

**SUPERIOR COURT OF CALIFORNIA
COUNTY OF SAN DIEGO**



**Community Focused Action Plan
to Assist Self-Represented Litigants**

May, 2002



Table of Contents

	<u>Page</u>
Introduction	2
Section 1. Description of Needs	4
Section 2. Program Areas	6
Section 3 Program Action Plans	7
3.1 Inventory of Existing Legal Resources	
3.2 Self-Help Centers and Clinics	
3.3 Technology	
3.4 Discrete Task Legal Representation (Unbundling)	
3.5 Funding	
Section 4. State Support	21
Section 5. Unique Approaches	23
Section 6. Sustaining the Action Plan	24
Section 7. Other Comments	24
 Attachments	
A. San Diego's Self-Represented Litigant (SRL) Planning Team	
B. Members of SRL Planning Team Work Groups	
C. Self-Help Services Provided At San Diego Superior Court Facilities	
D. Additional Services and Resources Available from SRL Planning Team Members	
E. IT Feasibility Study for San Diego of Legal Aid of Orange County's I-CAN Self-Help Kiosk	
F. Balanced Scorecard from San Diego Superior Court's Long-Range Strategic Plan	



Introduction

Since court unification in December 1998, focusing court resources toward front-line services to the public has been a key goal of the San Diego Superior Court's (SDSC) judicial and administrative leaders. At the direction of Chief Justice George and the Judicial Council, this endeavor is now being focused on the planning and implementation of programs to address the needs of self-represented litigants (SRLs). In order to plan and implement realistic and timely goals with desired outcomes, a San Diego regional SRL Planning Team was created in Spring 2001 with the encouragement and support of the California Judicial Council. Participants represent a diverse cross section of court and governmental agencies, community and non-profit-based organizations, as well as other groups/individuals who interact with SRLs on a daily basis. Many of these participants came together as a group for the first time at the Judicial Council's Southern Regional Conference (held April 26 and 27, 2001). At that conference, SDSC began working with its team to identify, study, plan and implement initiatives designed to assist persons in the court system who proceed without the assistance of counsel, *in propria persona* (also referred to as pro pers or SRL's in this report).

The San Diego SRL Planning Team consists of judges, court executives and managers across both geographic and functional areas, as well as individuals representing pro bono legal organizations, the San Diego County Bar Association, the San Diego County Public Law Library, and Division 1 of the 4th District Court of Appeal. A list of SRL Planning Team members is provided as *Attachment A*. Since the initial Spring 2001 conference, additional participants have been identified and attended full planning team and individual work group meetings. This has resulted in increased diversity and knowledge for this regional planning effort.

At the conclusion of the Spring conference, San Diego participants agreed to: (1) identify available data they had concerning the needs of the SRLs they serve; (2) assist in identifying SRL resources throughout San Diego; and (3) research best practices, innovative techniques, and technology used by other courts, counties and states for possible implementation in San Diego. Participants also agreed to share this information with the entire Planning Team, and continue meeting to plan and implement ways to address the needs of SRLs in San Diego. SDSC staff agreed to facilitate the collection and dissemination of this information, and coordinate future meetings and planning activities of the entire team and smaller work groups.

The format of this plan corresponds to the template provided to courts in an informational package from the Administrative Office of the Courts, dated March 8, 2002. The Action Plan highlights the activities, progress and accomplishments of the San Diego Self-Represented Litigant Planning Team to date, and describes future proposed programs which would serve the needs of the community, the courts and self-represented litigants (predicated on securing necessary funding and resources).



Introduction

During the period between June 2001 and May 2002 (the grant period for this planning project), significant milestones impacting self-represented litigants were accomplished within the San Diego region, including but not limited to the following:

- Creation of a Civil Harassment Legal Assistance Clinic in the SDSC's East County Division.
- Creation of an Unlawful Detainer Clinic in the SDSC's Central Division.
- Development of MOUs between SDSC and Legal Aid Society of San Diego to test the I-CAN Kiosk for Unlawful Detainers and Domestic Violence TROs at specified locations.
- Addition of bilingual (Spanish) family law workshops and Family Law Facilitator staff.
- Reallocation of two existing attorney resources within SDSC to create additional Family Law Facilitator positions to assist pro per litigants.
- Creation of a reception center in the Central Division Family Law Building.
- Revision of a local Family Law Facilitator introductory video for use statewide.
- Collaboration between SDSC and the San Diego County Public Law Library to assist the Library in obtaining Judicial Council funding to expand their programs to the public library system and to make their catalog available to users on line.
- Collaborations between the San Diego County Public Law Library and San Diego Volunteer Lawyer Program to create clinics for self-represented litigants covering topics such as civil litigation, legal research and pre-trial procedure.
- Organization of a panel discussion with national experts to discuss discrete task legal services, for the San Diego County Bar, judicial officers and interested members of the public (over 60 attendees).
- Organization of a local conference to share information on SRLs (approximately 40 attendees).
- Demonstrations of innovative software applications being used or developed elsewhere to assist SRLs (Orange County's I-CAN kiosk, San Mateo's dissolution software application, and Sacramento's Small Claims E-Filing Project).
- Collaboration with United Way's Inform San Diego program to begin to enhance and improve access to their online resource directory of legal services in the region.

While many accomplishments have been noted in this section, there is still much work that can be accomplished, additional resources that can be cultivated, and long-term funding sources that need to be identified.



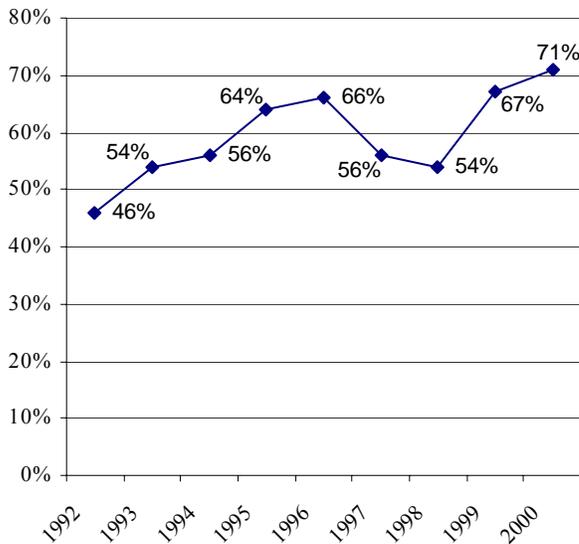
1. Description of Needs

Nationally, considerable anecdotal information is available on the increasing trend in the number of SRLs attempting to access the court system. Similarly, very little quantitative information had been gathered from the San Diego region to document that presumption. While we do know self-represented litigants are becoming more prevalent in all areas of the law, it was determined that the San Diego Self-Represented Litigant (SRL) Planning Team would need to focus its attention on certain areas of the law in order to make the most impact. Through discussions with the team, the following list of legal areas seeing the most significant numbers of self-represented litigants was compiled (in alphabetical order):

- Adopting children outside of the dependency system
- Bankruptcy filings
- Breach of contract
- Civil harassment TROs
- Conservatorships/Guardianships/Probate
- Domestic violence TROs
- Elder abuse
- Family law, including appeals
- Immigration
- Small claims
- Unlawful detainers, other landlord/tenant and housing-related disputes

After the Spring 2001 Judicial Council conference on Self-Represented Litigants (SRLs), SDSC began compiling data from Planning Team participants on the number of SRLs in the San Diego region. Focusing on Family Law, the chart below illustrates the trend which was identified from court statistics. This data was captured using automated case management systems and manually sampling Family Court case files at the time

**Percentage of Family Law
Dissolution Cases Filed *pro per***



Note: "Pro per" is defined as either one or both parties being unrepresented by counsel.

of case filing. The chart shows the percentage of total dissolution cases filed *in propria persona*, or pro per (includes dissolutions with and without children). Between 1998 and 2000 there was a 30% increase in the percentage of filings where either one or both of the parties was proceeding without the assistance of counsel (from 54% to 71%). Additionally, a review of more detailed information from several different sub-types of cases handled in Family Court showed that the actual percentage of cases filed *in propria persona* can vary considerably, with summary dissolution filings approaching nearly 100%.



1. Description of Needs

Armed with the information detailed above, the court undertook a subsequent review of Family Law cases to identify additional instances where litigants may become self-represented during the life of the case. This review tracked *pro per* status fourteen months after initial filing of the Family Law case, starting in May 2000. For purposes of this study, *pro per* case status was recorded either at the time of case disposition (if it had occurred within the fourteen months), or in June 2001 if the case was not yet settled by the end of the study period. Surprisingly, the percentage of *pro per* cases rose to 88%, rather than the 71% which was recorded at the time of filing. This data shows that many cases that may start with attorney representation, will eventually be resolved in *pro per* status by the time the case is settled.

Another finding from this review of Family Court cases filed in May 2000 was that there is a high rate of rejected Requests for Defaults or Judgments for pro pers who have filed for dissolution (including summary dissolution). For example:

- 21% of the summary dissolution Requests for Default and/or Judgment submitted in *pro per* cases were rejected at least once by the clerk.
- 30% of the dissolution Requests for Default and/or Judgment submitted in pro per cases were rejected at least once by the clerk.
- A considerable number of cases had multiple rejections of the same document (either Default or Judgment).

Another statistic maintained by the court which depicts need by SRLs is the incidence of Family Law Facilitator (FLF) clients who are turned-away each day (i.e., number of people who attempt to visit the FLF but must be turned away due to resource limitations). During the period from April 2001 to March 2002, SDSC averaged 63 clients per day, or nearly one out of every five clients, who were turned-away from FLF locations. As a result, the court is now working to increase the number of FLF staff to serve more of these litigants.

The statistics described in this section have been the catalyst for many SRL Planning Team discussions concerning the issues and problems facing SRLs. It was during these discussions that the root causes of the problems facing SRLs were distilled into the following key issue areas:

- ◆ Complicated forms
- ◆ Complex procedures
- ◆ Costly legal services
- ◆ Difficulty in accessing legal/court services and programs (physical, language, or other barriers)
- ◆ Lack of knowledge and education about court forms and processes

It is within the framework of these issues and needs that the SRL Planning Team focused its collective efforts and energies on the program areas described in the next section.



2. Program Areas

After the Judicial Council's Spring 2001 Conference, the San Diego SRL Planning Team members began compiling and disseminating information about how other courts and organizations were implementing innovative approaches to meeting the needs of SRLs. A wealth of information on best practices, techniques and technologies from across the nation was reviewed. At a Planning Team conference in September 2001, members were asked to share their findings. The outcome of that meeting was agreement that the Planning Team would focus its energies on the following program areas that correspond to, and can help mitigate the key issue areas identified previously:

- ◆ Inventory of Legal Resources: The purpose of this work group is to compile and disseminate a comprehensive and accurate inventory of not-for-profit programs and services available to the San Diego community in their search for resources that can assist them in accessing and participating in the legal system.
- ◆ Self-Help Centers and Clinics: The purpose of this program is to design and develop self-help services that address specific SRL needs throughout the region, both within and outside court facilities.
- ◆ Technology: The purpose of this work group is to investigate the existence and effectiveness of using technology in various formats to improve access to the legal system.
- ◆ Discrete Task Legal Representation (i.e., Unbundling): “Unbundling” would allow a litigant to hire an attorney for a specified, well-defined and limited service, rather than full representation. The purpose of this work group is to examine the feasibility of unbundling legal services within the San Diego region. This work group is also tasked with disseminating information to the legal and judicial community about unbundling, as well as obtaining input and feedback on its potential use.
- ◆ Funding: The purpose of this work group is to investigate and disseminate information to SRL Planning Team participants on the availability of public and private funding opportunities at the local, state and national level.

Members of the San Diego SRL Planning Team volunteered to participate on one or more of the above work groups at our September 2001 meeting, and additional participants were brought in to contribute their expertise and knowledge. In Section 3 of this report, the key program areas will be described in more detail, along with the level of accomplishment to-date, and plans for future activities. A list of participants volunteering to serve on each of the work groups is provided as *Attachment B*. However, given the diversity of service areas that may be addressed by self-help centers and clinics (e.g., Unlawful Detainer, DV TRO, Civil Harassment, Family Law, etc.), the participants working to create and implement self-help centers in San Diego will vary depending on the specific type of service to be provided and the region of the county in which the service will be located.



3. Program Action Plans

Each of the five work groups established under the auspices of San Diego's SRL Planning Team is described in greater detail below. As requested in the Administrative Office of the Courts (AOC) template instructions, the following information is provided for each program area:

- ▶ Program Title and Description
- ▶ Program Partners
- ▶ Program Plan
- ▶ Existing Resources
- ▶ Additional Resources Needed
- ▶ Evaluation

3.1. Inventory of Legal Resources

- a. Program Description: The objectives of this work group are to:
- Compile an accurate and comprehensive inventory of legal resources available to SRLs throughout the San Diego region from not-for-profit agencies (including the court). The inventory will include local, state and national resources, in hard copy or electronic format as well as resources accessible on site or telephonically.
 - Research the means to disseminate this inventory to the San Diego community using various distribution channels (internet, hard copy, on-site, etc.).
 - Develop and implement a cost-effective way to keep the resource inventory up-to-date.
- b. Program Partners: All members of the San Diego SRL Planning Team are participating in the identification of resource materials. However, a work group has been created to focus specifically on the objectives described above, and includes representation from:

-  Fourth District Court of Appeal, Division One
-  Legal Aid Society of San Diego County
-  San Diego County Public Law Library
-  San Diego Mediation Center
-  San Diego Superior Court*
-  San Diego Volunteer Lawyer Program
-  United Way's Inform San Diego Program

*Work Group lead

There have been several meetings of the work group to compile information and develop a strategy for accomplishing the group's objectives. The tasks accomplished so far and proposed for next year (pending available resources) are provided below.



3. Program Action Plans

- c. *Program Plan:* In order to make effective use of the SRL Planning Team's knowledge of the San Diego region, one of the first efforts of this work group was to survey participants and prepare a composite of the existing information they had available regarding existing local and other legal resources. Extensive inventories were obtained from the San Diego County Public Law Library, San Diego Superior Court, San Diego Mediation Center, and the United Way's Inform San Diego Program. *Attachment C* provides a listing of services that were available at court facilities to serve SRLs as of Fall 2001. This list is in the process of being updated. *Attachment D* provides a summary-level listing of additional services and resource information provided by members of the San Diego Planning Team. This information was disseminated to all interested SRL Planning Team members in Fall 2001.

At the same time the above inventory was being prepared, planning team members were disseminating information about the Judicial Council's new on-line Self-Help Center, as well as the subsequent website on self-help resources for professionals. Handouts and informational brochures were made available to the SRL Planning Team members and are also being distributed at court information desks. The Council's self-help center information is also being used in community outreach activities of the court, such as community fairs at shopping malls.

While reviewing a list of existing legal resources, the work group became aware of a multi-year project originally created and funded under the auspices of the San Diego United Way to create an online internet directory for the community to access and find community resources. The Inform San Diego Program provides an extensive online listing of local human services programs that may be of assistance to San Diego residents with a variety of needs, including health, shelter, social services, and legal issues. Although the legal services information on the website is somewhat limited and needs to be made more easily accessible, the work group feels extremely fortunate that the infrastructure is already in place to build upon. As part of the SRL planning effort, contact was made with Inform San Diego, and the director and her staff were willing and enthusiastic about becoming members of the SRL work group on legal resources.

Considerable work has been done to compare the information compiled from the SRL Planning Team members with the legal services information available on the Inform San Diego web-site. Additionally, the work group determined that more information from service providers listed on the Inform San Diego web-site would be of value to those seeking legal services. In January 2002, a data collection form was designed by this workgroup and forwarded to nearly 100 legal service providers now listed on Inform San Diego. The work group also deemed it was important to validate the accuracy of the existing information



3. Program Action Plans

on the site. Considerable work still remains to be done to complete the online inventory. That work is planned for the 2002-03 fiscal year, pending funding to hire temporary staff to support this effort.

INVENTORY OF LEGAL SERVICES IN THE SAN DIEGO REGION		
Task	Status/Deadline	Responsibility of:
Request, compile and disseminate resource lists from all members of SRL Team.	Fall 2001 (complete)	SDSC
Disseminate information about the Judicial Council's new self-help websites for SRLs and for professionals who assist SRLs.	Fall 2001 (ongoing)	All members of the SRL Planning Team
Begin collaboration with United Way's Inform San Diego staff in order to develop a comprehensive and accurate online directory of legal resources.	Fall 2001 (complete)	SDSC/United Way Inform San Diego staff
Develop survey form and submit to Inform San Diego providers for completion (approx. 100 providers); follow-up as necessary.	Winter 2001-Fall 2002 (in process)	SDSC/United Way Inform San Diego staff
Collaborate with Inform San Diego resource inventory staff to include new services and revise current listings.	Fall 2002-Winter 2003	SDSC/United Way Inform San Diego staff
Collaborate with Inform San Diego staff to develop new search hierarchy for easier use of site.	Fall 2002/Winter 2003 (begun in Spring 2002)	SDSC/United Way Inform San Diego staff
Publicize Inform San Diego legal resource directory and disseminate information throughout San Diego region.	Winter/Spring 2003	All members of work group

- d. Existing Resources: Limited staff support is being provided from organizations participating on this work group. However, the primary resource dedicated to this work group has been a student worker position created, filled, and funded on a temporary basis by Judicial Council's SRL Planning grant. The total amount of funding which was available from the grant for this position was about \$4,500. From October 2001 to March 2002, the position was responsible for contacting legal service providers and obtaining updated information using the new survey form. Funding for that temporary position has been expended, and the student worker is no longer employed by the court. Responses are still being received from service providers, and considerable work remains to complete the review of the current on-line inventory.
- e. Additional Resources Needed: Continuation funding for the student worker position (20-25 hours per week for approximately 5-6 months) is needed to support the successful conclusion of the project. It will be proposed that one-third of the funding available through the Judicial Council's FY 2002-2003 planning and implementation grant be used for this purpose (\$5,000 of the maximum of \$15,000). It is not known at this time if the Inform San Diego Program will need any additional funding to accomplish programmatic and search engine changes recommended as a result of this project, nor the source of that funding.



3. Program Action Plans

f. Evaluation: SDSC and collaborating partners on this work group are responsible for the monitoring and implementation of this project. The successful outcome of this project will be demonstrated in a number of ways:

- Updated and more comprehensive online resource directory of legal services available through the United Way's Inform San Diego program.
- Modified search engine hierarchy/organization of legal resources for the Inform San Diego resource directory to make it more user-friendly.
- Distribution of updated hard copy compilation of local legal service inventory to interested parties.

3.2 Self-Help Centers and Clinics

a. Program Description: In order to begin work in this program area, an inventory of existing self-help clinics was needed in order to gauge level of service, access, and areas to improve. *Attachment C* provides a description of all legal services being provided in the court's facilities to assist self-represented litigants as of September 2001. *Attachment D* provides a list of clinics and other services being provided by not-for-profit agencies to SRLs. Using these resource lists as a guide, the objectives of this program area are identified below.

- Develop self-help centers throughout the region that address general or case-specific needs of SRLs. Programs may be operated at court locations, non-profit agencies or in other community locations to be determined. Specific centers/clinics that were planned for implementation in 2001-2002 are:
 - Civil Harassment TRO clinic in the East County Division of the SDSC (on-site).
 - Legal Aid Society of San Diego's Unlawful Detainer clinic at the Central Division's Hall of Justice.
 - Clinics conducted by San Diego Volunteer Lawyer Program, in coordination with San Diego County Public Law Library, to assist the general public regarding access to legal services (at the Law Library and at community locations).
- Find means to sustain current self-help centers that may be in jeopardy of closing due to loss of funding (e.g., domestic violence restraining order clinics operated in five different locations by various entities, such as the East County Division DV TRO clinic which is a collaboration of San Diego Volunteer Lawyer Program, the Helix Center, and the Center for Community Solutions; as well as the South County Family Law Center operated by the Legal Aid Society of San Diego).
- Continue to develop self-help resources for SRLs, such as brochures, videos, clinics and workshops.

b. Program Partners: SRL Planning Team organizations currently participating in the development of self-help centers and clinics include:



3. Program Action Plans

- Legal Aid Society of San Diego County
- San Diego County Public Law Library
- San Diego Superior Court
- San Diego Volunteer Lawyer Program

c. Program Plan: The following activities have been accomplished or are planned for implementation since the Council's Spring 2001 conference.

SELF-HELP CENTERS AND CLINICS		
Task	Status/Deadline	Responsibility of:
Prepare an inventory of SRL resources available at court locations.	Fall 2001 (complete)	SDSC
Create a civil self-help clinic at the downtown SDC Public Law Library to handle civil procedure questions.	Fall 2001 (complete)	SDC Public Law Library, San Diego Volunteer Lawyer Program
Create a Civil Harassment Legal Assistance Clinic at the East County Division of the SDSC.	July 2001 (complete)	SDSC (staffed by pro bono volunteer attorneys)
Create a DV Clinic in the South County Division of the Court.	July 2001 (complete)	SDSC, Legal Aid Society of San Diego
Create an Unlawful Detainer Clinic at the Central Division of the SDSC.	May 2002 (complete)	SDSC, Legal Aid Society of San Diego, in cooperation with Landlord's Bar
Seek increased funding from civil and related filing fees to support continuation and expansion of SDC Public Law Library services to SRLs.	2001 (complete)	SDC Public Law Library, with support from San Diego Superior Court (\$3 per filing may result in added \$250,000 per FY to Law Lib.)
Obtain additional resources from Judicial Council for SDC Public Law Library to support expansion of outreach efforts into community.	Winter 2002 (complete; Judicial Council grant approved & being implemented)	SDSC
Expand SDC Public Law Library class offerings, such as "Pre-Trial Procedures."	FY 2001-02 (complete)	SDC Public Law Library and San Diego Volunteer Lawyer Program
Create additional classes/clinics for the public at the SDC Public Law Library.	FY 2002-03 (pending funding)	SDC Public Law Library
Create small business clinic to assist people with their legal business-related programs, must meet certain economic criteria to qualify. This will be staffed by an attorney.	Summer 2002 (Proposed)	San Diego Volunteer Lawyer Program and San Diego County Public Law Library
Develop videos and related information to assist SRLs accessing family court system.	Spring 2002 (Complete)	SDSC (Family Law Facilitator)
Secure funding to continue the operations of the East County DV TRO clinic.	July 2002 (proposed)	A collaboration among SD Volunteer Lawyer Program, Helix Center, and Center for Community Solutions, with facility support from SDSC
Secure funding to continue South County Family Law Clinic.	October 2002 (proposed)	Legal Aid Society of San Diego and SDSC
Prepare brochures on various case types and make available to customers at business offices.	Fall 2002	SDSC



3. Program Action Plans

SELF-HELP CENTERS AND CLINICS		
Task	Status/Deadline	Responsibility of:
Create an Unlawful Detainer Clinic at the East County Division of the SDSC.	FY 2002-2003 (proposed, pending funding)	SDSC and Legal Aid Society of San Diego
Add two family law facilitator positions by redeploying court legal resources.	Spring 2002 (complete)	SDSC

d. *Existing Resources (created since June 2001)*: The programs listed in this section have been created since the Judicial Council’s Spring 2001 conference and are being operated using existing private and public financial resources. To date, the primary staffing resources dedicated to planning these efforts have been provided either by the court or by the organizations collaborating in the various self-help centers, clinics or other programs described in the previous table. Information on funding sources for actual operations of these programs is described below:

- Civil Harassment TRO Clinic in SDSC East County Division - Services are provided by volunteer attorneys that are recruited and assigned by court staff (who also manage the program as part of their ongoing job responsibilities).
- DV TRO Clinic in SDSC South County Division - Services are provided by Legal Aid Society’s Pro Bono Program who recruits, trains and supervises the attorneys.
- Unlawful Detainer (UD) Clinic in SDSC Central Division - Services are provided by Legal Aid Society of San Diego, and in the near future will include provision of a kiosk that helps customers prepare UD answers and fee waivers (based on the work by Orange County Legal Aid Society, and tailored to San Diego). The majority of the funding to operate the program for one year was secured by the Legal Aid Society from other sources, including grant funding from the State Bar Foundation and the San Diego County Bar Foundation. The court will contribute about \$20,000 in cash and in-kind services toward this project and the total cost of the kiosk as well as related applications/video are estimated to be more than \$45,000.
- SDSC added two Family Law Facilitator (FLF) positions to the Central Division Family Law Self-Help Center. These positions were created by redeploying resources formerly allocated to the court’s legal research programs and costs are estimated at about \$200,000 (annual salary and benefits). These positions are in addition to the eleven positions and \$800,000 SDSC uses to support the five FLF self-help centers in court locations (beyond family support assistance).
- Programs of the San Diego County Public Law Library - The main branch of the Library is located less than one block from the downtown courthouse, and is a valuable resource for SRLs. A collaboration was formed between the San Diego Volunteer Layer Program, SDC Public Law Library and SDSC to increase access of SRLs to legal information through a multi-pronged approach that includes:
 - i. Expanded librarian training and greater availability of classes offered at law and other public libraries throughout the county.
 - ii. Accessibility to local law library resources through the internet.
 - iii. More relevant resources for use by SRLs on site, such as word processing.



3. Program Action Plans

SDSC was successful in securing a \$25,000 grant in 2002 from the Judicial Council to assist the Library in accomplishing the above objectives. The Library has also been successful in obtaining equipment donations consisting of computers (10), printers (10), furniture, computer infrastructure, training and additional online services from organizations such as WestGroup, InfoPeople and the Lawyer Referral Service of the North County Bar Association. Other clinics operating or planned to begin operation in the near future have been funded through various not-for-profit agencies and grants. In addition the SDC Public Law Library operates branch locations in the East, North, and South County Divisions of the court.

e. *Additional Resources Needed:* The following is an assessment of additional resources that will be required to continue to sustain existing self-help centers or clinics, or to create new ones, throughout San Diego County:

- Domestic Violence Prevention Project. In the North County, East County and Central Divisions of the court, the San Diego Volunteer Lawyer Program supports TRO clinics through contributions from the Lawyers Club of San Diego and State Bar of California. State Bar funds are being reduced by 38% effective July 1, 2002 and this may create a shortfall in clinic funding. In addition, funding of the DV TRO clinic in the East County Division had been in operation for two years using a \$65,000 annual appropriation provided by a member of the San Diego County Board of Supervisors. However, beginning in FY 2002-03, funding is not anticipated to be available from that source. A search is currently underway to identify potential new funding sources, with the court's grant coordinator providing assistance in that effort.
- The Legal Aid Society of San Diego currently operates a Family Law clinic in the court's South County Division which has been in operation since May 2000. Information and assistance is available on issues involving dissolution, support, visitation, and child custody. This program was begun with funds received from the State Bar of California. However, those moneys will only keep the clinic operating through Summer 2002. Ongoing funding for this project is being sought by Legal Aid Society of San Diego.
- San Diego County Public Law Library Self-Help Clinic (Main Branch). Beginning in October 2001, San Diego Volunteer Lawyer Program staffed self-help clinics three days per week at the



3. Program Action Plans

public law library on all areas of the law. The program was initially funded from a grant of \$30,000 by the County Bar Foundation. However, this grant will expire in October 2002.

- It is likely that additional resources will be required to create new or expanded clinics and self-help centers serving SRLs, but the costs and nature of those resources are unknown at this time. For example, there are plans to enhance the South County Division's existing DV TRO clinic run by Legal Aid Society of San Diego with a self-help kiosk, but any additional costs and resources to provide that enhancement are not known at this time. Also, if proposed legislation passes that will require the Public Law Library to assume responsibility for facility costs now paid by the County of San Diego, the financial needs of these libraries will be significant for services to continue (AB 2648, introduced in the 2002 Legislative Session). The impact of the bill on the library could be several hundred thousand dollars.

f. *Evaluation*: San Diego Superior Court and collaborating partners are responsible for the monitoring and evaluation of these projects. The successful outcomes of these projects will be demonstrated in a number of ways, including, but not limited to, the following:

- Statistics maintained on number of customers using the services provided, number of presentations or classes held, etc.
- Customer or user satisfaction surveys.
- Comparative statistics tracking dispositions and time-to-disposition for the various case-types assisted through self-help clinics and workshops.

3.3 Technology

Program Description: As identified by the San Diego SRL Planning Team, one of the key issues facing SRLs was complicated court forms and procedures. Coupled with the Judicial Council effort to simplify forms and procedures, the committee believes that technology can help mitigate this problem through the use of “wizards” and electronic templates to assist litigants completing forms. The objectives of this work group are to:

- Research and identify technology in use or being developed to assist SRLs in understanding and/or accessing legal processes and remedies available to them.
- Disseminate information about 'best practices' technology to the San Diego SRL Planning Team.
- Initiate discussions and investigate the possibility of adopting existing and emerging technologies for use in San Diego County.



3. Program Action Plans

- Conduct a feasibility assessment of various options available to implement the I-CAN kiosk technology developed by Legal Aid Society of Orange County.
- Pilot test and implement these technologies where feasible and economical.

b. *Program Partners:* All members of the San Diego SRL Planning Team are interested in being kept apprised of technology that may be feasible for implementation in San Diego. However, a work group was created to focus specifically on the objectives described above, and includes representation from:

- 👤 Fourth District Court of Appeal
- 👤 Legal Aid Society of San Diego County
- 👤 San Diego County Public Law Library
- 👤 San Diego Mediation Center
- 👤 San Diego Superior Court*
- 👤 San Diego Volunteer Lawyer Program

*Work Group lead

In this endeavor, representatives from the Legal Aid Society of Orange County, San Mateo Superior Court, and Sacramento Superior Court have been very helpful and offered assistance to our work group investigation of technology now being used or under development elsewhere.

c. *Program Plan:* One of the early projects of the SRL Planning Team and work group was to disseminate information as widely as possible about the Judicial Council's new on-line Self-Help Center, as well as the subsequently released website on self-help resources for professionals. In addition to publicizing these online sources, the work group undertook an investigation of the following applications being developed or implemented elsewhere in California:

- Self-Help Kiosks (I-CAN) - This technology is being developed and tested by the Legal Aid Society of Orange County and Orange County Superior Court to address a number of case types, including: unlawful detainer answers, fee waivers, small claims, DV TROs, paternity, license denial review, wage and earnings assignment hearings. A detailed feasibility study of various ways to implement the kiosk concept in San Diego was completed as part of this year's action planning effort (see *Attachment E*).
- On-Line Dissolutions - Being developed and piloted by San Mateo Superior Court.
- Small Claims E-Filing Application Software - Developed and implemented by Sacramento Superior Court.



3. Program Action Plans

TECHNOLOGY		
Task	Status/Deadline	Responsibility of:
Provide demo workshop for SRL Planning Team on kiosk technology.	Fall 2001 (complete)	SDSC with assistance of Legal Aid Society of Orange County
Provide demo workshop on dissolution software application developed by San Mateo Superior Court & small claims e-filing software application developed by Sacramento Superior Court.	Winter 2002 (complete)	SDSC, with assistance of San Mateo Superior Court and Sacramento Superior Court
Conduct feasibility study of I-CAN kiosk technology for possible application in San Diego (see <i>Attachment E</i>).	Winter 2002 (complete)	SDSC, with assistance of Legal Aid Society of Orange County
Assist San Mateo County with testing of their dissolution software prior to official release.	Winter 2002 (complete)	SDSC
Secure funding to assist SDC Public Law Library in creating firewall to allow public access to their online catalog of legal resources.	Winter 2002 (complete); application development to be completed within 6 months	SDSC and SDC Public Law Library
Pilot test UD kiosk application in Central Division UD Clinic.	Spring 2002 (in progress)	SDSC and Legal Aid Society of San Diego
Pilot test DV TRO kiosk application in South County Division DV Clinic.	Summer 2002 (proposed)	SDSC and Legal Aid Society of San Diego
Pilot test UD kiosk application in East County Division.	Fall 2002 (proposed, pending funding)	SDSC and Legal Aid Society of San Diego
Continue to investigate feasibility of San Mateo's dissolution software if available through a service bureau.	FY 2002-2003 (depends on funding and Judicial Council actions)	SDSC and Administrative Office of the Courts
Continue to investigate feasibility of using additional I-CAN kiosk software applications in additional court and offsite locations.	FY 2002-2003 (depends on funding and Judicial Council actions)	SDSC and Administrative Office of the Courts

d. Existing Resources: To date, the primary resources dedicated to planning these efforts have been donated either by the court or by the organizations collaborating in review of the various technologies described above. A portion of the Judicial Council's planning grant to the SDSC was used to fund travel expenses of meeting presenters and miscellaneous meeting/printing expenses (approximately \$1,000 of the Judicial Council grant). Preparation of an I-CAN feasibility analysis for SDSC was accomplished using the court's own resources (approximately \$4,000). Funding for actual operations of these centers is described below:

- Unlawful Detainer (UD) Clinic in SDSC Central Division - As described earlier in the Self-Help Center Program Plan, services are provided by Legal Aid Society of San Diego, and includes a pilot test of an I-CAN kiosk that helps customers prepare UD answers and fee waivers in both English and Spanish (based on the work by Orange County Legal Aid, and tailored to San Diego).



3. Program Action Plans

The majority of the funding to operate the program for one year was secured by the Legal Aid Society from other sources, and includes grant funding from the State Bar Foundation and the San Diego County Bar Foundation. The SDSC also contributed about \$20,000 in cash and in-kind technology/telecommunications services. Total costs associated with the tailoring of application software, video and the hardware/installation costs for one UD kiosk are estimated to be about \$25,000 and approximately \$1,200 in annual maintenance, plus the cost of live assistance by Legal Aid Society staff to the customers using the kiosk(s). It should be noted that the I-CAN kiosk is not a stand-alone kiosk, and is connected to the internet so that maintenance and support costs can be minimized. The internet-connected option was the option recommended in the feasibility study of the I-CAN kiosk that was developed for San Diego (see *Attachment E*).

- Programs of the San Diego County Public Law Library - SDSC was successful in securing a \$25,000 grant in 2002 from the Judicial Council to assist the Library in accomplishing some of its technology and service objectives. The Library has also been successful in obtaining equipment donations consisting of computers (10), printers (10), furniture, computer infrastructure, training and additional online services from organizations such as WestGroup, InfoPeople and the Lawyer Referral Service of the North County Bar Association.
- e. *Additional Resources Needed:* It is likely that additional resources will be required to implement new technologies beyond the ones already planned for implementation in San Diego. For example, there are plans to enhance the South County Division's existing DV TRO clinic operated by Legal Aid Society of San Diego with a pilot test of a self-help kiosk, but the total costs and resources to complete that enhancement are not known at this time. Legal Aid Society of San Diego estimates that about \$25,000 is needed for I-Can! kiosks (including applications and video). In addition, also mentioned in Section 3.2, if proposed legislation passes that will require County Public Law Libraries to assume responsibility for facility costs (several hundred thousand dollars in San Diego County), the financial needs of these libraries will be significant if their services are to continue (AB 2648, introduced 2002).

The full costs and detailed nature of ancillary resources that will be needed to implement all or some of the technology that has been examined by the San Diego SRL Planning Team is unknown at this time. It will depend, to great extent, on funding and related implementation decisions being considered by the Judicial Council on a statewide basis.

- f. *Evaluation:* The successful outcome of these projects will be demonstrated in a couple of ways:



3. Program Action Plans

- Statistics maintained on number of customers using the services being provided.
- Customer and user satisfaction surveys.

San Diego Superior Court and collaborating work group partners are responsible for the monitoring and outcome of these projects. Agreements being developed to implement I-CAN kiosks in individual court locations will include requirements that statistics on usage and customer satisfaction be maintained, and shared with SDSC. Additionally, SDSC has and will continue to receive reports on customer satisfaction and demographic usage of the kiosk technology in Orange County, as prepared by the State Bar.

3.4 Discrete Task Legal Services (i.e. Unbundling)

a. Program Description: The objectives of this work group are to:

- Research and identify unbundling related efforts elsewhere in California and nationally; share findings with work group and all other interested parties.
- Organize and hold a large unbundling workshop in order to disseminate information to the public, the bar and the San Diego judiciary.
- Work with San Diego judiciary to determine if and how to implement unbundling.

Among the key issues facing SRLs as identified by the San Diego SRL Planning Team was costly legal services that preclude access to legal advice and representation when it is needed. It is believed that making unbundled or discrete task legal services available to SRLs may help mitigate this problem. Local efforts to investigate the feasibility of a discrete task legal services program are being coordinated with statewide initiatives underway by the Judicial Council to create forms and processes that will facilitate unbundling in the Family Court area (initially).

b. Program Partners: A work group has been created to focus specifically on the objectives described above, and includes representation from:

-  Fourth District Court of Appeal, Division One
-  Legal Aid Society of San Diego Chapter
-  San Diego County Bar Association*
-  San Diego Mediation Center
-  San Diego Superior Court
-  San Diego Volunteer Lawyer Program

*Work Group lead



3. Program Action Plans

In addition to the above, the following representatives from organizations that have considerable expertise and knowledge about discrete task legal services (unbundling) have also provided assistance to the work group, including: Robert Hawley of the State Bar, Bonnie Hough of the Administrative Office of the Courts, Sue Talia and Ellen Peck, recognized experts on unbundling, and Judge Laurie Zelon of the Los Angeles Superior Court.

- c. Program Plan: The San Diego County Bar Association is committed to accomplishing a thorough review of the benefits and feasibility of unbundling in San Diego. To achieve this end, the San Diego County Bar's immediate past President offered to serve as work group lead for this program area. One of the first projects of this work group was to research and identify unbundling implementation information from other counties and states. This information was disseminated to the work group members, as well as the Administrative Office of the Courts and those associated with the statewide bar initiative related to unbundling. Interest in unbundling has extended to the not-for-profit and pro bono legal community, as well as for-profit organizations. The efforts of this work group are being coordinated with the statewide progress in developing California Rules of Court and forms that will facilitate provision of discrete task legal services.

DISCRETE TASK LEGAL SERVICES (UNBUNDLING)		
Task	Status/Deadline	Responsibility of
Obtain support of the San Diego Judiciary to investigate the feasibility of unbundling.	Summer 2001 (complete)	SDSC and SD County Bar Association
Investigate and disseminate information on unbundling efforts being undertaken in other counties and states.	Summer/Fall 2002 (complete)	SDSC
Convene work group discussion on merits and obstacles for unbundling in San Diego.	Winter 2002 (complete)	SDSC and SD County Bar Association
Organize panel discussion on unbundling using statewide/national expertise; disseminate information and solicit comments on proposed Judicial Council forms and rules.	Spring 2002 (complete - 60 members of the bar, public, judicial officers and court staff attended)	SDSC and SD County Bar Association
Develop detailed planning document on how to implement unbundling in San Diego; can be made available to other jurisdictions.	Fall 2002/Winter 2003 (proposed, pending funding availability)	SDSC and SD County Bar Association

- d. Existing Resources: To date, the primary staffing resources dedicated to planning these efforts have been contributed either by the court or by the organizations participating in this work group. The only external costs incurred for the tasks of this workgroup were for our expert's travel expenses for the panel discussion,



3. Program Action Plans

and printing expenses. Approximately \$1,000 of the Judicial Council's planning grant to the SDSC was used for these purposes.

- e. *Additional Resources Needed:* The discrete task legal services work group has proposed that further analysis and documentation be developed to identify all of the necessary steps and protocols necessary to implement a program. In order to accomplish this task, it will be necessary to obtain additional unbundling expertise that can assist with the development of a detailed planning document which identifies potential risks and ways to mitigate them. The end product will be a “cookbook” that could be used in San Diego, as well as shared with other bar associations and counties who are interested in a discrete task legal services program. It is hoped that one or more of the panelists participating in the unbundling panel discussion held in April 2002 will agree to assist in this effort. However, there will be expenses incurred for their time and travel, as well as consultant expenses in preparing the documentation for widespread distribution. The court is proposing that two-thirds of the FY 2002-03 planning and implementation grant award available to San Diego be used for this purpose (\$10,000 of the \$15,000 grant). Due to the immediacy of proposed Judicial Council forms and state rules concerning discrete task legal services, there is some urgency associated with completing this task.
- f. *Evaluation:* The San Diego County Bar Association and Superior Court are responsible for the monitoring and outcome of this project. The successful outcome of this program area will be demonstrated by:
- Creation and distribution of a detailed document explaining how to implement a discrete task legal services program.
 - Increased access to legal services, as documented by the filing of Judicial Council forms on discrete task legal services.
 - Creation of quality control mechanisms for ensuring the quality of legal services provided through unbundling is sufficient (such as training workshops).

3.5 Fundraising

- a. *Program Description:* San Diego Superior Court is providing the SRL Planning Team with the services of its Grant Coordinator to assist in achieving the following objectives:
- Conduct ongoing research to identify potential local, state, and national governmental and private sector sources of funding that can be used by members of the SRL Planning Team to support their individual and collective efforts.
 - Disseminate solicitations of potential funding opportunities to organizations that provide or plan to provide services compatible with the objectives of the SRL Planning Team.



3. Program Action Plans

b. Program Partners: A work group has been created to focus specifically on the objectives described above, and includes representation from:

-  Legal Aid Society of San Diego Chapter
-  San Diego County Public Law Library
-  San Diego Superior Court*
-  San Diego Volunteer Lawyer Program

*Work Group lead

c. Program Plan: The efforts of this work group are being coordinated by the Court's Grant Coordinator, who frequently reviews a variety of sources of potential funding information, and shares relevant information with members of the work group as well as other interested organizations. Numerous potential funding sources have been identified, and are being continually monitored for applicability to our SRL effort. In several cases this past year, the Grant Coordinator has matched SRL-serving organizations with a potential funder so that the respective organization could apply for funding to start or expand programs.

Examples of the potential sources of funding include:

List of Potential Funding Resources for Self-Help Projects

POSSIBLE APPLICANT

- Libraries of all types (school, public, law)
- Court and/or non-profit
- Entities within the State Bar corporate structure
- Non-profit with support from local court

FUNDING AGENCY

- California State Library Grants
- San Diego Justice Foundation
- Foundation of the State Bar Fund
- State Bar of CA- Legal Services Trust Fund
- Thomas C. Ackerman Foundation
- The Bradley Foundation
- Ben & Jerry's Foundation
- Albert A. List Foundation
- San Diego County Bar Foundation
- Florence and John Schumann Foundation

d. Existing Resources: To date, the primary resource dedicated to researching funding opportunities has been the SDSC's Grant Coordinator. It is estimated that about 25% of her time is allocated to this project (or about \$18,000 in annual salary and benefits).

e. Additional Resources Needed: As described in Sections 3.1, 3.2, 3.3 and 3.4 of this plan, ongoing funding is needed to ensure that programs are operating in a manner that meets the needs of the community. Many of the grants being used to fund clinics and technology provide funding for only 12-18 months. So new, long-term funding sources are being sought. It is anticipated that the court's grant coordinator will continue supporting the project.



3. Program Action Plans

- f. Evaluation: The successful outcome of this program area will be demonstrated by the amount of external funding and other resources that are obtained through the efforts of the fundraising work group and other members of the San Diego SRL Planning Team. San Diego Superior Court is capturing limited data on the success of the various Planning Team members in securing resources to support SRL planning and program implementation.



4. State Support

Given the needs identified by San Diego's SRL Task Force in Section 1 of this plan, there are numerous areas where assistance from the state and Judicial Council could support improving the way courts serve self-represented litigants (SRLs), including, but not limited to, the following:

- Forms simplification: The Judicial Council has initiated efforts to simplify various Judicial Council forms (such as the proposed DV TRO form). Continuation of this effort, with priority given to forms most commonly used by SRLs, should continue as expeditiously as possible.
- Judicial Council forms in electronic format: Currently, the Judicial Council does not make any of its forms available for completion on line, although some vendors have taken the initiative to create *Adobe Acrobat* (*.pdf) forms that can be completed on-line but not stored. Rather than individual courts repeatedly incurring the costs to convert mandatory Judicial Council forms for online completion, the Judicial Council could lead the initiative to convert those forms in to an electronic format that can accessed, completed, printed and filed with the court.
- Judicial Council coordination of SRL technology initiatives: Rather than a number of independent SRL initiatives being funded and developed by different courts or agencies (at considerable individual court expense), it is far more economical to have a centralized, coordinated approach to implementing and maintaining these new technologies. For example, the service bureau concept being proposed by San Mateo Superior Court, to make its newly-developed online dissolution software application available to other courts, could be funded and supported on a statewide basis.
- Statewide SRL initiatives' clearinghouse: In an effort to aggressively research and evaluate innovative SRL ideas and best practices used elsewhere, many courts are deploying considerable staff and resources toward this effort. At times, there is duplication amongst courts because one court is not aware of the research being done by another court. An online clearinghouse of research being undertaken by trial courts, as well as the Administrative Office of the Courts, would help ensure that redundant efforts are not occurring. Online information would also be helpful to identify potential evaluation methods and tools that can be used to monitor initiatives, as well as sample customer survey forms used to assess SRL needs and service satisfaction.
- Continuation of “seed” money to support SRL planning and implementation : Although only a small amount of funding was made available to individual courts for their local SRL action planning efforts, it was extremely important to the San Diego SRL Planning Team in that it supported many activities



4. State Support

that cut across most of the work groups. We are pleased that funding to support action plan implementation for FY 2002-03 will continue, and we will be requesting the maximum of \$15,000 to support continuation of our efforts in the areas of discrete task legal services and on-line inventory of legal resources.

- Funding an expansion and enhancement of Family Court self-help services: San Diego Superior Court is in the process of designing and implementing reforms that will greatly assist self-represented litigants who are struggling with the dissolution process. Our intention is to create a series of status review hearings whereby Family Law Facilitators will meet with the SRL parties to review the status of their case, and provide assistance in guiding them through the court process. From anecdotal and quantitative information such as “turnaway” statistics and our recent Family Court study, it is apparent that many self-represented litigants get lost in the complexity of the dissolution process, and at times are uninformed about the status of their marriage. We also know that litigants completing their own forms may incorrectly fill them out (sometimes numerous times), resulting in both frustration and delays in the dissolution process. We believe our proposed reforms will go a long way toward reducing these problems. Costs to implement our proposed Family Law dissolution reforms on a courtwide basis (at four locations) are estimated at between \$1-1.5 million annually. A budget change request to add 12 staff in FY 2003-04 has been submitted to the Administrative Office of the Courts. This includes the additional of 7 FLF positions, 3 legal assistants, and 2 clerical staff.

When coupled with the efforts of the San Diego Self-Represented Litigant Planning Team, a statewide effort in the areas listed above would greatly impact Californians attempting to access their system of justice. Courts would be able to communicate best practices and lessons-learned so that implementation of programs could be achieved with a greater success rate in each county.



5. Unique Approaches

A few observations about the approach being used in San Diego are in order:

- Unique and large collaborative effort: The San Diego SRL Planning Team represents a unique collaboration of many organizations that have direct contact with SRLs in their search for legal services and assistance to access the legal system. To our collective knowledge, this is the first time that an SRL initiative of such large magnitude has taken place in San Diego. It is not uncommon for SRL Planning Team meetings and events to have 50-60 participants. After the first meeting in September 2001, some participants remarked that they were hearing for the first time about SRL services already provided by other San Diego organizations. Formation of this collaboration will help ensure that unnecessary redundancy or overlap in services (and associated costs) is avoided, and that limited resources are maximized.

The activities of the entire SRL Planning Team and work groups are either led by or heavily supported by SDSC judicial leadership and staff.

- Solicitation of ideas from court employees: *Express News* is an internal court publication distributed to the court's 1,600 employees. In Summer 2001, the Court's Executive Officer authored an article soliciting input and suggestions on "*how we might better resolve the pro per's dilemma of negotiating the demands of a highly sophisticated system without the services of a trained professional.*" The courts managers, supervisors and staff have responded with creative ways to assist our customers maneuver the court system and the courthouse.
- Extensive use of Family Law Facilitators (FLF) by SDSC to assist in family law matters: Beyond using the funding provided by AB 1058 for FLF positions used to assist in family support matters, SDSC has allocated our \$800,000 of FY 2001-02 baseline budget for eleven positions in its FLF self-help centers. this funding supports six FLF's, 3 paralegals, 2 clerks and clearly demonstrates SDSC's commitment to assisting SRL's. Additionally, SDSC just increased FLF staffing, mid-year, by two positions through redeploying vacant research attorney positions (estimated at \$200,000).



6. Sustaining the Action Plan, and 7. Other Comments

Section 6. Sustaining the Action Plan

Planning and implementation of initiatives to address the needs of SRLs will continue through changes of judicial and administrative leadership. At the onset of San Diego's SRL planning effort, the chairmanship of the team was assumed by the Assistant Presiding Judge of the SDSC. Although the Honorable Richard E.L. Strauss is now Presiding Judge, his commitment to this effort is strong, and the new Assistant Presiding Judge John S. Einhorn is supportive of these initiatives as well. It is with this strong support from the court's judicial leadership, that the court's administrators strive to create solutions to the problems frustrating SRLs using the court system. Although the Court's Executive Officer has recently retired and a successor will be named by the end of the calendar year, court administration at all levels is committed to continuing support of these efforts. A better informed and knowledgeable litigant will lead to a more satisfied and less frustrated customer, which can only have a positive impact on court operations and public perceptions about the legal system and judiciary.

Section 7. Other Comments

Relationship of SRL Action Plan to SDSC Strategic Plan and Community-Focused Planning Effort: The efforts and goals of San Diego's SRL Planning Team are consistent and compatible with SDSC's long-range strategic plan and operational planning initiatives. SDSC utilized a "Balanced Scorecard" methodology to develop our Community-Focused Strategic Plan so that improvements in service and access to our customers would become significant components of the plan. A summary-level chart depicting the major issue areas and goals of the Strategic Plan is included as *Attachment F*.

Two of the court's six Long-Range Issues address service and access to customers. They are:

Long-Range Issue Area #1: Enhancing Public Service and Public Access

Goal 1.1: Provide equal access to the Court for all people.

Long-Range issue Area #2: Ensuring Quality of Justice and Public Confidence in the Court

Goal 2.1: Promote the quality of justice by focusing on service and improving the public's understanding of court operations.

Each of these Long Range Issue Areas and Goals has associated operational strategies to accomplish the goals. Progress toward reaching the goals in our Strategic Plan is measured each quarter through SDSC's FOCUS program (recipient of a 2001 Ralph N. Kleps award). The FOCUS program also follows the Balanced Scorecard approach because it addresses the four scorecard components of: (1) F = Finances, (2) O = Operations, (3) C = Customers, and (4) US = Use of Staff. Emphasis is placed on service and access to customers and is threaded throughout each of the four scorecard elements. The activities of the SRL Planning Team support these goals, and progress is continuously monitored through the FOCUS program's quarterly reviews with the Presiding and Supervising Judge, court executive and operational management.

Attachment A

Self-Represented Litigants Planning Team Participants

Name	Organization
Kathy Abbott	San Diego Superior Court – Grants Coordinator, Evaluation & Planning
Gale Ashleigh*	Court of Appeal, 4 th District, Div. 1
Lynn Bloom*	San Diego Superior Court – Court Operations Manager, South County
Scott Brown	San Diego Superior Court – Sr. Administrative Analyst, Evaluation & Planning
Deborah Conklin	San Diego Volunteer Lawyer Program
Patti Chavez-Fallon	San Diego Superior Court – Director, Family Court Services
Nancy Eberhardt	San Diego Superior Court – Probate Manager
Mary Eikel	Court of Appeal, 4 th District, Division 1
Sharon Fujikawa	San Diego Superior Court – Director, Civil Operations
Shawn Gleeson	San Diego Superior Court – Director, Family, Juvenile & Probate Operations
Fran Harrison*	San Diego Superior Court – Family Law Facilitator
Dennis Holz	Legal Aid Society of San Diego
Marilyn James*	San Diego Superior Court – Chief Evaluation & Planning Officer
Aaron Katz	San Diego County Bar Association
Gregory Knoll	Legal Aid Society of San Diego
Harold Kosakoff	San Diego Superior Court – Chief Financial Officer/Chief Information Officer
Bob Krotzer	San Diego Superior Court – Court Operations Manager, East County
Michelle Longtin*	San Diego Superior Court – Assistant Executive Officer, South County
Patricia Lopez	San Diego County Public Law Library
Jeannie Lowe*	San Diego Superior Court – Staff Attorney, Family Law Facilitator
Clare Maudsley*	Legal Aid Society of San Diego
Cheryl Nolan*	Legal Aid Society of San Diego
Jake Pison	San Diego Superior Court – Information Technology Specialist
Carl Poirot*	San Diego Volunteer Lawyer Program
Jerry Polansky	San Diego Volunteer Lawyer Program
Cindy Reed	San Diego Superior Court – Court Operations Manager, Central
Jim Ryder	San Diego Superior Court – Manager, Family Court
Jay Sacks*	San Diego Superior Court – Small Claims Advisor, Kearny Mesa Branch
Donna Sanders	San Diego Superior Court – Operations Analyst I, Re-Engineering
Pam Sebring	San Diego Superior Court – Court Operations Manager, North County
Celeste Schwartz	San Diego Superior Court – Director, Information Technology
Robin Seigle*	San Diego Mediation Center
Ray Sorensen	San Diego Superior Court – Assistant Executive Officer, Central
Chris Stratton	San Diego Superior Court – Sr. Administrative Analyst, Special Projects
Judge Richard Strauss*	San Diego Superior Court – Assistant Presiding Judge
Steve Thunberg	San Diego Superior Court – Executive Officer
Lali Villavicencio*	Legal Aid Society of San Diego
Bill Wiehl	San Diego Superior Court – Director, Re-Engineering
David Yamasaki	San Diego Superior Court – Assistant Executive Officer, North County
Kate Yavenditti*	San Diego Volunteer Lawyer Program

*Participated in Spring 2001 Judicial Council Conference on SRLs

Attachment B

SELF-REPRESENTED PLANNING TEAM WORK GROUPS

Inventory of Legal Resources Work Group	
NAME	Organization
Gale Ashleigh	Court of Appeal, 4 th District, Div. 1
Scott Brown*	San Diego Superior Court
Patricia Lopez	San Diego County Public Law Library
Cheryl Martinez	San Diego Volunteer Lawyer Program
Marilyn James	San Diego Superior Court
Sara Matta	Inform San Diego/United Way
Cheryl Nolan	Legal Aid Society of San Diego County
Robin Seigle	San Diego Mediation Center
Pam Winters	San Diego Superior Court

*Work group leads

Technology Work Group	
NAME	Organization
Gale Ashleigh	Court of Appeal, 4 th District, Division 1
Lynn Bloom	San Diego Superior Court
Nancy Eberhardt	San Diego Superior Court
Fran Harrison	San Diego Superior Court
Dennis Holz	Legal Aid Society of San Diego
Bob Krotzer	San Diego Superior Court
Pat Lopez	San Diego County Public Law Library
Jeannie Lowe	San Diego Superior Court
Clare Maudsley	Legal Aid Society of San Diego County
Jake Pison*	San Diego Superior Court
Jerry Polansky	San Diego Volunteer Lawyer Program
Cindy Reed	San Diego Superior Court
Jim Ryder	San Diego Superior Court
Donna Sanders*	San Diego Superior Court
Pam Sebring	San Diego Superior Court
Robin Seigle	San Diego Mediation Center
A.J. Tavares	Legal Aid Society of Orange County
Lali Villavicencio	Legal Aid Society of San Diego
Pam Winters	San Diego Superior Court
Kate Yavenditti	San Diego Volunteer Lawyer Program

*Work group leads

Attachment B

SELF-REPRESENTED PLANNING TEAM WORK GROUPS (CONTINUED)

Discreet Task Legal Services (Unbundling) Work Group	
NAME	Organization
Cathy Bencivengo	San Diego County Bar Association
Mary Eikel	Court Of Appeal, 4 th District, Division 1
Fran Harrison	San Diego Superior Court
Dennis Holz	Legal Aid Society Of San Diego
Aaron Katz*	San Diego County Bar Association
Michelle Longtin	San Diego Superior Court
Jeannie Lowe	San Diego Superior Court
Clare Maudsley	Legal Aid Society Of San Diego
Carl Poirot	San Diego Volunteer Lawyer Program
Jay Sacks	San Diego Superior Court
Sheree Swetin*	San Diego County Bar Association
Pam Winters	San Diego Superior Court

*Work group leads

Fundraising Work Group	
NAME	Organization
Kathy Abbott*	San Diego Superior Court
Deborah Conklin	San Diego Volunteer Lawyer Program
Dennis Holz	Legal Aid Society of San Diego
Pat Lopez	San Diego County Public Law Library
Clare Maudsley	Legal Aid Society of San Diego

*Work group lead

Please note that Self-Help Centers and Clinics described in Section 3.2, was not a work group. Instead SDSC worked with individual organizations, such as the Legal Aid Society of San Diego, San Diego County Public Law Library and San Diego Volunteer Lawyer Program on an individual basis to maximize resources and services to SRLs.

INVENTORY OF SELF-HELP RESOURCES PROVIDED AT
SAN DIEGO SUPERIOR COURT FACILITIES
(AS OF SEPTEMBER 2001)

Superior Court of California
County of San Diego



Catalog of Existing and Planned
Self-Help Services Located in Court Facilities

**Self-Help Services Provided Within Court Facilities
—CENTRAL DIVISION—**

September, 2001

Case Category	Self-Help Services Available for this Case Category	Description of Services/Support available	Who Provides Service?	Days/Hours of Operation	Currently operational or planned for future?
Juvenile	Child Emancipation	Information Packet (includes forms)	Given out by business office staff	M-F 8:30 A.M. – 4:30 P.M.	In operation (1995)
	Adoption	Adoption Guide (Step by Step requirements)	Given out by adoption clerks	M-F 8:00A.M.-5:00P.M.	In operation (7/1994)
	Business Office	Marriage License Packet	Reception & Business Office Staff	M-F 8:00 A.M. – 5:00 P.M.	In operation (1995)
		Name Change Packet			In operation (4/2001)
	General Information Pamphlets <ul style="list-style-type: none"> • Dependency • Delinquency • What to expect in court today • Most often asked questions 			Planned by 6/2002	
	Court Mezzanine	Low/No Cost Health Insurance for Minors (Spectrum Program)	Juvenile Probation Dept.	M-F A.M. Only	In Operation (8/2001)
Probate	Guardianship Petitions	Completion of petitions	San Diego Volunteer Lawyer Program	Central: Tue & Thurs @ 2:30 P.M. North: Thurs @ 11:30 A.M.-1:00 P.M.	In operation since 1996
	Conservatorship Petitions	Information packages containing all needed forms	Court staff developed	Available Mon-Fri 8:30 A.M. – 4:30 P.M.	In operation since 2000
	Guardianship Petitions	Information packages containing all needed forms	Court staff developed	Available Mon-Friday 8:30 A.M. – 4:30 P.M.	In operation since approx. 1995

Self-Help Services Provided Within Court Facilities
—CENTRAL DIVISION—

<u>Case Category</u>	<u>Self-Help Services Available for this Case Category</u>	<u>Description of Services/Support available</u>	<u>Who Provides Service?</u>	<u>Days/Hours of Operation</u>	<u>Currently operational or planned for future?</u>
Probate	Guardianship Petitions	Self-help booklet to assist in filling out forms (With plans to extend to Limited Conservatorship and Probate petitions)	Court staff	Available Mon-Fri 8:30 A.M.– 4:30 P.M.	In planning stages and dependent upon space and kiosk technology. No start date.
Family Law Facilitator South Bay	General Family and DV TROs, Civil TROs	Videos, information, information handouts, counseling, form assistance and checking – Spanish available.	Legal Aid, M-Th, 1 atty. 1 paralegal (part-time); FLF – Fri. FLF will be full time beginning 10/29/01- 1 attorney, 1 COC III (5 days now)	5 days a week, open to public 8:30 a.m. 12:00, 1:30 to 4:30 p.m. – DVs from 11:30 A.M.-1:30 P.M.	FLF will begin full time 10/29/01, Legal Aid now 4 days a week, will continue. Program started May 2000
Family Law Facilitator East County	General Family and DV TROs	Videos, information, information handouts, counseling, forms assistance and checking. Spanish available.	FLF provides general Family Law, 1 attorney, 1 COC III; Volunteers provide Civil TROS; 3 organizations, including San Diego Volunteer Lawyer Program provide help on DV-TROs	FLF – 5 days a week, open to public M-Th 8:30 A.M.–12:00 P.M. & 1:30 P.M. - 4:30 P.M.; DV-TROs M-F	FLF presently M-Th, will begin M-F on 10/29/2001. FLF program began May 1999
Family Law Facilitator North County	General Family and DV TROs	Videos, information, information handouts, counseling, forms assistance and checking; one dissolution workshop given Wednesday mornings. Spanish available.	FLF 2 attorneys, 1 paralegal, 1 COC II	FLF – 5 days a week, open to public M-F 8:30 A.M.– 12:00 P.M. & 1:30 A.M. - 4:30 P.M.	FLF began March 1998.

Self-Help Services Provided Within Court Facilities
—CENTRAL DIVISION—

<u>Case Category</u>	<u>Self-Help Services Available for this Case Category</u>	<u>Description of Services/Support available</u>	<u>Who Provides Service?</u>	<u>Days/Hours of Operation</u>	<u>Currently operational or planned for future?</u>
Family Law Facilitator Central	General Family and DV TROs	Videos, information, information handouts, counseling, form assistance and checking, Spanish available. WORKSHOPS: 2 Dissolution workshops, M 1:00-5:00, Th 8:30 – 12:00; one Spanish language Dissolution workshop W- 1:00-5:00.	FLF 2 attorneys, 2 paralegals, 1 COC II, 1 COC III, 2 student workers (1 unfilled)	Open to public M-F 8:30 to 12:00 and 1:30 to 4:30 (workshops may differ slightly.)	Program began July, 1998.
Family Law Facilitator 220 W. Broadway	Title IV-D child support cases (BCSE)	Videos, information, information handouts, counseling, form assistance and checking, Spanish available.	FLF 2 attorneys, 1 paralegal, 1 COC (unfilled); 1 student worker.	Videos, information, information handouts, counseling, form assistance and checking,	Program began January 1998.
Family Court	Dissolution and mediation	Videos Informational Sheets Instructional Cover sheet on forms packets	Court staff	M-F 8:30 to 4:30pm	In operation
Madge Bradley Bldg.	DV's	Assist SRL's to complete court documents, offer legal advice, provide hand outs and referrals	San Diego Volunteer Lawyer Program	M-F 8:30 to 4:30pm	July 1999
Small Claims	Small Claims	Assist customers with legal questions.	Small Claims Legal Advisory	Monday-Friday 8:30 a.m. to 4:00 p.m.	In operation
	Small Claims	Claim of Plaintiff Information Packets	Court staff	During business hours	In operation
Civil	Civil	Info Packets Civil TRO, Name Change, Unlawful Detainer	Court staff	During business hours	In operation
	Civil	Civil Self-Help Center for Unlawful Detainers	Legal Aid Society of San Diego		Planned (by end of fiscal year)

Self-Help Services Provided Within Court Facilities
—NORTH COUNTY DIVISION—

Case Category	Self-Help Services Available for this Case Category	Description of Services/Support available	Who Provides Service?	Days/Hours of Operation	Currently operational or planned for future?
Civil	Small Claims	Legal Counseling	Court Staff – Small Claims Legal Advisors	Monday thru Friday 8:30 to 4:30	In operation
Family	DV TRO's	Legal counseling	San Diego Volunteer Lawyer Program	Monday thru Friday 8:30 to 2:30	In operation
	DV TRO's and all family matters	Information packages and assistance filling out forms	Family Law Facilitator court staff	Monday thru Friday	In operation
Family/Civil	All civil and family matters	Mediation, counseling and legal advice	Lifeline Services	Monday thru Thurs. 10:00 to 3:00	In operation
Family	Dissolution	Workshop	FLF - court staff	Wednesdays 8:00 to noon	In operation
Probate	Guardianships	Legal counseling	San Diego Volunteer Lawyer Program	Thursdays 11:30 to 1:00	In operation

**Self-Help Services Provided Within Court Facilities
—EAST COUNTY DIVISION—**

<u>Case Category</u>	<u>Self-Help Services Available for this Case Category</u>	<u>Description of Services/Support available</u>	<u>Who Provides Service?</u>	<u>Days/Hours of Operation</u>	<u>Currently operational or planned for future?</u>
Family	DV Clinic	Help prepare paperwork. Referrals to counseling, safe houses, etc.	A coalition of San Diego Volunteer Lawyer Program, Helix Center and Center for Community Solutions.	M-F 9 A.M. – 12 P.M. & 1 P.M. – 4:00 P.M.	In operation for 2 years.
	Family Law Facilitator and workshops	Help prepare paperwork in family law cases other than DV.	Court staff.	M-Th 8 A.M. –12 P.M. & 1 P.M. – 5 P.M.	In operation. Active for several years.
Civil	Civil Harassment TRO Clinic	Help prepare paperwork. Legal counseling re: case.	Volunteer attorneys.	Monday and Wednesday afternoons 1 P.M. - 4 P.M.	In operation. Start date 07/23/2001.
	Small Claims Advisor	Legal counseling and help preparing paperwork.	Court staff.	M-F 8 A.M.-12 P.M. & 1 P.M.-5 P.M.	In operation. Active for several years.

Self-Help Services Provided Within Court Facilities
—SOUTH COUNTY DIVISION—

<u>Case Category</u>	<u>Self-Help Services Available for this Case Category</u>	<u>Description of Services/Support available</u>	<u>Who Provides Service?</u>	<u>Days/Hours of Operation</u>	<u>Operational or planned for future?</u>
Family	Dissolution, support, visitation, custody (no DA child support)	Videos, information packages, help with forms Planned – Dissolution workshop	Family Law Facilitator plus 1 court staff	Friday, 8 – 5 Planned – Facilitator M-F as of 10/29	1999
	Dissolution, support, visitation, custody (low income only) (no DA child support)	Videos, information packages, help with forms, OSC workshop Thursday night, 5-7	Legal Aid Society of San Diego plus 1 court staff	Monday – Thursday 8 - 5	05/2000
	DV TRO's	Information packages, help with forms	Legal Aid Society of San Diego plus 1 court staff	Monday – Friday 11:30 - 1	07/2001
Civil	Small Claims	Forms, information	Small Claims Advisor	Monday – Friday 8:30 - 4	1995
	Small Claims	Mediation services at time of trial	San Diego Mediation Center	Wednesday P.M., Thursday P.M.	1998
			Law Student Volunteers	Monday, Tuesday PM	1998

Attachment D

ADDITIONAL SERVICES AND RESOURCES
AVAILABLE FROM MEMBERS OF THE
SAN DIEGO SELF-REPRESENTED LITIGANT PLANNING TEAM

**SRL Information Received From Members of San Diego Planning Team
After Spring 2001 Conference**

Organization	Information Received	Comments
Legal Aid Society of San Diego	Client Satisfaction Surveys templates provided for: <ul style="list-style-type: none"> • Legal Aid Society Pro Bono Program • General services • Extended Services questionnaire • Spanish version of Extended Services questionnaire 	
	In 2000: <ul style="list-style-type: none"> • Received 59,520 calls for legal assistance • Provided assistance to 5121 SRL in areas of general civil litigation, family and admin law issues • Provided legal representation to 1,449 • Provided assistance to 1,330 clients in areas of public benefits and health that did not involve litigation 	
San Diego County Public Law Library	Legal information and referral list (32 pages, revised 11/2001)	Includes military legal offices, senior services, immigration service providers, etc.
	2-hour 'Law Made Public' class for pro pers offered once per month- first or second Saturday of each month.	
	2.5-3 hour "Civil Procedure Before Trial" class for pro pers offered every third Saturday of the month.	Began 10/2001

Attachment D

Organization	Information Received	Comments
San Diego County Public Law Library (con't)	Research guides for pro pers available on number of topics – available at library as handout and on web site. Topics include: <ul style="list-style-type: none"> • Ex Parte motions • How to set aside a default judgment • How to Shepardize • Opposing a Motion • How to Serve a summons, writ of Administrative Mandate, etc. 	Will develop additional guides as time is available
	In partnership with San Diego Volunteer Lawyer Program, with an office in library for pro pers who have civil procedure-type questions as well as assist in referrals	Began 10/2001
	Field daily inquiries from pro pers who want to effectuate removal of their Ignition Interlock Device, to modify or terminate probation, or to request return of seized property.	Library staff have prepared sample pleadings for ignition interlock removal, both term & early removal; sample pleadings for modification or termination of probation; and sample pleadings requesting return of seized property.
San Diego Volunteer Lawyer Program	Customer satisfaction questionnaire – sample in English and Spanish	Sent to all SDVLP clients who receive more than brief legal advice
	Quarterly progress report on guardianship project – clinics held at Madge Bradley & Vista Courts, and SDVLP downtown office	Includes numbers served, outcome objectives; typical reporting tool employed by County Heal & Human Services Agency
	Other orgs working with SDVLP include: <ul style="list-style-type: none"> • Center for Community Solutions/Helix Center for Family Development at East County Court • YMCA’s Kinship Support Services Program (guardianship project) • San Diego Mediation Center with family law mediation project • County contracts serving: <ul style="list-style-type: none"> ○ Children in dependency system (foster & group home care) ○ Aids Law Program ○ Elder Law Program 	

Attachment D

Organization	Information Received	Comments
San Diego Volunteer Lawyer Program (con't)	Based on participants in law library pro per clinic project over 3 months (late 2001), areas where advice was sought were: 18% Family 15% Landlord/Tenant and housing related 15% Consumer related 8% Civil, Individual Rights, including immigration 2% Public benefits 1% Juvenile Law 1% Employment related 1% Health related 39% Procedural and other miscellaneous	
San Diego Mediation Center	Provides small claims mediation services in the Kearny Mesa Branch.	
	Customer survey templates for: <ul style="list-style-type: none"> • Post mediation (divorce) • Community mediation 	
	Listing of participants in Community Service Providers Network Luncheon, presented by the SD County Bar Association's Lawyer Referral and Information Service (11/98)	
San Diego Superior Court Small Claims Advisor	Customer satisfaction survey is available to rate clerk's services, and legal advisors as well	

Attachment E

**Information Technology (IT) Feasibility Study
Of the Legal Aid Society of Orange County's
I-CAN Kiosk**

Prepared by San Diego Superior Court
February, 2002



I.	OVERVIEW OF I-CAN TECHNOLOGY ARCHITECTURE	43
II.	CENTRAL HOST ARCHITECTURE IN SAN DIEGO	44
III.	EXPANDING TO THE INTERNET	45
IV.	ANALYSIS	46
	USE OF PENNANT ALLIANCE NETWORK SERVICES	46
	To PENNANT ALLIANCE	47
	Not to PENNANT ALLIANCE	47
	I-CAN MODULES	47
	MAINTENANCE AND SUPPORT	48
	I-CAN PILOT PROJECT IN SAN DIEGO	48
V.	RECOMMENDATIONS	49
VI.	APPENDIX A-MODULES, FORMS, LANGUAGES, SUPPORTED	50
VII.	APPENDIX B-FAQ	52



A. Overview of I-CAN Technology Architecture

I-CAN is a kiosk and web-based legal services system designed to provide convenient access to legal services for lower income people. I-CAN Modules create properly formatted pleadings; provide court tours; and educate users on the law and the steps needed to pursue their matter.

The system is primarily based on Microsoft web technologies such as Windows 2000, Internet Information Server 5.0 (IIS50), COM/COM+, and Active Server Pages (ASP). The system uses multimedia technology such as Windows Media Player 6.0 for video guides or 'talking heads'. It also uses Microsoft's NetMeeting that provides 'help center capability'. The system supports multi-lingual capabilities currently in English, Spanish and Vietnamese.

The Legal Aid Society of Orange County (LASOC) developed I-CAN. The software is public domain, thus free of charge. The only costs incurred by the court are the hardware and the development of unique requirements not included in the base application.

There are a number of ways I-CAN can be deployed in San Diego Superior Court. These are the 'standalone' or 'central host' architectures. The first one, 'Standalone' will be discontinued by LASOC due to high maintenance costs, thus leaving us with the 'central host' architecture. Furthermore, in the 'central host' architecture, there are various alternatives that can be used. These are described in the following section.



B. Central Host Architecture in San Diego

In a 'central host' kiosk environment, the hardware and software components of the system are distributed between the kiosk client and the host web server. The client provides the user interface of the application, which is stored and executes server-side. Network connectivity is required between the client and web server. It is important to note that although I-CAN is a web-based application, access is limited to selected kiosks units deployed by the court. This provides an environment that is easily controlled and managed. All the I-CAN functionality will be available to the user, including NetMeeting and Video, because these software components are loaded on each client kiosk. The way things work in a typical 'central host' application is actually pretty simple. The user of the client kiosk submits a request to the Web server, and the Web server responds by processing the request and sending information back to the user. Below is a feasible 'central host' environment.

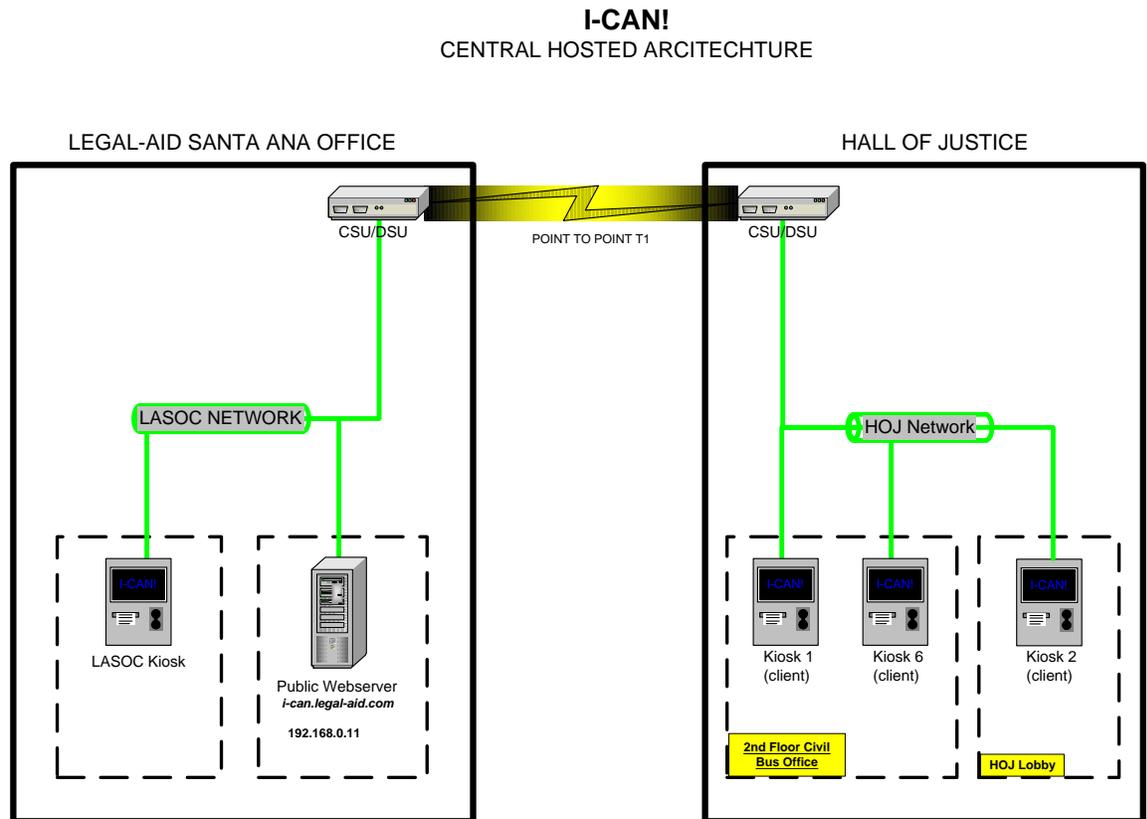


Figure A

The kiosk client is a standard Intel-based PC enclosed in a cabinet-like housing. A typical configuration could be:

1. Pentium 3-700 Mhz
2. 256 MB RAM
3. 20Gb Hard Drive
4. Ruggedized Keyboard. Rugged, stainless steel keys sealed, same for trackball. Built for ruggedized use (24*7) and rated MTBF (Mean Time Between Failures) 10 years.



5. 1024 x 768 Resolution on a 21 inch monitor or touch screen. Touch Screen Technology is from **Elo Systems**. They attach like any other monitor, but also have a connection that plugs into the mouse connection. They work off the mouse port on the computer, the software installation is really only to calibrate where the user touches and properties related to that.
6. Network interface card
7. Headphone/microphone unit
8. Video camera or web cam
9. HP Laser Printer
10. Windows 2000 Professional
11. Internet Explorer 5.5 or above
12. Adobe Acrobat Reader
13. Windows Media Player 6.5 or above
14. NetMeeting

The web server environment is a high end Intel-based Server managed and maintained by LASOC. IIS5.0, MS SQL Server database server and Windows Media Server are the components of this environment. In some situations these components are physically distributed across a number of server machines. Perhaps an ideal location for the server in San Diego is the Legal Aid Office of San Diego. The primary reason being is that this is where legal advice resource is located. Thus it would make sense for San Diego users requesting assistance via I-CAN to contact staff at the Legal Aid Society of San Diego.

Network connectivity is a must. I-CAN will operate on a DSL, cable modem, or T1 type connection. You may be able to view 'videos' on a 56K connection but performance will be slow.

In some cases a CSU/DSU is required. Short for Channel Service Unit/Data Service Unit. The CSU is a device that performs protective and diagnostic functions for a telecommunications line. The DSU is a device that connects a terminal (i.e. Kiosk Unit) to a digital line. Typically, the two devices are packaged as a single unit. You can think of it as a very high-powered and expensive modem. Such a device is required for both ends of a T-1 or T-3 connection, and the units at both ends must be set to the same communications standard. In Orange County Superior Court (as seen in Figure A above), the system uses a CSU/DSU/T1 network.

C. Expanding to the Internet

The great thing about working with web-based applications is its scalability and flexibility. If the court decides to make I-CAN available to users in the Internet, this requires minor changes to the system, perhaps even none. The kiosk application would reach any user on the Internet, as long as there is appropriate network connectivity and access to the web server.

Here are a couple of items to consider when expanding I-CAN access to Internet users:

1. Internet users must have Windows Media Player to play videos and multimedia modules.
2. A slow network connection, which is common to most Internet users, may have to disable the video features due to performance degradation.



3. NetMeeting is required on the user's PC. It is unknown how the vendor will support users from the Internet. Netmeeting support may not even be provided.
4. Absence of a web cam, microphone and headset will impede NetMeeting online support operations.
5. Touch screen will not be available, thus a mouse and keyboard are required.

Although these components may not be available for most Internet users, the basic features of I-CAN will function just fine. Users can still complete their filings and print out a form.

D. Analysis

One of the benefits of I-CAN is that it is based on a scalable architecture. Windows 2000, IIS5.0, Active Server Pages, COM+ and MS SQL Server are proven technologies that easily scale to meet user needs such as an increase in the volume of users, increase in number of transactions, and deployment to remote locations.

Since it is a web-based application, client requirements are thin. A 'thin client' in this case is the web browser software installed on the kiosk unit. It is called a 'thin client' because there is very little software on the kiosk unit or PC. Majority of the software, application logic and data is stored and executed at the server. An example of a web browser is Microsoft Internet Explorer or Netscape Navigator.

The administration and maintenance cost of a 'central host' I-CAN system is cheaper compared to a traditional standalone system. A change made to the I-CAN application on the web server is immediately available to all clients. For example, if a form is revised on the central web server, this is automatically reflected on all the kiosk units. No technicians are required to visit every unit to update software and there is a smaller risk of file corruption on the client because of its 'thin' characteristics.

This makes the I-CAN system ideal in a geographically disperse organization such as the San Diego Superior Court.

I-CAN comes with multimedia aids to assist users in completing their filings. In I-CAN most of the multimedia comes in the form of a 'talking head video' or 'court tour video of various courthouses'. In a network environment multimedia can be bandwidth intensive. Another bandwidth intensive module is 'Online help' where ICAN uses Microsoft's Netmeeting technology to allow the user to contact a live person via the network. Netmeeting allows the user to interact with a live operator via a web cam, a headset and a microphone. A T1 connection is best for running multimedia applications although DSL and cable modem are acceptable. A 56 K connection can also play videos but the hassle of a slow connection degrades the user friendliness of the system.

USE OF PENNANT ALLIANCE NETWORK SERVICES

The PENNANT ALLIANCE is San Diego County's and the court's primary provider for IT services. All court and county buildings and offices rely on the PENNANT ALLIANCE data network. The data network WAN is ATM and each LAN is composed on OC3, OC12 and T1 line capable of 100Mbps transmissions.



4 To PENNANT ALLIANCE

The court can leverage current Pennant Alliance network and services to deploy I-CAN throughout various locations in County of San Diego. The existing PENNANT ALLIANCE network is capable of meeting the network requirements of the application. On the other hand, a number of issues are raised:

1. The PENNANT ALLIANCE network is for county use, thus limited in county related sites only. Deploying I-CAN Kiosks in a shopping mall or privately owned buildings may require services from a third party telecommunications vendor such as Pacific Bell or Cox Communications. Having to deal with multiple parties may cause complexities and increase costs.
2. Maintenance and Support could lead to a finger-pointing nightmare when dealing with multiple vendors resulting in loss of productivity to the user.
3. Since the I-CAN Kiosk will access a host web server on the Internet, there could be potential security issues raised by PENNANT ALLIANCE when placing a public access kiosk in the PENNANT ALLIANCE network. This could potentially delay implementation.
4. In addition, the court will be migrating to a new network designed by the Pennant Alliance. There are a number of unknowns on how this will be implemented which may affect the implementation of any new system in the court.

If PENNANT ALLIANCE resources are used, the court can take the following actions:

1. Submit a work order to the Pennant to pull cable and activate ports where I-CAN will be connected.
2. Establish an agreement between PENNANT ALLIANCE and LASOC on implementation and maintenance of I-CAN. Include call escalation, roles, type of support etc.
3. PENNANT ALLIANCE needs to configure network security validation for I-CAN.

5 Not to PENNANT ALLIANCE

The other option for deploying I-CAN is to go with a third party telecommunications vendor that will implement and maintain the network such as Pacific Bell or Cox Communications. In this scenario, the kiosk client connects directly to the third party's network to access the host web server on the Internet. T1, DSL and Cable Modem are common services provided by these vendors. Physical cabling and configuration needs to be performed at each kiosk location. This solution is independent of the Pennant Alliance network.

1. This could be a simpler and cleaner approach.
2. It avoids the network limitations presented by the preceding approach. I-CAN can be deployed at any location in San Diego County.
3. I-CAN can be implemented quickly.
4. It makes one vendor accountable for the network services.

In Orange County Superior Court they utilize a T1 type connection provided by a third party vendor. The kiosk connects directly to the third party network, not the Orange County LAN/WAN.

I-CAN MODULES



Online forms and multimedia make up the various modules.

Forms

These are online judicial council forms built on ASP technology. The user enters information on the screen and generates a PDF file of the completed form, which is subsequently printed on paper. ActivePDF technology is used to generate the PDF file. While filing out forms, the user is provided multimedia and on-line help tools.

Judicial Council forms are revised often (annually) thus the I-CAN Online forms also need to be updated. Form modules could take 1-6 months to develop or revise depending on the complexity of revisions. Therefore LASOC needs to be updated in advance of potential form changes by the Judicial Council.

In addition, any court specific requirements of filing out forms must be tailored by LASOC. LASOC must be notified for any changes in court information or process. (i.e., Court Address, Phone Numbers, Location, Hours of Operations etc.)

Multimedia

Multimedia modules are the 'talking head' and 'court tours' videos that guide the user in filing out online forms or finding information about the court.

See Appendix A for I-CAN modules in production.

MAINTENANCE AND SUPPORT

LASOC currently maintains and supports each kiosk unit in Orange County, including the web server and the application itself. An example is replacement of toner cartridges. In addition, the LASOC provides help desk support to individual users of the kiosks in Orange County.

For I-CAN implementation in San Diego, a good maintenance and support plan is important. The following questions must be raised:

1. Does the San Diego Superior Court participate in any maintenance and support role?
2. What is the role of the Pennant Alliance?
3. What is the role of LASOC?
4. Can the court update content on I-CAN web pages?
5. What is the call escalation flow if a problem occurs?
6. What are acceptable service levels and response times for problems reported?

I-CAN PILOT PROJECT IN SAN DIEGO

If the court decides to perform a pilot or 'proof of acceptance' of the I-CAN Kiosk, here are some action items to consider:

1. San Diego needs to provide appropriate data to LASOC. For example:
 - a. Form Module(s) to Pilot (i.e. UD or Small Claims)
 - b. Court Locations
 - c. Court Videos
 - d. Unique requirements related to the judicial council form.



2. Install a temporary DSL line. Either the Pennant Alliance or the third party telecom provider would perform the task.
3. Determine the costs of a Pilot Project and/or a full implementation.

E. Recommendations

Based on the findings of this study, a number of recommendations are made:

1. The I-CAN kiosk is built on a solid platform that is scalable, reliable, flexible and easy to use. The kiosk application is suitable for serving self-represented litigants in San Diego County.
2. Use a third party telecommunications vendor to provide the network services of a 'central host' architecture. Network services include installation and maintenance of cabling, network equipment and networking software.
3. The I-CAN vendor should be responsible for supporting and maintaining all aspects of hardware and software components of the system, except the network.
4. The court needs to be involved in the content of the modules.
5. The web-server should be housed at the Legal Aid Society of San Diego (LASSD). Resources should be available at LASSD to assist users on-line.
6. Perform a pilot of the I-CAN Kiosk in San Diego. Utilize the 'central host architecture' for the pilot.
7. Implement I-CAN in a controlled environment with a limited number of kiosk units installed in locations across the county. Once the system proves stable in a controlled environment, make I-CAN available to Internet users.



F. Appendix A-Modules, Forms, Languages, Supported

<u>I-CAN!</u> Modules	When to Use	Forms <u>I-CAN!</u> Fills Out & Prints	Forms <u>I-CAN!</u> Prints but Does Not Fill Out	Languages
<ul style="list-style-type: none"> • Answer to Complaint for Parental Obligations 	If you need to respond to court forms from the District Attorney's Office regarding child support or parenthood.	1299.04	1299.05	English Spanish
<ul style="list-style-type: none"> • Domestic Violence 	If you or people who live with you need protection from violence or the threat of violence.	DV-100, DV-100A, DV-110, DV-130, 1296.31A, UCCJEA	F0182-889, DV-140, 982(a)(17), 982(a)(17)(A), DV-120, 1285.50, 1285.50a, 1285.50b, 1285.50c	English
<ul style="list-style-type: none"> • Fee Waiver 	If you want to ask the court to waive the court fees and costs.	982(a)(17)	982(a)(17)(A)	English Spanish
<ul style="list-style-type: none"> • License Denial Review 	If you want to ask the Court to give your driver's or professional license back to you.	1296.95	1285.50, 1285.50a, 1285.50b, 1285.50c, 982(a)(17), 982(a)(17)(A)	English Spanish Vietnamese
<ul style="list-style-type: none"> • OCDA-FSD - Case Opening 	If you are seeking child support services from the Orange County District Attorney – Family Support Division.	DA-Case Opening Form	Financial Statement	English Spanish
<ul style="list-style-type: none"> • Paternity Petition 	If you need to prove that you or someone else is the parent of your child so you can get custody, visitation and/or child support.	1296.60, 1296.605, 1285.20, UCCJEA	1296.65, 1285, 1285.50, 1285.50a, 1285.50b, 1285.50c, 1285.52, 1285.40, 982(a)(17), 982(a)(17)(A), 982(a)(23)	English Spanish
<ul style="list-style-type: none"> • Small Claims 	If you would like information on Small Claims lawsuits and forms.	Not available	Most Commonly Used Forms (State & Orange County)	English
<ul style="list-style-type: none"> • Unlawful Detainer – Answer to Complaint 	If you need to respond to a landlord's lawsuit for unlawful Detainer.	982.1	982(a)(17), 982(a)(17)(A)	English



<u>I-CAN!</u> Modules	When to Use	Forms <u>I-CAN!</u> Fills Out & Prints	Forms <u>I-CAN!</u> Prints but Does Not Fill Out	Languages
<ul style="list-style-type: none"> Wage Assignment Review 	If you disagree with the amount of past due child support that is, or will be, taken out of your pay check.	1299.28	1285.50, 1285.50a, 1285.50b, 1285.50c, 982(a)(17), 982(a)(17)(A)	English Spanish
Special Videos (5 minutes)				
<ul style="list-style-type: none"> About OCDA-FSD 	If you want to know about the Orange County District Attorney-Family Support Division and the services they provide.	Not applicable	Not applicable	English
<ul style="list-style-type: none"> How to File & Serve & Prepare for Court 	To learn how to file and serve legal documents, and prepare for court.	Not applicable	Not applicable	English



G. Appendix B-FAQ

1. Does it cost more for a standalone system as opposed to a network-connected system because of SQL server and NT Server Licensing?

Yes, SQL Server 2000 and Windows 2000 Server, vs. Windows 2000 professional on a kiosk non remote. Perhaps even more important is maintenance, software updates, data synchronization (user at kiosk 1 in court x can only access data at the SAME kiosk if that kiosk is in use by another person they have to wait) lack of ability to use the web to prepare forms and print at a court location if the court location is not connected....etc

2. Has there been new modules added since we last saw the product?

Domestic Violence is now deployed in Spanish. Unlawful Detainer will be deployed in two weeks in both English and Spanish. Income and expense has begun development and is expected early January in both English and Spanish. In addition the web interface allowing a better UI, as well as both Netscape and IE compatibility is underway and is expected to be completed by the end of December

3. What is a typical over all cost for standalone system versus a network connected system?

I have made the decision that I-CAN! will not support standalones. Practically speaking the I-CAN! Team can't afford the maintenance costs. We have a single standalone unit in production now and 90% of our support efforts are focused here, we just can't expand that. The initial cost difference is in licensing, but we cannot support software updates if we are dealing with non-connected units. However, we can discuss a quasi standalone, In other words a kiosk that runs software locally where connectivity is limited, but uses a 56k connection for software updates and data transfer. This is what we will be deploying in El Centro since they don't have bandwidth to go higher than that.

4. What 'touch screen' technology is being used? HW and SW.

Elo touch screens are used, they come with their own software to calibrate the screens, as well as control the screen properties such as sense on touch or sense on release. Here is their link <http://www.elotouch.com/>

5. I saw that ActivePDF is a requirement on the server? What is the purpose?

We create PDF documents to replicate the court docs; our software then "stitches" responses into the pdf form. As Adobe API's are very hard to use, very poorly documented, and constantly in flux we use active pdf to perform this functionality for software development. If we had expertise in Adobe we wouldn't need it but we don't, and can't find it cheaply so this is a good solution. Hopefully in time we will be able to circumvent this need. There is no need for this software on the kiosk, no expense involved so it would have no impact on your team.

6. What is the purpose of Netmeeting? I'm assuming for 'online help to an operator. Does this include video?



You are correct in its purpose. Yes it includes two way video, the kiosk has a web cam inside it, the LASOC office has a web cam terminal, if San Diego were to support this function it can be deployed in San Diego.

7. What is the credit card swipe for? I was on the assumption it was free to the user? The credit card swipe was for the local court here because the vision is to introduce I-CAN! but to offer other services down the road that leverage off of the same cost of infrastructure. Electronic filing requires payment of court filing fees, small claims filing requires court fees, all individuals not eligible for fee waivers require payment of filing fees. New modules to allow payment of parking tickets for example could be handled at the same kiosks. Personally I prefer the web style of payment processing, which requires the user to type their information in, but this is what the court wanted.

8. Each unit has a telephone. Can you describe the type, phone provider? That is an artifact of life before I got here, I prefer headphone microphone units, my predecessor used the phone instead...the phones are gone. They were used in conjunction with the online help you asked about earlier.

9. I'm assuming the network connected system uses a NIC or Cable Modem? What does Orange County use?

We use nics to connect to the t1 routers and cable modems.

10. Where is the host web server hosted?

There are 3 servers, all located here at LASOC...a web/application server...a data base server...a Microsoft Media (video) server.

11. What is the client hw/sw requirements for a network-connected unit?

IE 5 or greater browser, after the first of the year Netscape 4.7 or later browser (though online help is not supported) we expect that soon we will also support these browsers on MAC as well. Media player 7 for video (though 6.4 and earlier work fine 7 is current version)

All I-CAN! Needs is a browser app so a low power pc is fine p3 700 256 meg ram small hard drive CD-ROM for software install nic card sound card 1024 by 768 on a 21 inch or large monitor and a headphone microphone unit and web cam for help

12. What is the sheet feed scanner used for? The mic, the headphones?

We use the scanner at the senior center, they user scans the docs and we use pc anywhere to look at it and tell the user what document they have and what they key info is...this is not in production at the kiosks...mic and headphone should be obvious...headphone allows privacy and not disturbing others, mic is for online help.

13. Is it a regular PC keyboard or a rugged type specification?



Rugged, stainless steel keys sealed, same for trackball. Equip inside the kiosk is as well ruggedized 24*7 rated MTBF 10 years...maintenance should only be paper and toner for 3 years plus.

14. Is there any COM/COM+ used in I-CAN or is it all Active Server Pages?

Yes, currently in the survey only we use COM+ for improved performance in the survey. We will likely be expanding our use of COM+ as we grow the system to take advantage of the performance benefits offered.



Attachment F

BALANCED SCORECARD CHART OF SAN DIEGO SUPERIOR COURT'S LONG RANGE STRATEGIC PLAN

Attachment F

SDSC—Long-Range Strategic Plan—Balanced Scorecard

Customer = ■ Service Business = ■ Processes Financial = ■ 2 Org. & = ■ People

Goals by area

	1 Enhancing Public Service and Public Access	2 Quality of Justice and Public Confidence in the Court	3 Planning, Fiscal and Resource Management	4 Court Staffing and Judicial Resources	5 Modernization of Court Processes	6 Court Facilities
Goal 1	1.1—Provide equal access to the Court for all people	2.1—Promote the quality of justice by focusing on service and improving the public understanding of court operations	3.1—Evaluate, measure and improve the internal operation and structure of the San Diego Superior Court.	4.1—Attract and retain judges and support their continued training and professional development	5.1—Modernize court and case management systems	6.1—Operate the Court in facilities which are accessible, safe, efficient, and reflect the importance of the judiciary
Strategies	1.1(a) Address barriers to court access 1.1(b) Court access through technology	2.1(a) Court to monitor & evaluate its performance 2.1(b) Anticipate new conditions or emergent events - adjust ops 2.1(c) Community outreach & education 2.1(d) All functions conducted fairly and expeditiously 2.1(e) Public & media relations 2.1(f) Programs to reduce causes of crime/socially disruptive behavior	3.1(a) GMS to organize & improve ops 3.1(b) Org structure to align functions & staff to maximize service 3.1(c) Benchmarks to measure program & staff performance 3.1(d) Employee satisfaction survey 3.1(e) Revenue sources, cost avoidance, salary savings 3.1(f) Best practices to improve service delivery	4.1(a) Address/develop Judicial Training Plan 4.1(b) Work with the AOC & CJA to create incentives for judges to stay on the bench (Does not apply to employees in development of operational plans)	5.1(a) Consistent policies, procedures, forms for fairness, access & standardization 5.1(b) Innovative practices for efficient & cost effective services to internal & external customers - use benchmarking, best practice reviews, & reengineering 5.1(c) Use project management practices to ensure process improvements for all functions	6.1(a) Space reduction thru imaging, microfilming, paper-on-demand, reduce storage needs 6.1(b) Facility master plan 6.1(c) Security for public & staff 6.1(d) Long-term maintenance strategy
Goal 2	1.2 Enhance Public Service in the Court		3.2 Ensure optimal & cost effective use of trial court funding & all available resources to support court operations	4.2 Establish a collaborative relationship between the court and its employees that creates a work environment which attracts and retains staff	5.2 Implement automation solutions designed to accommodate long-term growth & increased service to the public	
Strategies	1.2(a) Survey outside for needs and improvement 1.2(b) High level of internal & external customer service 1.2(c) Public suggestions in strategic planning		3.2(a) Lobby State legislature 3.2(b) Alternative funding, grants, SDJF 3.2(c) GMS & program budget 3.2(d) Court processes – improve productivity, overhead, costs	4.2(a) Resources & support for employees to achieve objectives 4.2(b) Use employee input to manage the organization 4.2(c) Educational needs & Train Plan 4.2(d) Recognize/reward employees 4.2(e) Labor relation & emp policies use best practices	5.2(a) Long-range Technology Plan 5.2(b) Courtwide e-mail 5.2(c) Integrated Case Processing 5.2(d) Train/support personnel 5.2(e) Automation to increase access 5.2(f) Document management practices - space/time reductions 5.2(g) System to monitor quality of IT services	
total strategies	5	6	10	7	10	4

Attachment F

Customer = ■ Business = ■ Financial = ■ Org. & = ■
 Service Processes People

Long Range Issue	1 Enhancing Public Service and Public Access	2 Quality of Justice and Public Confidence in the Court	3 Planning, Fiscal and Resource Management	4 Court Staffing and Judicial Resources	5 Modernization of Court Processes	6 Court Facilities
<p>Desirable Outcomes</p> <p>By the year 2004, the court will have:</p>	<p style="color: red;">An institutionalized procedure to obtain public input at least once each year at all court locations to determine needs, issues and concerns.</p> <p style="color: red;">Established new or revised programs or services in response to survey results.</p> <p style="color: red;">All court employees will have participated in a customer service training program.</p>	<p style="color: red;">Demonstrated improvement in identified public concerns and complaints.</p> <p style="color: red;">Improved support for litigants appearing in pro per.</p> <p>Evaluation tools in place to assess the effectiveness of specialized programs, such as Drug Court and the Family Violence Solutions Center.</p> <p style="color: red;">Developed means to inform and educate the public on court functions and operations</p>	<p>Full implementation of the General Management System.</p> <p>Made each manager responsible and accountable for the performance of their program(s).</p> <p>Reduced overhead by at least 10%.</p> <p>Consolidated operations to improve customer service and develop savings to cover the cost of negotiated salary increases and resolve classification discrepancies.</p> <p>A prudent reserve to address unanticipated needs.</p>	<p style="color: blue;">Established positive working relationships between employees and management.</p> <p style="color: blue;">Established effective “for cause” employee system.</p> <p style="color: blue;">Established effective communication plan between management and employees.</p>	<p style="color: red;">Improved access to the court.</p> <p>Reduced the cost of court operations.</p> <p style="color: red;">Improved the ability to communicate within the court, with outside agencies and members of the public.</p>	<p>Funded projects to replace antiquated and inefficient facilities.</p>

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