources for judicial and criminal justice programs in 2015-16. This is an increase of \$306 million, or 2.1 percent, above estimated expenditures for the current year. The budget includes General Fund support for judicial and criminal justice programs of \$11.9 billion in 2015-16, which is an increase of \$308 million, or 2.6 percent, over the current-year level. In this report, we assess many of the Governor's budget proposals in the judicial and criminal justice area and recommend various changes. Below, we summarize our major recommendations, and provide a complete listing of our recommendations at the end of the report.

Inmate Medical Care. The Governor's budget provides \$76.4 million from the General Fund to the federal Receiver for additional permanent staff for the recently opened California Health Care Facility (CHCF) in Stockton to ensure adequate staffing upon full activation. We note, however, an independent assessment of CHCF found that the facility requires fewer staff than proposed in the budget. Since this assessment was conducted before the facility was fully activated, it is unclear whether all the requested positions are necessary. Accordingly, we recommend approving some positions on a one-year, limited-term basis. In order to assess whether the limited-term positions are necessary on an ongoing basis, we also recommend contracting out for an updated staffing analysis for CHCF.

The budget also includes \$4.9 million from the General Fund and 30 positions to expand the Receiver's quality management efforts in 2015-16. However, given that the Receiver's current quality management section was found to be unnecessarily large by an independent assessment, we recommend rejecting the Governor's proposal.

Trial Courts. The Governor's budget includes \$109.9 million in increased General Fund support for trial court operations—\$90.1 million from a 5 percent base increase and \$19.8 million to backfill an expected decline in fine and fee revenue in 2015-16. There are no reporting requirements for, or constraints on, the use of these funds to ensure that they will be used in a manner that is consistent with legislative priorities. To help increase legislative oversight, we recommend that the Legislature (1) provide courts with its priorities for how the funds from the augmentation should be spent and (2) take steps towards establishing a comprehensive trial court assessment program, which will help the Legislature determine whether the funding provided to the courts is being used effectively.

The administration is also proposing to address a shortfall in the Improvement and Modernization Fund (IMF), which supports projects and services benefiting trial courts. This is necessary because the Judicial Council has not sufficiently reduced expenditures from the IMF to match the decline in revenues. To address the shortfall, the administration is proposing to reduce the amount of revenue transferred out of the IMF. While we recommend reducing the amount transferred out of the IMF, we also recommend that the Legislature exercise greater oversight of its expenditures by requiring the Judicial Council to report on planned expenditures from the fund and prioritizing expenditures from the fund in statute.

2015-16 BUDGET

Funding for Local Law Enforcement Training. The Governor proposes several changes to address shortfalls in fine and fee revenue deposited into two state funds—the Peace Officer Training Fund (POTF) and the Corrections Training Fund (CTF)—that are used to support local law enforcement training. First, the Governor proposes a traffic amnesty program to temporarily increase fine and fee revenue to the funds. The amnesty program would allow certain individuals who are delinquent in paying their fines and fees to reduce their debt by 50 percent if they pay the reduced amount in full. In addition, the administration is proposing to restructure the expenditures from the POTF and zero-base budget the POTF and CTF, as well as the other funds that are supported by the same revenue source.

Based on our analysis, we find that the Governor’s proposed amnesty program is unlikely to raise the amount of revenue required to address the shortfalls in the POTF and CTF, and could potentially negatively affect future collections. In addition, we find it unlikely that the planned expenditure reductions from the POTF are achievable. Accordingly, we recommend that the Legislature: (1) reject the proposed traffic amnesty program, (2) make more targeted reductions in POTF expenditures than proposed by the Governor, (3) reduce expenditures from the CTF, and (4) approve the zero-base budgeting proposal. Given the overall decline in fine and fee revenue affecting various state funds (including the POTF and CTF), we also recommend that the Legislature consider comprehensively evaluating funds receiving fine and fee revenue and restructuring the overall process of collecting fines and fees.

CRIMINAL JUSTICE BUDGET OVERVIEW

The primary goal of California's criminal justice system is to provide public safety by deterring and preventing crime, punishing individuals who commit crime, and reintegrating criminals back into the community. The state's major criminal justice programs include the court system, the California Department of Corrections and Rehabilitation (CDCR), and the Department of Justice (DOJ). The Governor's budget proposes total expenditures of nearly \$15 billion for judicial and criminal justice programs. Below, we describe recent trends in state spending on criminal justice and provide an overview of the major changes in the Governor's proposed budget for criminal justice programs in 2015-16.

State Expenditure Trends

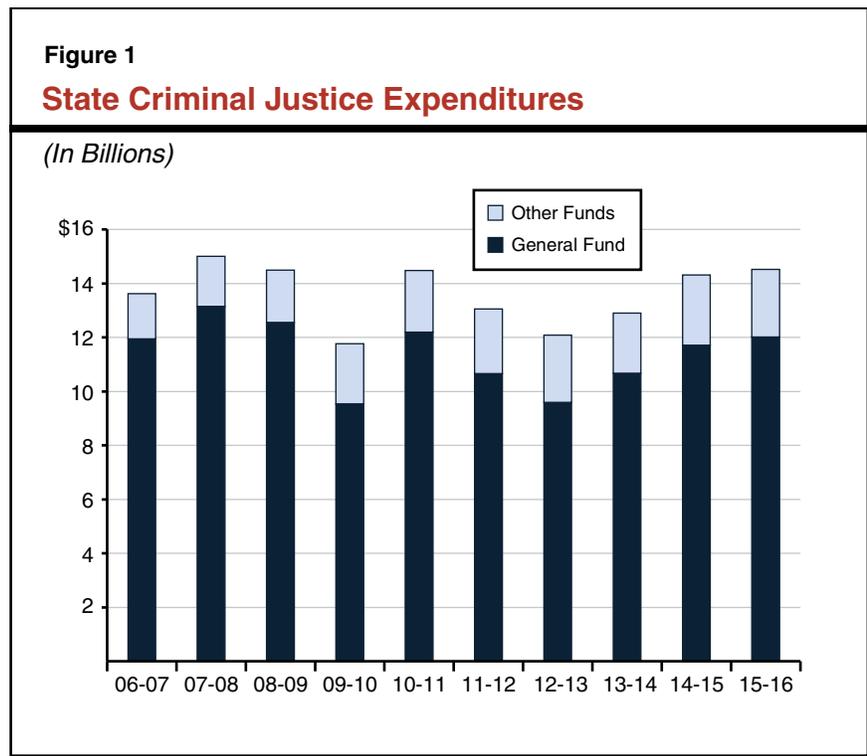
Over the past decade, total state expenditures on criminal justice programs has varied. As shown in Figure 1, criminal justice spending declined between 2010-11 and 2012-13. This is primarily due to two factors. First, in 2011, the state realigned various criminal justice responsibilities to the counties, including the responsibility for certain low-level felony offenders. This realignment reduced state correctional spending. Second, the judicial branch—particularly the trial courts—received significant one-time and ongoing General Fund reductions.

Since 2012-13, overall state spending on criminal justice programs has

increased. As we discuss later in this report, this was largely due to additional funding for CDCR and the trial courts. For example, increased CDCR expenditures resulted from (1) increases in employee compensation costs, (2) the activation of a new health care facility, and (3) costs associated with increasing capacity to reduce prison overcrowding. During this same time period, General Fund augmentations were provided to the trial courts to partially offset reductions made in prior years.

Governor's Budget Proposal

As shown in Figure 2 (see next page), the Governor's 2015-16 budget includes a total of \$15 billion from all fund sources for judicial and criminal justice programs. This is an increase of \$306 million (2.1 percent) over the revised 2014-15 level of spending. General Fund spending is proposed to be \$11.9 billion in 2015-16, which



2015-16 BUDGET

represents an increase of \$308 million (2.6 percent) above the revised 2014-15 level.

Major Budget Proposals. The most significant proposals for new spending are related to CDCR and the judicial branch. For example, the Governor's budget includes \$71 million for CDCR for increases in salary and benefit costs, as well as various other augmentations related to various lawsuits against the department. Some of these augmentations include (1) \$76 million for additional staff for the CHCF in Stockton to improve inmate medical care in response to the *Plata v. Brown* case, (2) \$42 million to comply with a court order in the *Coleman v. Brown* case related to mental health care for inmates, and (3) \$36 million to activate three new infill facilities to comply with a court order to reduce prison

overcrowding. These augmentations are partially offset by reduced spending elsewhere in the CDCR budget, including a \$72 million reduction for correctional relief staff (correctional staff who fill in for other correctional employees who are away on leave). In addition, the budget proposes various augmentations for the judicial branch, including \$90 million for a 5 percent General Fund augmentation for the trial courts.

Decline in Fine and Fee Revenue Collected. The Governor's budget includes a number of proposals to address a decline in the amount of fine and fee revenue allocated to various state funds. (Fine and fee revenue is collected from individuals convicted of criminal offenses, including traffic violations.) These proposals include: (1) additional General Fund resources to backfill fine and fee

Figure 2

Judicial and Criminal Justice Budget Summary*(Dollars in Millions)*

	Actual 2013-14	Estimated 2014-15	Proposed 2015-16	Change From 2014-15	
				Amount	Percent
Department of Corrections and Rehabilitation	\$9,293	\$10,124	\$10,283	\$159	1.6%
General Fund ^a	9,173	9,846	10,008	162	1.6
Special and other funds	120	277	275	-3	-1.0
Judicial Branch	\$3,067	\$3,293	\$3,474	\$181	5.5%
General Fund	1,208	1,445	1,585	141	9.7
Special and other funds	1,859	1,848	1,888	40	2.2
Department of Justice	\$701	\$793	\$793	—	—
General Fund	172	201	201	—	0.2%
Special and other funds	529	593	592	-1	-0.1
Board of State and Community Corrections	\$111	\$191	\$171	-\$20	-10.3%
General Fund	44	69	81	12	17.1
Special and other funds	67	122	90	-31	-25.8
Other Departments^b	\$229	\$248	\$234	-\$14	-5.7%
General Fund	63	62	55	-7	-12.0
Special and other funds	166	186	179	-7	-3.6
Totals, All Departments	\$13,401	\$14,648	\$14,955	\$306	2.1%
General Fund	\$10,660	\$11,623	\$11,930	\$308	2.6%
Special and other funds	2,741	3,026	3,024	-1	—

^a Does not include revenues to General Fund to offset corrections spending from the federal State Criminal Alien Assistance Program.

^b Includes Office the Inspector General, Commission on Judicial Performance, Victims Compensation and Government Claims Board, Commission on Peace Officer Standards and Training, State Public Defender, and debt service on general obligation bonds.

Note: Detail may not total due to rounding.

2015-16 BUDGET

revenue that supports trial court operations, (2) structural changes to one of the judicial branch's special funds, and (3) a proposed traffic amnesty program to address immediate shortfalls in two special funds that support local law enforcement training.

Previously, such shortfalls have sometimes been addressed through increases in fines and fees. However, this may no longer be a viable solution because recent increases have generated less

additional revenue than expected. As we discuss later in this report, the Legislature may want to consider taking a more comprehensive approach towards addressing this issue before other special funds receiving these revenues become insolvent. Such steps could focus on strategically increasing revenue collections, reducing expenditures from the funds that receive fine and fee revenue, or changing how the state uses and allocates fine and fee revenue entirely.

CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION

Overview

The CDCR is responsible for the incarceration of adult felons, including the provision of training, education, and health care services. As of February 4, 2015, CDCR housed about 132,000 adult inmates in the state's prison system. Most of these inmates are housed in the state's 34 prisons and 43 conservation camps. About 15,000 inmates are housed in either in-state or out-of-state contracted prisons. The department also supervises and treats about 44,000 adult parolees and is responsible for the apprehension of those parolees who commit new offenses or parole violations. In addition, about 700 juvenile offenders are housed in facilities

operated by CDCR's Division of Juvenile Justice, which includes three facilities and one conservation camp.

The Governor's budget proposes total expenditures of \$10.3 billion (\$10 billion General Fund) for CDCR operations in 2015-16. Figure 3 shows the total operating expenditures estimated in the Governor's budget for the current year and proposed for the budget year. As the figure indicates, the proposed spending level is an increase of \$159 million, or about 2 percent, from the 2014-15 spending level. This increase reflects higher costs related to (1) employee compensation, (2) increased staffing for CHCF, (3) complying

Figure 3

Total Expenditures for the California Department of Corrections and Rehabilitation

(Dollars in Millions)

	2013-14 Actual	2014-15 Estimated	2015-16 Proposed	Change From 2014-15	
				Amount	Percent
Prisons	\$8,195	\$8,894	\$8,949	\$55	1%
Adult parole	457	445	547	102	23
Administration	427	556	561	5	1
Juvenile institutions	176	185	183	-2	-1
Board of Parole Hearings	37	44	43	-1	-2
Totals	\$9,293	\$10,124	\$10,283	\$159	2%

2015-16 BUDGET

with a court order regarding the way the state handles inmates with mental illnesses, and (4) the activation of new infill bed facilities located at Mule Creek and R.J. Donovan prisons. This additional spending is partially offset by reduced spending for correctional relief staff, workers' compensation, and a projected slight decrease in the prison population.

Adult Prison Population Projected to Decline and Parolee Population Projected to Remain Stable

Background

The average daily prison population is projected to be about 133,000 inmates in 2015-16, a decline of roughly 1,900 inmates (1 percent) from the estimated current-year level. This decline is largely due to an estimated reduction in the inmate population resulting from the implementation of various court-ordered population reduction measures (such as increased credit earnings for certain inmates) as well as Proposition 47, which was approved by voters in November 2014. Proposition 47 reduces penalties for certain offenders convicted of nonserious and nonviolent property and drug crimes and allows certain offenders currently serving sentences for such crimes to request that the courts resentence them to lesser terms. The reduction in new prison admissions due to Proposition 47 is offset by other factors. In particular, CDCR reports an increase in the number of offenders convicted as "second strikers." (Under the state's Three Strikes law, an offender with one previous serious or violent felony conviction who is convicted for any new felony can be sentenced to twice the term otherwise required under law for the new conviction and must serve the sentence in state prison. These particular offenders are commonly referred to as second strikers.) The department estimates that it will

receive 12,400 second strikers in 2015-16, which is an increase of 68 percent from the 2011-12 level of 7,400.

The average daily parole population is projected to remain stable at 42,000 parolees in the budget year. This is because there are factors that are projected to have offsetting influences on this population. On the one hand, the parole population is expected to continue to decline as a result of the 2011 realignment, which shifted from the state to the counties the responsibility for supervising certain offenders following their release from prison. On the other hand, this decline is completely offset by a projected increase in parolees from the implementation of court-ordered population reduction measures and Proposition 47, which will result in certain inmates being paroled early.

Governor's Proposal

As part of the Governor's January budget proposal each year, the administration requests modifications to CDCR's budget based on projected changes in the prison and parole populations in the current and budget years. The administration then adjusts these requests each spring as part of the May Revision based on updated projections of these populations. The adjustments are made both on the overall population of offenders and various subpopulations (such as inmates housed in contract facilities and sex offenders on parole). As can be seen in Figure 4, the administration proposes net increases of \$4.3 million in the current year and \$58.5 million in the budget year.

The current-year net increase in costs is primarily due to an adjustment to medical staffing levels to account for a technical error related to staffing. These costs are mostly offset by savings related to in-state contract beds due to a lower-than-expected population housed in such beds. The budget-year net increase in costs is largely related

2015-16 BUDGET

to (1) the activation of new infill bed facilities at Mule Creek prison in Ione and R.J. Donovan prison in San Diego, (2) a projected increase in certain populations of inmates needing mental health care, and (3) the activation of a new mental health treatment unit for condemned inmates at San Quentin prison. These increases are partially offset by a projected reduction in the inmate population.

In past years, the population projections have included the department's estimate of what the average annual inmate population will be in each of the four fiscal years following the budget year. The department's population projections are always subject to some uncertainty because the prison population depends on several factors (such as crime rates and county sentencing practices) that are hard to predict. However, according to the administration, this year's projections are particularly uncertain due to the additional challenge of estimating the effects of Proposition 47 and other court-ordered population reduction measures. Due in part to this, CDCR has decided not to publish its estimate of the inmate population beyond 2015-16.

Proposition 47-Related Population Proposals Raise Concern

In our recent report, *The 2015-16 Budget: Implementation of Proposition 47*, we raise concerns that the administration may be underestimating the population impacts of Proposition 47 and thus overestimating the inmate population for

Figure 4

Governor's Population-Related Proposals

(Dollars in Millions)

	2014-15	2015-16
Population Assumptions		
Prison Population—2014-15 Budget Act	135,482	135,482
Prison Population—2015-16 Governor's Budget	134,986	133,109
Prison Population Adjustment	-496	-2,373
Parole Population—2014-15 Budget Act	41,874	41,874
Parole Population 2015-16 Governor's Budget	41,874	42,003
Parole Population Adjustments	—	129
Budget Adjustments		
Medical staffing adjustment	\$12.4	\$10.8
New inmate housing activations	0.9	41.0
Inmate-related adjustments	0.1	-7.7
Contract bed adjustments	-9.5	2.3
Other adjustments	0.4	12.1
Proposed Budget Adjustments	\$4.3	\$58.5

2015-16. In addition, we raise concerns with the administration's plan for managing the state's prison capacity following the implementation of Proposition 47. Specifically, we find that the proposed level of contract bed funding appears higher than necessary. We are also concerned that the administration has not provided the Legislature with long-term population projections, as this makes it impossible for the Legislature to make an informed decision regarding how to adjust the state's prison funding and capacity in response to Proposition 47.

LAO Recommendation

We recommend that the Legislature not approve the proposed level of contract bed funding until the department can provide additional information justifying the need for contract beds. With regard to the portions of the Governor's proposal not related to contract beds, we withhold recommendation until the May Revision. We will continue to monitor CDCR's populations, and make recommendations based on the administration's revised population projections and

2015-16 BUDGET

budget adjustments included in the May Revision. Finally, we recommend that the Legislature direct CDCR to resume its historical practice of providing long-term population projections biannually in order to assist the Legislature in determining how best to adjust prison capacity in response to Proposition 47.

CDCR Spending Since Realignment

2011 Realignment. In 2011, the state enacted legislation that realigned responsibility for managing certain felony offenders from the state to the counties and provided counties funding to support their new responsibilities. Specifically, the 2011 realignment limited the type of offender that could be sent to state prison and parole. These changes were expected to significantly reduce the state’s prison and parole populations, and create significant state savings.

CDCR Spending Initially Declined. . . . Shortly after the implementation of the 2011 realignment, CDCR released a report (referred to as the “blueprint”) on the administration’s plan to reorganize various aspects of CDCR operations, facilities, and budgets. The blueprint estimated that the state would make a total of \$1.5 billion in reductions to CDCR by 2015-16 as a result of the 2011 realignment. As shown in Figure 5, expenditures for CDCR did decline following the 2011 realignment. Specifically, the department’s expenditures declined by \$1 billion from 2010-11 to 2012-13—from \$9.7 billion to \$8.7 billion.

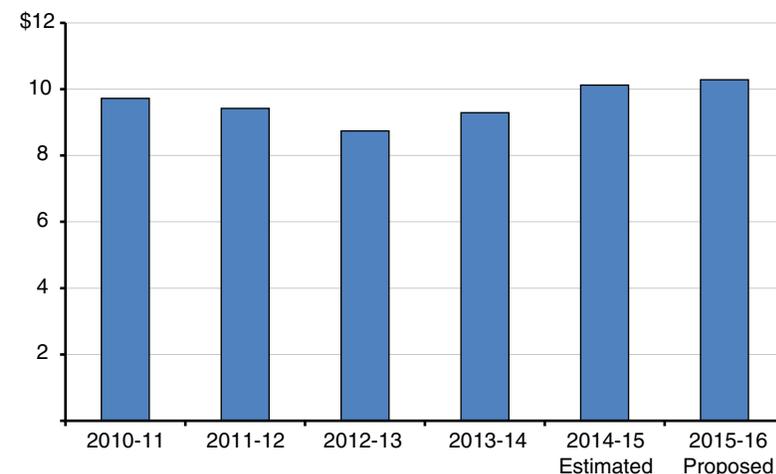
. . . But Has Recently Increased. However, many of the reductions made to CDCR’s budget have been offset by increased costs. Consequently, CDCR’s budget began increasing in 2013-14 and is proposed to reach a level of \$10.3 billion in 2015-16—reflecting a \$1.6 billion increase since 2012-13. As we discuss below, this increase is driven by increased costs associated with (1) employee compensation, (2) the activation of a new prison health care facility, (3) additional prison capacity to reduce prison overcrowding, and (4) other cost drivers.

Employee Compensation. The costs to operate CDCR’s prisons and supervise state parolees has been impacted by significant increases in employee compensation costs. For example, the department’s contribution rate for retirement for employees in peace officer classifications, including correctional officers, has increased by roughly one-third since 2012-13. In addition, the contract approved by the state in 2013 for Bargaining Unit 6 employees—most of whom are correctional officers—included several provisions that have increased CDCR’s employee compensation costs (such as a 4 percent

Figure 5

CDCR Spending Declined After the 2011 Realignment but Has Increased in Recent Years

(In Billions)



salary increase). We estimate that the above changes account for roughly \$400 million of the increase since 2012-13.

Activation of New Prison Health Care Facility.

The activation of CHCF in Stockton in 2013-14 has also increased CDCR's costs. In 2006, a federal court found that CDCR was not providing a constitutional level of medical care and appointed a Receiver to take over the direct management and operation of the state's prison medical care delivery system. In order to address inadequacies in CDCR's health care infrastructure identified by the court, the Receiver developed a health care facility improvement plan which included the construction of CHCF. The Governor's 2015-16 budget includes \$295 million for the operation of CHCF.

Additional Prison Capacity. Another significant driver of CDCR's costs is the addition of prison capacity to comply with a federal court order to reduce prison overcrowding. This order was issued after the federal courts found that prison overcrowding was the primary cause of the state's inability to deliver a constitutional level of prison medical care. In response to the order, the department has added thousands of contract beds in recent years and intends to activate three new infill facilities in 2015-16. The Governor's proposed budget includes \$495 million for contract beds in 2015-16. This represents an increase of \$223 million from the 2012-13 level of \$272 million and reflects an increase of nearly 6,000 contract beds over the same time period. In addition, the Governor's budget also includes \$36 million for the activation of the three new infill facilities described above.

Other Cost Drivers. The remaining increase in CDCR's expenditures between 2012-13 and 2015-16 is due to various factors. For example, the department has incurred increased costs related to (1) lease revenue debt service, (2) the reactivation of its correctional officer academy, and (3) inmate pharmaceuticals.

Americans With Disabilities Act Improvements

Background

The federal Americans with Disabilities Act (ADA) requires all public entities to provide individuals with disabilities equal access to programs and services. In 1994, a federal court ruled in a lawsuit, *Armstrong v. Brown*, that CDCR was in violation of the ADA. The *Armstrong* court ordered the department to (1) bring its practices and institutions into compliance with the ADA and (2) ensure that disabled inmates and parolees have equal opportunity to participate in programs, services, and activities as nondisabled inmates and parolees.

In May 2014, CDCR requested \$17.5 million to perform a variety of upgrades to prisons to ensure that they meet *Armstrong* and ADA standards. That proposal noted that future funding would be necessary to upgrade additional prisons. At that time the department submitted information justifying the proposal, such as a detailed description of the proposed projects and their costs, and the Legislature approved the request as part of the 2014-15 budget.

Governor's Proposal

The administration proposes a total of \$38 million from the General Fund—\$19 million in 2015-16 and \$19 million in 2016-17—to construct ADA improvements at 14 prisons. According to the administration, different projects may be required at each facility, which could include accessible cells, chairs, ramps, and walkways, among other changes. The proposal, however, does not identify which 14 prisons will receive modifications, nor does it provide any details about the specific projects or costs associated with each prison.

2015-16 BUDGET

Proposal Lacks Key Information and Limits Legislative Oversight

Unlike when funding was requested for ADA improvements for 2014-15, the administration's proposal for 2015-16 currently lacks sufficient information for the Legislature to evaluate it. While the administration indicates that the proposed \$19 million would support projects at 14 prisons, it has not indicated (1) which prisons will receive modifications, (2) what specific problems exist at those prisons, (3) what specific projects will be undertaken at each prison to address the associated problem, and (4) the cost of each project and potential alternatives. Moreover, according to CDCR, the department has been working with *Armstrong* plaintiffs to achieve compliance. Based on those discussions, the department will identify the specific projects that would be funded from this proposal. The department stated that a list of accessibility improvements is not currently available. Without this information the Legislature cannot assess whether the planned projects are the most cost-effective method of achieving ADA and *Armstrong* compliance.

LAO Recommendation

While we recognize the need to provide ADA accessibility in all of CDCR's prisons and be in compliance with *Armstrong* standards, we are concerned that the Governor's proposal lacks sufficient detail for the Legislature to assess whether the proposed changes are appropriate and cost-effective. As such, we recommend that the Legislature withhold action on the Governor's proposal and require CDCR to provide additional information at budget hearings to justify the request. This information should include (1) an update on CDCR's discussions with *Armstrong* plaintiffs and how such discussions impact the department's request and planned projects, (2) which prisons will receive renovations, (3) the

existing problems in those prisons, (4) the specific projects that will be undertaken in each prison, and (5) the cost of each project and any alternatives that were considered. If the department does not provide this information to the Legislature, we would recommend rejecting the proposed funding. If, however, CDCR provides this information, our office will analyze it and make specific recommendations based on our analysis.

Federal Receiver for Inmate Medical Services

CHCF Staffing

Background. The CHCF in Stockton was designed to provide health care for 2,951 prison inmates with more serious mental and medical conditions. According to the Receiver, centralizing such inmates in one facility would result in a more efficient delivery of health care. The Receiver has indicated that the design of CHCF makes it unprecedented in nature. The CHCF opened in fall 2013 and was initially estimated to require \$82 million and 810 positions for clinical staffing when fully activated. However, admissions to the facility were halted soon after it opened as it immediately began experiencing problems. Specifically, the Receiver identified serious inadequacies in clinical and custody staffing, a lack of basic supplies, and infection outbreaks. The CHCF has since resumed admissions, and currently houses about 1,900 inmates.

Governor's Proposal. The Governor's budget proposes a General Fund augmentation of \$76.4 million and 714.7 additional clinical positions in 2015-16 to ensure adequate staffing upon full activation, including primary care, nursing, and support staff. (The Receiver is also seeking a supplemental appropriation to cover the partial-year cost of the proposed staffing increase in 2014-15.) If the proposed augmentation to

2015-16 BUDGET

CHCF staffing is approved, total clinical staffing costs would increase from about \$82 million annually to about \$158 million annually, and staffing levels would increase from 810 positions to 1,525 positions.

Proposal Exceeds Independent Assessment Recommendations. In January 2014, the Receiver contracted with CPS HR Consulting for an independent assessment of the clinical staffing levels at CHCF. The assessment included a review of the current CHCF staffing levels and recommendations for ongoing clinical staffing levels. As part of the review, the consulting firm conducted on-site reviews of staff responsibilities and patient records. However, during the time of these visits, CHCF was less than half-filled. In July 2014, CPS HR released a report summarizing its findings and recommendations. Specifically, the report found that the current staffing levels at CHCF are inadequate and included recommendations to increase the number of staff positions by about 600. Such an increase would cost about \$60 million annually.

As mentioned above, the Governor's proposal recommends increasing staffing by 714.7 positions, at a cost of \$76.4 million. This is about 100 positions and \$16 million more than recommended by CPS HR. According to the Receiver's office, this is due to several reasons. First, the Receiver's office notes that certain services were not included in the CPS HR analysis, such as mental health group treatment. Second, the office notes that the analysis did not account for supervisory and administrative staff, which the Receiver believes are necessary to provide adequate care. Finally, the Receiver notes that because CPS HR did not visit CHCF when it was at full capacity, the analysis did not account for issues that have arisen since the facility expanded its operations. For example, the analysis did not include staffing for a mental health unit that was

not open at the time the consulting group visited CHCF.

While the overall staffing levels proposed by the Receiver for CHCF are higher than the CPS HR recommendations, we note that the Receiver's proposal excludes some positions recommended by CPS HR. For example, the Receiver's request includes fewer certified nursing assistants than recommended by CPS HR. According to the Receiver, this is because certified nursing assistants cannot perform certain tasks like other classifications, such as licensed vocational nurses. Given the unprecedented nature of CHCF, it is difficult to assess whether deviations from the CPS HR analysis are appropriate, or whether other changes to the analysis are needed.

LAO Recommendations. Given the deficiencies in care identified at CHCF, we recommend the Legislature approve the additional clinical staffing and funding requested. However, in view of the above concerns, we recommend that only a portion of the staff be approved on an ongoing basis and the remainder on a limited-term basis. Specifically, we recommend that the Legislature approve the staffing recommended by the CPS HR staffing analysis—excluding those staff the Receiver found to be unnecessary—on an ongoing basis. This amounts to about \$52 million and 515 permanent positions. For the remaining positions not recommended by CPS HR, we recommend that the Legislature approve them on a one-year, limited-term basis because it is unclear whether all of these positions are necessary. This amounts to about \$24 million and 200 limited-term positions.

In order to assess whether the above limited-term positions are necessary on an ongoing basis and whether care can be delivered in a more efficient manner than proposed by the Receiver, we further recommend that the Legislature require the Receiver to contract for an updated staffing analysis for CHCF. This staffing analysis, which

2015-16 BUDGET

would likely cost less than \$100,000, should include (1) a review of all positions not recommended by the CPS HR analysis, and (2) whether adequate care can be delivered with fewer positions. As this analysis would be carried out after CHCF is fully activated, it would provide better information on what the ongoing staffing needs of CHCF are than the other reviews conducted to date. The results of the analysis should be provided to the Legislature in time for its consideration of the 2016-17 budget.

Valley Fever Testing

Background. Valley Fever is a disease caused by inhaling fungal spores found in the soil in many areas of California. Most people who get Valley Fever have few or no symptoms, but some individuals can experience severe symptoms similar to flu or pneumonia or even die. Once an individual has Valley Fever he or she cannot get it again. The fungal spores that can cause Valley Fever are particularly common in the areas surrounding Pleasant Valley State Prison (PVSP) in Coalinga and Avenal State Prison (ASP). Currently, about 500 inmates in California prisons have Valley Fever. More than 80 percent of these inmates are housed at ASP and PVSP. The Receiver spends about \$23 million annually for care and treatment of inmates with Valley Fever.

In April 2013, the Receiver requested assistance from the federal Centers for Disease Control and Prevention (CDC) in reducing the number of Valley Fever cases. In July 2014, the CDC recommended several options for the Receiver to consider. For example, the CDC recommended excluding from placement at ASP and PVSP inmates who do not have Valley Fever. Under this policy, inmates who test negative for Valley Fever would be excluded from placement at ASP or PVSP, while inmates who test positive would be eligible to be housed at ASP or PVSP. The rationale is that excluding inmates who test negative from placement at ASP or PVSP

could eventually reduce Valley Fever cases by about 60 percent, as such exclusion would reduce their likelihood of obtaining Valley Fever.

Governor's Proposal. Accordingly, the Receiver recently spent \$5.4 million on sufficient supplies to test 90,000 inmates for Valley Fever. On January 12, 2015, the tests were administered to roughly 30,000 consenting inmates. The Receiver is seeking a supplemental appropriation in the current year to cover the costs of the medical supplies already purchased. In the future, the Receiver will administer Valley Fever skin tests to all new inmates entering the prison system who are eligible for placement at ASP and PVSP. The Receiver anticipates that savings from not treating Valley Fever in the future would offset future testing costs.

Proposal Does Not Account for Future Savings. According to the Receiver, the potential reduction in the number of inmates with Valley Fever will likely generate some medical care-related savings in 2015-16 and thereafter. However, the Governor's budget does not reflect any potential savings. Given that the Receiver spends \$23 million on Valley Fever treatment each year and the CDC estimates that its recommendations could decrease Valley Fever cases by 60 percent, the Receiver could eventually see a reduction in treatment costs of around \$14 million annually within a few years. Though the proposal indicates that savings could be used to fund ongoing testing, such testing is only estimated to cost a couple million dollars annually. In addition, the Receiver used only about one-third of testing supplies it purchased. According to the Receiver's office, they will use those tests for their ongoing testing, which would reduce the ongoing costs associated with Valley Fever in the budget year. Despite these considerations, the administration has not provided information on how any additional savings would be used.

LAO Recommendation. We do not have concerns with the Receiver having tested inmates

2015-16 BUDGET

for Valley Fever in January of this year. However, we are concerned that the Governor's proposal does not account for all the savings associated with implementing an ongoing Valley Fever testing process. Accordingly, we recommend that the Legislature request that the Receiver report at budget hearings this spring on (1) the amount of annual savings from reductions in the number of inmates with Valley Fever and (2) how he plans to account for these savings in the budget year and on an ongoing basis. This would ensure the Legislature has sufficient oversight of the Receiver's budget, and that any savings as a result of Valley Fever testing are spent in a way that is consistent with the Legislature's priorities.

Quality Management Expansion

Background. In June 2008, the federal court approved the Receiver's "Turnaround Plan of Action" to achieve a sustainable constitutional level of medical care. The plan identified six major goals for the state's inmate medical care program, including specific objectives and actions for each goal. One of the identified goals was to implement a quality assurance and continuous improvement program to (1) track prison performance on a variety of measures (such as access to care), (2) provide some training and remedial planning (for example, developing a plan to improve access to care at a prison that is struggling to meet that goal), and (3) share best practices across prisons, among other tasks.

Currently, the quality management section within the Receiver's office has 32 positions and a budget of \$3.9 million. In addition, there are also 170 staff statewide (5 positions at each prison) who are involved in quality management activities. These staff include psychologists, managers, and program specialists who perform quality management functions as well as other responsibilities. According to the department,

about 90 percent of their time is devoted to quality management activities.

Governor's Proposal. The Governor's budget proposes \$4.9 million from the General Fund and 30 positions to expand the Receiver's quality management efforts in 2015-16. Of the additional staff being requested, 20 positions are to develop quality management programs in the Receiver's new regional offices. Regional staff would be responsible for overseeing prisons located within their geographic area of responsibility. Similar to existing quality management staff, these requested staff would be responsible for tracking prison performance, identifying areas where medical care is deficient, developing performance improvement plans, and sharing best practices across prisons.

Independent Review Raised Concerns About Receiver's Quality Management Section. In 2012, the Receiver contracted with Health Management Associates (HMA) for a review of the structure of the Receiver's office. In February 2013, HMA released its analysis and recommendations. The analysis recommended several changes to the Receiver's quality management section, including reassigning many of the staff to other activities. According to HMA, the size of the quality management section in the Receiver's office far exceeded that in any other prison or health care system of a similar scale. At the time HMA found the quality management section to be overstaffed, it had 24 staff. Under the Governor's proposal, the section would have 62 staff. This does not include the 170 additional staff that spend a majority of their time on quality management activities at the state's 34 prisons.

Proposal Exceeds Community Standard. Private health insurance plans generally spend about 0.7 percent of their budget on quality management activities. Currently, the Receiver's office spends about 0.25 percent of their budget on the headquarters quality management section.

2015-16 BUDGET

However, including the prison-level quality management staff, the Receiver's office currently spends about 1.3 percent of their budget on quality management—more than double the spending of private health plans. If the Governor's proposal was approved, the Receiver's office would spend about 1.6 percent of its budget on quality management.

LAO Recommendation. Given that the Receiver's quality management section was found to be unnecessarily large in an independent assessment and is already larger than the community standard, we find no compelling reason at this time to expand the Receiver's quality management staff. Thus, we recommend the Legislature reject the Governor's proposal.

JUDICIAL BRANCH

Overview

Judicial Branch Budget. The judicial branch is responsible for the interpretation of law, the protection of an individual's rights, the orderly settlement of all legal disputes, and the adjudication of accusations of legal violations. The branch consists of statewide courts (the Supreme Court and Courts of Appeal), trial courts in each of the state's 58 counties, and statewide entities of the branch (the Judicial Council, Judicial Branch Facility Program, and the Habeas Corpus Resource Center). The branch receives revenues from several funding sources including the state General Fund, civil filing fees, criminal penalties and fines, county maintenance-of-effort payments, and federal grants.

Figure 6 shows total funding for the judicial branch from 2011-12 through 2015-16. Although total funding for the branch declined between 2011-12 and 2012-13—primarily due to significant reductions in the level of General Fund support—it has steadily increased since then and is proposed to increase in 2015-16 to \$3.7 billion.

As shown in Figure 7, the Governor's budget proposes \$3.5 billion from all state funds to support the judicial branch in 2015-16, an increase of \$181 million, or 5.5 percent, above the revised amount for 2014-15. (These totals do not include expenditures from local revenues or trial court

reserves.) Of the total budget proposed for the judicial branch in 2015-16, about \$1.6 billion is from the General Fund—43 percent of the total judicial branch budget. This is a net increase of \$141 million, or 9.7 percent, from the 2014-15 amount.

Trial Courts Budget. The Governor's budget for 2015-16 proposes a total of \$2.7 billion in state funds for the trial courts, including \$1.2 billion from the General Fund. This amount reflects a proposed \$179.5 million ongoing General Fund augmentation for trial courts. This increase includes:

- \$90.1 million for trial court operations, which reflects the second year of a two-year funding plan that provides a 5 percent General Fund augmentation that was initially approved as part of the 2014-15 budget.
- \$42.7 million for increased trial court health benefit and retirement costs.
- \$26.9 million in 2015-16 and \$7.6 million in 2016-17 to process resentencing petitions from offenders currently serving felony sentences for crimes that Proposition 47 (2014) reduces to misdemeanors. (In our recent report, *The 2015-16 Budget: Implementation of Proposition 47*, we

2015-16 BUDGET

recommend that the Legislature approve the amount requested for 2015-16, but not for 2016-17 pending additional data on the actual impacts on court workload.)

- \$19.8 million for trial court operations to backfill an expected decline in fine and fee revenue to the Trial Court Trust Fund (TCTF) in 2015-16. In addition, the Governor's budget proposes to make the one-time \$30.9 million General Fund backfill provided in the 2014-15 budget ongoing. (According to the judicial branch, an additional \$11.1 million is needed to fully address the shortfall in fine and fee revenue in 2014-15. As a result, trial courts will likely use part of the General Fund base augmentation provided in 2014-15 to essentially backfill the remaining

shortfall—thereby reducing the level of resources available to increase service levels.)

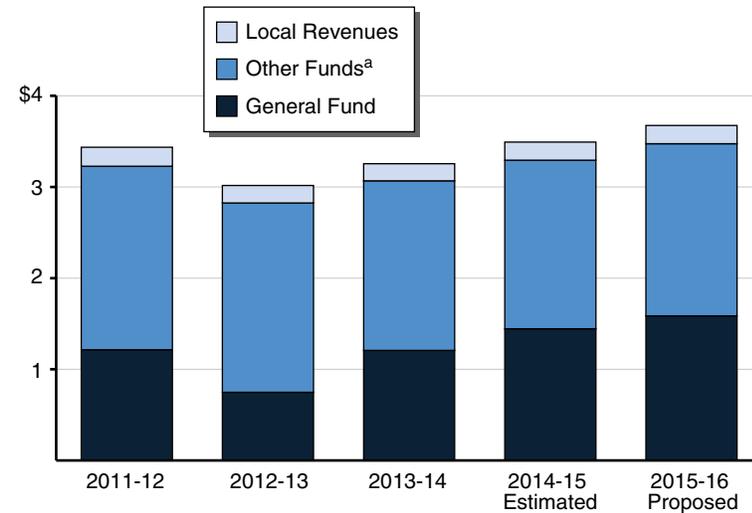
Impact of Increased Funding Proposed for Trial Court Operations

As indicated above, the Governor's budget includes \$109.9 million in increased General Fund support for trial court operations—\$90.1 million

Figure 6

Total Judicial Branch Funding

(In Billions)



^a Includes fine and fee revenue, federal funds, and other funds.

Figure 7

Judicial Branch Budget Summary—All State Funds

(Dollars in Millions)

	2013-14 Actual	2014-15 Estimated	2015-16 Proposed	Change From 2015-16	
				Amount	Percent
State Trial Courts	\$2,437	\$2,538	\$2,702	\$163	6.4%
Supreme Court	43	46	46	—	0.3
Courts of Appeal	205	216	217	—	0.2
Judicial Council	133	140	135	-5	-3.7
Judicial Branch Facility Program	236	339	361	22	6.6
Habeas Corpus Resource Center	13	14	14	—	0.1
Totals	\$3,067	\$3,293	\$3,474	\$181	5.5%

2015-16 BUDGET

from a 5 percent base increase and \$19.8 million to backfill an expected decline in fine and fee revenue in 2015-16. The Governor's budget includes no constraints on the use of these funds. As we discuss below, the availability of the additional General Fund support will impact individual trial courts differently due to the continued implementation of two recently adopted policies that affect trial court operations—the Workload Allocation Funding Methodology (WAFM) and the new trial court reserves policy.

WAFM

Increased Percentage of Funding Allocated Under WAFM. In April 2013, the Judicial Council approved a new methodology—known as WAFM—to allocate funding to individual trial courts based on workload instead of the historic share of statewide allocations received by each court. This reallocation of funds is intended to address historic funding inequities amongst the trial courts by redistributing funds among courts based on workload. In 2013-14, the Judicial Council began to phase in WAFM over a five-year period. Under this plan, a greater percentage of the funds used to support base operations are allocated through WAFM each year. For example, in 2015-16, the percentage of funding that will be allocated under WAFM increases from 15 percent to 30 percent, with the remaining 70 percent allocated under the old methodology. However, the judicial branch intends to allocate any augmentations provided for trial court operations (such as the \$90.1 million base increase proposed for 2015-16) based on WAFM, unless the funding is provided for a specified purpose.

Courts With Less Funding Relative to Workload Will Benefit More. Since an increasing percentage of base trial court operations funding will be allocated based on workload rather than historic shares of allocation, funding

will essentially be redistributed among courts. Specifically, those courts that historically have had more funding relative to their workload will experience a reduction in their base funding. In contrast, courts with less funding relative to their workload will receive additional funding, which could lead to increased levels of service. Moreover, given that all of the proposed \$90.1 million augmentation, as well as an equal amount of base funding, will be allocated under WAFM, courts that historically have had more funding relative to their workload will benefit less from the augmentation, while other courts will benefit comparatively more.

Trial Court Reserves Policy

Restrictions on Retaining Reserves. As part of the 2012-13 budget package, the Legislature approved legislation to cap the amount of reserves (unspent funds from prior years) that could be retained by individual trial courts at 1 percent of their prior-year operating budget—approximately \$24.8 million at the beginning of 2014-15. Trial courts were previously permitted to retain unlimited reserves and use such funds to help them avoid cash-flow issues, address budget reductions and unanticipated cost increases, and plan and fund future projects. Reserves also provided individual courts with an incentive to operate more efficiently as they would be able to keep any savings that could be used for other purposes in the future. Under the reserves policy, courts are permitted to exclude from the 1 percent cap monies that can only be used for specific purposes defined in statute (such as children's waiting rooms) or were encumbered prior to the enactment of the cap. A total of \$190.5 million was excluded from the cap at the beginning of 2014-15.

In addition, a statewide reserve was also created in 2012-13, which consists of a withholding of 2 percent of the total funds appropriated for

2015-16 BUDGET

trial courts in a given year. This fund is used to address unforeseen emergencies, unanticipated expenses for existing programs, or unavoidable funding shortfalls. Any unexpended funds are distributed to the trial courts on a prorated basis at the end of the year. Under the Governor's budget, \$39.8 million would be withheld in the statewide reserve in 2015-16.

Increased Funding Could Be Used to Backfill Reserves Spending. How trial courts used their reserves in prior years could potentially impact how they will use any additional General Fund support provided in the budget year. For example, courts that used their reserves to implement changes that helped them become more cost-effective (such as by replacing aging technology or implementing new processes like electronic filing) will likely be able to use more of their augmentation for increasing services to the public. In contrast, courts that used their reserves as a one-time solution to address their budget reductions or that now need to address large one-time costs (such as replacing old case management systems) may have less funding available to increase services to the public. This is because these courts may have to use some of the increased funding to maintain existing service levels that were previously supported by their reserves.

LAO Recommendations

As discussed previously, the Governor's budget includes no constraints for the use of the proposed General Fund augmentation for trial court operations. There is also no requirement for trial courts to report on how they will use the funds. As a result, the Legislature has no assurance that the proposed funds will be used in a manner consistent with its priorities—particularly given that the funds will impact individual trial courts differently due to the continued implementation of WAFM and the new trial court reserves policy. To help increase legislative oversight, we recommend that

the Legislature (1) provide courts with its priorities for how the funds from the augmentation should be spent and (2) take steps towards establishing a comprehensive trial court assessment program.

Define Legislative Funding Priorities for Use of Funds. As discussed above, the Governor's proposal to provide \$109.9 million in increased General Fund support for trial court operations reflects the continued implementation of policies enacted by the Legislature as part of the 2014-15 budget. However, we recommend that the Legislature (1) establish priorities for the use of the increased funding (such as for restoring access to court services) and (2) require that courts report on the expected use of the funds prior to allocation and on the actual use of the funds near the end of 2015-16. Such information would allow the Legislature to conduct oversight to ensure that the additional funds provided are used to meet legislative priorities.

Establish Comprehensive Trial Court Assessment Program. Currently, there is insufficient information to assess whether trial courts are using the funding provided in the annual budget effectively. This makes it difficult for the Legislature to ensure that (1) certain levels of access to court services are provided, (2) trial courts use their funding in an effective manner, and (3) funding is allocated and used consistent with legislative priorities. Thus, we recommend that the Legislature take steps towards establishing a comprehensive trial court assessment program for the trial courts. (We initially made such a recommendation in our 2011 report, *Completing the Goals of Trial Court Realignment*.) While the judicial branch collects some statewide information related to certain measures of trial court performance (such as the time it takes a court to process its caseload), it currently lacks a comprehensive set of measurements for which data is collected consistently on a statewide basis.

2015-16 BUDGET

In developing these comprehensive performance measures, we recommend that the Legislature—in consultation with the judicial branch—specify in statute the specific performance measures it believes are most important and require that data be collected on such measures. For example, other states and local courts have implemented all or parts of CourTools—performance measures developed by the National Center for State Courts. (Please see the nearby box for a more detailed description of CourTools.) After specific measurements are established, the Legislature would then be able to establish a system for holding individual courts accountable for their performance relative to other courts. Such an accountability system would allow the establishment of (1) a specific benchmark that the courts would be expected to meet for each measurement and (2) steps that would be taken should the court fail to meet the benchmark over time (such as by requiring the court to adopt the practices of those courts that were successful in meeting the same performance benchmark).

A comprehensive set of performance measures would allow the Legislature to provide greater oversight over trial courts. First, the Legislature would have more information on whether courts are using their funds effectively and efficiently. The measures would also provide necessary information to help the Legislature decide whether additional resources or statutory changes are needed for the trial courts to meet the service levels it expects. Additionally, the comprehensive measures can help the Legislature ensure that trial courts balance public access to court services, efficient operations, and employee satisfaction. For example, in setting benchmarks for measuring court users' satisfaction for accessing the courts and how quickly courts process cases, the Legislature can assess whether additional funding provided to the trial courts

actually results in higher public satisfaction with the service provided by the courts.

Modifications to the IMF

Background

Two Separate Judicial Branch Funds. In 1997, the state took significant steps towards shifting responsibility for trial courts from counties to the state. For example, Chapter 850, Statutes of 1997 (AB 233, Escutia and Pringle), transferred financial responsibility for trial courts (above a fixed county share) to the state. Chapter 850 also established the following two special funds to benefit trial courts, which, as we discuss later, were consolidated in 2012.

- Judicial Administration Efficiency and Modernization Fund.** The purpose of this fund was to promote projects designed to increase access, efficiency, and effectiveness of the trial courts. Such projects included judicial or court staff education programs, technological improvements, incentives to retain experienced judges, and improvements in legal research (such as through the use of technology). The fund received monies primarily from a General Fund transfer to the judicial branch. Beginning in 2008-09, the fund received approximately \$38.7 million annually. In recent years, some of these funds were redirected to help offset reductions to the trial courts.
- Trial Court Improvement Fund.** The purpose of this fund was to support various projects approved by the Judicial Council. The fund received monies from (1) fine and fee revenue from criminal cases and (2) a transfer of 1 percent of the amount appropriated to support trial

2015-16 BUDGET

court operations from the TCTF. (The TCTF provides most of the funding to support trial court operations.) While the Judicial Council had significant flexibility regarding the expenditure of monies in the fund, some of the monies were restricted for specified uses. For example, a portion of the fine and fee revenues had to be used for the development of

automated administrative systems (such as accounting, data collection, or case processing systems). State law also required that some of these funds be redirected back for allocation to trial courts for court operations.

While the Legislature would appropriate a set amount of funding from the Judicial Administration Efficiency and Modernization Fund

CourTools Performance Measures

CourTools is a series of performance measures developed by the National Center for State Courts (NCSC)—an independent, nonprofit organization that provides research, information, training, and consulting to help courts administer justice in a cost-effective manner. CourTools offers trial courts a series of ten performance measures that were developed by applying best practices from performance measurement systems used in the public and private sectors to the judicial branch. These measures are designed to provide court administrators, policymakers, and members of the public with indicators to determine if trial courts are achieving operational goals (such as access to the courts, perceptions of fairness, timeliness in processing workload, and managerial effectiveness). The NCSC also provides detailed step-by-step implementation guides that include detailed templates for capturing information for the implementation of CourTools.

Specifically, CourTools measures:

- ***User and Employee Satisfaction.*** CourTools measures capture (1) court users' opinions about their ability to access court services as well as their perceptions about how fairly or respectfully they were treated and (2) court employees' opinions about their satisfaction with their work environment and their relationship with management.
- ***Court Performance.*** CourTools also measures courts performance by tracking: (1) how quickly courts process and resolve incoming caseloads, (2) the percentage of cases that are processed within established time frames, (3) the number of days that have passed since a case was filed, and (4) the number of times cases that are ultimately resolved by a trial were scheduled for trial.
- ***Administrative Efficiency.*** CourTools measures the administrative efficiency of trial courts. Specifically, it measures: (1) the ability of the court to retrieve case files within certain established time frames and that such files meet standards for completeness and accuracy, (2) the ability of courts to collect and distribute payments to address monetary penalties, (3) how effectively courts manage the number of jurors called to report for services, and (4) the average cost of processing a single case by case type.

2015-16 BUDGET

and the Trial Court Improvement Fund each year in the annual state budget, Judicial Council was responsible for approving and allocating monies to specific projects or programs. Accordingly, the Legislature's role in determining how the funds were used was limited.

Two Funds Merged Into New IMF. Chapter 41, Statutes of 2012 (SB 1012, Committee on Budget and Fiscal Review), merged the Judicial Administration Efficiency and Modernization Fund with the Trial Court Improvement Fund into the new IMF. While there are some differences between the IMF and the previous two funds, there are many similarities.

- **Revenues.** The IMF retained all sources of revenue associated with the two prior funds, such as fines and fees from criminal cases.
- **Fund Transfers.** As discussed above, various monies were required to be transferred into and out of the two funds. The IMF maintains these various transfers. For example, the IMF is required to annually transfer a portion of its revenues to the TCTF.
- **Expenditures.** While the Legislature appropriates a total amount of funding from the IMF in the state budget, the Judicial Council generally has even more discretion in how the funds are allocated to specific projects and activities than previously. Except for a couple requirements (such as one that requires a certain portion of the fine and fee revenue be used for the development of automated administrative systems), none of the statutory purposes that applied to the two previous funds (such as to improve legal research through the use of technology)

currently apply to the IMF. The judicial branch is only required to provide an annual report to the Legislature on the expenditures from the IMF.

IMF Struggles to Remain Solvent

Persistent Operational Shortfalls. Prior to the establishment of the IMF in 2012-13, the combined revenues and transfers of the prior two funds generally did not cover their expenditures, as shown in Figure 8. Upon the consolidation of the two funds into the IMF in 2012-13, these shortfalls continued, steadily reducing the IMF's fund balance. In the current year, the IMF is estimated to have combined revenues and transfers of approximately \$43 million and expenditures of approximately \$66 million. This will largely deplete the IMF fund balance, which will be \$3 million going into 2015-16. As we discuss below, these shortfalls in the IMF result from (1) declines in fine and fee revenue deposited into the IMF and (2) spending decisions made by Judicial Council that did not fully reflect the decline in revenue.

Decline in Fine and Fee Revenue. During court proceedings, trial courts typically levy a monetary punishment—consisting of fines, fees, penalty surcharges, assessments, and restitution—upon individuals convicted of criminal offenses (including traffic violations). When partial payments are collected from an individual, state law specifies the priority order in which the partial payments are to be allocated to various state and local funds. In cases where full payment is not made, funds that are a lower priority (such as the IMF) receive less revenue than those funds that are a higher priority (such as victim restitution or reimbursement for certain collection activities).

As shown in Figure 9, fine and fee revenues deposited in the IMF and its predecessor funds peaked at \$88 million in 2006-07 and steadily declined since to an estimated \$38 million in

2015-16 BUDGET

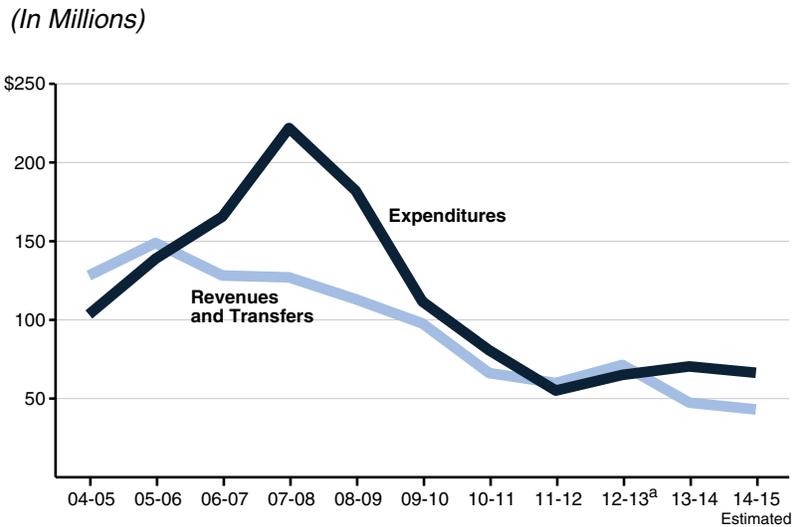
2014-15—a drop of 57 percent. The specific causes of this decline are likely due to two reasons. First, there may have been a reduction in collections of the fine and fee revenues allocated to the IMF. For example, law enforcement could be writing fewer tickets for traffic violations or judges may be waiving more fines and fees—thereby reducing the amount of debt available for collection. Second, even if the total amount of fine and fee collections had remained the same, state and local funds that are a higher priority in the distribution of fine and fee payments may have been receiving an increased share of the revenue compared to the IMF.

Judicial Council Authorized More Expenditures Than Available Revenues. As

discussed above, state law authorizes Judicial Council to allocate funds from the IMF, as well as its predecessor funds, to specific projects and programs with very little legislative oversight. Once annual revenue into the IMF began declining, the Judicial Council struggled to reduce expenditures to match the amount of available resources. Although the council took some steps to address the operational shortfalls by eliminating or reducing funding for certain projects, or shifting projects to other

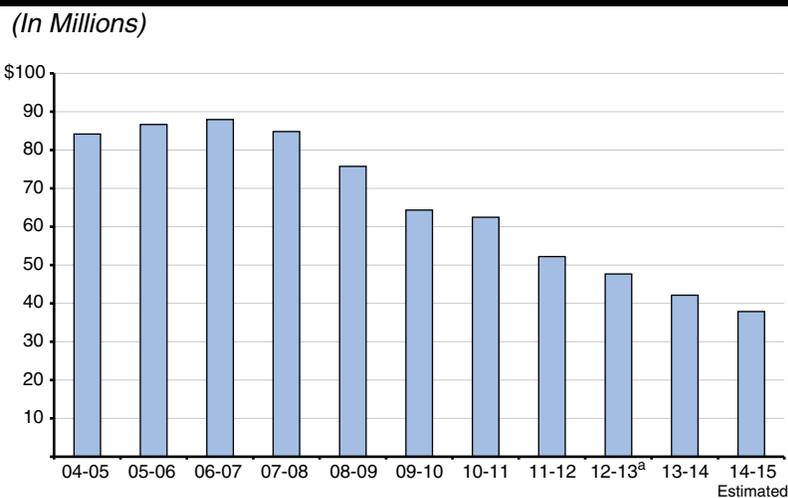
fund sources, it continued to authorize funding for projects and services in excess of available resources. As shown in Figure 10 (see next page), funding is provided to a wide array of one-time and ongoing projects and services. For example, in

Figure 8
IMF Expenditures Typically Exceed Revenues, Creating an Operational Shortfall



^a Improvement and Modernization Fund (IMF) created in 2012-13.

Figure 9
Decline in Fine and Fee Revenue to the IMF Since 2006-07



^a Improvement and Modernization Fund (IMF) created in 2012-13.

2015-16 BUDGET

2013-14, the IMF supported nearly 60 one-time and ongoing projects or services totaling approximately \$70 million.

Governor's Proposal

To help address the immediate insolvency of the IMF, the Governor's budget proposes to end an annual \$20 million transfer from the IMF to the TCTF that was first approved as part of the 2011-12 budget package to help offset trial court budget reductions. This would provide the IMF with additional resources beginning in 2015-16. (We note that the Governor's budget does not propose backfilling the \$20 million reduction to the TCTF.) In addition, the budget proposes shifting \$6.3 million in costs for supporting the California Case Management System Version 3 (CCMS V3) from the TCTF to the IMF. (The CCMS V3 is a civil, small claims, probate, and mental health case management system currently used by five trial courts.) This means that \$6.3 million of the additional resources freed by the terminated TCTF transfer will be used to address these added costs. Thus, the Governor's proposal would result in a net increase of \$13.7 million in IMF resources.

LAO Recommendations

Increase Legislative Control of IMF Expenditures.

The Governor's proposal is a step in the right direction because it helps address the short-term insolvency of the

IMF. Specifically, it frees up additional resources in the IMF to help address the operational shortfall in 2015-16. Under the Governor's proposal, the judicial branch would be required to reduce expenditures by an estimated \$13 million to maintain solvency of the IMF in 2015-16. To help ensure that the expenditures from the IMF are more closely aligned to available revenues, we recommend that the Legislature provide greater oversight and direction over such expenditures. As discussed earlier, the Legislature currently authorizes Judicial Council to make all decisions on the projects funded by the IMF and only receives an annual report on expenditures once the fiscal

Figure 10

Examples of Projects Currently Funded From IMF

- ✓ **Internet Technology Services**
 - Telecommunications support.
 - California Court Technology Center services.
 - Interim case management systems support.
- ✓ **Trial Court Administrative Service Projects**
 - Phoenix Financial Management System.
 - Court-Ordered Debt Taskforce.
- ✓ **Legal Services**
 - Complex Civil Litigation Program.
 - Litigation Management Program.
- ✓ **Family and Children Programs**
 - Self-help centers.
 - Domestic Violence Interpreter Program.
- ✓ **Court Operations**
 - Trial court security enhancement grants.
 - Court interpreters training and recruitment.
- ✓ **Other Projects**
 - Assistance to trial courts with certain post-employment benefits.
 - Training for judges and court personnel.
 - Certain workers' compensation claims.
 - Audit services.

2015-16 BUDGET

year is complete. At a minimum, we recommend the Legislature require the judicial branch to provide a spending plan for the use of IMF monies *prior* to appropriation of the total amount of IMF funds in the annual state budget. This would provide the Legislature with an opportunity to review the proposed expenditures from the fund and determine the extent to which they are aligned to its priorities and the expected revenue to the IMF in the budget year.

In order to provide upfront guidance to the Judicial Council regarding expenditures from the IMF, we further recommend that the Legislature identify its priorities for use of the IMF in statute, such as by placing statutory limits on how the fund can be used. In developing priorities for the IMF, we recommend the Legislature consider the following questions.

- ***What Is the Purpose of the IMF?*** A key question for the Legislature to consider is what the purpose of the IMF is, particularly since there generally are few restrictions on how the funds can be used. Given recent changes in the way trial courts are funded, the Legislature could choose to redefine what projects and programs should be supported by the IMF. For example, the cap on the amount of reserves that courts are allowed to maintain significantly limits the ability of trial courts to plan and fund limited-term projects to help themselves operate more efficiently, support additional workload, or provide greater access to court services. The Legislature could prioritize the use of the IMF for these types of projects.
- ***Should Projects Support Ongoing Expenditures?*** Given the steady decline of fine and fee revenue deposited into the IMF, the Legislature may want the

judicial branch to focus on one-time (versus ongoing) expenditures. Supporting a greater proportion of one-time expenditures would provide the Judicial Council with a funding cushion that would help them more easily reduce expenditures to match unexpected fluctuations in revenues. Additionally, the Legislature could encourage the judicial branch to focus on one-time projects that specifically help trial courts operate more efficiently. To the extent that such projects replace existing programs or systems, trial courts can use those existing monies to support the ongoing costs of the new programs or systems instead.

Modify Governor’s Proposal. We recommend not approving the proposal to support CCMS V3 from the IMF as this proposal does not help address the immediate insolvency of the IMF. Instead, we recommend that the Legislature wait to decide whether to support CCMS V3 from the IMF until it decides how to better control judicial branch expenditures from the fund. As such, we recommend that the Legislature modify the administration’s proposal by approving a reduction in the annual transfer out of the IMF of \$13.7 million—from \$20 million to \$6.3 million. This reduced transfer would help the judicial branch partially address the immediate insolvency of the IMF.

Judicial Branch Rent Increases

Background

State law requires the Director of the Department of General Services (DGS) to negotiate and execute leases for space on behalf of nearly all state departments, unless specifically authorized otherwise. The Director of DGS is also required to notify the Legislature at least 30 days before

2015-16 BUDGET

executing a lease on behalf of a state agency if the lease crosses certain thresholds. Specifically, such notification is required if the firm lease period is five years or more and requires an annual rent of more than \$10,000. Upon execution of the lease, annual increases in rent are generally treated as workload adjustments in the annual state budget process. As a result, departments are not required to submit a request to the Legislature specifically to receive additional funds for such increases.

In contrast, Judicial Council negotiates and executes its own leases without state input. Additionally, state law includes no requirements for the judicial branch to notify or report to DGS or the Legislature prior to executing leases. Increased funding to address annual rental increases for the judicial branch's statewide entities—the Supreme Court, the Courts of Appeal, Judicial Council, and the Judicial Council Facility Program—are requested in the annual budget process. Currently, the judicial branch has 26 leases for its statewide entities.

Governor's Proposal

The Governor's budget proposes a \$934,000 General Fund augmentation to cover increases in rent for statewide judicial entities that initially occurred in 2014-15. (The judicial branch absorbed these increased costs in 2014-15.) In addition, the Governor intends to address future rent increases as baseline adjustments in workload instead of as a requested change presented to the Legislature.

Funding Justified, but Plan for Future Eliminates Legislative Oversight

Proposed Funding for Rent Increase Appropriate. The Governor's proposed augmentation would address annual inflationary increases that are standard requirements in most leases. If the additional funding is not provided, the statewide judicial branch entities would be

required to absorb these costs as they are in the current year. This would be particularly difficult for the Supreme Court and the Courts of Appeal to do without impacting their workload, as most of their funding is used for staff salaries. According to the judicial branch, the statewide entities held positions vacant, delayed entering into contracts, and delayed purchasing equipment in order to redirect funds to address their rental increases in 2014-15.

Workload Adjustments for Increased Rent Removes Legislative Oversight. On the one hand, the provision of annual rent increases as a workload adjustment to the judicial branch budget merits consideration. Such a change would treat judicial branch statewide entities in a similar manner as other state departments who have their rental increases reflected as workload budget adjustments. However, unlike certain leases for other state departments and agencies, the Legislature currently receives no notification and opportunity to review leases before execution by the judicial branch. Instead, the Legislature only maintains oversight of judicial branch leases through its approval of a budget change proposal in the annual budget process. Providing funding as a workload adjustment would effectively remove legislative oversight of judicial branch lease costs, as the branch is not subject to any of the state's existing notification or reporting requirements for leases. Because the state is responsible for providing funding for such increased costs, it should maintain oversight of judicial branch leases.

LAO Recommendations

We recommend that the Legislature approve the Governor's proposed \$934,000 General Fund augmentation to address increased state judiciary rental costs. However, to ensure continued legislative oversight when the administration treats future rental increases as workload adjustments, we also recommend the Legislature approve statutory

2015-16 BUDGET

language to require the judicial branch to follow the same notification requirements for leases currently required of DGS. This would enable continued

legislative oversight of judicial branch leases and subject the branch to the same level of oversight as most state departments.

LOCAL PUBLIC SAFETY

Overview

The state works closely with local public safety agencies in several ways to create a cohesive criminal justice system. First, the state establishes the body of laws that define crimes and specify punishments for such crimes. Local governments are generally responsible for enforcing these state laws. For example, cities and counties fund the police and sheriff departments that arrest individuals for violating state law. In addition, state and local agencies each have certain responsibilities for managing the population of offenders who violate the law and enter the correctional system.

While the state has historically had a significant role in managing the correctional population, the state's role in policing communities is more limited. The majority of funding for local police activities comes from the local level. Accordingly, most decisions about how to administer police services are also made at the local level. The state's role in local police activities has generally been to establish standards for the selection and training of peace officers. Specifically, the Commission on Peace Officer Standards and Training (POST) sets minimum selection and training standards for California law enforcement, develops and runs training programs, and reimburses local law enforcement for training. In addition, the Board of State and Community Corrections (BSCC) operates the Standards and Training for Local Corrections Program, which includes developing minimum standards for local correctional officer selection and training, certifying training courses for correctional staff, and reimbursing local

correctional agencies for certain costs associated with the training and standards. The state also provides grant funding for various purposes and a limited amount of operational assistance.

Governor's Budget Raises Questions About the State Role in Funding Local Law Enforcement. The Governor's budget includes a couple of proposals related to local law enforcement that raise questions about what the state's role should be in funding these activities. As discussed below, the budget proposes to reduce the number of state staff at POST. At the same time, the budget proposes to increase state payments made directly to local law enforcement agencies, primarily city police. Given the limited amount of funding the state provides to local law enforcement—particularly relative to the total spent on local law enforcement from all fund sources—the Legislature may want to consider whether the state should consider focusing its limited dollars on state-level priorities and responsibilities. For example, the Legislature might determine that the state's primary role in local law enforcement should be to provide standards and training to ensure that peace officers receive consistent and high-quality training. We discuss the proposals and our recommendations related to them in greater detail below.

Funding for Law Enforcement Training

The Governor's budget seeks to address the immediate insolvency of two special funds—the Peace Officers' Training Fund (POTF) and the Corrections Training Fund (CTF)—that support

2015-16 BUDGET

training for local law enforcement. Both funds primarily receive revenue from fines and fees assessed by the trial courts on individuals convicted of criminal offenses. To address the shortfall in the two funds, the administration proposes: (1) a traffic amnesty program to temporarily increase the amount of fine and fee revenue that is collected and distributed to the funds and (2) restructuring the expenditures from POTF. Below, we discuss and provide recommendations for each of these proposals.

Background

Court-Ordered Debt. During court proceedings, trial courts typically levy a monetary punishment upon individuals convicted of traffic violations or other criminal offenses. All fines and fees, forfeitures, penalty surcharges, assessments, and restitution assessed by the trial courts is known as court-ordered debt—meaning the total amount of debt that an individual owes the court. As shown in Figure 11, state law sets a base fine for each traffic or criminal offense

and requires the court to add certain charges (such as a state penalty assessment) to the base fine. Individuals satisfy such debt obligations by making payments to collection programs.

State law specifies the order in which the payments collected from an individual debtor are to be used to satisfy the various charges added to the base fine. Additionally, state law further specifies how each of the various fines, assessments, and

fees will be distributed among various state and local funds—such as the State Court Facilities Construction Fund, county general funds, and POTF. We note that many of these funds have experienced a decline in fine and fee revenue in recent years. At the end of 2011-12, an estimated \$10.2 billion in total court-ordered debt remained outstanding. However, the cost of collecting much of this debt likely exceeds the amount owed.

State Penalty Fund (SPF). One charge added to the base fine for a traffic violation or criminal offense is the state penalty assessment. Specifically, state law requires that a \$10 penalty assessment be added for every \$10 of the base fine. For example, if the base fine for a traffic misdemeanor is \$390, an additional \$390 will be added as a penalty assessment to the overall amount owed by an offender. State law requires that 70 percent of state penalty assessment revenues be deposited into the SPF. (The remaining 30 percent is deposited into county general funds.) As shown in Figure 12, revenue into the SPF peaked in 2008-09 at

Figure 11

Examples of Total Obligation Owed for Traffic Violations

As of February 1, 2015

	Failure to Stop at Stop Sign ^a (Infraction)	Driving Under Influence of Alcohol/Drugs ^a (Misdemeanor)
Base Fine	\$35	\$390
State Surcharge	7	78
State Penalty Assessment	40	390
County Penalty Assessment	28	273
Court Construction Penalty Assessment	20	195
DNA Identification Fund Penalty Assessment	20	195
EMS Penalty Assessment	8	78
EMAT Penalty Assessment	4	4
Court Operations Fee	40	40
Conviction Assessment Fee	35	30
Night Court Fee	1	1
Totals	\$238	\$1,674

^a These examples show the total obligation owed for a selected infraction and misdemeanor. Depending on the specific violation and other factors, additional county or state assessments may apply.

EMS = Emergency Medical Services and EMAT = Emergency Medical Air Transportation.

2015-16 BUDGET

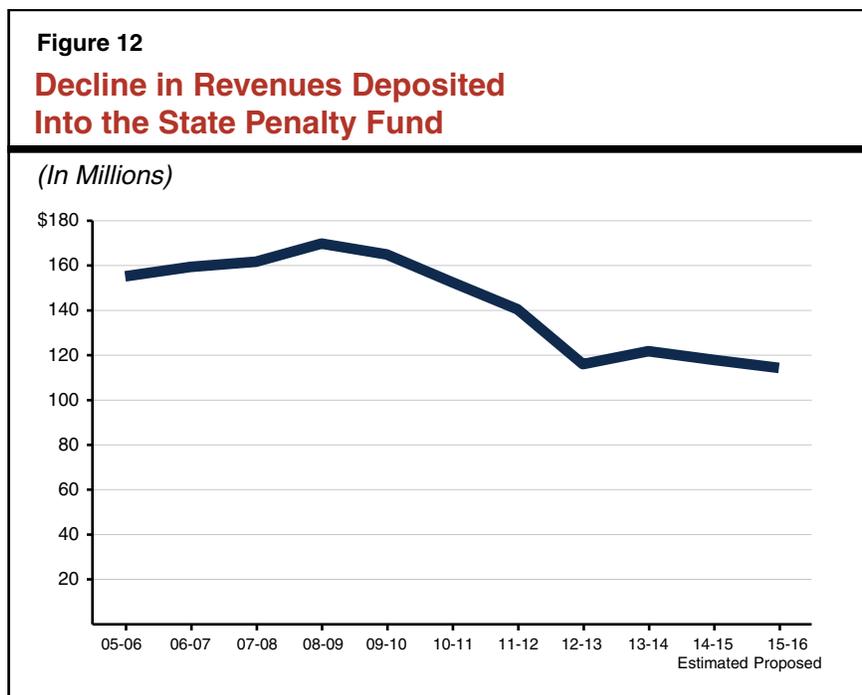
\$170 million and has steadily declined since.

Total revenue deposited into the SPF in 2015-16 is expected to be \$114 million—a decline of nearly 33 percent since 2008-09.

As shown in Figure 13 (see next page), the amount deposited into the SPF is then split among nine other state funds with each receiving a certain percentage under state law. (These funds can also receive revenues from other sources.) These funds support various state and local programs including the state’s victim compensation program (Restitution Fund), programs for state and local law enforcement (POTF and CTF), and programs for disabled individuals (Traumatic Brain Injury Fund). Thus, a decline in the total amount deposited into the SPF also results in a similar decline in revenue for these funds.

Operating Shortfalls in Both POTF and CTF. The Governor’s budget proposes \$55 million from the POTF for POST in 2015-16, which is the primary funding source for POST. As shown in Figure 14 (see page 31), expenditures have exceeded combined revenues and transfers from the POTF since 2007-08, creating an operational shortfall in the fund. For several years, a significant fund balance in the POTF was used to address the fund’s operating shortfall. However, in 2014-15 the fund balance was projected to be too low to continue this practice. In order to partially address the funding imbalance, POST implemented \$8.6 million in reductions to the local assistance provided to law enforcement agencies near the end of 2013-14. This included suspending

certain reimbursements (such as for overtime and travel), limiting the number of training courses provided through contracts, and postponing some workshops. In addition, the Legislature provided a one-time transfer of \$3.2 million from the General Fund to POST in 2014-15 to partially offset the reduction in revenues from the POTF. Despite these efforts, expenditures from POTF are projected to exceed revenues in the current year by about \$10 million. Absent corrective action, the fund will have a shortfall of similar size in 2015-16 and will become insolvent. In order to better address the imbalance between revenues and expenditures in the POTF, the Legislature required the administration to submit a report by February 1, 2015 providing options to address the shortfall. The report provided by the administration identifies three options for maintaining solvency in the POTF: (1) reducing the number of training courses provided through contracts, (2) reevaluating the training reimbursement structure, and (3) providing General Fund support to maintain POST’s expenditure levels.



2015-16 BUDGET

The Governor’s 2015-16 budget provides a total of \$23 million from the CTF to BSCC for the Standards and Training for Local Corrections Program. In recent years, expenditures from the CTF have exceeded the revenues into the fund. This shortfall has not been addressed and as a result, the fund balance of the CTF has declined in recent years. Absent corrective action, this shortfall of about \$4 million will result in insolvency for the CTF in 2015-16.

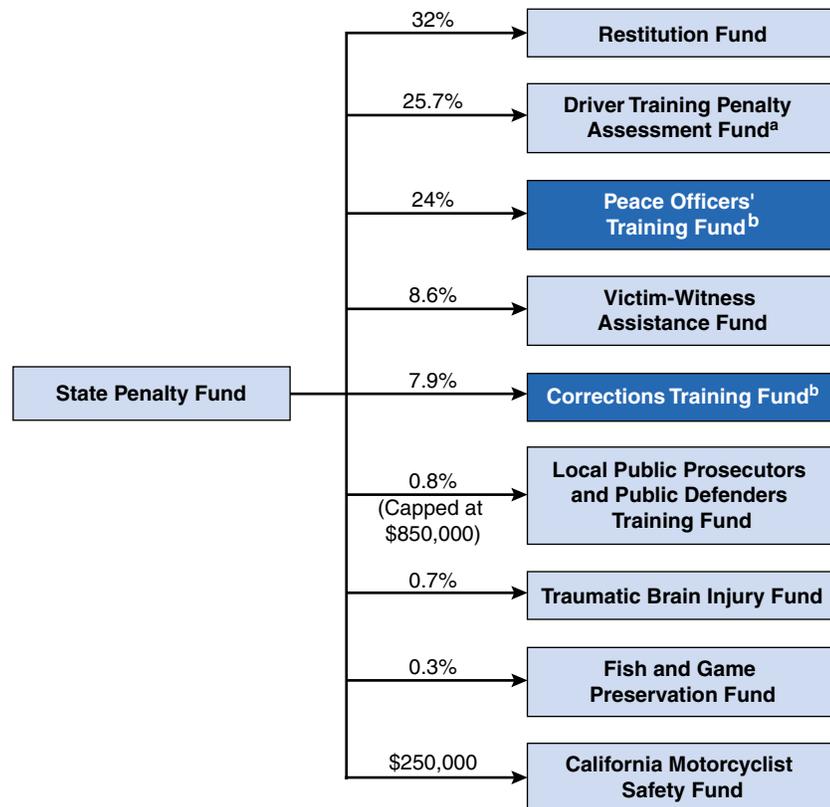
Governor’s Proposals

To address the shortfall in the POTF and CTF, the administration proposes: (1) a traffic amnesty program to temporarily increase the amount of fine and fee revenue that is collected and distributed to the funds, (2) restructuring the expenditures from the POTF, and (3) zero-base budgeting programs funded from the SPF, which supports the POTF and CTF.

Traffic Amnesty Program. The Governor’s budget proposes the authorization of an 18-month traffic amnesty program for delinquent debt. The proposal is similar to

a one-time, six-month amnesty program that was implemented in 2012. Under the 2012 program, individuals received a 50 percent reduction in the total amount of court-ordered debt they owed for traffic infractions and specified traffic misdemeanors (upon agreement of the court and county) if they met certain eligibility criteria and paid the reduced amount in full. Revenue collected from this particular amnesty program was distributed in accordance with existing state law. As part of an evaluation of the 2012 amnesty program, collection programs reported that \$1.9 billion

Figure 13
State Penalty Fund Revenues Support Numerous Funds



^a After deducting funds for driver training as dictated by state law, set amounts of remaining funds are first redistributed to four other funds (including the Peace Officers' Training Fund and the Corrections Training Fund).

^b Funds directly addressed by Governor's proposal.

2015-16 BUDGET

worth of debt was eligible for the program. Programs collected \$14.9 million but retained \$2.6 million to cover their operating costs—leaving \$12.3 million available for distribution to state and local funds. The evaluation also reported that only 38 percent of collection programs stated that they would support a future amnesty program.

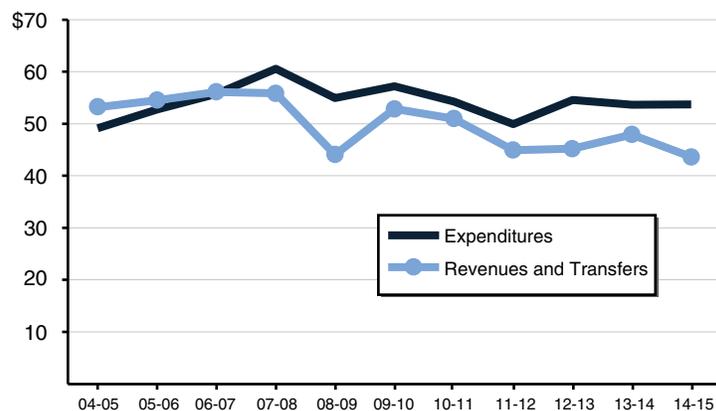
The Governor's proposed amnesty program would use the same eligibility and operational criteria that were used in the 2012 amnesty program. Accordingly, individuals would receive a 50 percent reduction in the total amount of court-ordered debt owed for traffic infractions and certain traffic misdemeanors as long as the debt was assessed and the individual made no payments prior to January 1, 2013. Collection programs would be authorized to recover most of their operational costs for administering the program. Revenues collected in the amnesty program would be distributed to various state and local funds in accordance with state law—except for the revenue deposited into the SPF. Instead of distributing it amongst the nine funds supported by the SPF, the Governor proposes depositing all SPF amnesty revenue into only two funds—82.2 percent to the POTF and 17.8 percent to the CTF—in order to address their immediate insolvency. The Governor's budget assumes that about \$150 million of court-ordered debt revenue will be collected in total through the amnesty program. The SPF would receive \$12 million of this amnesty revenue with \$9.9 million going to the POTF and \$2.1 million going to the CTF.

Restructure POTF Expenditures. The Governor also proposes to restructure expenditures from the POTF. First, the administration proposes to reduce POTF expenditures through a \$5.3 million reduction to POST's administrative budget. This would be achieved through the elimination of 37 positions at POST (a 30 percent staffing reduction). The administration has not provided details on the types of positions that would be eliminated or the associated impacts to the services provided by POST. According to the administration, such details will be provided to the Legislature later in the budget process. Despite the ongoing shortfall in the POTF, the Governor actually proposes an \$8.6 million *increase* in POST expenditures on local law enforcement training from the POTF in 2015-16. This increase would restore reductions made previously to training provided by contractors, certain reimbursements, and some workshops. The reduction in POST's administrative budget and the increase in training expenditures would result in a net increase of expenditures from the POTF in 2015-16. Under the administration's plan, total expenditures from the

Figure 14

POTF Expenditures Exceed Revenues, Creating Operating Shortfall

(In Millions)



POTF = Peace Officers' Training Fund.

2015-16 BUDGET

POTF would exceed revenues by \$3.5 million in 2015-16, despite the assumed \$9.9 million increase in revenues associated with the traffic amnesty. Under the Governor's plan, this shortfall would be addressed by further reducing the balance of the POTF. Unlike for the POTF, the Governor's budget does not propose changes to the expenditures from the CTF. Under the Governor's plan, the CTF would have a shortfall of about \$2 million (despite the assumed \$2.1 million increase in revenue) which would be addressed by reducing the balance of the fund.

Zero-Base Budget Programs Funded by SPF.

To address the steady decline in revenue deposited into the SPF, the Governor's budget proposes to zero-base budget all expenditures from the SPF—including expenditures on POST and BSCC programs. This analysis would examine how the programs are using their share of SPF revenue. The administration has not indicated when this analysis would be complete or how it proposes using the results of the analysis.

**Amnesty Program Ineffective
Solution to Address Shortfalls**

Based on our analysis, we find that the Governor's proposed amnesty program is not an effective solution for addressing the operating shortfalls of both the POTF and CTF. The proposed program could also potentially negatively affect future collections. We describe our concerns in greater detail below.

Revenue Estimates Appear Too High. Based on the experience of the 2012 amnesty program, we believe that the administration's revenue estimates for the proposed amnesty program are too high. As discussed earlier, the 2012 program generated \$12.3 million in total amnesty revenue for distribution to various state and local funds. Of this amount, approximately \$1 million was ultimately deposited into the SPF for distribution to POTF,

CTF, and other funds. To meet the Governor's collection target of approximately \$150 million in total amnesty revenue—the amount necessary to generate \$12 million for the SPF—collection programs would need to collect nearly 12 times more than was previously collected. We find it unlikely that collection programs would be able to improve their performance to such a drastic degree for several reasons. First, the proposed program's only major difference from the 2012 amnesty program is that it would operate for 18 months rather than 6 months. Assuming that the proposed program generated revenue at the same rate as the 2012 amnesty program, it would only result in about \$37 million in additional revenue (compared to the \$150 million assumed by the Governor). This would result in \$3 million being deposited into the SPF—only about a quarter of the amount assumed by the administration. As a result, the POTF would only receive about \$2.5 million (rather than the \$9.9 million assumed) and the CTF would only receive about \$500,000 (rather than the \$2.1 million assumed).

Second, the proposed amnesty program may have difficulties generating revenue at the same rate as the 2012 amnesty program. This is because a portion of the debt included in the proposed program was likely eligible under the 2012 program, but was not collected at that time, making it questionable whether it would be collected now. Moreover, collection programs may be reluctant to actively pursue debt in the proposed amnesty program since they may not collect sufficient revenue to justify the cost of collection activities. As mentioned above, only 38 percent of collection programs stated that they would support a future amnesty program. As a result, it is possible that the POTF and CTF may receive even less revenue than the \$3 million mentioned above. Accordingly, it is likely that both of these funds will still face insolvency in 2015-16 under the proposal.

2015-16 BUDGET

Provides Only Short-Term Benefits for POTF and CTF. As we discussed above, we believe that the Governor's revenue projections from the amnesty program are too high and that the POTF and CTF will face shortfalls in the budget year despite the proposed amnesty program. However, even if revenue collection is higher than we estimate, the revenues from the amnesty program are one-time in nature and would no longer be available once the program ends in December 2016. Thus, the POTF and CTF would likely once again face a shortfall in 2016-17.

Potential Negative Impacts on Future Collections. Offering a new traffic amnesty program within four years of the last amnesty program may reduce future court-ordered debt collections. Amnesty programs are most successful when they are offered rarely so that individuals view them as a unique opportunity to resolve their debt and avoid actions that collection programs use to motivate payment (such as wage garnishments). Since such individuals would be unlikely to pay any portion of their debt in the absence of the amnesty program, it can increase the total amount collected from these individuals. In addition, when amnesty programs are offered rarely, those individuals who are able to pay will continue to do so.

However, offering two amnesty programs within such a short time frame could result in individuals expecting that such programs will be offered on a regular basis in the future. This could result in individuals who would have otherwise paid or taken steps to pay their debt choosing not to pay in order to wait for another amnesty program. If the state offers a future amnesty program, such individuals will only be required to pay a fraction of the debt they would have otherwise paid in full. Even if the state chooses not to authorize further amnesty programs, it could decrease the amount of revenue the state collects in future years since some of these individuals may end up never paying their debt.

POTF Expenditure Reductions Unrealistic

We find that it is unlikely that POST will be able to reduce its expenditures from the POTF to the extent assumed in the budget. This is because POST would not be able to eliminate the 37 positions necessary to achieve the expenditure reductions in the time frame assumed in the budget. The budget assumes that all 37 positions would be eliminated on July 1, 2015 (first day of the budget year). However, POST currently has only 10 vacant positions, meaning that the remaining staff reductions would likely require layoffs. Because the state's layoff process is lengthy, it will likely take POST several months or more to adjust staffing levels in line with the amount of funding provided in the budget, during which time it will continue to incur costs related to the eliminated positions. This would further compound issues with the solvency of the POTF in the budget year.

Proposal Does Not Address Other Beneficiaries of Court-Ordered Debt

The administration's proposal to begin addressing the long-term solvency of the other funds supported by the SPF by zero-base budgeting them is a step in the right direction. However, the SPF is only one of the various state and local funds that benefit from court-ordered debt revenue. Because many of these funds have seen a decline in such revenues in recent years, some are currently facing or nearing shortfalls as well. However, the Governor's proposal does not address the solvency of those other funds.

LAO Recommendations

In order to address the above concerns, we offer a series of recommendations. Specifically, we recommend that the Legislature: (1) reject the proposed traffic amnesty program, (2) make more balanced reductions in POTF expenditures than proposed by the Governor, (3) reduce expenditures

2015-16 BUDGET

from the CTF, (4) approve the proposed zero-base budgeting of all programs supported by the SPF, (5) consider comprehensively evaluating funds receiving court-ordered debt revenue, and (6) restructure the overall court-ordered debt collection process. Each recommendation is discussed in more detail below.

Reject Proposed Traffic Amnesty Program. As indicated above, we find that the administration's revenue estimates appear too high, will not address the long-term insolvency of the POTF and CTF, and may negatively impact the collection of court-ordered debt in the future. Thus, we recommend the Legislature reject the Governor's proposed traffic amnesty program.

Restructure Proposed Changes to POTF Expenditures. We recommend that the Legislature restructure the Governor's proposal to reduce expenditures from the POTF by taking a more balanced approach, as follows:

- **Reject Proposed Expenditure Increase.** We recommend rejecting the proposed \$8.6 million increase in POTF expenditures. This would result in POST continuing to suspend certain training reimbursements (such as for overtime and travel), limiting the number of training courses provided through contracts, and postponing some workshops.
- **Make Targeted Reductions.** We recommend rejecting the proposed 30 percent staffing reduction to POST. Instead, we recommend that the Legislature direct POST to implement some of the expenditure reduction options outlined in POST's February report. Specifically, we recommend further reducing the number of training courses provided through contracts and to reevaluate the training reimbursement structure. Due to the lower

level of workload POST will have as a result of these reductions, we also recommend that POST make targeted administrative reductions. For example, the Legislature could eliminate the 10 positions that are currently vacant as well as any positions that would no longer be needed following a reduction in the training expenditures described above. We recommend that POST provide the Legislature with an updated expenditure reduction plan as part of the Governor's May Revision.

- **Direct POST to Consider Fees.** Finally, we recommend directing POST to evaluate whether it would make sense to charge fees for some of its services and provide a report to the Legislature no later than January 10, 2016 on its findings. Charging fees for some services would provide additional revenue to stabilize funding for POST and mitigate the need for greater reductions in future years in the event that POTF revenues continue to decline.

Reduce CTF Expenditures As discussed above, the amnesty program will not likely result in a sufficient amount of revenue to keep the CTF solvent in 2015-16. In order to bring expenditures from the CTF in line with revenues, we recommend that the Legislature direct BSCC to provide it with an expenditure reduction plan. Specifically, BSCC should provide the Legislature with its recommendations on how to (1) reduce expenditures on reimbursements and training for local correctional agencies and (2) make related administrative reductions as part of the May Revision. Similar to POST, we recommend that the Legislature require BSCC to evaluate whether charging fees for some of its training services could be appropriate. The BSCC should provide a report on its findings of such an evaluation to

2015-16 BUDGET

the Legislature no later than January 10, 2016, as this will mitigate the need for greater reductions in future years in the event that CTF revenues continue to decline.

Approve Proposal to Zero-Base Programs Supported by the SPF. Given the declining revenues available to programs supported by the SPF, it is in the state's best interest to determine whether each program funded by the SPF is using its limited resources cost-effectively and aligned with state priorities. As such, we recommend the Legislature approve the Governor's proposal to zero-base budget the programs supported by the SPF. We also recommend that the Legislature require that the administration submit a report of its analysis with the Governor's January budget proposal for 2016-17, in order to allow for meaningful discussions during the next budget process. This analysis would help the Legislature ensure that SPF resources are used to support those programs or program activities it deems to be most important. In its examination of various program expenditures, the analysis could also help identify whether additional funds supported by the SPF will be facing insolvency in the near future.

Consider Comprehensive Evaluation of Funds Receiving Court-Ordered Debt Revenue. The Governor's proposal raises a much larger issue regarding the decline in court-ordered debt in recent years and its impact on various state and local funds that benefit from such revenue. Accordingly, the Legislature may want to consider a more comprehensive evaluation of how court-ordered debt revenue should be used and distributed. For example, the Legislature may decide that certain state or local programs have greater need than others or that certain programs or specific program activities should no longer be funded.

Restructure Court-Ordered Debt Collection Process. Given the decline in fine and fee revenue

deposited in various state and local funds and the large outstanding balance of court-ordered debt, we recommend that the Legislature restructure the existing court-ordered debt collection process by implementing the recommendations outlined in our November 2014 report, *Restructuring the Court-Ordered Debt Collection Process*. In the report, we identified a number of weaknesses with the existing process, including a lack of clear fiscal incentives for programs to collect debt in a cost-effective manner or to maximize the total amount of debt collected. To address these weaknesses, we provided a number of recommendations—including a new incentive model that would likely increase the amount of debt collected, while ensuring such debt was collected in a cost-effective manner. This would leave more money available for distribution to support state and local programs.

City Law Enforcement Grants

Background. Providing police services is one of the primary functions of local governments. In 2011-12, the most recent year of data available, cities spent a total of about \$9.5 billion statewide to provide police services to California's 482 cities. Most of these funds come from local sources, such as local taxes and fees.

As part of the 2012-13 budget, the Governor proposed and the Legislature approved a three-year grant program (from 2012-13 through 2014-15) to provide state General Fund support to city law enforcement, primarily police. At the time the funding was proposed, the administration indicated that the intent was to partially offset budget reductions that city law enforcement departments were facing due to the recession. The funds were initially approved at \$24 million each year, then were increased to \$27.5 million in 2013-14, and again to \$40 million in 2014-15.

2015-16 BUDGET

Governor's Proposal. The Governor's budget proposes to extend the city law enforcement grant program for one additional year beyond the authorization approved by the Legislature. Specifically, the budget provides \$40 million from the General Fund to support the program in 2015-16. The funds would be provided to city law enforcement under the same allocation formula as in prior years, which is based on a distribution of funds recommended by the California Police Chiefs Association. Under the Governor's proposal, departments could use the funds for any purpose.

Proposal Lacks Sufficient Justification. The Governor's proposal to provide \$40 million to extend the police grants for an additional year lacks justification for the following reasons:

- **Need To Address Recession-Era Cuts Unclear.** The Legislature authorized a three-year program as a stopgap measure

to help city law enforcement address budget cuts resulting from the recession. However, the recession ended five years ago and in that time local revenues appear to have recovered to pre-recession levels. It is unclear how many additional years past the end of the recession the Governor thinks such funding is appropriate.

- **Funds Unlikely to Make Significant Impact.** The funding proposed is only a small fraction of total city police budgets and is unlikely to have a significant effect on the level of service provided by city law enforcement.

LAO Recommendation. In view of the above, we recommend that the Legislature reject the Governor's proposal to provide \$40 million in city law enforcement grants in 2015-16.

DEPARTMENT OF JUSTICE

Under the direction of the Attorney General, the Department of Justice (DOJ) provides legal services to state and local entities, brings lawsuits to enforce public rights, and carries out various law enforcement activities. The DOJ also collects criminal justice statistics from local authorities; manages the statewide criminal history database; conducts background checks required for employment, licensing, and other purposes; and prepares titles and summaries for measures proposed through the state's initiative process. The Governor's budget proposes a total of \$793 million to support DOJ in 2015-16, which is roughly the same amount provided in 2014-15. Of the total amount proposed, \$201 million is from the General Fund.

Initiatives Workload

Background

The California Constitution authorizes individuals to place measures to amend statute or the Constitution before the voters after collecting and submitting a specified number of qualified signatures to the Secretary of State. Prior to the circulation of a measure for signatures, the Attorney General is required to prepare a title and summary for the proposed measure, which is a description of the major changes proposed and the estimated fiscal impact that the measure will have on state and local governments. State law specifies the process by which the title and summary must be prepared. Prior to January 2015, the Legislative

2015-16 BUDGET

Analyst and the Department of Finance (DOF) were required to prepare the fiscal estimate within 25 working days from the day the final version of a proposed initiative was received by the Attorney General. The Attorney General would then have 15 days upon receipt of the fiscal estimate to submit the completed title and summary to the Secretary of State. Any substantive changes to the proposed measure by its authors would restart the statutorily mandated time frames. This could result in the Legislative Analyst and DOF creating an additional fiscal estimate and the Attorney General creating an additional title and summary for the amended measure.

Chapter 697, Statutes of 2014 (SB 1253, Steinberg), made various changes to the above process that went into effect January 2015. Specifically, the legislation:

- Requires the Legislative Analyst and DOF to prepare the fiscal estimate within 50 days (rather than 25 working days) from the day the proposed initiative is first received by the Attorney General. (The Attorney General still has 15 days from receipt of the fiscal estimate to submit the title and summary to the Secretary of State.)
- Requires the Attorney General to initiate a 30-day public comment period once the authors of the measure request a title and summary. Public comments are submitted through the Attorney General's website and provided to the authors, but are not publicly displayed during the review period. However, these comments are deemed to be public records eligible to be viewed upon request under the process outlined in the California Public Records Act.
- Permits the authors of the measure to submit germane amendments to their measure within 35 days of filing the measure without having the statutorily mandated time frames restarted.

Governor's Proposal

The Governor's budget for 2015-16 proposes a \$720,000 General Fund augmentation and 4 positions for DOJ to address increased workload from the implementation of Chapter 697. The proposed positions include (1) two Deputy Attorney Generals and one Legal Secretary to address increased workload related to the preparation of the title and summary and (2) one Associate Governmental Program Analyst (AGPA) to support DOJ's new public comment responsibilities.

LAO Assessment

New Public Comment Process Will Increase Workload. As indicated above, Chapter 697 requires DOJ to process and make available upon request public comments on a proposed initiative. Based on our analysis, we find that the department will need some additional resources to carry out these additional responsibilities. For example, DOJ will need staff to process comments and provide them to the authors of the measure.

Not Clear How Other Requirements Will Impact Workload. At this time, it is uncertain how the other changes in Chapter 697 will impact the department's workload, as it would depend in large part on how authors of proposed initiative measures react to the changes. In some cases, workload will decrease—for example, if authors choose to amend already submitted measures rather than separately filing new measures—thereby reducing the total number of title and summaries that DOJ is required to prepare.

In other cases, the department's workload could increase—for example, if many amendments

2015-16 BUDGET

are filed by the authors of proposed measures. This is because DOJ would need to determine whether such amendments are germane to the originally proposed measure as required by Chapter 697. The net impact on the department is unknown and could vary year to year—similar to DOJ’s existing initiative workload. For example, DOJ received 100 initiatives requiring 4,400 hours of work in 2011-12 and 18 initiatives requiring 3,500 hours of work in 2012-13. In view of the above uncertainties on how Chapter 697 will impact DOJ’s workload, we find that it is premature at this time to provide the additional resources requested.

Given our office’s responsibility to prepare a fiscal impact analysis for each proposed initiative, Chapter 697 will also impact our workload in the coming years. This is because the legislation shortens the amount of time that we have to prepare our analysis (compared to prior law). However, it is also difficult for us at this time to determine how the above changes will impact

our workload. Accordingly, we are not requesting additional resources at this time and will manage within our existing resources.

LAO Recommendation

In view of the above, we recommend that the Legislature approve \$114,000 from the General Fund and the AGPA position to support DOJ’s new responsibilities related to public comment. However, we do not recommend approving the remaining resources at this time. Providing the remaining resources is premature given the uncertainty about how Chapter 697 will actually impact DOJ workload. The DOJ should be able to manage within its existing resources until the effects of Chapter 697 become clear. To the extent that workload actually increases in the future, the department could submit a budget request for additional resources at that time for the Legislature to consider.

2015-16 BUDGET

SUMMARY OF LAO RECOMMENDATIONS

Issue	Governor's Proposal	LAO Recommendation
California Department of Corrections and Rehabilitation (CDCR)		
Adult prison and parole populations	Increase of \$58.5 million (primarily General Fund) for various adjustments associated with prison and parole caseload changes.	Do not approve the proposed level of contract bed funding until CDCR provides additional justification. Withhold recommendation on remaining portions of request until May Revise. Direct CDCR to provide long-term population projections.
Americans with Disabilities Act (ADA) improvements	Increase of \$19 million (General Fund) for construction of ADA improvements at 14 prisons.	Withhold action until CDCR provides additional details about the proposed projects and their costs.
California Health Care Facility (CHCF) staffing	Increase of \$76.4 million (General Fund) and 714.7 positions for increased clinical staffing at CHCF.	Approve \$52 million and 515 positions on an ongoing basis and \$24 million and 200 positions on a one-year, limited-term basis. Direct the Receiver to contract for an updated clinical staffing analysis for CHCF.
Valley Fever testing	Increase of \$5.4 million (General Fund) in 2014-15 for testing of 90,000 inmates for Valley Fever.	Direct the Receiver to report at budget hearings on how future savings from a reduction in the number of inmates with Valley Fever will be accounted for.
Quality management expansion	Increase of \$4.9 million (General Fund) and 30 positions for the Receiver's quality management unit.	Reject the Governor's proposal given that the quality management section was found to be unnecessarily large and is already larger than the community standard.
Judicial Branch		
Trial court funding augmentation	Increase of \$109.9 million (General Fund) to support trial court operations.	Approve proposal. Define legislative priorities for proposed augmentation. Establish a comprehensive trial court assessment program.
Improvement and Modernization Fund (IMF) modifications	Terminate a \$20 million annual transfer from IMF to trial court operations and shift \$6.3 million in costs for supporting a civil case management system to the IMF.	Increase legislative control over IMF expenditures. Reduce annual transfers out of the IMF by \$13.7 million. Withhold action on shift of case management system costs until Legislature decides how to better control IMF expenditures.
Judicial branch rent increases	Increase of \$934,000 (General Fund) to cover rental increases for statewide judicial entities and treat future increases as workload adjustments.	Approve proposal. Also approve statutory language requiring the judicial branch to follow the same lease notification requirements currently required of the Department of General Services.
Local Public Safety		
Traffic amnesty program	Authorize an 18-month traffic amnesty program to provide \$9.9 million in revenue for the Peace Officers' Training Fund (POTF) and \$2.1 million in revenue for the Corrections Training Fund (CTF) to keep these funds solvent.	Reject proposal given unrealistic revenue estimates and potential negative impact on future collections.
Restructure POTF expenditures	Increase of \$8.6 million (POTF) for Commission on Peace Officer Standards and Training (POST) to provide reimbursements and training for local law enforcement. Decrease of \$5.3 million (POTF) and 37 positions for POST administrative functions.	Reject proposals. Direct POST to provide a more targeted alternative expenditure reduction plan and to consider charging fees for some of its services.
(Continued)		

2015-16 BUDGET

Issue	Governor's Proposal	LAO Recommendation
Local Public Safety (Continued)		
CTF expenditures	No proposal.	Direct Board of State and Community Corrections to provide an expenditure reduction plan and to consider charging fees for some of its services.
Zero-base budget certain funds	Zero-base budget funds, including POTF and CTF, supported by the State Penalty Fund.	Approve proposal. Consider a comprehensive evaluation of how all court-ordered debt revenue should be used and distributed. Restructure court-ordered debt collection process to improve debt collection.
City police grants	Increase of \$40 million (General Fund) to provide grants to local law enforcement to backfill for recession-era cuts.	Reject the proposal given that the recession ended more than five years ago, local revenues have recovered and the funds are unlikely to make a significant impact.
Department of Justice		
Initiatives workload	Increase of \$720,000 (General Fund) and 4 positions to address increased workload from new legislative requirements related to initiative measures.	Approve one position to address new workload related to public comment. Reject remaining request at this time as it is premature.

2015-16 BUDGET

2015-16 BUDGET

2015-16 BUDGET

2015-16 BUDGET

Contact Information

Aaron Edwards	Prisons and Parole	319-8351	Aaron.Edwards@lao.ca.gov
Sarah Larson	Inmate Health Care	319-8306	Sarah.Larson@lao.ca.gov
Anita Lee	Courts Fine and Fee Collections Department of Justice	319-8321	Anita.Lee@lao.ca.gov
Jessica Peters	Local Public Safety	319-8363	Jessica.Peters@lao.ca.gov

LAO Publications

This report was reviewed by Drew Soderborg. The Legislative Analyst's Office (LAO) is a nonpartisan office that provides fiscal and policy information and advice to the Legislature.

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