

# ALAMEDA

Population: 1,573,254 • Authorized Judges: 73 • Staff: 635.6 FTE  
Civil Filings: 24,385 • Criminal Filings: 240,885 • Family/Juvenile Filings: 14,601 • Other Filings: 3,103

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Clerk's Office closed after 2:30 (we need to process filings and prepare documents for court).**
- **Customer wait times have increased to an hour or more.**
- **Regressed from "universal filing" by limiting which case types can be filed at which courthouses.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **255 family law judgments waiting for review (individuals are waiting at least 10 weeks).**
- **Family law hearings are set 6-8 weeks (about 2 months) out.**
- **2-month backlog in family law findings and orders after hearing.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Over 2100 orders (1-plus week) behind in entering minute orders.**
- **Over 1400 juvenile documents (3-4 weeks) awaiting processing.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **2-week backlog to open mail (500 documents unprocessed).**
- **4-6 weeks of civil judgments waiting for review.**
- **Over 2 weeks delay serving customer requests (for records, files and copies).**

Ensure that all court users have access to safe, secure courthouses.

- **Sheriff's Office funding deficit resulting in lack of sufficient deputies in some courthouses.**
- **To adequately staff courthouse with most volatile case types and the most self-represented litigants, had to reduce the number of deputies available to criminal courtrooms, limiting trials and slowing calendars.**

Help more self-represented litigants in family and housing cases at the Self Help/Facilitator's office.

- **Self-help services available only 3½ hours per day (8:30 to 12:00) at one courthouse.**
- **Insufficient staff to meet with individuals and answer phones (during afternoons staff are running workshops).**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire additional clerks, which will allow us to keep clerk's offices open until 4 p.m., eliminate backlogs, and cross-train so as to return to universal filing.
- Enhance security of courthouses, particularly the Hayward Hall of Justice.
- Add additional staff to the Self-Help Center to expand services to more court users.

# ALPINE

Population: 1,079 • Authorized Judges: 2 • Staff: 4 FTE

Civil Filings: 153 • Criminal Filings: 1,511 • Family/Juvenile Filings: 3 • Other Filings: 7 •

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## OPERATIONAL CHALLENGES

Courthouse is owned and maintained by the County.

- **Radon monitors procured by the Court show levels of radon above EPA action level in clerk's office and hallway in front of judge's chambers.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Self-help services are available only on the third Thursday of each month.**

Ensure court clerks are available when and how people need them.

- **There are no resources to restore in-house payroll, accounting, or financial reconciliation services.**
- **The court executive officer, in addition to managing the court, serves as jury commissioner, payroll, HR and other duties.**

Restore local court services and reopen courtrooms.

- **It is virtually impossible to have in-person interpreter services, and when we do, the court is charged exorbitant amounts.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire licensed contractor for radon mitigation to reduce radon levels below EPA action levels and continue testing in all work areas throughout the year.
- Hire 1 clerk to work on record destruction as this has not been done for quite some time.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.

# AMADOR

Population: 37,001 • Authorized Judges: 2 • Staff: 27.6 FTE  
Civil Filings: 529 • Criminal Filings: 7,033 • Family/Juvenile Filings: 497 • Other Filings: 189

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## OPERATIONAL CHALLENGES

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **We have made emergency orders and family services a priority, with reduced clerk's office hours we are only able to provide services to the public for 22.5 hours per week.**

Ensure court clerks are available when and how people need them.

- **As a result of prioritizing for other court operations and a significant staff shortage, our clerks' offices are open 9:30 to 2:30 Monday through Thursday, and 9:30 to noon on Fridays.**
- **We are trading off clerk availability to ensure that backlogs in criminal and juvenile records management and services don't increase.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **We have backlogs in criminal and juvenile justice services due to staffing shortages and a trade-off with public service at the clerk's office.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire two (2) clerks in order to protect families with emergency orders/restore family stability, increase our hours of operations and decrease backlogs criminal and juvenile services.

# BUTTE

Population: 222,316 • Authorized Judges: 11 • Staff: 129.5 FTE

Civil Filings: 3,453 • Criminal Filings: 26,798 • Family/Juvenile Filings: 3,480 • Other Filings: 820 •

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## OPERATIONAL CHALLENGES

At current funding and staffing levels, the Court is not able to adequately or expeditiously:

Ensure court clerks are available when and how people need them.

- **While a recently implemented e-filing system and online payment portal help reduce the number of people who file and pay at the court, these options do not meet the needs of all Court users. Those who still must do their Court business in person can experience long wait times resulting from the Court's inability to adequately staff counters.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Up to a 2-month delay in completing/processing Child Custody/Support Orders and other documents in Family Law matters.**

Seal/expunge criminal records to help people get jobs and to protect privacy, and report criminal conviction activity to protect public safety.

- **Up to a 3-month delay in completing/processing documents in juvenile delinquency matters, including sealing of court records.**
- **Up to a 4-month delay in completing/processing documents in criminal matters, including disposition notifications to the Department of Justice and other justice partners.**

Process Civil Filings to enable businesses and individuals to obtain Judgments and collect monies owed in civil disputes.

- **Up to a 3-month delay in completing/processing Judgments and other documents in civil and probate matters.**

Provide Self-Help Services to Self-Represented litigants.

- **Current Self-Help services are limited primarily to assistance with Family Law matters. While the Court has recently been awarded an Innovations Grant to expand our program and provide Self-Help services to other Counties, case types where assistance is available remains limited, and the sustainability of the program is in question without sufficient ongoing funding.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, the Court intends to:**

- Hire additional staff to eliminate backlogs in processing in Criminal, Family, Juvenile and Civil and to enable the Court to implement additional technological case management solutions and automations at a more rapid pace. Current staffing levels do not provide enough resources to allow the Court to free up staff to concentrate on these types of initiatives.
- Hire additional staff to back-scan existing paper files to enable the Court to become fully paperless in all case types.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.

# CALAVERAS

Population: 45,171 • Authorized Judges: 2 • Staff: 22 FTE

Civil Filings: 583 • Criminal Filings: 5,090 • Family/Juvenile Filings: 668 • Other Filings: 155

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## OPERATIONAL CHALLENGES

Lack of Administrative Assistant to the Judge and Administration.

- **The absences of an individual to manage courtroom resources (assigned judges, court reporters and interpreters) needed for calendars causes' other aspects of that clerk's job to diminish.**
- **Judges have no assistant to them. CEO has to provide oversight for courtroom resources.**
- **Civil Grand Jury foreperson does not have a signal point of contact.**

Ensure court clerks are available when and how people need them.

- **We are open from 8:15AM to 3:00PM and there is a need for us to restore our hours to 4:00 PM.**

Having only one court reporter causes cases to be continued leading to delays.

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Mediation is usually 6 to 8 weeks out since we only have a .20 FTE mediator.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **5 month delay processing sealing orders pursuant to W&I 786.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Self-help is available 5 days a week, but we may have to close on Fridays due to staffing.**
- **Family Law Facilitator services are only available 3 days a week.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire an Administrative Assistant for scheduling and calendar management. Scheduling visiting judges is very time consuming especially with a judicial vacancy in a two judge court and being a paperless court creates additional scheduling challenges. Since we're located in a rural area there are no interpreters so its very time consuming as our interpreter needs expand. There clerk currently performing those duties is also the appeals so moving the appeals to a clerk would reduce the need to ask for extensions for submitting appeals. Assist Civil Grand Jury Foreperson.
- An additional clerk would reduce wait times by 15 minutes per person and make sure there is a clerk available to answer the phone and work the counter. This will also help with reduce delays with transfers and sealing orders.
- Hire a half-time court reporter currently we only have one reporter. Per Diem or contractors are getting increasingly hard to find, it is getting difficult to cover mandated matters.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
- Increase Family Law Mediator from .20 to .40 FTE to reduce wait time for custody/visitation mediation.
- Keep Self-Help/Facilitator's Office open 5 days a week.
- Increase the percent of FTE for Family Law Facilitator in self-help to serve more people in a day and/or increase services to 4 or 5 days a week.

# COLUSA

Population: 21,660 • Authorized Judges: 2 • Staff: 14 FTE  
Civil Filings: 180 • Criminal Filings: 9,198 • Family/Juvenile Filings: 268 • Other Filings: 51 •

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## OPERATIONAL CHALLENGES

Safety and security in courtrooms and trial court facilities.

- **We cannot provide adequate security controls or space to properly service the many families in crisis who need the court's help.**
- **These security concerns impact the Family Law Courtroom, and the Family Law Facilitator & Mediator's Office.**
- **Options are available to acquire additional space for a fraction of the cost of a new facility which would address security issues and the community's long-term need.**

Ensure court clerks are available when and how people need them.

- **Colusa is generally short-staffed and has trouble serving the public fully when staff need time off for any number of reasons.**

Tackle increasingly complex administrative tasks and challenges.

- **In order to prepare for the future, Colusa will need to tackle many complex projects including deployment of a new case management system, digitization of court records, and automation of regular processes. These opportunities require augmentation to existing resources to realize in an efficient and effective manner.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Self-help is available only 3 days per week, and the community need exceeds our availability.**
- **The majority of people seeking help from the Self-Help/FLF are indigent, and speak only or primarily Spanish, minimal English, and frequently struggle with literacy.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Address long overdue infrastructure investment to prepare the organization for long term operational stability including: a phone system upgrade, a technology refresh, digitization of court records, expanded jury functionality (online access), digital court audio recording, etc.
- Address significant increases in retirement costs for existing employees based on changes to CalPERS earnings projections and unfunded liability ensuring long term stability of retirement funds for past and present employees.
- Increase staffing to address changing operational needs and goals, including staff to support complex projects and provide dependable and consistent service levels.

# CONTRA COSTA

Population: 1,087,008 • Authorized Judges: 38 • Staff 318 FTE

Civil Filings: 15,143 • Criminal Filings: 123,355 • Family/Juvenile Filings: 11,085 • Other Filings: 2,071

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## OPERATIONAL CHALLENGES

Reduced staffing and increased complexity of cases and workload.

- **Staffing levels are so thin that we struggle to cover staff absences, spikes in workload, and to provide needed training time.**
- **With one of the highest rates of hearings per misdemeanor and felony filings in California, managing our criminal workload is a continuing challenge even as filings stabilize.**
- **One-on-One self-help assistance has been significantly reduced due to insufficient resources.**
- **While we have reduced wait times for mediation, case processing backlogs are starting to grow again because of chronic underfunding.**
- **Over 400 conservatorship investigations and reviews are delayed.**
- **The court, during the budget crisis, eliminated data analyst staff but the need for improved and accurate data analysis continues to grow.**

Infrastructure: The court's technology is seriously outdated, and court fixtures and furnishings are not adequate.

- **The court's ageing case management systems cannot easily accommodate changes to court rules and processes, the increasing need for accurate court data, and we face the eventual end of both vendor and county support and maintenance for the systems.**

No Funding for Cost Increases.

- **The lack of funding to address cost increases, particularly regarding courts' ability to provide equitable court staff pay, impacts staff morale and the ability to attract and retain staff.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire 3.0 clerks for sorely needed relief and training coverage for courtrooms and clerk's offices.
- Add 1.0 clerk to provide support for expansion of interpreter and language access program.
- Fill 1.0 vacant FTE Asst. Family Law Facilitator position to assist 20 to 25 self-represented litigants per day.
- Hire 1.0 Program Analyst to restore court data and program analysis capability.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff
- Develop an annual flooring, equipment replacement, and painting schedule to replace aging, worn, unattractive, uncomfortable, and unsafe furnishings.

# DEL NORTE

Population: 28,131 • Authorized Judges: 2 • Staff: 21.275 FTE  
Civil Filings: 343 • Criminal Filings: 7,404 • Family/Juvenile Filings: 796 • Other Filings: 256

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## OPERATIONAL CHALLENGES

Current staffing levels are jeopardizing the Court's ability to provide adequate services to the public.

- **Access to justice, effectively and efficiently is the Court's first priority. Reductions in staff in recent years has led to decreased efficiency in serving the public and creates unnecessary barriers for unrepresented and at risk litigants.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **The Court's commitment to protect families and children is jeopardized when budget shortfalls requires the Court to balance the needs of community against repeated budget shortages. Wait times often exceed those predicted by Court staff, resulting in repeated returns by the public and forcing the public to bear the inconvenience of the overburden workload.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Helping our community move beyond their Court experience reduces recidivism, promotes faster repayment of Court fines and allows rehabilitation to have a positive community effect.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **We maintain an unusually large vacancy rate for a small court so that we can maintain our budget even though it's difficult to remain current with our services. This burden falls onto a staff that has absorbed many vacancies and therefore has a detrimental effect on final case processes, as those have the least priority in the Court environment.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Our staff limitations prevent us from increasing self-help services. This shortfall is particularly harmful to our non-English speaking community. Currently, we have no ability to offer personal assistance in any language other than English. This is a great deficit the Court must overcome to equally support all members of our community.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire staff vacancies, held vacant to back fill budget shortages.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
- Expand services to the At-Risk populations and improve access to justice for self-representing litigants and non-English court users.



# EL DORADO

Population: 182,404 • Authorized Judges: 8 • Staff: 71 FTE

Civil Filings: 2,472 • Criminal Filings: 17,077 • Family/Juvenile Filings: 2,487 • Other Filings: 427

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Clerk's office windows close at 3:00 pm and clerk's office phone services end at 1:00 pm daily.**
- **If a clerk is absent, the clerk's office may be closed over the lunch hour if there is no back-up.**
- **Delays and return visits are increasing because we cannot serve everyone every day.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **6-7-week delay for child custody recommending counseling sessions.**
- **2-plus month delay for child custody and visitation hearings.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Reduced self-help funding means less self-help service to our communities.**
- **Self-help services are not provided on a daily basis for all case types due to limited funding.**
- **The self-help center must close if staff is out because there is no back-up.**
- **Many self-represented litigants are already turned away daily.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **9 to 10-month delay for motions for summary judgment and demurrer.**
- **70-day delay for scheduling small claims.**

Restore local court services and reopen courtrooms.

- **Small claims are only heard every other week so the backlog is tremendous.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Build and implement a Court Case Management System Public Access Interface to enhance transparency and access to court information through the availability of an online self-service portal.
- Hire one FTE Court Clerk, one FTE Fiscal Tech one FTE Court Supervisor, and fill vacant Court Clerk FTE positions, to support operations, fiscal, implementation of new case management system and extend clerk office window and phone service hours (Bilingual staff preferable). The nature of employment available to El Dorado residents often does not allow for them to obtain service with the court's current operational hours. Extending court clerk's office hours and phone hours will allow us to better serve our community.
- With additional Court Clerk staff the court can obtain assigned judges and place them in vacant hearing rooms in order to address backlogs in civil motions and trials and in small claims.
- Hire one FTE Family Law Facilitator/Self-Help Attorney, bilingual preferable, to serve additional self-represented litigants daily and to provide backup coverage when other staff is out at both our South Lake Tahoe facility and our Placerville facility. El Dorado has a large Spanish speaking population and is a resort area that has been impacted by severe housing shortage and economic conditions.

# FRESNO

Population: 964,040 • Authorized Judges: 49 • Staff: 489 FTE  
Civil Filings: 16,978 • Criminal Filings: 125,407 • Family/Juvenile Filings: 16,453 • Other Filings: 2,591 •

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## OPERATIONAL CHALLENGES

Stabilized funding to ensure the ability to:

Make certain Court's Clerk's Offices are available when and how people need them.

- **Clerk's office hours are reduced, ending at 3:00 PM Monday through Thursday, and at noon on Friday;**
- **The remaining hours of the day, clerks focus on filings for which there remains a one to two-week delay.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Adult delays are about one week;**
- **Delays in juvenile processing is between 2 and 3 weeks.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **30 to 45-day delays processing civil judgments.**

Help more self-represented litigants in family cases at the Self Help/Facilitator's office.

- **By 8:30 AM every day, every self-help appointment for that day is taken.**
- **Individuals and families who arrive after 8:30 are turned away.**
- **In order to process the workload, we are closed every Wednesday.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to ...**

- Increase Staffing to increase operational efficiencies throughout our Court
  - With our vacancy rate, we are experiencing severe backlogs in every operational department and need more staff to ensure we are able to maintain the public's trust and confidence.
  - E-filing is mandatory in Civil; while technology improves efficiencies, we need a human touch to process incoming filings and with our vacancies we are continually backlogged in processing paperwork timely.
  - Appropriate funding for labor agreements (current and future).
- Facilities
  - Make necessary updates to facilities to maximize operational efficiencies.
  - With one facility 52 years old, routine upkeep of facilities is critical.
  - Major improvements are anticipated with our aged facility.
- Technology
  - Continue to maximize operational efficiencies through technology such as remote video for Domestic Violence, Riese, and Human Trafficking proceedings and interpretation, as well as proceedings in State hospitals.
  - Technology efficiencies requires staff to apply and execute.

# GLENN

Population: 28,353 • Authorized Judges: 2 • AB 1058 Commissioner: 0.3 • Staff: 20 FTE  
Civil Filings: 371 • Criminal Filings: 9,185 • Family/Juvenile Filings: 447 • Other Filings: 110

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **As a small court, Glenn continues to have challenges with funding to service all the diverse public needs, while trying to improve with expensive technology, which would improve access/services. Staffing is inadequate to allow operations until 5:00 p.m. so the Court continues to close at 3:00 p.m., denying services to the community.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Mental health offenders continue to recycle through the justice system with no long term results, draining court and community resources.**

Ensure that all court users have access to safe, secure courthouses.

- **As a result of the courthouse construction funding delays, continued operational inefficiencies occur with three separate court facilities, including safety and security issues.**

Provide more consistent and efficient assistance to customers of the court.

- **Due to a current old case management system, electronic access to the public is not available and manual entry is required into JBSIS and other required interfaces such as DOJ, creating additional resource issues and lack of transparency.**
- **Due to lack of staff resources, record sealing, expungements and file purges have not occurred, resulting in significant delays in these important services including manual record searches for government entities.**
- **Due to resource needs, the Court is unable to hire employee interpreters, relying on difficult-to-obtain and expensive contractors, creating challenges for providing language access for arraignments and other unscheduled hearings.**
- **Currently the Self-Help services are not offered full time, denying access to the public to the most vulnerable population.**

## PRIORITIES FOR REINVESTMENT

Assuming an additional investment in operations funds, we intend to...

- Additional staffing will allow the return of public lobby and phone hours to 5:00 p.m., providing greater access to the community to file court documents while continuing to collaborate with other small courts for solutions in addressing the unique challenges of small courts in servicing the public.
- Implement a much needed Mental Health Court and Dependency Drug Court to improve the long-term outcome of these populations.
- Hire and designate a case management specialist to facilitate completion of a new case management system to improve access to justice, including electronic access and automated reporting to other agencies and expand on other technological alternatives to capitalize on operational efficiencies.
- Expand additional services to Self Help, allowing for full time operations to service the increased self-represented population caseload with the goal to streamline cases, reduce court continuances and additional clerk processing.
- With additional staffing, timely processing of critical court services can be achieved, including record sealing, expungements and destruction of old court records, allowing important protections for the public as well as public safety.
- With possible construction funding identified for FY 19/20, critically needed construction could begin, ameliorating the current challenges in future years, once construction and consolidation to one courthouse is achieved, improving efficiency and access to the public in a safe and secure facility.
- Additional funding allows expansion of contract interpreter services to all case types, as resources allow, while exploring other contractually allowable options for providing language access to all litigants.

# HUMBOLDT

Population: 134,648 • Authorized Judges: 8 • Staff: 81.0 FTE

Civil Filings: 2,123 • Criminal Filings: 21,954 • Family/Juvenile Filings: 2,098 • Other Filings: 572

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## OPERATIONAL CHALLENGES

Budget reductions created by the decline in civil assessment revenue and increased mental health evaluation costs have resulted in reduced court staff and limited assistance to the public.

- **Public hours are limited to 9:00 AM to 2:00 PM, and telephone hold times are unreasonable (up to 35 minutes).**
- **Without funding to keep parity with the new minimum wage a shorter work day for staff (7.5 hours) has been negotiated to increase the staff hourly pay rate.**
- **Strain on staff has contributed to increased Worker Compensation issues, stress problems, and absenteeism issues. Workers Compensation costs are up 221% from four years ago.**
- **Records management, including records destruction, is delayed several years which has required the court to incur costs of for off-site storage (elimination of storages costs are not sufficient to hire staff for records management). Delays are also experienced in criminal warrant recalls, criminal dismissals and records sealing.**
- **Reduced access for those in the remote areas of the County.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Limited walk-in service and public workshops for 'pro-per' litigants.**
- **A three week backlog for preparation of Court ordered documents.**
- **Under-serving probate, guardianship, conservatorship parties.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Dependency attorneys – without social worker support - average 250 clients.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **1 to 2-month delay in returning trust deposits.**

Miscellaneous Budget Issues.

- **37 Pending serious felony cases, including homicides and sex crimes.**
- **263% increase in mental health evaluation costs over the past two years without funding.**
- **45% decline in Civil Assessment revenue in the past two years.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Restore public clerk's office hours inclusive of filling frozen staff positions to include establishing a Records management division to include research and copy requests duties.
- Mitigate the increase in mental competency expenses and decline in civil assessment revenue.
- Expand Self-Help Center Services including workshops, service to walk-in clients and establish a probate examiner position to improve service for probate, guardianship and conservatorship parties
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff

# IMPERIAL

Population: 180,672 • Authorized Judges: 11 • Staff: 125 FTE, 4 PTE  
Civil Filings: 2,260 • Criminal Filings: 62,098 • Family/Juvenile Filings: 3,971 • Other Filings: 474

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Staff turn-over has been high because court wages are low.**

Help more self-represented litigants in family and housing cases at the Self Help/Facilitator's office.

- **Self-help services are expensive and we do not have money to improve.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Dependency backlogs are growing.**
- **Need for appointment of minor's counsel is growing without funding.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Criminal case management system has reduced backlogs but they have not been eliminated.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Traffic Department - hire 2 clerks for window and phone service to reduce wait times and to provide better customer service. We are currently understaffed and this affects the areas of customer service, phone center and data entry.
- Hire 1 Court Reporter.
- Hire 1 Judicial Assistant.
- Access Center – hire 1 clerk to improve our customer service. We are operating in this department understaffed.
- Provide staff with a cost-of-living adjustment. Staff Compensation has remained substantially flat over the last five years, impacting staff retention and morale.
- We changed to a new Case Management System (CMS) during this fiscal year and as a result, the Court needs to buy more equipment to adapt all the Departments to the new CMS.
- As a result of the new Case Management System, we need to hire 4 clerks for the Scanning Department.
- We need more funds to support the programs AB1058 “Child Support Commissioner & Family Law Facilitator”. Our Court is always underfunded on these programs.
- HR Department- hire 1 clerk to improve this Department. This department is operating understaffed.
- Collection Department- hire 1 clerk to improve this Department. This department is operating understaffed.
- Any additional funding will help us to keep improving our services to our community.

# INYO

Population: 18,590 • Authorized Judges: 2 • Staff: 16 FTE

Civil Filings: 231 • Criminal Filings: 9,632 • Family/Juvenile Filings: 294 • Other Filings: 54

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Due to inadequate space and staffing the court only accepts filings of certain case types in each of our locations.**
- **Bishop clerk's office closes at noon on Friday, and Independence clerk's office closes at noon on Wednesday.**
- **Phones are only answered for traffic cases one hour a day (to help 11,000 or more drivers a year figure out how to manage their citations).**
- **6-8 week backlog in processing citations and payments.**

Help more self-represented litigants in family and housing cases at the Legal Self Help/Family Law Facilitator's office.

- **Prior to budget cuts, Inyo Legal Self-Help employed two people; due to budget reductions, staffing, and more importantly, services to the public have been cut including reduced hours and fewer remote service days.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **6-8 week backlog in processing complaints, judgments, enforcement documents.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire additional clerks for window and phone service to reduce wait times.
- Add a half-time FTE Family Law Facilitator in self-help to serve more people each day.
- In order to recruit and retain qualified staff be able to provide staff with cost-of-living adjustments.
- Upgrade outdated IT servers and equipment to ensure operational security.
- Increase access to justice through improvements to facilities that will allow for more case types to be accepted at both court locations.

# KERN

Population: 873,092 • Authorized Judges: 39 • Staff: 498 FTE

Civil Filings: 16,443 • Criminal Filings: 156,174 • Family/Juvenile Filings: 16,652 • Other Filings: 536

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## OPERATIONAL CHALLENGES

Provide the needed court employees resources to deliver to court users the expected services needed for their cases.

- **Court closes all clerical counters and service telephones at 4:00 PM Monday through Thursday and at Noon on Fridays due to insufficient staffing resources—court is currently 16% below RAS model staffing recommendations based on workload studies.**
- **Civil case processing of writs and judgments are backlogged because limited clerical staff are assigned to process cases with statutory deadlines—Unlawful Detainers, harassment, civil restraining orders.**
- **Family law domestic violence restraining orders are delayed up to five days to process due to staffing shortages. Default judgments are backlogged up to 6-weeks delaying case dispositions.**
- **Document processing requests for criminal cases are backlogged delaying completion of expungements, job applications, background checks, and identify theft investigations.**
- **Given the long distances required to travel the expansive Kern County area, the court has seven regional court locations to meet the demand for services in remote locations. Two of these regional courts, Lake Isabella and Taft, are open only one day per week due to budget reductions in 2013.**

Family Law Facilitator and Civil Self-Help Services appointment times are filled by noon each day due to staffing shortages caused by AB 1058 grant Self-Help funding that has not kept up with demand for services.

- **Family Support and Family Law orders-after-hearings are not completed timely because self-represented litigants are unable to speak with FLF staff.**
- **Small claims and harassment court hearings are continued because litigants are unable to prepare for court due to limited Self-help resources.**

Collaborative Courts, which have been established with federal and state grants, require additional funds to sustain them for continued services after grant resources have been exhausted.

- **Mental Health Court established with RRF Grant funds cannot reimburse Mental Health service providers and Probation monitoring staff necessary to ensure client compliance and completion of program requirements designed to reduce recidivism.**
- **DUI, Veteran's and other similar Collaborative Courts are limited in the number of client's they can help due to lack of sustainable funding for the litigant services needed to prevent recidivism.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire additional court staff to increase counter and telephone service hours reduced during the budget reductions of past years. Reduce current court employee vacancy rates sufficiently to address delays in processing restraining orders, judgments, writs and document processing requests for court users;
- Expand FLF collaborative training and Self-Help services with the Kern County Library. Additional funding will enable an increase in the type and frequency of the Self-Help Public seminars that are provided to litigants free of charge to help with preparation for their cases.
- Coordinate the expansion of electron Self-Help services with other courts that have received Innovation Grants to augment new technologies and services to self-represented litigants.
- Maintain or expand Collaborative Court calendars where feasible and funded to reduce recidivism.

Email: [WAdmin@kern.courts.ca.gov](mailto:WAdmin@kern.courts.ca.gov) Phone: [661.868.4934](tel:661.868.4934) Online: [www.kern.courts.ca.gov](http://www.kern.courts.ca.gov)

# KINGS

Population: 150,181 • Authorized Judges: 8 • Staff: 84.6 FTE

Civil Filings: 1,988 • Criminal Filings: 30,142 • Family/Juvenile Filings: 2,422 • Other Filings: 673

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## OPERATIONAL CHALLENGES

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Each day, more than 200 complaints await processing.**
- **3-month delays in criminal document management.**
- **30-40 probation transfer cases waiting to be processed.**
- **Backlog of 800 - 1000 traffic citations, and appearance dates are set 90+ days from citations.**
- **3-week delay in background checks for employers and prospective employees.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **3-week delay for requests for copies.**
- **10 years since regular records destruction was implemented, causing storage problems and costs.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **3-month delays for family matters related to incarcerated people.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Only one self-help paralegal FTE and one facilitator .5 FTE.**
- **Service is available 8:00 AM to noon, and 1:00 PM to 4:00 PM except for Friday, when only 1 FTE is available.**
- **Hour-plus wait times for most people, and backlogs are 3 months.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire 2 clerks for public assistance to help reduce wait time for the public and address processing backlogs.
- Hire 2 courtroom clerks for courtroom efficiency and department coverage.
- Recruit for vacant IT Manager position to oversee staff of 3, Tyler Case Management System, manage various projects and attend to the daily IT needs of the Court.
- Invest in digital records management program to address case file storage issues.
- Fund the Family Law Facilitator full time and add 1 FTE Paralegal in Self-Help to serve more clients each day, expand hours, reduce wait time and backlog, and provide more educational information to self-represented litigants.



# L A K E

Population: 64,699 • Authorized Judges: 4 • Staff: 31.3 FTE

Civil Filings: 1,276 • Criminal Filings: 8,307 • Family/Juvenile Filings: 1,233 • Other Filings: 302

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Clerk's Office closed after 1:00 each day.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Self-help services and Family Law facilitator are only available half time (20 hours per week).**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **2-month backlog in probation transfers into Lake County.**

Restore local court services and reopen courtrooms.

- **Clearlake Courtroom is open only 2 days a week.**
- **All traffic and unlawful detainers are heard in one location, which is a significant hardship for our communities because there is little public transit and our county is effectively divided by a huge lake.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire 3 clerks for window and phone service to increase the hours available to the public from 8:00 am to 1:00 pm, to 8:00 am to 4:00 pm.
- Increase the hours of the Self-Help Center to be open to the public four full days per week, a 60% increase in services.
- The additional funding would allow the court to cover inflationary costs such as negotiated salary increases, health benefit increases, and other contracted services, without degrading public services to pay for those inflationary cost increases.

# L A S S E N

Population: 32,581 • Authorized Judges: 2 • Staff: 21.75 FTE

Civil Filings: 420 • Criminal Filings: 6,845 • Family/Juvenile Filings: 580 • Other Filings: 164

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **While the Clerk's office used to be open before and after regular work hours, it is now only available between 8:00 AM and 4:00 PM.**
- **Phone hours have been reduced to 8:00 AM to 4:00 PM, and there is no phone service between noon and 1:00 PM.**
- **Remote court services to people in outlying areas have been eliminated.**

Help more self-represented litigants in family and housing cases at the Self Help/Facilitator's office.

- **We provide walk-in clinics on most Fridays, but the clinics have become impacted as a result of reduced staffing.**
- **Appointments are only available a few days per week, but these have also become impacted as a result of reduced staffing – such that appointments generally require at least a month wait.**
- **Individuals and families often need to return several times to get the assistance they need.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **There is only one mediator, and all family support staff positions have been eliminated.**
- **Emergency orders are often delayed due to the reductions in staff available to assist litigants.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Reduced staffing in the Self-Help Center has increased the wait times for people to obtain assistance with sealing/expunging criminal records.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **Reduced staffing in the Self-Help Center has increased the wait times for people and businesses to obtain information and assistance regarding their civil collection efforts.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Fill vacant Court Clerk positions to restore service hours and reduce wait times.
- Restore Family Law Facilitator and Self-Help staffing to ensure meaningful assistance and access to the courts through expanded clinics and individual appointments.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.

# LOS ANGELES

Population: 10,041,797 • Authorized Judges: 487 • Staff: 4,600 FTE

Civil Filings: 228,000 • Criminal Filings: 1,129,000 • Family/Juvenile Filings: 120,000 • Other Filings: 23,000 •

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## OPERATIONAL CHALLENGES

Protection and stability for families and children are hindered by lack of clerical and courtroom staff:

- **6-month-long delays in scheduling family law trials prevent families from moving forward from domestic disputes, exacerbating tensions;**
- **More than 1,500 family cases await clerical processing before judgments are finalized;**
- **More than 1,000 orders for child and spousal support are backlogged, denying people the economic support they need and deserve;**
- **A backlog of hundreds of child custody orders denies parents the opportunity to parent their children.**
- **Dependency judges have caseloads approaching 1,000 foster children, each of whom faces different challenges and requires different services from the foster care system;**
- **Clerical backlogs in handling requests for confidential dependency data slow the efforts of other agencies in helping foster children.**

Court services are not available when and where people need them:

- **Only one third of courthouses handle landlord-tenant cases or Small Claims cases, requiring litigants to spend hours in traffic to get court services;**

Timely criminal case processing, necessary to protect rights and ensure public safety, is compromised by a system that is overloaded and under-funded:

- **The mental health crisis has increased criminal competency hearings five-fold, inundating the mental health courts and delaying many criminal trials;**
- **20% of Felonies, and 40% of Misdemeanors, are over judicial branch time standards.**

As civil filings increase, so do delays for businesses and individuals to get money owed in civil disputes.

- **The proportion of civil cases delayed beyond 2 years has doubled (and more than 1,000 personal injury cases are more than 4 years old) due to lack of available courtrooms and up to 9-month delays to hear a motion;**
- **Clerical backlogs of more than 4,000 court orders prevent people in those cases from collecting money they are owed;**
- **Alternative dispute resolution programs fall far short of need, forcing people into expensive litigation;**
- **People wait as long as 4 months to begin a Small Claims case.**

## PRIORITIES FOR REINVESTMENT

Assuming an additional investment in operations funds, we hope to...

- Eliminate clerical backlogs that prevent litigants from benefitting from court rulings.
- Expand our ability to hear family, landlord-tenant, and small claims cases in more courthouses to reduce transportation burdens on litigants.
- Expand the number of courtrooms to break courtroom logjams and address unacceptable delays.

# MADERA

Population: 153,897 • Authorized Judges: 9 • Staff: 106 FTE

Civil Filings: 2,268 • Criminal Filings: 18,539 • Family/Juvenile Filings: 3,371 • Other Filings: 334

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## OPERATIONAL CHALLENGES

Restore local court services and reopen courtrooms.

- **Staff in outlying community court in Eastern Madera County has been (again) reduced.**
- **The court has imposed a 2 month hiring freeze on vacant positions; reducing services court-wide.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **Delay of 3 weeks for processing civil judgments (delay is steadily increasing due to staff shortage).**

Provide greater access for the public and increased staff efficiency through technological innovations.

- **Currently only have one IT staff.**
- **In the process of two major IT projects: moving infrastructure onsite and new CMS implementation.**
- **Cannot currently participate in innovation projects such as imaging, video remote interpreting, or Jury management systems due to limited staffing.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **1-month delay for preparation of family law orders after hearing.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **6-week delays for custody orders; up to 5 months if investigations are required.**
- **6-week backlog of family calendar minute orders.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **3-month delay for criminal complaints impacting filings.**
- **4-month delay to input traffic citations.**
- **Backlog of records searches and cases to be sealed.**
- **9 month delay for sealing juvenile records.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Lift 2 month self imposed hiring freeze enacted to help close budget gap in order to clear our backlog and provide overall improvements in customer service.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
- Hire IT staff member to support technological advances improving access to justice court wide.
- Hire 1 paralegal in Self Help office to provide greater public assistance and reduce delays.
- Hire 1 CCRC to reduce delays in mediated custody agreements by 50%.
- Hire 2 clerks for window and phone service to reduce wait times by 15 minutes per person and significantly reduce processing time across all case types.

Email:

Phone: 559.416.5599

Online: [www.madera.courts.ca.gov](http://www.madera.courts.ca.gov)

# MARIN

Population: 255,846 • Authorized Judges: 12 • Staff: 108 FTE

Civil Filings: 3,491 • Criminal Filings: 36,464 • Family/Juvenile Filings: 2,128 • Other Filings: 770

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## OPERATIONAL CHALLENGES

Restore local court services and reopen courtrooms.

- **Due to insufficient funds and reduced funding, Marin has not been able to implement a modern case management system (CMS). This has not allowed Marin to provide any local court services that other courts throughout the state are currently providing such as access to electronic records, e-filing, and electronic noticing.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **Due to insufficient funds and the inability to update our case management systems (CMS), the CMS is outdated and is costly to maintain. As a result, there is an increase in wait time for civil case processing.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Due to insufficient funds, staff training has been severely limited which has prevented the Clerk's Office from adequately supporting the family law and juvenile divisions.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Since staffing is extremely low in this department, self-help hours have been cut which means only a few people (i.e., on average 4 to 6 people) are receiving assistance each day.**

Ensure court clerks are available when and how people need them.

- **The Clerk's Office is not able to fill vacant positions due to a variety of reasons such as using salary savings to offset our decreasing budget. This may lead to additional backlogs as well as reducing clerk's office hours.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Backlogs are a normal part of the workload, and the backlogs will continue to increase due to reduced staffing and insufficient funding.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Help fund the modernization of a case management system which would allow Marin to provide additional court services to the public such as electronic access to court records and electronic filing.
- Hire 3 clerks to further support our family law and juvenile departments to increase and promote stability and safety in the community.
- Hire 1 clerk for the self-help office in order to restore office hours and services.

# MARIPOSA

Population: 17,410 • Authorized Judges: 2.3 • Staff: 13.6 FTE

Civil Filings: 185 • Criminal Filings: 3,128 • Family/Juvenile Filings: 205 • Other Filings: 42

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Clerk's office hours are available until 4:00 PM daily.**
- **Burdens are substantial; all clerks must be fully cross trained in all aspects of courtroom and back-office administration but there isn't back-up to allow staff to receive their training.**
- **Court lacks the revenue for an updated case management system or for online public access.**
- **Court lacks the revenue for an updated phone system to increase public access.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Custody mediation is only available twice a month.**

Help more self-represented litigants in family and housing cases with at the Self-Help/Facilitator's office.

- **Self-Help/Family Law facilitator services are only available three part-days a week.**
- **The Family Law facilitator is in the court room only one day a week for a half day.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Some delays are 3 weeks, which is substantial for a small court.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **Most paperwork and case work is processed in two weeks, which is substantial for a small court.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, Mariposa Superior Court intends to:**

- Encourage retention of staff and make Court employment more competitive in our local job market by providing a reasonable cost of living adjustment, as well as enhance training and promotional opportunities.
- Supplement increased maintenance contract costs due to anticipated transition from legacy Case Management System to a modern Case Management System.
- Replace legacy Telephone System.
- Supplement increased costs associated by the growth in the homeless population and persons with serious mental illnesses with active cases in the judicial system.
- Expand the hours of the Self Help Center.

# MENDOCINO

Population: 89,029 • Authorized Judges: 8 • Staff: 56 FTE

Civil Filings: 1,490 • Criminal Filings: 16,035 • Family/Juvenile Filings: 1,660 • Other Filings: 318

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## OPERATIONAL CHALLENGES

Address public safety concerns by ensuring that criminal dispositions, bench warrants and DOJ reporting are current and accurate.

- **Backlog of several thousand adjudicated criminal matters are awaiting entry of disposition;**
- **Issuance of ordered bench warrants is backlogged several weeks;**
- **Mandatory DOJ reporting to update criminal justice databases is more than 12 months in arrears;**
- **Traffic dispositions and collections are months behind.**

Reduce wait time for expunging criminal and juvenile records to help people get jobs and to protect privacy.

- **Several hundred criminal cases have orders to reduce charges and/or dismiss cases but are awaiting case processing to update criminal records databases;**
- **Juvenile sealing orders are backlogged by approximately two months.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **2-month delay for family mediation, necessitating many emergency temporary orders;**
- **Family law facilitation is only available three days per week.**
- **3-month delays for non-custodial parents to gain regular visits with children.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **While self-help is available four days a week, staffing is lean and unable to assist in all needed case types;**
- **Drop-in legal assistance is limited to three days a week;**
- **Guardianships and complex legal assistance are limited to appointments on one day per week.**

Ensure the availability of court clerks in clerk's office and courtrooms to expedite handling of cases.

- **Clerk's office closes at 3:00 daily;**
- **Civil litigants must use a drop-box after hours; drop-box documents are often defective;**
- **A shortage of courtroom clerks causes delays in conducting court proceedings.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Add 5 new clerical positions to reduce wait times by 15 minutes per person and ensure that court proceedings can go forward as scheduled; add at least 1 new technology analyst;
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
- Replace end-of-life technology equipment and infrastructure to improve network performance.
- Add desktop scanners in clerk's office and courtrooms to begin transition to paperless files.

# M E R C E D

Population: 264,922 • Authorized Judges: 12 • Staff: 147 FTE

Civil Filings: 3,631 • Criminal Filings: 41,315 • Family/Juvenile Filings: 4,227 • Other Filings: 417

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **All Clerk's office hours are open 8:00 AM- 3:00 PM daily which allows staff to complete their daily tasks and any backlogs.**
- **Many court users must use drop-boxes to file their papers; often papers are returned if they are incorrect or incomplete.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Our Los Banos Courthouse Self Help office is closed, leaving that portion of the county w/o self help assistance. This requires residents to travel 45 miles to our main location. The Merced location assists the public until 4:00 PM.**
- **People who line up before 8:00 AM may not see an attorney until after 3:00 PM. Those individuals not seen by the attorney must return the next day for assistance.**
- **All appointments are scheduled daily on a first come-first served basis.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **3-month delay for mediation.**
- **3 additional mediators are needed to bring the caseload current.**
- **A typical family law case can remain in the court for 2 to 3 years.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Significant backlogs in the various divisions exist due to our transitioning to electronic filing. (Requires extensive processing time to prep/convert older cases into our CMS).**
- **Reduce wait time for businesses and individuals to get money owed in civil disputes.**
- **There are significant backlogs for all civil case types with no end in sight.**
- **Mandatory e-filing, which is convenient for filers, takes longer for clerks to process than filings at the counters.**
- **Mail processing is backlogged by weeks which includes filings.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire 6 clerks to assist at public counters, phone service and e-filing. This would help assist the public in an expeditious manner and reduce our current wait times.
- Add a part-time Family Law Facilitator/Self Help Attorney in the Self-Help Office to serve members in the Los Banos branch Court. Also add FTE Paralegal positions in the Merced Self Help Office to assist the public with information/forms.
- Add an additional FTE Child Custody Recommending Counselor/Mediator and part time Probate Examiner.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
- Continue to upgrade and expand existing IT infrastructure to align with new technology.

Email: [Linda.romero-soles@mercedcourt.org](mailto:Linda.romero-soles@mercedcourt.org) Phone: [209.725.4100](tel:209.725.4100) Online: [www.mercedcourt.org](http://www.mercedcourt.org)



# MODOC

Population: 9,197 • Authorized Judges: 2 • Staff: 9 FTE

Civil Filings: 128 • Criminal Filings: 1,807 • Family/Juvenile Filings: 249 • Other Filings: 55

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## OPERATIONAL CHALLENGES

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Mediator just received three furlough days per month, which will impact how many and how often mediations can be set.**
- **Paperwork is backlogged by several weeks.**

Ensure court clerks are available when and how people need them.

- **We recently reduced public clerk hours by 2 hours per day due to budget constraints.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **2 to 3-month delay processing minute orders.**
- **No delays in juvenile records sealing yet, but we are experiencing an increase in errors that need correcting due to lack of fully trained staff.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **Staff has been reduced from 14 to 9, only 5 of which are clerks (the other four are the CEO, a fiscal/HR manager, a mediator/probate investigator, and a court reporter).**
- **1-month delay processing civil and family law documents.**
- **Court Executive Officer serves as the Civil Intake Clerk.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire 2 legal process clerks and restore public hours to full day service.
- Move towards becoming a paperless court and updating technology.
- Restore staffing levels and public service by eliminating mandatory furloughs.

# MONO

Population: 14,143 • Authorized Judges: 2 • Staff: 12.5 FTE

Civil Filings: 173 • Criminal Filings: 8,067 • Family/Juvenile Filings: 100 • Other Filings: 12

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Customer service at the north county branch courthouse is only available just half a day for one day per week (four hours total for the week).**
- **There is no customer phone service available to the public.**

Ensure court reporters are available for every law & motion and family law calendar to provide a record for the court and parties.

- **Currently, our court only has a court reporter one day a month for law & motion/ family law calendar. We have insufficient funding to provide a court reporter for the other three law & motion/ family law calendars we have in a month.**

Reduce wait time for search requests and sealing/expunging criminal records that are usually related to employment background checks that help people get jobs and protect their privacy.

- **Not enough staff to process search requests and sealing/expunging criminal records, we have a request backlog at this time.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire one (1) clerk for customer service at court clerks window which will speed up processing search requests and allow the court to resume phone service to the public which will greatly improve overall access to service to the public.
- Hiring of aforementioned clerk will also allow our court to add a full day of customer service at the north county branch clerks' office which is currently only open one half day a week (4 hours). This means that are north county branch clerks office would be open a full day and a half per week (12 hours), which would save north county residents an hour drive to the south county main courthouse to conduct court business.
- Provide a court reporter for every law and motion/family law calendar day.

# MONTEREY

Population: 425,756 • Authorized Judges: 19 • Staff: 189.2 FTE

Civil Filings: 5,261 • Criminal Filings: 57,219 • Family/Juvenile Filings: 4,893 • Other Filings: 830

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## OPERATIONAL CHALLENGES

Chronic underfunding adversely impacts all aspects of Court Operations.

- **Thwarts efforts to meet the increased costs of doing business and sustain necessary staffing levels.**
- **Significantly impedes ability to attract, hire and retain competent and skilled employees.**
- **Continuing financial strains are resulting in reduced services and access to justice for the public.**
- **The 2012 “indefinite delay” of the South Monterey County Courthouse construction project has left residents of this majority Hispanic, poor, rural agricultural community (who make up 15% of the county’s population or approximately 70,000 people) significantly underserved. Land donated to the State at a cost of \$5 million (land plus infrastructure build-out) may be lost if the Courthouse project does not commence.**
- **A chronically insufficient workforce creates ongoing workload issues and adverse impacts to the public.**
- **Employees and the Court have endured unpaid furloughs.**
- **Long-term and essential planning and safety testing have been delayed or have remained incomplete.**
- **The following have all been delayed or indefinitely deferred: Continuity of operations planning, emergency preparedness, implementation of court security recommendations, IT security testing and employee reviews.**

Inadequate courthouse facilities compromise public access and safety.

- **King City Courthouse closed, effective September 23, 2013.**
- **Monterey Courthouse is rated very high for seismic vulnerability per the recent JCC report, and has an inadequate number of courtrooms to serve the public.**
- **Salinas court facilities for Collaborative Courts, Juvenile Delinquency and Dependency cases are aging, cramped and present significant logistical and security challenges, and are not ADA-compliant.**

Criminal and Family litigants face delays and service reductions.

- **Takes up to 6 weeks to produce criminal minute orders.**
- **Family Law backlogs are approximately 3 weeks.**
- **Unfunded increases in workload due to recent state initiatives: Prop. 47 (Criminal Sentences, Misdemeanor Penalties Initiative), Prop. 64 (The Adult Use of Marijuana Act), Prop. 63 (Firearms Relinquishment), Traffic Amnesty program, and removal of driver’s license holds on failures to pay.**
- **Marital Dissolution workshops reduced by half; reduced number of weekly domestic violence clinics.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- **Offset significant increases to cost of doing business.**
- **Address significant and chronic understaffing in court operations, improve employee retention and attract new employees with critical skills to operate effectively in an electronic court environment.**
- **Restore access to justice for underserved remote areas (especially South County).**
- **Improve access to and quality of court services through technological enhancements.**
- **Further streamline case processing and reduce the backlog in processing of criminal and civil/family cases.**
- **Address longstanding courthouse facilities and security issues – e.g., insufficient number of courtrooms, security and seismic vulnerabilities, unsecured judicial parking.**

Email: [chris.ruhl@monterey.courts.ca.gov](mailto:chris.ruhl@monterey.courts.ca.gov) Phone: [831-775-5678](tel:831-775-5678) Online: [www.monterey.courts.ca.gov](http://www.monterey.courts.ca.gov)

# N A P A

Population: 139,259 • Authorized Judges: 6 • Staff: 67 FTE  
Civil Filings: 1,748 • Criminal Filings: 17,896 • Family/Juvenile Filings: 1,577 • Other Filings: 451

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Clerk's office closes daily at 4:00.**
- **Inability to replace operational staffing eliminated by past budget reductions.**
- **Clerk's Office and court reporting staffing has been reduced by one-fourth.**

Significant turnover in operational staff due to stagnant compensation levels.

- **Inexperienced employees result in degraded service levels for court system users.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Self Help Staffing has been reduced by one-third.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Family mediation services are delayed nearly 2 weeks.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire 4 clerks for window and phone service to reduce wait times by 15 minutes per person.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
- Utilize expanded and more experienced workforce to reinstate clerk's office hours to 5:00 PM each business day.
- Increase court reporter staffing to reduce unnecessary delays in cases where court reporter services are mandated.
- Add a family court mediator to reduce mediation wait time and increase the speed by which child visitation and support orders are processed.
- Add a full-time paralegal in self-help to serve 25 percent more self-represented litigants each day, as well as assist with outreach efforts to ensure badly needed access to court services.

# NEVADA

Population: 97,225 • Authorized Judges: 6 • Staff: 54 FTE

Civil Filings: 1,209 • Criminal Filings: 21,861 • Family/Juvenile Filings: 1,014 • Other Filings: 236

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **We have reduced public counter and phone service by 25%.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Self-help hours have been reduced by 50%, and available services have been cut by two-thirds.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Significant reductions to custody and visitation mediation time hamper timely and appropriate parenting orders.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Processing of expungements now takes more than 30 days to complete.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire two clerks for public counter and phone service to reduce wait times by 15 minutes per person and will facilitate resumption of counter service during the noon hour.
- Add a half-time FTE self-help Legal Assistant to serve six more patrons per day.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
- Modernize case processing via electronic case records and implementation of e-filing.

# ORANGE

Population: 3,113,991 • Authorized Judges: 124 • Staff: 1475 FTE  
Civil Filings: 60,912 • Criminal Filings: 325,845 • Family/Juvenile Filings: 32,388 • Other Filings: 8,857

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them:

- **Clerks' Office hours shortened to 4:00 p.m. to minimize processing backlogs;**
- **Forced to eliminate call center due to reduced staffing resources.**

Protect families with emergency orders and restore family stability with mediated custody agreements:

- **Mediation delays caused by judges' increased workloads and judicial vacancies in family law.**

Restore staffing levels in Operations to reduce backlogs and delays in processing and filing documents:

- **Restore call centers across litigation types to enhance access to court services that now require the public to visit a justice center to obtain information or transact court business.**

Help more self-represented litigants in family and houses cases at the Self-Help/Facilitator's office:

- **Self-Help Center closures have forced many litigants to travel far for procedural assistance;**
- **Lack of filing staff in Family and Civil matters at some justice centers has forced some constituents to drive 20-30 miles to file important documents such as emergency protective orders.**

Invest in staff (training, development, and ultimately retention):

- **Losing personnel to other courts taking same positions with higher compensation;**
- **Losing senior and well-trained workforce to retirement and the inability to replace due to the absence of sufficient funding;**
- **Keeping positions unfilled and deleting vacant positions to provide financial resources to negotiate labor contracts.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy:

- **Juvenile Court experiencing 275 hours of pending work in sealing of records, redactions and more each month. This number expected to increase again due to continual shrinking of staff and limited overtime;**
- **Significant backlogs in destruction of cases, particularly marijuana infractions that currently must be manually separated out from non-marijuana violations.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire additional clerks to enable the staffing of adequately trained employees to eliminate backlogs as absences occur.
- Maintain and expand services for litigants in family and housing at the Self-Help/Facilitator's Office.
- Provide additional resources to allow for further services to be developed and provided on-line.
- Invest in technology and development of innovative solutions to improve court access.
- Resume significant deferred maintenance of old court facilities.

# PLACER

Population: 366,115 • Authorized Judges: 12 (10 filled; 2 unfunded) • Staff: 123.5 FTE  
Civil Filings: 4,957 • Criminal Filings: 35,236 • Family/Juvenile Filings: 4,277 • Other Filings: 829

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Those seeking information from the court and who desire to file documents, face crushing wait times. With wait times often exceeding three hours in Family Law cases and nearly as long for civil cases.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Criminal case processing is critically impacted. The court prioritizes processing of felonies, domestic violence, and driving under the influence updates and notifications. Final processing and reporting of other case types is delayed a year, sometimes more.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **Critical delays for entry of default judgements, parties can currently expect to wait four months for a response from the court.**
- **Parties may wait up to 160 days for documentation needed to collect money owed.**

Restore local court services and reopen courtrooms.

- **Families must wait nearly two months for non-emergency hearings on requests for orders, and more than six months for a hearing on contested family law matters, prolonging instability and uncertainty for those involved.**
- **We have focused on maintaining access to hearings in all locations, and do not plan to limit availability in the case of greater funding restrictions.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Although the court has focused on expanding and improving self-help services when funding increases have occurred in recent years, the Self-Help Center remains closed each afternoon and services are not available in the North-Tahoe Area.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Supplement clerical staffing to reduce delays in criminal, family law, and civil case processing, all focused on improving the challenges notes above.
- Supplement legal research staffing to address the increase in CEQA related workload and to speed the review of submitted defaults, judgments, and other research intensive pleadings.
- Reduce staff recruitment and retention challenges.
- Expand language access to self help services, child custody mediation, and at the court's Tahoe location.
- Expand courtroom staffing to enable one additional courtroom to reopen to reduce delays in setting family law cases and reduce congestion on criminal misdemeanor calendars.

# PLUMAS

Population: 19,140 • Authorized Judges: 2 • Staff: 10 FTE

Civil Filings: 232 • Criminal Filings: 3,027 • Family/Juvenile Filings: 325 • Other Filings: 60

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Court has had to close its doors to the public at 3:00 pm since 2014.**
- **Limited telephone hours to 8:30am – 3:00pm since 2014.**
- **Only one clerk available to provide service at both the public counter and telephone.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Mediations must be scheduled out 1 month or more.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Only enough funding to support 16 hours of Self-Help and Family Law services combined**
- **Lack of services leads to delays at the counter and in courtrooms; frustration for litigants.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Court has seen a steep reduction in filings, allowing a decrease in backlogs and handling expungements and sealing of records more quickly.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **Given reduction in filings, the Court has been able to limit backlogs in processing judgements and orders to about 1 week.**

Limited Space for Court Operations

- **Court currently occupies space in non-transferred courthouse; no way to expand staffing or services in that space.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire 1 clerks for window and phone service to reduce wait times by 15 minutes per person.
- Add half-time FTE contractor to provide self-help for housing cases and expanded family law case types.
- Contract for redesign, expansion and maintenance of Court's web site to increase access to information.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.



# RIVERSIDE

Population: 2,389,723 • Authorized Judges: 71 • Staff: 1,064 FTE  
Civil Filings: 43,204 • Criminal / Traffic Filings: 345,357 • Family/Juvenile Filings: 27,793 • Other Filings: 2,781

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Insufficient staff resources to answer telephone calls and provide services at public counters**
- **Average dropped call rate of 50 percent.**

Help more self-represented litigants in family and housing cases at the Self Help/Facilitator's office.

- **Self-help centers are in a state of crisis: inadequate grant funding and state funding leaves centers overtaxed.**
- **Customers can face hour long waits as insufficient staff must juggle emergency walk ins and courtroom referrals.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Family law hearings are generally set out 60 days from filing.**
- **Attorneys and litigants file more emergency hearings in an attempt to gain access to justice, further clogging already backlogged calendars.**
- **Mediation department are not fully staffed and appointments must be set over 60 days out.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Additional workload due to Proposition 47, 57, 63 and 64 continues to weigh on the court.**
- **There are significant delays in the processing of Department of Motor Vehicles and Department of Justice exception reports.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **Two to three month delay in processing judgments for unlimited civil cases.**

Restore local court services and reopen courtrooms.

- **Calendars must be constantly moved around the county to courthouses with available resources, causing uncertainty and forcing many litigants to travel to obtain services.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Continuing expansion of a countywide call system that represents all areas of law in order to minimize the high number of missed calls from the public.
- Expanding courtroom staffing for two new courtrooms.
- Restoring public service hours from 4:00 p.m. to 5:00 p.m. Monday through Friday.
- Restoring previously reduced court services to the citizens of Corona and Blythe.
- Expanding staffing in order to: comply with statutorily mandated timeframes for probate investigations and family court mediation reports; process mandated reports to DMV/DOJ; handle additional workload due to statutory changes; and ensure judgments are completed in a timely manner.
- Continuing to develop and implement technologies such as queuing systems, interactive kiosks, automated forms completion, and remote courtroom appearance technology to assist in the provisioning of services to the public.
- Expanding self-help services in Palm Springs and Banning.

# SACRAMENTO

Population: 1,454,406 • Authorized Judges: 63 • Staff: 663 FTE

Civil Filings: 65,695 • Criminal Filings: 192,907 • Family/Juvenile Filings: 18,806 • Other Filings: 4,684

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## OPERATIONAL CHALLENGES

**Sacramento Superior Court is still recovering from budget reductions as a result of the great recession. Despite an overall decrease in new case filings, the court is experiencing workload increases because cases are taking longer to adjudicate due to additional legislatively mandated requirements and increases in the number of self-represented litigants.**

### Unfunded Legislative Mandates

- **Annually the Legislature enacts new laws requiring additional court resources. For example, new laws require the court to conduct an ability-to-pay determination by written petition or appearance, send reminder notices on all traffic cases, and to establish a mandatory program referral for convictions of driving a boat without a vessel operator card.**

### Access to Court Records

- **Due to reductions in staffing and antiquated case management systems, access to court records is hindered. The court has only maintained a skeleton crew that can barely keep up with retrieving files for current trial and hearing functions however, overall purging of files has not been maintained.**

### Self-Representation

- **Self-representation has reached a level in our court where it is common for parties in a case to be unrepresented (e.g. 83% in Family Law). This places additional workload on court staff as they have to assist these parties in navigating the court system or have to reprocess documents due to litigants' errors.**

### Civil Assessments

- **Revenue for civil assessments has decreased by 57 percent in the past two years. As a result of elimination of failure-to-pay assessments, we expect this revenue to continue to decrease. This will result in a reduction in staff further stressing resources.**

### Gordon D Schaber Facility

- **Built in 1965, the court's main facility suffers from a poor seismic rating, absence of fire suppression on upper floors, insufficient holding cells and configuration for in-custody defendants, insufficient facilities for jurors, and mechanical systems that have reached their end of life.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- **Staffing – Funding would be used to offset revenue losses experienced by reductions in civil assessments, stabilize staffing levels and provide employee compensation where warranted. This will ensure that the court maintains an adequately sized workforce to ensure access to justice, and allow for the hiring of additional staffing to implement legislative mandates, improve wait times at front counters, and reduce backlogs in areas such as family law mediation, criminal expungements, and civil judgments.**
- **Collaborative Courts – The court would consider enhancing its Mental Health Treatment Court by initiating a tiered approach that would provide a specialized calendar for low risk offenders who currently lack a program. Furthermore, the court would create a new Community Justice Court to hear specialized calendars for mental health diversion, chronic nuisance offenders and serial inebriant offenders.**
- **Access to Justice – Expand access to justice by providing more workshops to assist self-represented litigants in the following areas: Guardianship and Conservatorship, Domestic Violence Restraining Orders, Step-Parent Adoption, Termination of Parental Rights, Landlord Tenant, and Hearing and Trial Preparation.**
- **Records Management – The court is developing a multi-dimensional approach to purge, digitize, and manage files and other media that should reduce and all but eliminate the reliance on paper files and increase efficiency. The court is working to implement modern case management systems in all case types that will assist in moving towards a paperless environment.**

# SAN BENITO

Population: 57,517 • Authorized Judges: 2 • Staff: 23 FTE

Civil Filings: 1,167 • Criminal Filings: 6,133 • Family/Juvenile Filings: 551 • Other Filings: 82

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## OPERATIONAL CHALLENGES

Ensure the public continues to have same level of access to justice Monday through Friday.

- **Despite a reduction of 9FTEs in the last 4 years, the hours of operation for business transactions remains unchanged (8am to 4pm, Monday through Friday). However, due to bare minimum staffing levels we are considering various options, including reducing the hours the public can transact business whether in-person or via phone or via email.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Approximately three to four months behind on Family Law Judgments.**
- **Approximately two months behind in entering orders after hearings.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Approximately three months behind in sealing juvenile records.**
- **Approximately one year behind in referrals to Franchise Tax Board.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **Approximately, three to four weeks behind on Default Judgments, Orders after hearings, and Satisfaction of Judgments.**

Ensure self-represented litigants continue to have the same level of assistance.

- **Although a reduction in Self Help hours was under consideration, this was avoided for FY2017-2018 because of a collaborative and supportive MOU with the Superior Court of Santa Cruz. However, it is unknown if existing funding levels can sustain the same level of assistance in FY2018-2019.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Consider additional staff to 1) ensure public continues to have access to justice Monday through Friday, and 2) increase efficiency of service at public counter, and 3) reduce wait times created by backlogs.
- Consider expansion of part-time Facilitator to full-time.
- Consider increasing assistance to self-represented litigants with regard to hours of service as well as level of expertise.
- Consider setting aside funds for ongoing costs related to installation of new case management system scheduled for FY2018-2019.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.

# SAN BERNARDINO

Population: 2.14 million (2016) • Authorized Judges and Commissioners: 88 • Staff: 1023 FTE  
Civil Filings: 48,143 • Criminal Filings: 274,756 • Family/Juvenile Filings: 35,390 • Other Filings: 4,301

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## OPERATIONAL CHALLENGES

Restore local court services and courtrooms.

- **Large criminal caseloads have presented daily challenges in hearing matters prior to mandatory dismissals for lack of resources. Average active cases per criminal judicial officer exceed 650 files.**
- **Maintaining restored operations in Needles and Big Bear is uncertain due to limited ongoing funding. These districts were closed in 2013 due to lack of funding and were reopened in 2017 and 2018 leveraging funding through statewide workload reallocation (WAFM) and grant funding.**
- **Growing caseloads in High Desert criminal calendars are of concern. The court has no additional growth space in our Victorville courthouse where 17,000 new criminal filings were presented in FY 2016-17.**
- **The court has seen a 52% increase in juvenile dependency filings since FY 2011-12. Lack of space and staffing to address this growth delays resolution.**

Restore and improve access to the court.

- **Significant backlog exists to investigate and provide protective oversight to elderly and disabled conservatees as well as at-risk youth. Currently, 800 + investigations are delayed due to lack of funding to create new positions, attract and retain qualified staff in these knowledge-based positions.**
- **Wait times in family law matters to address custody, visitation and support may exceed two months.**
- **Chronic underfunding has impacted the court's ability to hire and retain qualified staff to provide access to services within the court's 20,000 square miles span of responsibility.**
- **The court lacks funding to invest in technology solutions and highly skilled staffing that would allow for online services to our remote areas, paperless environment and efilings.**
- **The court currently lacks funding and staffing to fully expand Language Access across the county.**

Increase assistance to self-represented litigants in family and housing cases.

- **Self-help processing of judgments exceeds existing resources with wait times of up to two months.**
- **Full self-help services are not available in all districts due to lack of funding, space and staff. One-fifth of litigants were turned away last year.**

## PRIORITIES FOR REINVESTMENT

Assuming an additional investment in operations funds, we intend to...

- Provide staffing for two unfunded judgeships reallocated under AB103.
- Sustain and expand operations in Needles and Big Bear past the current one-time funding expiration.
- Expand technology resources to provide online and innovative services given geographical challenges.
- Increase staffing to address critical backlogs in conservatorship and guardianship investigations, and juvenile, family and criminal mandates.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
- Expand language access through enhanced web presence and staffing augmentations.
- Provide space and staffing solutions for expanding caseloads in the High Desert and juvenile dependency.
- With proposed separately funded investment in self-help services, increase online presence and expand in person 1:1 and workshop services throughout county to assist self-represented litigants.

# SAN DIEGO

Population: 3,194,362 • Authorized Judges: 132 • Staff: 1,180 FTE

Civil Filings: 53,422 • Criminal Filings: 443,218 • Family/Juvenile Filings: 32,996 • Other Filings: 4,762 •

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## OPERATIONAL CHALLENGES

Restore local court services and reopen courtrooms.

- **Court closures a crisis for our court, severely limiting access to justice for poor and vulnerable.**
- **We have had to dramatically reduce court services, closing civil courts, housing courts, juvenile delinquency and dependency departments across the county.**

Ensure court clerks are available when and how people need them.

- **Counter service hours only partially restored to pre-recession levels.**
- **Unable to restore phone hours, currently only offered from 8:30am – 11:00am.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Reduced self-help services court-wide.**
- **Small claims advisors available only over the phone.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Chronic problem processing family law judgements where delays of 4 months are common.**
- **3-5 month delays in scheduling hearings and facilitator appointments.**
- **8-9 months delays resulting from trials that take longer than two days to complete.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Staff vacancies cause significant delays in processing juvenile orders and sealing records.**
- **Closing of juvenile delinquency and dependency departments will increase workload on already overtaxed divisions.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **Chronic backlog in processing orders, expected to grow given new court closures.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Restore Unlawful Detainer and Small Claims operations to all branch courts (East County, North County & South County).
- Hire courtroom clerks and court reporters to open the 14 courtrooms that are currently closed due to budget reductions.
- Hire additional court operations clerks to increase and improve access in all the business offices (restore counter service and phone service hours to full days).
- Hire additional court employees to reduce backlogs in criminal, family, civil and juvenile operations.
- Expand self-help services in the areas of Family Law Facilitator and Small Claims Advisor to assist self-represented litigants.
- Restore Juvenile Dependency department in South County.

# SAN FRANCISCO

Population: 836,620 • Authorized Judges: 52 • Staff: 430 FTE

Civil Filings: 15,577 • Criminal Filings: 198,406 • Family/Juvenile Filings: 7,609 • Other Filings: 4,041

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Clerk's Office closed at 1pm on Fridays, leaving litigants and court users to wait until Monday morning for services.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Our self-help centers are open only three days a week, limiting family court order processing.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **We experience a substantial backlog in processing family law judgements, with individuals waiting 1.5 to 2 years, resulting in great uncertainty for families needing to enforce orders.**
- **We have a 5-7 month backlog in long cause trials due to understaffing.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Our criminal records request backlog of 4-6 months negatively impacts job opportunities and economic stability for many individuals who seek these documents for work purposes.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **A subsequent filing backlog of 4-5 days has resulted in processing delays for 500 filings.**

Increase availability of courtrooms for trials.

- **All trial courtrooms are closed on Fridays to accommodate mandatory staff furloughs, thereby delaying trials and case processing.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Eliminate 11 mandatory furlough days that were negotiated to offset part of our current year deficit. This will restore trial time to hear cases and reduce delays in case processing.
- Reopen trial courtrooms on Fridays (all courtrooms that typically conduct trials are currently closed due to staff furloughs).
- Re-open our Clerk's Office every Friday afternoon (currently close at 1 p.m. due to staff furloughs).
- Increase the number of self-help workshops that can be conducted by eliminating current year staff furloughs.

# SAN JOAQUIN

Population: 710,731 • Authorized Judges: 32 • Staff: 324 FTE  
Civil Filings: 12,553 • Criminal Filings: 90,139 • Family/Juvenile Filings: 9,664 • Other Filings: 2,230

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## OPERATIONAL CHALLENGES

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **We have a backlog of just over 300 court and clerk default judgments dating back to July 2017.**
- **We have over 1000 writs and abstracts needing to be issued which represent a three month backlog.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **94 family law judgments waiting for review; 109 defaults, 156 Order After Hearings, 30 Stipulations all needing to be processed. This backlog represents approximately a two to three month backlog which causes difficulties for all families involved.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **We have 265 Prop 47 petitions with a backlog of two months and thousands yet to be filed.**
- **We experience two week backlogs in sealing juvenile records and one month backlog in processing various juvenile delinquency documents.**

Ensure court clerks are available when and how people need them.

- **We have been able to expand public access to our Clerk's Office since January 2017, although we still must close at 4:00 p.m.**

Help more self-represented litigants in family and housing cases at our Self Help/Facilitator's Office.

- **We have had to close the Self Help Center and Family Law Facilitator's Office at 3:30 p.m. every day.**

Restore local court services and reopen courtrooms.

- **Closure of a two-courtroom courthouse in the fastest growing area of our county has forced many litigants to miss work to handle court business, and will continue to limit access to justice unless it is reopened.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire two clerks to support civil backlogs and then reassign staff as necessary to other backlogged areas, i.e.: family, criminal and juvenile.
- Hire two clerks for window and phone service to reduce wait times by 15 minutes per person.
- Add one full-time paralegal in self-help to serve four more people a day and expand hours open to the public.
- Open our branch court in Tracy and hire the necessary staff, including a commissioner, to support court operations.

# SAN LUIS OBISPO

Population: 272,357 • Authorized Judges: 12 • Staff: 129 FTE

Civil Filings: 3,162 • Criminal Filings: 44,305 • Family/Juvenile Filings: 2,604 • Other Filings: 1,261

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **We have had to cancel phone hours entirely on Fridays, limiting access to all of our divisions.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **We have had to decrease our Self-Help Center classes due to inability to secure space.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **We are struggling with six month delays in custody evaluations due to decreased staffing.**
- **Another year without a funding increase would lead to staff shortages and significant delays.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **We have managed to stay up to date in these areas, but any decrease in staffing levels could jeopardize our timeliness.**
- **Other critical projects, like records purging and case management system upgrades, have been delayed or put on hold indefinitely.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **We are not experiencing significant delays in these areas, but anticipate court delays in civil due to an open court research attorney position.**

Restore local court services and reopen courtrooms.

- **Our South county second branch court, previously full service, has remained vacant for years because of underfunding.**
- **We currently cannot provide a criminal department in North County at our one operational branch court because necessary funds for holding cells have been delayed indefinitely.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Backfill 2 clerks for window and phone service to reduce wait times by 15 minutes per person.
- Reclassify 2 FTE Family Law Self Help staff to increase self-represented access to legal information.
- Backfill 2 full time court reporters to fill vacancies to speed criminal trial process.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
- Invest in technology infrastructure to support public portal for self-represented litigants' remote access to court records.
- Backfill 1 open FTE Information Technology staff to decrease our consulting costs and improve efficiency and self-represented litigants' access to on line case information.
- Backfill 1 FTE Court Research attorney to avoid closure of civil courtroom in 2018, increasing speed of civil cases.



# SAN MATEO

Population: 745,193 • Authorized Judges: 26 • Staff: 261 FTE

Civil Filings: 7,438 • Criminal Filings: 138,644 • Family/Juvenile Filings: 7,313 • Other Filings: 1,344

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Clerk's Offices are closed at 2:00 pm, congested throughout the day, causing significant inconvenience to the public especially in Civil/Family/Probate and Traffic Divisions.**
- **We have had to reduce phone hours from full day service to hours of 10:00am – 2:00pm.**

Restore local court services and reopen courtrooms.

- **Consolidation of filing locations and courtroom closures in all case types has resulted in limited access for court users, who must negotiate Bay Area traffic and limited parking to file important documents, obtain restraining orders, report for jury duty, or appear in court.**

Reduce wait time for criminal record searches and disposition processing to help people get jobs and housing and protect public safety.

- **2 week backlog in processing juvenile out of court orders.**
- **Backlogs of up to 2 months in processing certifications/criminal records searches; and current backlog of 2-3 months in disposition reporting, both which fluctuate depending on workload and availability of staff.**

Help more self-represented litigants in family and housing cases at the Self Help/Facilitator's Office.

- **Self-Help Center hours have been reduced by 50% at the two court locations, where these services are offered.**
- **Range of services significantly limited; we can no longer assist litigants in unlawful detainer, guardianship, conservatorship, small claims, and general civil litigation cases.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **1 week to 2 months wait time for custody and family dispute mediations due to availability of staff.**
- **Staffing shortages have resulted in backlogs in finalizing judgments, ranging from as little as a few days to as long as 3 - 4 months.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to restore or enhance the following:**

- Court-wide, restore open public office and phone service hours back to normal (8 AM – 4 PM).
- Reopen courtrooms and restore some criminal calendars at the South San Francisco Branch (SSF) to relieve overcrowded calendars at the Southern Branch in Redwood City (RWC) and restore convenient services to the residents of Northern San Mateo County.
- Reduce by 90% all case processing backlogs, including delays in judgments, dispositions, criminal record searches and certifications, and court orders; and ensure that criminal cases are disposed of and timely reported according to State Law.
- Restore self-help services to serve at least 50% more constituents (additional 2,500 people per year). Includes restoration of family law restraining order services at SSF, assistance with conservatorships and guardianships, and enhanced adoptions assistance.
- Ensure that custody/family dispute mediations and family law judgments are completed with minimal wait time.
- Provide staff with a cost-of-living adjustment that is commensurate with what State employees and County of San Mateo employees have received. This would address recruitment and retention issues that have resulted from the high cost of living associated with the Bay Area and San Francisco Peninsula in particular.

# SANTA BARBARA

Population: 433,398 • Authorized Judges: 21 • Staff: 250 FTE

Civil Filings: 5,841 • Criminal Filings: 84,868 • Family/Juvenile Filings: 4,123 • Other Filings: 1,012

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## OPERATIONAL CHALLENGES

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Custody mediations can take up to three months to schedule**
- **Over 100 family dissolutions are waiting to be processed**

Assist more litigants in family and housing cases through the family law facilitator's office.

- **We have had to schedule Family law facilitator appointments 3 months out**

Reduce continuances and monitor the pace of litigation through comprehensive reporting system.

- **Inability to generate workload statistics hampers the court's ability to monitor the pace of litigation and continuances in criminal matters.**

Ensure court clerks are available when and how people need them.

- **We have had to close our Clerk's Office at 3:00pm, and reduce phone hours to 9:00am – 2:00pm**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Juvenile termination and sealing orders have not been processed since March 2017**
- **We face 200 pending petitions for Reduction, Termination and Dismissal**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **We are behind on processing civil judgments by over one month**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Provide access to family law facilitators within one week by adding 1 additional facilitator.
- Complete family law dissolutions processing within 5 days of filing with 1 new Judicial Asst.
- Introduce a comprehensive caseload management reporting system and data analytics to monitor the pace of litigation and reduce continuances.
- Provide greater access to family mediators and reducing the wait time.
- Expand access to litigants and others by increasing clerk's office hours till 4:00 p.m. and increase phone hours from 8-4 p.m. with 4 additional Judicial Assistants.
- Eliminate Juvenile backlogs & maintain current status with 1 additional Judicial Assistant.
- Eliminate backlogs in civil judgments and maintain current status by hiring 1 additional Judicial Assistant. Judgments would be completed within one week.
- In FY 16/17 Self Help provided assistance to 6164 persons. We would increase that number by 75% or (4623 persons) by expanding the Self Help Center to full-time in Santa Barbara and Santa Maria including remote services available in various municipalities by hiring 1.5 additional attorneys and 1 paralegals.
- Install comprehensive security systems in all facilities providing weapons screening, security cameras, duress alarms and access control requiring the addition of 1 computer system specialists and 1 Systems Administrator Specialist.
- Complete minutes of proceedings within 48 hours of hearing with 1.5 additional Courtroom Clerks.

# SANTA CLARA

Population: 1,868,558 • Authorized Judges: 77 • Staff: 561 FTE  
Civil Filings: 20,293 • Criminal Filings: 179,705 • Family/Juvenile Filings: 13,279 • Other Filings: 3,113

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## OPERATIONAL CHALLENGES

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Initial custody mediations are delayed, so families wait longer for post-separation stability for children.**
- **When parties agree or a judge decides the terms of judgment but then staff shortages delay processing the judgment, families continue in conflict and may even return to court for more hearings.**

Ensure court clerks are available when and how people need them.

- **The civil division clerk's office closes at 3:00 pm generally and at noon on Fridays, limiting access.**
- **Fewer operating windows in the clerk's office have resulted in long lines, which often force customers to return later and/or miss work to conduct court business.**
- **Phone services have been nearly eliminated.**

Reduce wait-time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **We are backlogged in sealing juvenile records, so youth entitled to privacy under statutory mandate may not actually be protected.**

Help more people who don't have lawyers in family and housing cases at the Self Help/Facilitator's office.

- **Our Self-Help Center is open only 3 days per week.**
- **Court users must wait two weeks for a response to a telephone, email, or mail inquiry.**
- **Interpreters are not always available to assist court users, which delays court proceedings.**

Reduce wait-time for businesses and individuals to get money owed in civil disputes

- **Even undisputed money claims are backlogged 10 months, so 600 creditors may not ever recover debts they are admittedly owed.**
- **1,500 plaintiffs who already have judgments face more months of clerical delays when they try to enforce the judgment.**

Restore local court services and reopen courtrooms.

- **Consolidation of traffic, unlawful detainer, and small claims cases from North and South County courthouses has forced individuals to take long bus rides and miss work for court business.**

Technology

- **The benefits to the public of an electronic case management system have been delayed due to staffing shortages caused by underfunding.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to**

- Clear all backlogs to ensure timely justice in all case types.
- Hire staff to eliminate delays that harm the public.
- Complete implementation of an electronic case management system to allow efficient operations and reduce wait times.
- Restore counter hours to 4:00 pm, Monday – Friday to reestablish full public access.
- Hire staff in the Self-Help Center to assist people who can't afford lawyers, and reestablish full public access to the Self-Help Center 5 days per week.

# SANTA CRUZ

Population: 271,595 • Authorized Judges: 12 • Staff: 121 FTE  
Civil Filings: 3,259 • Criminal Filings: 42,446 • Family/Juvenile Filings: 3,028 • Other Filings: 450

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## OPERATIONAL CHALLENGES

Help more self-represented litigants in family and housing cases at the Self Help/Facilitator's office.

- **Budget reductions have required the elimination of a full-time attorney position, as well as workshops, in our Self-Help Center. Wait times continue to increase for services, as demand continues to rise.**

Ensure court clerks are available when and how people need them.

- **In 2010 a courtroom was closed. That courtroom remains closed. The remaining courtrooms have been impacted by increased caseloads. The public must wait longer for cases to be heard, litigants miss more work and jury trials have become longer as trials cannot begin until court calendars have been completed. The consolidation of traffic, small claims, and unlawful detainer case types into one location because of budget cuts and staff reductions has severely limited access to justice for many court users. Users must now make commutes of up to 2 hours to conduct court business**
- **Clerk's Office hours which were reduced in 2010 have yet to be restored and litigant's experience longer wait times for the processing of documents such as family court custody documents, record clearance petitions and family court mediation appointments.**

Lack of stable funds for Collaborative Courts.

- **Without adequate funding, each year it becomes more difficult to maintain and support the full range of collaborative courts that have become essential in our community (Behavioral Health Court, Veterans Court, Parole Re-Entry Court, Dependency Drug Court, Serial Inebriate Program, and the Downtown Accountability Court).**

Lack of Modern Court Systems.

- **Although a number of steps have been taken to modernize court operations, moving to a fully modernized court is not been achievable due to a lack of funding.**

## PRIORITIES FOR REINVESTMENT

Assuming an additional investment in operations funds, we intend to...

- **Self-Represented Litigant Access** – Fill the vacant staff attorney position in the collaborative *Santa Cruz and San Benito Self-Help Center*. This will decrease wait times for customers; Resume Workshops for Self-Represented Litigants for the following subjects: Unlawful Detainers; Small Claims and Criminal Records Clearance.
- **Courtroom Access** – Re-open the courtroom that has been closed since July 2010. This one additional courtroom will improve processing times for criminal cases and permit the support and expansion of collaborative court programs (i.e., Behavioral Health Court; Veterans Court; Parole Re-Entry Court and the Family Preservation Court.) and again offer Traffic Court services in the Watsonville Courthouse.
- **Staffing Enhancements** – Restore some of the vacant clerical staff positions to improve document processing times including for Criminal Records Clearance Cases; Family Law and Civil Judgments and Orders. Increase compensation to improve employee retention and competitiveness within the local job market.
- **Modernization** – Digitize *all* paper court files to improve the efficiency of court operations and improve the public's access to court records. Leverage technology to better assist the public when contacting the court by telephone (Interactive Voice Response); implement live, online "chat" technology for court users and a court date reminder system using text messaging technology.

# SHASTA

Population: 179,412 • Authorized Judges: 11 • Staff: 185 FTE

Civil Filings: 2,923 • Criminal Filings: 36,198 • Family/Juvenile Filings: 3,169 • Other Filings: 1,179

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## OPERATIONAL CHALLENGES

Provide better service to the public by increasing staffing levels court-wide.

- **We have much greater demand for services than our staff can accommodate.**
- **Guardianship filings have increased by 22% and court investigator staff cannot complete investigations of proposed guardians in a timely manner.**

Protect families with emergency orders by adding staff to courtrooms in order to prepare orders after hearing before they leave the courtroom. Restore family stability with mediated custody agreements.

- **2-3 month delay in Custody Mediations.**
- **Several months behind in processing Family Law judgments due to complexity of the documents and chronic understaffing.**
- **Family Calendars are overcrowded, with only two judicial officers handling thousands of cases. Court is routinely in session into the lunch hour and past 5:00pm. The increase in criminal filings noted below has placed a greater demand on resources such that Family Law and general civil cases are grossly under served.**

Hire additional staff and fill vacant positions that have been held in order to stay within budget. Ensure court staff are available when and how people need them.

- **The public is limited in accessing services because of court closures in their area.**

Reduce wait time to respond to record/background checks to help people get hired.

- **We lack the resources to adequately address record checks submitted by prospective employers.**
- **38% increase in misdemeanor filings diverts already limited staff resources.**

Reduce wait time for businesses and individuals to get writs issued in order to collect money owed in civil disputes.

- **Fill vacancies in order to adequately staff operations and meet public demand.**

Utilize technology to offer court services to better serve those areas that are under resourced.

- **Closure of all of our branch courts forces many across a large county to rely on postal service or long drives to access court services.**
- **We continue to look for more efficient ways to provide service, but many areas do not have the infrastructure to support modern service methods.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire a Court Investigator and several clerks for window and phone service to reduce public wait times.
- Add a half-time or full-time self-help attorney to serve more unrepresented litigants each day.
- Provide staff with greater employer contribution to health insurance given the higher premiums charged in Northern California thereby reducing staff turnover.
- Add courtroom staff to assist in the preparation of documents so that restraining orders are in place and scanned to law enforcement before litigants leave the courthouse.
- Complete active shooter training in all facilities in order to protect staff and building occupants during emergency.
- Prepare for implementation of a new case management system, replacing one that is 25 years old.

Email: [Administration@shasta.courts.ca.gov](mailto:Administration@shasta.courts.ca.gov) Phone: [530.245.6761](tel:530.245.6761) Online: [www.shasta.courts.ca.gov](http://www.shasta.courts.ca.gov)

# SIERRA

Population: 3,049 • Authorized Judges: 2 • Staff: 6 FTE

Civil Filings: 38 • Criminal Filings: 747 • Family/Juvenile Filings: 39 • Other Filings: 11

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## OPERATIONAL CHALLENGES

Restore local court services and reopen courtrooms.

- **This court struggles with meeting the needs of family court services. Although partnered with Nevada Superior Court for mediation services, the commute to another county for assistance can be costly to parties often enduring inclement winter weather.**

Availability of court clerks.

- **Sierra Superior Court has a need to recruit and retain staff given our isolated location and limited staff members, we find serving the filing window and often other agencies difficult if someone is on vacation or out ill. Additionally, with an extremely small staff it can be extremely difficult to cross train which again results in providing thorough counter filing assistance and courtroom clerks.**

Record Retention and disaster planning.

- **The court needs to address record retention and disaster recovery in order to comply with statutes and provide services to the public when requests are made for records, expungement or in the event of an emergency or disaster.**

Security for the public, judicial officers and staff.

- **This court currently has no screening operations at the entrance to the shared building or courtrooms. The court is in great need of screening staff and improved security measures. The sheriff is limited on staffing as well and at times this becomes a concern regarding transportation of incarcerated individuals, safety of the public, judicial officers and court staff within the office area and courtroom.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire perimeter security as this Court has no entry door security to the main courthouse building (a historic courthouse shared with Sierra County).
- Implement a Disaster Recovery information system and relocation plan for an alternative worksite should the Court be lost to fire or flood.

# SISKIYOU

Population: 45,231 • Authorized Judges: 4 • Staff: 28.5 FTE

Civil Filings: 704 • Criminal Filings: 14,533 • Family/Juvenile Filings: 873 • Other Filings: 131

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## OPERATIONAL CHALLENGES

Provide assistance to more self-represented litigants in family, guardianship and custody cases with the Self Help/Facilitator's office.

- **We may have to consider reduced services due to chronic underfunding.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Child custody recommending counseling sessions are being scheduled six to eight weeks out.**

Ensure court clerks are available to provide customer service without unreasonable delay.

- **Traffic phone hours reduced from 6 hours a day to 4, public counter closed at lunch due to staffing limitations.**
- **We will most likely have to reduce public counter hours further in 2018 due to chronic underfunding.**

Reduce wait times for criminal and civil record searches, in addition to sealing/expunging records to help people get jobs, enter the military and to protect privacy.

- **We are able to process sealing and expunging requests timely, however any further limitations in staff may put this in jeopardy. Record searches may take as long as two months.**

Restore local court services and reopen courtrooms.

- **We have had to close three outlying courthouses since 2011, and reduced access at another outlying facility to one day a month this past year in addition to reducing staff from 53.75 in FY 09/10 to 31.5 for FY 17/18. It's a necessity to retain knowledgeable and skilled staff.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Increase self-help services to assist more self-represented litigants with a variety of cases types not just child support or family law, like guardianships, grandparent visitation, small claims and unlawful detainer cases.
- Hire additional staff to help with processing, counter and phone services to reduce wait times for court customers and help reduce wait times.
- Expand the use of technology by providing funding towards digitizing court records to preserve the records and to improve efficiency and enhance access for both the public and court staff. Hire additional staff to assist with review and preparation of court records prior to digitizing.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.

# SOLANO

Population: 424,233 • Authorized Judges: 20 • Staff: 202 FTE

Civil Filings: 7,381 • Criminal Filings: 45,261 • Family/Juvenile Filings: 5,837 • Other Filings: 1,329

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Clerk's Offices must close at 3:00 p.m., a two hour reduction in availability.**
- **Phone hours have been reduced (unavailable during the lunch hour and after 3:00 p.m.).**
- **The public is often required to wait in long lines due to staffing shortages.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Our Self-Help Center is only open 5 days a week for 4 hours a day due to staff limitations.**
- **We are limited in the services we can provide in the Self Help Center.**
- **Members of the public sometimes wait in line for hours to access the Self Help Center.**

Restore local court services and reopen courtrooms.

- **Closure of one courtroom to hear traffic and unlawful detainer cases has burdened already heavy calendars in other departments.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **We experience significant wait times for regular hearings in our Family Law Departments.**
- **We have a limited amount of Family Law Judicial Officers.**
- **We are unable to appoint counsel for seriously at risk minors.**
- **We need to expand Family Law Mediation services.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Our Juvenile Division has a backlog of sealing records.**
- **Our Criminal Division has a backlog of closing and reporting cases.**
- **It is difficult to provide timely bail hearings for indigent in-custody defendants.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire sufficient staff to open the clerk's office for all divisions from 3:00 to 4:00.
- Hire sufficient staff to expand hours of operation for the Self Help Center.
- Reopen one courtroom eliminated during the recession.
- Digitize files and move towards e-filing to allow the public greater access to electronic documents.
- Hire sufficient IT staff to move technology projects forward.
- Expand Family Law Mediation services for earlier resolution of custody disputes.
- Recruit and maintain quality staff by providing competitive wages.
- Add a half-time FTE Family Law Facilitator in self-help to serve four more people a day
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.



# SONOMA

Population: 490,486 • Authorized Judges: 21 • Staff: 169 FTE

Civil Filings: 6,204 • Criminal Filings: 52,628 • Family/Juvenile Filings: 4,505 • Other Filings: 1,484

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## OPERATIONAL CHALLENGES

Public services have been progressively and significantly reduced over the last five years:

- **Clerk Offices close at 3:30 pm – difficult for litigants trying to conduct court business.**
- **Public phones answered from 8-12pm with wait times 45+ minutes; long juror lines.**
- **Court’s website has not been maintained, information is stale, not customer oriented, difficult to navigate, not user friendly; does not provide value to court users.**
- **The Court is often unable to recruit professional staff with the necessary skills, training, experience and or education to meet the minimal qualification for many of the Court’s key professional jobs.**

Insufficient Staffing Court-wide; court’s work including filings, minute entry, case processing, scanning, mandated reporting and case investigations is significantly backlogged.

- **Mediation appointments being scheduled six weeks out and growing.**
- **Significant backlog of petitions for sealing/expunging criminal records.**
- **Approximately 300 Juvenile ex-parte cases are waiting to be sealed.**
- **60 juvenile ex-parte not processed; Family law judgments are 8-12 weeks out, with over 160 judgments awaiting staff processing; Orders (approx. 8-10 weeks out).**
- **Self-Help Center operates 16.5 hours per week; does not provide assistance for pro se litigants filing UD’s, Small Claims, TROs, Guardianships & general procedural questions.**
- **Significant probate filing backlogs of approximately 3-4 weeks, orders 4-5 weeks; significant civil filing, judgments, orders & criminal minute entry 7 -10 months.**
- **Court does not comply with numerous statutory requirements, including mandatory reporting to DOJ and DMV.**

## PRIORITIES FOR REINVESTMENT

Assuming an additional investment in operations funds, we intend to...

- Hire additional clerks, which will allow us to keep clerk’s offices open until 4 p.m., eliminate backlogs, and cross-train so as to return to universal filing.
- Enhance security of courthouses, particularly the Hayward Hall of Justice.
- Add additional staff to the Self-Help Center to expand services to more court users.
- Restore public service hours where operating hours are aligned with litigants’ availability to conduct court business, court would hire 10 – 15 FTEs court-wide to allow coverage to assist customers during business hours, adequately staff courtrooms and eliminate backlogs.
- Conduct a Comp/Class Study, adjust salaries for certain classifications to a fair market value so the court can attract and retain professionals with the required experience and education to sufficiently service the bench and provide professional services to the public.
- Hire 2 attorneys, 1 court investigators, 1 probate examiner, 2 court reporters, and 1 website developer.
- Replace outdated phone system to provide functionality that allows the court to provide greater automated information to the public; purchase jury software/kiosk for automated juror check in.

# STANISLAUS

Population: 526,042 • Authorized Judges: 24 • Staff: 246.7 FTE

Civil Filings: 7,701 • Criminal Filings: 50,162 • Family/Juvenile Filings: 7,543 • Other Filings: 1,426

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## OPERATIONAL CHALLENGES

As a result of inadequate funding relative to workload, the court lacks the staffing necessary to process documents and cases in a timely manner. These delays negatively impact access to justice, diminish branch transparency and accountability, and potentially affect public safety.

- **Over 100 uncontested Family Law cases await judgment review and judicial determination.**
- **Over 600 Civil default judgments are pending processing and judicial review.**
- **Over 730-case backlog reporting criminal dispositions; which delays transmittal of conviction, dismissal and expungement information to DOJ and DMV.**
- **Over 400 bench warrants await issuance, potentially impacting public safety.**

The lack of adequate and stable funding makes it difficult for the court to increase efficiency and expand public access through the use of technology.

- **The court has been unable to fully leverage technology to increase access through online services such as payment of fines and fees, e-filing and access to case information, documents and court calendars.**
- **Long-term and strategic planning for technology enhancement requires funding that is consistent year over year.**
- **As one of three courts remaining underfunded by 30% or more after WAFM reallocations, Stanislaus must continually choose between filling vacancies and investing in technology.**

It is becoming more difficult to recruit and retain qualified employees.

- **There has been a recent increase in the number of employees leaving the court for better paying jobs in the public and private sectors (current labor agreement expires September 2018).**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire additional staff to fill vacant positions. Staffing these positions will improve public access by increasing the number of staff available to assist court users, process documents, and enhance court technology. We estimate it would cost approximately \$1.460M annually to fill all vacant positions.
- Develop a strategic plan for our investment in technology. Additional, ongoing funding allows the court to plan for regular enhancements to our case management and other systems. Enhancements such as expanded online access to documents and calendar information, data exchanges with local and statewide justice partners, real-time minutes, and same day orders after hearing, will substantially increase access to justice and result in a more efficient and effective delivery of services.
- Focus on retaining a quality workforce. The court believes the best investment it can make is in the people who work here. Additional funding ensures the court will be able to offer competitive salaries, benefits and training opportunities to its employees.

# SUTTER

Population: 95,733 • Authorized Judges: 6 • Staff: 53 FTE

Civil Filings: 1,449 • Criminal Filings: 16,057 • Family/Juvenile Filings: 1,706 • Other Filings: 318

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **A recent recruitment for a clerk position resulted in only 3 potential candidates.**
- **A 3% salary increase would take the starting salary of a court clerk from \$14.57 to \$15.00. As a comparison, a first year Trader Joe's shelf stocker makes 15.60 per hour. A 3% salary increase with corresponding PERS and benefits cost increase will cost Sutter Court \$306,128.95.**
- **We are unable to staff all courtrooms without reassignments. During vacation seasons or in the event more than two courtroom staff is out ill, it become necessary for supervisors to staff courtrooms.**

Public Safety and safety of staff continue to be a primary concern.

- **Currently we have un-armed court attendants providing screening. In the event of an emergency in one of the three public lobbies or at the front door, the bailiffs in the courtrooms would not be available to respond. We would have to wait for the police to be dispatched before there would be an armed response to the public areas of the courthouse.**

Fill an unfilled supervisor position.

- **The two current supervisors are the only step between administration and represented line staff. When the supervisors are needed to work the counter, answer phones or clerk a courtroom, important training and cross training do not get accomplished. This results in a lower quality of service to the public and errors when we cannot adequately train staff.**

Reduce wait time for sealing/expunging/destruction of criminal records to help people get jobs and to protect privacy.

- **We often have a significant backlog of reporting and mandated file maintenance due to a funding shortage that impacts the availability of clerks to undertake the work of the court.**
- **We have an evidence destruction backlog that goes back to the 1970's. We have biological materials and drugs in our courthouse evidence locker because an evidence destruction project could not be a priority during times when we are not even able to staff courtrooms fully.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire 2 clerks which would enable us to staff courtrooms, maintain our public counter and phone hours that are currently at risk of reduction due to workload.
- Digitize additional paper files for greater public access to court records online.
- Provide additional perimeter security.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.

# TEHAMA

Population: 63,717 • Authorized Judges: 4.3 • Staff: 38 FTE

Civil Filings: 1,327 • Criminal Filings: 16,825 • Family/Juvenile Filings: 1,340 • Other Filings: 174

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **We have been able to partially restore clerk's office and phone hours, at the expense of quicker processing for other tasks.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **On occasion we have faced a backlog on sealing juvenile records of over a year.**
- **Staffing levels prevent the consistent and expeditious processing of criminal case files and a persistent backlog exists as a result.**

Restore family stability with mediated custody agreements.

- **Return from mediation hearings must be set 5 weeks out.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Our Self-Help Center is open only 4 days a week, one of those days assistance is offered by appointment only.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire 1 to 2 clerks for increasing productivity, decrease wait times and improve access to justice.
- Improve and modernize trial court operations through the implementation of e-filing and document imaging projects.
- Hire 1 clerk for the Self-Help Center to allow visitors to receive assistance and file documents all in one visit.
- Hire 1 half-time Mediator to reduce the return time to court from 5 weeks to 3 weeks.
- Hire 1 research attorney to improve efficiencies.

# TRINITY

Population: 13,389 • Authorized Judges: 2 • Staff: 14 FTE

Civil Filings: 244 • Criminal Filings: 2,240 • Family/Juvenile Filings: 352 • Other Filings: 42

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Court Services has been able to be open from 8-5 daily, however, when two courtrooms are in session that leaves one clerk for phones, counters, collections and help filling out forms. Adding one or two Legal Process Clerk would be a benefit for the public and staff.**

Courtroom and Access.

- **Our Audio and Visual equipment is very antiquated; several complaints are received monthly by the public regarding lack of proper equipment to properly make their case or show exhibits in the courtroom. The bench officers struggle to hear the witnesses and those at the counsel table.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Our Mediator (CCRC) is a half time employee; mediation and reports are not always completed in a timely manner. Our Mediator (CCRC) also does all court investigations into probate guardianships and conservatorship investigations and all reviews, as well as step parent adoptions. Every attempt is made to triage each case in the hopes of coming up with an agreement to avoid courtroom time.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **We are a small court; our current self-help calendar allows for no more than 20 appointments for help each month. Our shared Family Law Facilitator with a neighboring court is only available two times per month, weather permitting.**
- **The court is in need of more self-help funding. Our self-help hours are by appointment only, and only 2 days per month. The court handles emergency walk-ins as needed which takes away the ability to handle the public counters adequately.**

Security.

- **Our primary concern in terms of court services has to do with security. While we are a small court, even rural areas in the state must be vigilant these days. We have 14 full time employees that include our 3 marshals and 2 retired annuitants. We do not have adequate security funding for our courtrooms, courthouse perimeter, and security supplies and equipment. We are especially worried about the impacts of low security in family law and domestic violence courts, where we know violence against family members is far too common.**

## PRIORITIES FOR REINVESTMENT

Assuming an additional investment in operations funds, we intend to...

- Hire 1 legal process clerk for window and phone service to reduce wait times to reduce frustration by the public.
- Hire 1 more deputy marshal to cover security issues throughout the courthouse and courtroom
- Contract with a local attorney to provide additional self-help services
- Provide the courtrooms with updated audio and visual equipment.

# TULARE

Population: 459,446 • Authorized Judges: 20 • Staff: 235 FTE  
Civil Filings: 7,054 • Criminal Filings: 58,430 • Family/Juvenile Filings: 7,004 • Other Filings: 836

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## OPERATIONAL CHALLENGES

### Language Access

- **Tulare County has three (3) full-time interpreters on staff making it difficult to provide non-English speaking court users with various services. The court would like to improve these services by using video remote interpreting or voice to text technology.**

### Electronic access to Judgement Proceeding Information

- **The court transfers judgement proceeding information to justice partners on paper. This does not allow for a timely transmission of critical information. By using electronic interfaces between the court case management system and our justice partners we can provide timely access to sentencing information.**

### E-Filing Subsequent Documents

- **The court has only been able to accept initial filings through e-Filing. We would like to expand e-Filing to include subsequent documents.**

### Records Management

- **File storage space continues to be a commodity and very costly, not allowing court users with timely access to information stored off site. The court can improve access to case files by scanning the stored documents into the case management system.**

### Expanding services for self-represented litigants in Self-Help

- **The court would like to offer individualized access to information and expanded services to self-represented litigants in areas of small claims and unlawful detainers.**

## PRIORITIES FOR REINVESTMENT

### Assuming an additional investment in operations funds, we intend to...

- **Technology:**
  - Provide language services with video remote interpreting and/or voice to text.
  - Develop a technology interface for electronic data sharing between the court and justice partners, allowing for real time transmission of judgment proceedings.
  - Complete e-Minutes module of case management system.
  - Allow e-Filing of subsequent documents.
- **Staffing:**
  - Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
  - Add additional personnel in order to reinvest in the essential functions of the court.
- **Operational:**
  - Contract with an outside agency to scan documents, currently in off-site storage, for electronic retrieval.

# TUOLUMNE

Population: 53,604 • Authorized Judges: 4 • Staff: 35 FTE

Civil Filings: 927 • Criminal Filings: 8,579 • Family/Juvenile Filings: 1,053 • Other Filings: 203

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## OPERATIONAL CHALLENGES

Ensure court clerks are available when and how people need them.

- **Clerk's offices currently close to the public at 3:00 p.m.**

Address increasing problem of procuring per diem court reporters to report felony hearings.

- **The Court currently employs two full-time court reporters and augments staffing with per diem reporters on nearly a daily basis.**

Help more self-represented litigants in family and housing cases at the Self Help/Facilitator's office.

- **Our Self-Help Center is able to remain open to the public 8:00 a.m. to 3:00 p.m., with a closure at the lunch hour. The Court is challenged in not being able to provide Self-Help and FLF services Monday through Friday from 8:00 a.m. to 3:00/4:00 p.m.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **Hearings are often delayed because staff attention and resources must be spent on felony jury trials, rather than on civil and family law long-cause matters.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **We are struggling with delays in JBSIS reporting due to backlogs in criminal dispositions.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **We have been able to reduce some of our backlogs, but still experience delays.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to:**

- Hire an additional full-time court reporter to address the increasing problem of an insufficient number of court reporters.
- Hire two additional clerks to provide increased window and phone service, which will reduce wait times by 15 minutes per person. We will then be able to re-evaluate if the civil and criminal divisions could extend operations until 4:00 p.m. with the increased staffing.
- Add a half-time FTE Family Law Facilitator in Self-Help to serve four more people a day (replace our contract FLF with a half-time employee) to better serve the public.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.
- With the loss of the Recidivism Reduction Fund Grant, which the Court used for residential treatment for Adult Drug Court participants, the Court would be able to allocate reinvestment monies to continue providing residential treatment for program participants.

# VENTURA

Population: 823,318 • Authorized Judges: 29 • Staff: 389 FTE

Civil Filings: 11,933 • Criminal Filings: 131,258 • Family/Juvenile Filings: 7,433 • Other Filings: 1,968

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## OPERATIONAL CHALLENGES

Restore Local Court Services and Reopen Courtrooms.

- **Due to budget reductions, family and civil calendars and services were reassigned from the eastern part of the county to the main Ventura courthouse. This included judges, clerks, mediation, and self-help. This continues to negatively impact residents in the eastern part of the county, where many low-income families live, and where there are few transit options.**

Protect families with emergency orders and restore family stability with mediated custody agreements, and protect children and the elderly by conducting timely investigations in guardianship and conservatorship cases.

- **3 months is the current wait time for families seeking non-emergency screenings and mediations.**
- **Continued growth in the number of Probate Guardianships and Conservatorships has resulted in a 25% backlog in annual review investigations.**

Help more self-represented litigants in family and housing cases at the Self Help/Facilitator's office.

- **Budget reductions have meant reduced hours and reduced levels of service.**
- **Transit-dependent people cannot arrive in time to be served due to service reductions.**
- **One-third of the people seeking services were turned away when the self-help centers reached capacity.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire additional clerks for window, e-mail and phone service to reduce wait times and increase hours of operation.
- Restore local court services.
- Expand the availability of Web access tools, and e-filing and e-services for court users.
- Add Family Court Services mediators/ investigators to reduce waiting times for mediations and legally mandated annual reviews of guardianships and conservatorships.
- Add Family Law Facilitators and Civil Self Help Center staff to increase our service to the public.
- Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.
- Protect families with emergency orders, restore family stability with mediated custody agreements, and protect children and the elderly by conducting timely investigations in guardianship and conservatorship cases.
- Ensure court clerks are available when and how people need them.
- Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.
- Reduce wait time for businesses and individuals to get money owed in civil disputes.
- This funding, along with a modern case management system that will be operational in 2019, will allow the Court to begin planning restoration of needed calendars and services.



# YOLO

Population: 206,381 • Authorized Judges: 11 • Staff: 108 FTE

Civil Filings: 2,756 • Criminal Filings: 25,911 • Family/Juvenile Filings: 2,731 • Other Filings: 300

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## OPERATIONAL CHALLENGES

Provide more consistent and efficient assistance to customers of the court.

- **Systemic and ongoing insufficient trial court funding is directly responsible for:**
  - **Backlogs, delays in processing and inability to effectively implement legislative criminal justice initiatives and changes in law**
  - **The courts inability to maintain competitive employee compensation relative to the labor market resulting in turnover and inefficient labor pool**

Ensure court clerks are available when and how people need them.

- **Systemic and ongoing insufficient trial court funding has affected the courts ability to ensure clerks are available to assist the public:**
  - **Decrease access to the public service because of reduced window and telephone hours to 8:00 am – 3:00 pm resulting in increased frustration to the public, attorneys and staff.**

Help more self-represented litigants in family and housing cases with at the Self Help/Facilitator's office.

- **Systemic and ongoing insufficient trial court funding has directly impacted the Self-Help Center resulting in limited staffing levels and service hours to the public (some of whom are involved in serious domestic disputes).**
- **Self-help services are limited to 5 minutes per customer. This timeframe is enforced in an effort to assist as many people as possible with limited resources and long lines.**
- **Length of child custody mediator services reduced due to budgetary limitations.**

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **Unfunded mandates and inadequate funding has resulted in a 6 month backlog in sealing/expunging records.**

Reduce wait time for businesses and individuals to get money owed in civil disputes.

- **1-month backlog in writs, abstracts and judgments.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to:**

- Utilize additional funding to fill projected deficit for next fiscal year.
- Hire 8-12 legal process clerks to assist in window, phone service and case processing.
- Hire 1-2 additional staff in self-help/FLF office to assist in family law and domestic dispute matters.
- Increase window and phone hours in the clerk's office by at least 1 hour daily.
- Increase window and phone hours in the Self-help Center/FLF office by at least 1 hour daily.
- Unfreeze step increases so that staff have planned increases within a job position series.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.

# YUBA

Population: 73,682 • Authorized Judges: 5 • Staff: 52 FTE

Civil Filings: 1,165 • Criminal Filings: 12,729 • Family/Juvenile Filings: 1,471 • Other Filings: 1,676

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## OPERATIONAL CHALLENGES

Reduce wait time for sealing/expunging criminal records to help people get jobs and to protect privacy.

- **1-year delay in DOJ reporting.**
- **1-year delay reporting to DMV**
- **1- year delay to prepare some felony criminal minutes.**
- **1-month delay processing probation transfers in and out of county.**
- **Extensions are requested by reporters for preparing appellate transcripts.**

Ensure court clerks are available when and how people need them.

- **Phone service hours have been reduced by 3 hours each day.**
- **Clerks must answer phones while helping customers at the window and while processing case paperwork, court hearing minutes and filings.**

Help more self-represented litigants in family at the Self Help/Facilitator's office.

- **After the Director of Family Court Services retired, the court had to keep this position vacant due to budget cuts.**
- **The Self-Help/Family Law Facilitator cut services to the public in order to take on administrative functions of the director.**

Protect families with emergency orders and restore family stability with mediated custody agreements.

- **This case type is handled promptly.**
- **By triaging in favor of family law, other court divisions experience delays and backlogs.**

## PRIORITIES FOR REINVESTMENT

**Assuming an additional investment in operations funds, we intend to...**

- Hire 2 clerks for the criminal/traffic division to reduce mandatory DOJ/DMV reporting time.
- Hire 1 clerk to handle phone calls and window customer service.
- Restore previously reduced public telephone hours.
- Hire 1 FTE Child Custody Recommending Counselor to handle more mediations, as well as assist with grant administration work currently performed by the Self-Help Attorney/Family Law Facilitator
- Leverage technology to move to a paperless court file process.
- Address inflationary cost increases and make needed adjustments to recruit qualified candidates and retain experienced staff.