



JUDICIAL COUNCIL OF CALIFORNIA

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

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Chair, Executive and Planning Committee

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*Chair, Judicial Branch Budget Committee
Chair, Litigation Management Committee*

HON. KENNETH K. SO
*Chair, Policy Coordination and
Liaison Committee*

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MR. MARTIN HOSHINO
*Administrative Director,
Judicial Council*

December 4, 2017

Hon. Holly J. Mitchell
Chair, Joint Legislative Budget Committee
Legislative Office Building
1020 N Street, Room 553
Sacramento, California 95814

Hon. Philip Y. Ting
Vice-chair, Joint Legislative Budget Committee
Legislative Office Building
1020 N Street, Room 553
Sacramento, California 95814

Re: Status of the Phoenix Program, 2016 and the Court Accounting and Reporting System (Judicial Council Phoenix Project): Post-Implementation Evaluation Report, December 2017

Dear Senator Mitchell and Assembly Member Ting:

The Judicial Council respectfully submits the report on the *Status of the Phoenix Program, 2016, and the Court Accounting and Reporting System (Judicial Council Phoenix Project): Post-Implementation Evaluation Report, December 2017*, as required by Government Code section 68511.8(a). That section specifies that until project completion, the Judicial Council shall provide an annual status report to the chair of the budget committee in each house of the Legislature and to the chair of the Joint Legislative Budget Committee with regard to the California Court Case Management System (CCMS) and the Court Accounting and Reporting System, which is now referred to as the Phoenix Financial System. The final report on the CCMS project was issued in December 2012 at the conclusion of the project. It can be found online at www.courts.ca.gov/7466.htm.

Hon. Holly J. Mitchell
Hon. Philip Y. Ting
December 4, 2017
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The Phoenix Program's primary focus in 2016 was on continuing to provide each trial court full comprehensive administrative support. This report provides annual service metrics for the various fiscal and human capital management areas the program supports. These areas specifically include Accounts Payable, General Ledger, Purchasing, Payroll, and Trust and Treasury Services. The Phoenix Program provides daily administrative support to all 58 trial courts.

Within existing resources, implementation of the Phoenix Human Resources System—formerly referred to as the Courts Human Resources Information System (CHRIS)—was extended to one additional small court since the last report, bringing the total of courts on the system through December 2016 to 12.

If you have any questions, please contact Doug Kauffroath, Director, Branch Accounting and Procurement, at Doug.Kauffroath@jud.ca.gov or 916-263-2872.

Sincerely,

A handwritten signature in black ink, appearing to read 'Martin Hoshino', with a long horizontal flourish extending to the right.

Martin Hoshino
Administrative Director
Judicial Council

MH/DK/BB/es
Attachment (available at www.courts.ca.gov/7466.htm)

Hon. Holly J. Mitchell

Hon. Philip Y. Ting

December 4, 2017

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cc: Diane F. Boyer-Vine, Legislative Counsel
Daniel Alvarez, Secretary of the Senate
E. Dotson Wilson, Chief Clerk of the Assembly
Jessica Devencenzi, Policy Consultant, Office of Senate President pro Tempore Kevin de León
Alf Brandt, Senior Counsel, Office of Assembly Speaker Anthony Rendon
Anita Lee, Senior Fiscal and Policy Analyst, Legislative Analyst's Office
Tina McGee, Executive Secretary, Legislative Analyst's Office
Emma Jungwirth, Program Budget Analyst, Department of Finance
Margie Estrada, Chief Counsel, Senate Judiciary Committee
Julie Salley-Gray, Consultant, Senate Budget and Fiscal Review Committee
Shaun Naidu, Consultant, Senate Appropriations Committee
Matt Osterli, Consultant, Senate Republican Fiscal Office
Mike Petersen, Consultant, Senate Republican Policy Office
Alison Merrilees, Chief Counsel, Assembly Judiciary Committee
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Report titles: *Status of the Phoenix Program, 2016 and Court Accounting and Reporting System (Judicial Council Phoenix Project): Post-Implementation Evaluation Report, December 2017*

Statutory citation: Senate Bill 1102 (Stats. 2004, ch. 227, § 60)

Code section: Government Code section 68511.8(a)

Date of reports: November 17, 2017

In accordance with subsection (a) of Government Code section 68511.8, the Judicial Council has submitted its annual status report to the Legislature on the Phoenix Program along with the *Court Accounting and Reporting System (Judicial Council Phoenix Project): Post-Implementation Evaluation Report, December 2017*.

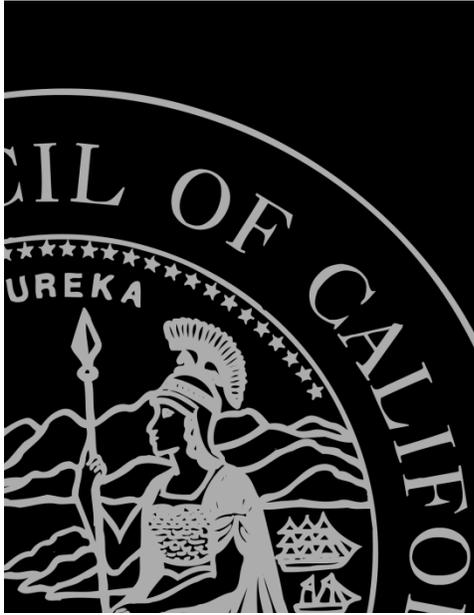
These reports include description and discussion of major activities undertaken in 2016 for the Phoenix Program, project accomplishments to date, and annual revenues and expenditures for these projects.

This summary is submitted pursuant to the requirements of Government Code section 9795.

The Phoenix Program's primary focus in 2016 was on continuing to provide each trial court with full comprehensive administrative support. These reports present annual service metrics for the various fiscal and human capital management areas the program supports. These areas specifically include Accounts Payable, General Ledger, Purchasing, Payroll, and Trust and Treasury Services. The Phoenix Program provides daily administrative support to all 58 trial courts.

The full reports can be accessed here: www.courts.ca.gov/7466.htm.

Printed copies of the reports may be obtained by calling Elaine Siega at 916-263-5561.



Status of the Phoenix Program 2016

REPORT TO THE LEGISLATURE
OCTOBER 2017



JUDICIAL COUNCIL
OF CALIFORNIA

JUDICIAL COUNCIL OF CALIFORNIA

Hon. Tani G. Cantil-Sakauye
*Chief Justice of California and
Chair of the Judicial Council*

Mr. Martin Hoshino
*Administrative Director
Judicial Council*

Mr. John Wordlaw
Chief Administrative Officer
ADMINISTRATIVE DIVISION

BRANCH ACCOUNTING AND PROCUREMENT

Mr. Doug Kauffroath
Director and Primary Author of Report

Summary

Government Code section 68511.8 requires the Judicial Council to report annually on the status of the California Court Case Management System (CCMS) and the Court Accounting and Reporting System (now referred to as the Phoenix Financial System). The statute specifically requires the report to include, but not be limited to, all of the following:

1. Project accomplishments to date;
2. Project activities underway;
3. Proposed activities; and
4. Annual revenues and expenditures to date in support of these projects, which shall include all costs for the Judicial Council of California and incremental court personnel, contracts, and hardware and software.

This report is submitted consistent with that reporting requirement. As the Phoenix System incorporates human resources services as well, the information provided on Phoenix covers both financial and human resources services. The final report on the CCMS project was issued in December 2012 at the conclusion of that project and can be found at www.courts.ca.gov/7466.htm.

Prior reports on the status of CCMS and Phoenix included background on each of the programs as well as descriptions of the vision, capabilities, and benefits of these systems. Those sections are omitted from this year's report to avoid duplication, and to focus the current report on changes, updates, progress, and general status in 2016. For additional background information, all prior years' reports are available at www.courts.ca.gov/7466.htm.

Phoenix Program

The Phoenix Program includes the support and deployment of an Enterprise Resource Planning (ERP) system on an SAP technical platform, as well as professional financial and human resources services for California's 58 trial courts. This system is equivalent to the executive branch's efforts to deploy an ERP system with FISCAL and the 21st Century (MyCalPAYS) Project. The Phoenix Financial System and the Phoenix Human Resources System—together referred to as the Phoenix System—replace systems and support previously provided to the courts by counties and private entities. This coordinated system provides end users with seamless interaction between the input and retrieval of financial information and support for human resources. The Judicial Council successfully deployed the financial system component of this new technology platform to all 58 courts between 2002 and 2009. In addition, 12 of the 58 courts have implemented the fully integrated system by deploying the human resources system as well.

Phoenix Financial System

The Phoenix Financial System enables the courts to produce a standardized set of monthly, quarterly, and annual financial statements that comply with existing statutes, rules, and

regulations, prepared in accordance with generally accepted accounting principles. The Judicial Council has been providing professional accounting and business services to the trial courts using the Phoenix Financial System since 2002, with all 58 courts utilizing the services since July 2009. The Phoenix Financial System provides immediate access to data, enabling courts to make informed business decisions, thus improving day-to-day operations.

This year, the Phoenix Program primarily focused on continuing to provide each trial court with full comprehensive administrative support. The Phoenix Program is organized by areas of service provided to the courts, namely a Shared Services Center and a Center of Excellence.

The Shared Services Center comprises six units that support a diverse range of services including a centralized treasury system, accounting and financial services, trust accounting services, and human capital management services. These units are the central points of contact for trial courts using the Phoenix System.

The four financial services units, shown below, perform collaboratively in support of the courts on the Phoenix Financial System.

Accounts Payable Unit

In the recent fiscal year, the Accounts Payable Unit:

- Posted 484,000 payments;
- Issued 187,000 operations and trust checks;
- Issued 241,445 jury checks;
- Issued 54,000 electronic payments;
- Issued approximately \$2.5 billion of accounts payable; and
- Issued 4,550 IRS Tax Form 1099-MISC to court vendors for tax year 2016.

General Ledger Unit

In the recent fiscal year, the General Ledger Unit:

- Reconciled approximately 232 bank accounts monthly;
- Prepared/assisted in preparation of year-end financial reports for all 58 courts;
- Provided training on accounting and/or the Phoenix System to courts;
- Assisted 58 courts with creating/reviewing/loading budgets into the Phoenix System;
- Monitored over 90 General, Special Revenue, Grant, Capital Project, and Fiduciary Funds;
- Monitored over 900 General Ledger accounts for all 58 courts;
- Parked and posted over 20,000 journal entries;
- Assisted courts with completion of year-end close/open and preparation of year-end reports;
- Performed 14 court visits to assist with reconciliations and staff training;
- Assisted 58 courts with completion of 1% fund balance calculation;

- Assisted 58 courts with completion of Schedule 1 reports; and
- Assisted courts with grant reconciliations and preparation of invoices for reimbursement.

Phoenix Purchasing Support Services Unit

In the recent fiscal year, the Phoenix Purchasing Support Services Unit:

- Processed 10,904 purchase orders with a value of \$340,621,720 for all trial courts using the Phoenix system.
- Reviewed and released 958 purchase orders in the Phoenix System (329 with value over \$50,000).
- Created 593 purchase orders for 22 courts participating in the Virtual Buyer Program valued at \$11,856,200. (Note that there are 23 courts participating in the program, but we only create POs for 22.)
- Maintained over 71,000 Vendor Master Data Records.
- Processed an average of 155 Vendor Master Data Records (new and changes) weekly.
- Processed 108 requests for vendor garnishments.
- Managed 705 surplus material postings.

Trust and Treasury Services Unit

In the recent fiscal year, the Trust and Treasury Services Unit:

- Reconciled and processed 15,485 deposits totaling over \$198 million;
- Reviewed 75,699 deposits entered by court staff totaling over \$4 billion;
- Processed 1,183 electronic funds transfers (EFTs), totaling over \$931 million;
- Reviewed 5,932 automated clearing house (ACH) journal entries entered by court staff totaling over \$690 million;
- Reviewed and reconciled 58 Daily Cash Reports providing cash balances for all 243 Bank of America bank accounts, including 200 zero-balance sweep accounts;
- Reviewed 52,235 trust disbursements entered by court staff totaling \$149 million;
- Processed 2,126 trust disbursements totaling \$4.5 million;
- Calculated interest on 1,211 court case trust account disbursements; and
- Performed monthly interest allocations for all trust and distribution Bank of America bank accounts.

Shared Services Center

The Shared Services Center provides centralized administrative services to the trial courts on the Phoenix System and promotes best practices and operational consistency statewide. The center provides this diverse range of financial and human capital management services on a daily basis.

Accomplishments to Date¹

The accomplishments of each system are detailed below.

Table 1: Phoenix Financial System

Accomplishment	Date Completed
The Administrative Office of the Courts (AOC) surveyed trial courts to determine interest in a statewide trial court financial system.	Early 2001
The AOC launched the implementation of the Phoenix Financial System (then known as the Court Accounting and Reporting System). The Superior Court of Stanislaus County became the first court to use the new system.	Dec. 2002
A five-year statewide rollout schedule was released, detailing the trial courts in line for transition to the Phoenix Financial System from fiscal year (FY) 2003–04 through FY 2008–09.	Feb./Mar. 2003
Six trial courts were added to the system: the Superior Courts of Lake, Madera, Placer, San Luis Obispo, Siskiyou, and Tulare Counties.	FY 2003–04
The Phoenix Financial System was installed at 10 trial courts: the Superior Courts of Alameda, Calaveras, Contra Costa, Kings, Merced, Modoc, San Benito, San Bernardino, Tehama, and Yolo Counties—bringing to 17 the number of courts on the statewide system.	FY 2004–05
The position of assistant director of the Office of Trial Court Financial Services, in the AOC Finance Division, was established to oversee the Phoenix Financial System on the courts' behalf. This position was filled in November 2004.	July 2004
The system was implemented in an additional 14 courts—the Superior Courts of Colusa, El Dorado, Fresno, Humboldt, Kern, Marin, Napa, Plumas, San Joaquin, Santa Cruz, Solano, Sonoma, Trinity, and Ventura Counties—bringing to 31 the number of courts on the statewide system.	FY 2005–06
The Phoenix Financial System product was migrated to the newest version of MySAP (4.7c) for the statewide financial system, adding new functionality and reporting capabilities for use by the trial courts.	Apr. 2005
Quarterly Phoenix Financial System user group meetings were held to enable the courts to network with the AOC, to improve the level of services received from the accounting processing center, to serve as a forum to raise concerns regarding the functionality of the statewide system, and to help build professional relationships with the newly formed Office of Trial Court Financial Services.	2005

¹ Only the 2014–15 entries in each of the following charts are new. With the exception of minor style and grammar revisions, all entries for prior-year accomplishments are carried over unchanged from prior reports.

Accomplishment	Date Completed
A comprehensive governance structure for the Phoenix Financial System was established, encompassing a steering committee composed of AOC Finance, Human Resources, and Information Services divisions and the three regional administrative directors.	Apr. 2005
The function of the Treasury Services unit was expanded to include trust accounting services, cash management, and banking services.	May 2005
A contractor was selected as a result of an RFP to study the court trust accounting processes, analyze court business requirements, and identify processing gaps between MySAP and the Phoenix Financial System environment to assess the latter's readiness to include the trust accounting business processes within the statewide system.	June 2005
A study was conducted of the trial court cashing processes to determine the impact of pending and subsequently chaptered legislation affecting the collection of civil assessment and uniform civil filing fees (Assem. Bill 139, Stats. 2005, ch. 74; Assem. Bill 145, Stats. 2005, ch. 75).	July 2005
The Business Process Management section in the Finance Division was established to provide planning and leadership for the Phoenix Financial System and to develop a strategic direction for the system and its future use by the courts.	Dec. 2005
Based on a study of business requirements and a functional gap analysis beginning in June 2005, the 12-member trial court working group and the AOC resolved to develop a new civil and criminal bail trust processing computer application for statewide implementation within SAP's Public Sector Collections and Disbursement module. This new trust system application will be fully integrated with the Phoenix Financial System, which is also a SAP application. The development of this trust processing and accounting module is underway.	June 2006
The Phoenix Financial System was implemented in an additional 13 courts—the Superior Courts of Alpine, Amador, Glenn, Imperial, Inyo, Lassen, Mariposa, Mono, Riverside, Sacramento, San Francisco, Shasta, and Sierra Counties—bringing to 44 the number of courts on the statewide system.	FY 2006–07
The project was renamed from Court Accounting and Reporting System to Phoenix Financial System, a component of the Phoenix Program that incorporates the Phoenix Financial System and the Phoenix Human Resources System.	July 2006
The SAP technical infrastructure was expanded to support higher system availability for users and the statewide implementation of the remaining courts. The new infrastructure also complies with higher security standards established by the AOC.	Dec. 2006
The Phoenix Financial System was implemented in five additional courts—the Superior Courts of Butte, Monterey, San Diego, San Mateo, and Santa Barbara Counties—bringing to 49 the number of courts on the statewide system since its inception.	July 2007

Accomplishment	Date Completed
<p>The services provided to the courts by Phoenix Financial Services increased significantly as more courts were added to the system. The Accounts Payable Unit processed approximately 20,000 jury checks per month and printed and issued 20,000 operations checks per month on behalf of the trial courts to pay their bills. The General Ledger and Reports Unit balanced 147 trial court bank accounts per month, and the Trust Services Unit tracked \$500 million in trust monies for the trial courts annually. These numbers reflect the support provided to 49 trial courts on the Phoenix Financial System during that period.</p>	<p>FY 2007–08</p>
<p>The AOC participated in an RFP process for a system upgrade (both financial and human resources), beginning in July 2008 with a 12-month preparation and testing period before implementation. The upgrade ensures the continuance of technical support of the system software and provides added system functionality such as enhanced statewide reporting and other features.</p>	<p>Jan. 2008</p>
<p>The Phoenix Financial System was deployed to the Superior Courts of Del Norte and Mendocino Counties.</p>	<p>Jan. 2008</p>
<p>The Phoenix Financial System was deployed to the Superior Courts of Nevada, Sutter, Tuolumne, and Yuba Counties.</p>	<p>Apr. 2008</p>
<p>The Phoenix Financial System was live in all 58 courts, with deployment to the Superior Courts of Los Angeles, Orange, and Santa Clara Counties. In the 58th and final court, the Superior Court of Los Angeles County, implementation is occurring in phases because of the size and complexity of the court.</p>	<p>July 2008</p>
<p>The AOC received additional resources for the Phoenix Program through the budget change proposal process to assist with the development and deployment of the project.</p>	<p>July 2008</p>
<p>As a result of the RFP process in January 2008, contract services were obtained to assist with a system functionality assessment in preparation for the second phase of the project specific to a system software upgrade and its redeployment. EPI-USE America, Inc. was selected to assist in the final deployment of the Phoenix Financial System to the Superior Court of Los Angeles County and implementation of the Phoenix Human Resources System to the 52 remaining trial courts. That company will also perform the planned Phoenix Financial System SAP upgrade and redeployment to all 58 courts.</p>	<p>July 2008</p>
<p>Statistics indicated a significant increase in services provided to the 58 courts on the Phoenix Financial System. The Accounts Payable Unit processed approximately 231,000 jury checks per month and also printed and issued 175,000 operation checks per month on behalf of the trial courts to pay their bills. The General Ledger and Reports Unit balanced 228 trial court bank accounts per month, and the Trust Services Unit tracked more than \$1 billion in trust monies for the trial courts annually.</p>	<p>Oct. 2008</p>
<p>Statewide regional forums were held in an effort to ensure that the vision, goals, and objectives of the Phoenix Program were conveyed to stakeholders, affording them the opportunity to provide essential input for various aspects of the project.</p>	<p>Oct. 2008</p>

Accomplishment	Date Completed
The project's Blueprint Phase was completed in preparation for the SAP software upgrade from version 4.7 to 6.0 in collaboration with court staff.	Mar. 2009
The testing and development for the planned statewide software upgrade was completed.	Apr. 2009
The Phoenix Financial System software upgrade was successfully launched. The financial component of the Phoenix System was upgraded, migrating from SAP version 4.7 to 6.0. This statewide effort encompassed many months of planning and collaboration between Phoenix Program staff and court subject matter experts and users, as well as lengthy software testing and development and included new functionality.	July 2009
The Superior Court of Los Angeles County's phased implementation on the Phoenix Financial System neared completion—a significant milestone that marked the final deployment of this component statewide. The size and complexity of this court presented challenges overcome through the successful partnering of AOC and superior court staff. Plans are currently being developed to complete this effort in 2010.	July 2009
The Procurement Program was initiated in the courts. The Procurement Program provides the courts with the option to elect a specific scenario to review and approve their internal purchase orders using the Phoenix Financial System, ensuring that there are checks and balances in place to meet the requirements of the <i>Trial Court Financial Policies and Procedures Manual</i> .	Aug. 2009
Preparation began for the launch of SECUDE, security software designed to protect the data transmitted between the Phoenix System and SAP environments using a single sign-on configuration. This software will be installed on all finance and human resources users' desktops in each court.	Feb. 2010
The Bank Account Consolidation project was launched with the goal of seamlessly consolidating the structure of AOC-administered bank accounts, creating cost savings opportunities for the courts, and simplifying the overall cash management process. The collective cost savings is estimated at \$600,000 per year. The phased implementation is planned to take place over seven months.	Feb. 2010
The Phoenix Program's flexible reporting project was launched to enhance the Phoenix System's reporting solution to offer faster, more user-friendly, and more flexible online analytical functionality. Court staff benefit by faster data retrieval and an enhanced user interface.	Mar. 2010
The deployment of Solution Manager to the Phoenix production landscape was a continuous-improvement initiative designed to increase effective support for the courts, the AOC, and the underlying information technology infrastructure. The initiative centralizes the handling of court-reported systems issues and allows for quick resolution and tracking. It supports a repository of project and maintenance documentation organized by business process and it allows for systems monitoring for the application and its related infrastructure and hardware.	Apr. 2010

Accomplishment	Date Completed
Efforts to finalize an encryption solution for a single sign-on for the courts were completed. SECUDE was successfully deployed to all 58 courts.	July 2010
The first phase of the Bank Account Consolidation project was successfully concluded in all 58 courts as a cost savings measure to reduce banking fees on AOC-administered bank accounts.	Aug. 2010
The Phoenix team worked with the Superior Court of Los Angeles County to modify the 2009 version of the data upload process for their general ledger accounts on the Phoenix System. The new process allows the court to load detailed information from its legacy system (eCAPS) into the Phoenix System, providing a complete picture of the court's financial activity. The Los Angeles court remains on its county system for certain other functions, including procurement and financial investment.	Sept.– Dec. 2010
Efforts for the update and revision of the current <i>Trial Court Financial Policies and Procedures Manual</i> began with a late-2011 anticipated release date for the eighth edition.	Dec. 2010
New functionality for a Uniform Civil Fee System (UCFS) and Phoenix System interface was developed resulting in the automation of the daily bank balance and capital bank balance reports for each trial court. This interface is used by Treasury Services to determine trial court bank balances to verify that a court has a cash balance sufficient to cover the distribution of fees, and also generates reports for the State Controller's Office and various entities that receive the distributed funds.	Feb. 2011
The Phoenix System was reconfigured to enable it to capture court interpreter-specific data including language spoken, case type, and type of proceeding as well as associated interpreter costs, including mileage and per diem rates, to enhance the courts' ability to manage resources and better plan for accommodating local language trends. The Court Interpreter Data Collection program is being offered to the courts as an optional system feature.	May 2011
The AOC is developing interfaces between the Phoenix System and the California Court Case Management System (CCMS). The goal is to gain the ability to extract financial data from CCMS and load it directly into the Phoenix Accounting Module for accounting and reporting purposes.	June 2011
Pursuant to Senate Bill 78 and Public Contract Code section 19209 (Mandatory Reporting of Judicial Branch Contracting Information), the Phoenix Financial System has been modified to capture information regarding all trial court vendors or contractors receiving payments. This technical solution will provide the AOC with the ability to generate reports semiannually as mandated by statute.	June 2011

Accomplishment	Date Completed
<p>In compliance with GASB Statement 54, <i>Fund Balance Reporting and Governmental Fund Type Definitions</i>, the Judicial Council updated the fund balance policy at the October 2010 business meeting and directed that fund balances be reported using the five distinct classifications of Nonspendable, Restricted, Committed, Assigned, and Unassigned. The Phoenix System was configured to accommodate the council's directive, establishing five GASB General Ledger categories for reporting year-end reserve amounts.</p>	<p>July 2011</p>
<p>New project codes were established in the Phoenix System to help courts that want to track their expenses related to initiatives including Traffic Amnesty, the Criminal Justice Realignment Act, and Judicial Branch Contract Law for both one-time and ongoing costs.</p>	<p>Nov. 2011</p>
<p>All Phoenix environments both in the AOC Development and California Courts Technology Center (CCTC) Data Centers were successfully upgraded to the latest version of SAP software (EHP 5).</p>	<p>Nov. 2011</p>
<p>The complete Disaster Recovery Technical Recovery Plan including network, vendor, and bank interfaces, security, and Phoenix Production data and system recovery was successfully executed.</p>	<p>Nov. 2011</p>
<p>Completed product acceptance testing of the payment and disbursement interface with CCMS V4. This interface automates the recording of deposit information and requests for trust money disbursement, which will reduce trial court staff time in recording this information in the Phoenix System.</p>	<p>Mar. 2012</p>
<p>The Server Decommission and Consolidation project will remove several servers from the Phoenix environment by both consolidating functionality from multiple boxes to fewer boxes, and through an advance virtualization strategy. Projected savings for both hardware one-time expenses and ongoing costs will be realized once the project is complete.</p>	<p>Mar. 2012</p>
<p>Phase II of the Bank Account Consolidation project was launched. Historically, the trial courts maintained separate bank accounts with Bank of America. Leveraging functionality in the Phoenix System to keep funds separated, all courts can now be part of a single BOA account. This transition results in significant banking fee savings for the trial courts. The conversion of operations bank accounts has already occurred. This phase II project is to consolidate trust and distribution accounts. The current schedule has all courts converted to this new structure by the end of July 2012.</p>	<p>Mar. 2012</p>
<p>Assistance was provided to the Superior Court of Alpine County with its effort to assume administrative functions previously provided by a private certified public accounting firm. Processes are now in place at the court and within Phoenix to fully manage budgetary and financial transactions, employee timekeeping and payroll, and all associated compliance reporting.</p>	<p>Mar. 2012</p>

Accomplishment	Date Completed
Phoenix Business Warehouse Reporting was delivered. New summary financial reporting was developed for court users and management to help meet new fund balance reporting requirements. Annual year-end training was announced and offered to court users. The invitations for training were met with great response, and additional sessions were added to satisfy demand.	Apr. 2012
Twenty-seven courts have deployed the new Bank Account Consolidation Phase II structure, and according to the current schedule, the 15 remaining courts with trust and/or distribution accounts will be converted to this new structure by the end of July 2012.	May 2012
As of July 2, all courts were live on the new Bank Account Consolidation Phase II structure. This transition results in significant banking fee savings for the trial courts.	July 2012
The Storage Area Network (SAN) Conversion from Platinum to Nickel and Decommission of Expired Non-Production Servers projects were launched. Phoenix realized CCTC hosting expense savings as the result of two technical cost-savings initiatives. First, Phoenix spearheaded the prototype for SAN conversion of all nonproduction environments from the more expensive Platinum SAN to Nickel. This program produces savings without impacting any of the courts' production environments. The second evaluated current nonproduction environments and proposed both consolidation and decommission impacting four Phoenix nonproduction servers providing ongoing savings and a reduction of capital asset expenses.	July 2012
The Bulk Mailing Software Program was implemented. This is a bulk mailing software program that takes print jobs from the Phoenix System and presorts them by zip code. This new software and sorting process results in a reduction in postage from \$0.45 to \$0.38 per item. In the four-month period from April to August 2012, Phoenix processed approximately 104,000 pieces of mail using this software and saved the courts nearly \$7,300. There are plans to incorporate additional mail items from Phoenix over the next couple of months, increasing the presorted mail from about 20,800 pieces to about 37,300 pieces monthly.	Aug. 2012

Accomplishment	Date Completed
<p>The accounts payable module in the Phoenix System was configured to leverage an automated payment service offered by Bank of America (BOA). This payment service allows vendors to be paid via BOA's electronic payment network via commercial credit card or Automated Clearing House (ACH) instead of more costly paper check issuance. As a benefit of the Comprehensive Payment Solution program, BOA will share a portion of the credit card association fee proceeds with the courts in the form of a rebate. Once the program is fully operational, the total rebate value across all courts has been estimated at \$700,000. With recent assistance from the Kern, Orange, and Riverside superior courts, payments were successfully completed to pilot vendors. The vendor enrollment campaign has begun on a larger scale and the plan is to begin using the ePayables product to make payments to additional vendors over the next several weeks.</p>	Sept. 2012
<p>The Phoenix Grant funds structure was consolidated reducing over 50 individual grant funds (38 of which are active) to 5 grant funds (AOC, federal, state, local, private). This streamlines processing and reporting on grant-related transactions for court and AOC users of the Phoenix System.</p>	Sept. 2012
<p>The Phoenix Program was recently awarded SAP's Customer Center of Expertise (COE) Primary certificate. This was the result of a successful certification audit conducted by SAP, assuring that all obligatory functions performed by the program's COE met or exceeded industry standards.</p>	Sept. 2012
<p>The Phoenix System was configured to allow for mail time on checks processed, providing the courts the ability to take advantage of discounts offered by vendors for timely payment.</p>	Nov. 2012
<p>Orange Superior Court Bulk Purchase Order Interface project, successfully implemented for the court, enables the automated submittal of bulk purchase order data from its local CMS system for posting to the Phoenix Financial application.</p>	Nov. 2012
<p>The Phoenix 2012 Disaster Recovery exercise was completed successfully and encompassed a full system recovery.</p>	Dec. 2012
<p>Migration of 35+ Phoenix System interfaces to Axway FTP Services: Efforts began to migrate all current Phoenix System interfaces to an upgraded file transfer service for all participating courts and vendor providers.</p>	Jan. 2013
<p>Migration of all Phoenix back-end systems to Linux: The proof of concept for the migration from Solaris to Linux operating systems in the development environment is complete. Planning for implementation in all of the CCTC environments is underway. This two-phase project platform transition will save the Phoenix Program in one-time and ongoing expenses with no impacts to performance or operations and maintenance.</p>	Jan. 2013

Accomplishment	Date Completed
Judicial Branch Contracting Law (JBCL) Report: Per Senate Bill 78, the Legislature requires the biannual submission of the JBCL report. The JBCL report contains all payments and contracts from the 58 trial courts for the reporting period of June 2012 through December 2012. For the first time, this very large and comprehensive report was generated by the Phoenix System, freeing the courts from the responsibility of individually preparing and submitting separate financial reports.	Jan. 2013
Replacement of Phoenix Encryption Services: Phoenix uses encryption services to encrypt data from the courts' desktops to the CCTC to ensure that sensitive data is protected. This replacement would have been necessary under any circumstance because the existing encryption tool for Phoenix would no longer have had support after November 2013. The technical team completed evaluation and selection of a new encryption service and began initial implementation in the development environments. The project began CCTC implementation in the spring 2013 quarter with court desktop changes beginning in the March 2013 time frame.	Mar. 2013
Worked with Alameda superior court staff to transition an interest-bearing trust to Phoenix. Court began depositing to and disbursing from the interest-bearing trust through the Phoenix System on April 5, 2013.	Apr. 2013
Worked with Riverside superior court staff to provide accounting for an interface that brought over the court's bail trust so the court could begin depositing to and disbursing from the bail trust through the Phoenix System.	Apr. 2013
The new encryption tool, Netweaver Single Sign-on, was implemented. This implementation was complex as it required customization to the Phoenix System's current infrastructure and required updates to the desktops of the end users.	July 2013
A new Business Warehouse report has been created in the Procurement Module named the Multi-Year Contract Report. This report differentiates between contracts for a single fiscal year and contracts that cross over multiple fiscal years. Its purpose is to assist the courts in tracking contract activity for blanket and contract purchase orders by pulling information from data fields used in the JBCL report and other relevant fields in the system.	Aug. 2013
The final phase of the Comprehensive Payment Solution campaign was concluded. The Paymode and e-Payables payment processing programs were implemented and began to generate associated quarterly rebates for the trial courts.	Aug. 2013
Phoenix System Audit: All requested data and documentation have been forwarded to the Bureau of State Audits as requested and are currently under review. The focus of the audit is to ensure that the Phoenix System possesses the proper level of checks and balances for all processes.	Aug. 2013
Staff implemented several system changes to the Phoenix System Purchase Order functionality to streamline Judicial Branch Contract Law reporting.	Sept. 2013

Accomplishment	Date Completed
<p>The Trial Court Administrative Services Office, in collaboration with the Information Technology Services Office, has created case management systems (CMS) integration standards which describe how CMS systems should interface with the Phoenix Financial System. These standards are being distributed to courts for use in the development of their technology vendor contracts.</p>	<p>Sept. 2013</p>
<p>The Trial Court Administrative Services Office and the Information Technology Services Office worked with the Bureau of State Audits as they audited Phoenix System security and controls. A significant portion of this effort is to develop a business and technical solution to allow the BSA auditors access to all data in the Phoenix System. The teams successfully implemented a judicial branch licensed tool that connects ACL Audit Software (used by BSA, as well as the AOC Internal Audit Services Office) to the Phoenix SAP database to assist the auditors with the extraction of the data necessary to complete their review by December 2013.</p>	<p>Sept. 2013</p>
<p>The Trial Court Administrative Services Office and the Information Technology Services Office are working on the migration of all Phoenix backend systems to Linux. As part of the cost-saving effort and hardware upgrade, Phoenix is moving from a Solaris/Sparc to a Linux/x86 platform. The Proof of Concept (POC) for the migration from Solaris/Sparc to Linux/x86 in the Sandbox and Development environment is complete. Planning for implementation for all Phoenix CCTC environments is underway. This two-phase platform transition will save the Phoenix Program one-time and ongoing expenses, with no impacts on performance, operations or maintenance. This project is expected to go live in the first half of 2014.</p>	<p>Oct. 2013</p>
<p>The technical development effort for the new Riverside superior court trust account interfaces is complete. The court is currently completing file modifications and will go live once the development is finalized. The interfaces are in production stage.</p>	<p>Oct. 2013</p>
<p>Reporting of Contract and Payment Data: The Phoenix Purchasing Support Unit provided training and one-on-one support to the superior courts in preparing the contract data portion of the required Judicial Branch Contracting Law semiannual report to the Legislature for period January 1–June 30, 2014. This report is based on data generated from the Phoenix Financial System.</p>	<p>June 2014</p>

Accomplishment	Date Completed
<p>Budget Period: TCAS implemented a new “Budget Period” feature to meet the requirement of tracking the year of encumbrance for Trial Court procurement. As of July 2015, this feature allows for the entry of an initial year on every contract, so that budget to actual reporting is possible for the new three-year encumbrance period for trial court contracts. At the end of the third year of encumbrance for a contract, the remaining encumbrance is returned to the Fund Balance and is subject to the 1% Fund Balance cap calculation.</p>	July 2015
<p>System Upgrade: In December 2015, TCAS completed a statewide “upgrade” of the Phoenix SAP. This was a significant, six month–long effort that was successfully accomplished with literally no issues. The upgrade was mostly technical in nature, to the most current “Enhancement Pack” (EhP7), offered by SAP. The Phoenix SAP system is now positioned to support the most current user experience functionality offered by SAP. This user experience functionality is being investigated for roll-out to all 58 courts in the coming years.</p>	Dec. 2015
<p>Case Management Integration: The first pilot of a standard Case Management Integration was deployed to Orange County superior court. Orange has implemented the Tyler Odyssey Case Management System for Juvenile and Family Court services, and deposit and disbursement details are interfaced with the Phoenix Public Sector Collections and Disbursement (PSCD) module for tracking trust fund balances at the case and business partner level for calculation of interest and reconciliation with the bank.</p>	Dec. 2015
<p>Technical Cost Savings Measures</p> <ul style="list-style-type: none"> • Apache Migration: The Phoenix application servers for the four system environments at the CCTC (Production, Staging, Test and Training) were migrated from more expensive Solaris hardware to a more consolidated and virtualized Linux environment, resulting in a reduction in Phoenix long-term hosting costs. • CCTC Backup: The backup frequency of all environments was modified, resulting in reduced ongoing storage expenses. 	Apr. 2016
<p>Oracle Upgrade: A required maintenance upgrade was completed for the Oracle operating system (from version 11g to version 12c).</p>	June 2016
<p>Phoenix Roadmap Update: A statewide stakeholder survey and Design-to-Value workshop were conducted with branch subject matter experts of the Judicial Council and trial courts. This input was used to update the Phoenix functional roadmap and five-year technical plan, resulting in a Budget Change Proposal for future improvements tentatively scheduled to begin in fiscal year 2018–19.</p>	Nov. 2016

Accomplishment	Date Completed
Interface Development: Several key interfaces for trust accounting, Alternative Defense Billing, and enhanced reporting in local court reporting solutions were delivered, supporting courts across the state.	Dec. 2016
Axway Migration: Completed the migration of 90+ trial court interfaces, including those to multiple retirement vendors and financial institutions from the TIBCO integrated services backbone to Axway. The result of this effort is an ongoing reduction in maintenance cost and resource hours, and future interface time to deployment requirement is reduced by approximately 60%.	Dec. 2016
Published the eighth edition of the <i>Trial Court Financial Policies and Procedures Manual</i> (TCFPPM). The TCFPPM was developed to establish the financial and accounting policies of California's 58 trial courts.	Dec. 2016

Phoenix Human Resources System

The Phoenix Human Resources System provides a comprehensive information system infrastructure that supports trial court human resources management and payroll needs. Designed for integration with the Phoenix Financial System and first deployed in July 2006, the system offers standardized technology for human resources administration and payroll processing, provides consistent reporting, ensures compliance with state and federal labor laws, collects data at the source, provides central processing, and provides manager and employee self-service functions to the courts.

The human resources/payroll services component of the Shared Services Center comprises two units that provide HR Structure, Personnel Administration, Organizational Management, Benefits, Time Management, Payroll, and Employee and Manager Self-Service.

The HR Payroll Services Unit and the Payroll Financial Services Unit work collaboratively in support of the courts on the Phoenix Human Resources System, as well as those utilizing other payroll service providers.

Payroll Financial Services Unit

In this recent fiscal year, the Payroll Financial Services Unit:

- Reconciled payroll and third-party remittance postings for 12 courts weekly (courts using the Phoenix HR system);
- Assisted with payroll file postings and reconciliations for 46 courts daily (courts not yet converted to the Phoenix HR system);
- Reconciled payroll benefit liabilities and expenditures for 40 courts monthly;
- Validated 89 system changes;
- Conducted 26 continuous and advanced training workshops;

- Received and responded to approximately 20,352 court payroll and tax inquiries;
- Printed and distributed 25,902 checks and remuneration statements (e.g., employee payments);
- Prepared 432 benefit reconciliations for 11 courts in the 2016 calendar year;
- Prepared 95 payroll quarterly tax filings and corrections for 11 courts in the 2016 calendar year;
- Reconciled 52,248 employee tax records for 11 courts in the 2016 calendar year;
- Printed and mailed 3,763 Wage and Tax Statements (W-2) for 11 HR courts in the 2016 calendar year; and
- Reconciled and mailed 3,394 Employer Paid Health Insurance Offer and Coverage Statements (1095-C) for five courts in the 2016 calendar year.

Although only 12 courts currently utilize the Phoenix HR System, all 58 courts receive assistance with the financial aspects of payroll matters through these Shared Services Center units.

HR Payroll Services Unit

HR Payroll Services Unit, in support of the 12 courts currently on the payroll system:

- Reviewed 340 tested system changes;
- Created eight self-service training presentations, along with 102 exercises for the new training environment;
- Reviewed and updated 15 process flow diagrams and 77 work instructions;
- Updated the Court Reference Manuals for all 12 courts and created new ones where needed;
- Provided 318 main payrolls and 559 off-cycle payrolls for the 12 HR courts;
- Processed 115,797 Direct Deposit Checks;
- Reconciled employment history records for five courts (3,526 employees) for ACA reporting;
- Processed payroll for 193 assigned judges; and
- Processed 2,440 Organizational Action Requests for 12 HR courts.

Table 2: Phoenix Human Resources System²

Accomplishment	Date Completed
A steering committee formed by the AOC voted to support the Court Human Resources and Information System (CHRIS) project and defined the project scope.	Nov. 2004
The AOC completed the development and configuration of a CHRIS prototype.	June 2005
CHRIS was renamed as the Phoenix Human Resources System, which joined the Phoenix Financial System as part of an integrated system designed to serve the financial, human resources, and payroll needs of the trial courts.	June 2006
First installed in the Superior Court of Sacramento County, the Phoenix Human Resources System enabled electronic management of personnel administration, organizational management, payroll, time management, benefits administration, training and event tracking, and compensation administration.	June 2006
Five additional courts—the Superior Courts of Lake, Riverside, Santa Cruz, Siskiyou, and Stanislaus Counties—went live on the Phoenix HR System.	Jan. 2007
Further deployment of the Phoenix Human Resources System was temporarily halted pending an upgrade of the system to be conducted during fiscal year 2008–09 and until additional resources are provided for this component of the project.	July 2008
Scheduled to begin after the planned upgrade to the SAP system in 2009, the deployment of the Phoenix Human Resources System to the remaining 52 courts will include additional modules such as recruitment, performance management, personnel cost planning, and e-learning.	Jan. 2009
The project’s Blueprint Phase was completed in preparation for the SAP software upgrade from version 4.7 to 6.0 in collaboration with court staff.	Mar. 2009
The testing and development for the planned statewide software upgrade was completed.	Apr. 2009
The Phoenix System software was successfully upgraded in the six courts using the Phoenix Human Resources System, migrating from SAP version 4.7 to 6.0.	May 2009
Preparation for the statewide deployment of the Phoenix Human Resources System continues. The Global Blueprint phase determines the manner in which the payroll system will be designed and implemented in each of the remaining 51 courts based on the system requirements gathered as part of the extensive planning process. The recent budget reductions have had a significant impact on this critical step, but rather than ceasing the effort completely the Phoenix Program has slowed momentum and extended project completion to future fiscal years, contingent on the availability of resources.	July 2009

² With the exception of minor style and grammar revisions, entries for prior-year accomplishments are carried over unchanged from prior reports.

Accomplishment	Date Completed
The Phoenix Human Resources System was initiated in the Superior Court of San Bernardino County. The AOC was approached by the court regarding implementation of the payroll system after receiving notification from San Bernardino County that it would no longer provide the court with payroll services for approximately 1,200 employees. Implementation efforts began in August, and the Trial Court Administrative Services Division anticipates payroll activities to begin in June 2010.	Aug. 2009
The Phoenix Maintenance and Operations Stabilization project was launched. The staff of the Phoenix Program collaborated with the six courts already on the system to carry out the redesign of specific technical elements of existing payroll, benefits, and time management functions to ensure the creation of a more stable Human Capital Management (HCM) system with the goal of enhanced flexibility and automation statewide.	Dec. 2009
Refinement of the SAP database, comprising information about trial court bargaining contracts and other similar data, continues. Staff will develop additional reports that can be extracted from the database as management tools.	Jan. 2010
The Phoenix Steering Committee reached consensus on a number of guidelines for best practices that have an impact on financial and payroll matters. The finalized best practices were shared with the trial courts over the next few months.	Jan. 2010
The Phoenix HR System pilot for implementation of the HR system continued in the Superior Court of San Bernardino County. Program staff continued to configure the system according to the business rules necessary to support the day-to-day operations in the court. The system configuration is 50 percent complete.	Feb. 2010
The Phoenix Program launched an initiative to further assist the courts in the area of benefits administration. An online benefits enrollment function will be added to the Phoenix Employee Self-Service (ESS) portal to assist court HR staff in administering qualified life and work events in compliance with federal regulations.	Mar. 2010
The AOC completed redesign of specific technical elements of existing payroll, benefits, and time management functions, with the goal of enhanced flexibility and automation in the Phoenix HR System.	Mar. 2010
Preparation and testing for the implementation of the Phoenix HR System in the Superior Court of San Bernardino County were successfully completed.	May 2010
The Phoenix Program's Education Support Unit completed the Personnel Administration for Administrators and HR Analysts training for the Superior Court of San Bernardino County in anticipation of their Phoenix HR System launch. Additional training sessions on the payroll attributes of the system were conducted for 1,100 court staff through August 2010.	June 2010
Parallel testing was successfully completed in the Superior Court of San Bernardino County. The Phoenix System and the court's legacy system were tested within the same time frame using the same data to ensure that no discrepancies existed in any of the payroll configurations.	June 2010

Accomplishment	Date Completed
The Phoenix Program implemented a number of improvements within the SAP application for the Phoenix System, reconfiguring the HR component by incorporating the redesign of specific technical elements with the goal of enhancing flexibility and automation uniformly among the courts on the system.	July 2010
Before the launch of the Phoenix HR System, Superior Court of San Bernardino County system users engaged in user acceptance testing to determine that the system meets all mutually agreed upon requirements. This testing was successfully completed.	July 2010
Phoenix Program staff collaboratively worked with court staff to successfully and seamlessly implement the Phoenix HR System in the Superior Court of San Bernardino County. A total of seven courts benefit from a fully integrated financial and human resources management system. The configuration utilized for the implementation at San Bernardino will serve as a blueprint for any future deployments made to the courts.	Aug. 2010
The AOC previously manually logged directly into the CalPERS ACES system to upload and otherwise send data directly for payroll reporting. The ACES system has been decommissioned. A set of myCalPERS interfaces will automate data transfer between the Phoenix System and the new myCalPERS system. All technical automation components were deployed in November 2011 along with retirement file extraction for four (4) Phoenix payroll courts.	Oct. 2011
The deployment of the Phoenix HR System to the San Bernardino superior court served as an exercise in configuration that will represent a template for future deployments to the balance of the courts. The AOC awaits resources for the continuance of the system deployments.	Oct. 2011
The Phoenix functional and technical teams collaborated on identification, testing, and implementation of appropriate critical year-end updates, including last-minute changes dictated by the Temporary Payroll Tax Cut Continuation Act of 2011. Implementation of these updates made it possible to process court employee payrolls with the most current reduced tax rates rather than wait to correct deductions in future payrolls, as the State Controller's Office was unfortunately forced to do.	Dec. 2011
The Phoenix Program established the Phoenix Payroll Advisory Working Group that includes the court executive and human resources officers of the seven courts currently on the Phoenix HR System. This group meets monthly to discuss any proposed Phoenix HR System modifications in the interest of fully understanding the overall effect and impact any implemented change may have on each court. The Phoenix Payroll Advisory Working Group also reviews and comments on Best Practices for HR processing in the Phoenix System.	Jan. 2011

Accomplishment	Date Completed
Phoenix staff worked with executives of the Phoenix Steering Committee, and the Phoenix Human Resources Courts' Working Group to compile a set of Best Practice Guidelines for administration of certain human resources and payroll functions. These guidelines have helped to cement a common understanding of these functions from administrative and legal points of view, and will assist Phoenix with explanations of these common problem areas as the Phoenix Human Resources/Payroll System is deployed to remaining trial courts. The Best Practice Guidelines are available on the judicial branch website, and will be continually updated and improved as needed.	Mar. 2012
Phoenix myCalPERS development effort was completed. Interfaces with myCalPERS for employee retirement, 457 savings plans, and the Judges' Retirement System for courts that are currently using the Phoenix Human Resources/Payroll System, are now live. Work with trial courts and CalPERS on the remaining conversion issues has been completed. Transition assistance to courts that subscribe to CalPERS but are not yet on the Phoenix Human Resources/Payroll System is being provided.	June 2012
The application and testing of critical, system-wide, year-end updates began. This is an annual two-to-three month project that incorporates technical and functional resources at the AOC and courts to ensure compliance with changes to tax reporting requirements and software maintenance and support agreements.	Oct. 2012
Requirements gathering and configuration to accommodate the implementation of the new Employee Pension Reform Act for the seven Phoenix payroll courts began. Phoenix Program staff attended a meeting with the Sacramento County Retirement System and the Sacramento superior court to discuss requirements under the act for new employees hired on or after January 1, 2013.	Nov. 2012
Eight new benefit plans and several rate changes were implemented for all courts on the Phoenix HR Payroll System.	Nov. 2012
<p><i>Time and Payroll Management:</i> New system configuration was implemented to</p> <ul style="list-style-type: none"> • Administer a new furlough program at the Stanislaus superior court; • Validate accounting codes in timesheet entry according to new financial reporting rules; and • Allow update of Phoenix HR Payroll for employee payments made outside the system. 	Nov. 2012
The Phoenix System underwent configuration changes meant to encompass necessary pension reform components for the seven Phoenix HR courts. Final requirements were also gathered for system configurations related to JRS pension reform.	Dec. 2012
The system reconfigurations covering all of the tax changes expiring on December 31, 2012, were completed to ensure accurate tax calculations.	Dec. 2012

Accomplishment	Date Completed
The Portal Upgrade project was completed for all environments. This system upgrade enhances the human resources Employee Self Service/Manager Self Service (ESS/MSS) services by improving performance, and transports the system to a more current, stable, and supportable software platform.	Dec. 2012
Phoenix HR/Payroll Courts: The 2012 annual payroll tax process was successfully completed with the distribution of 3,668 Wage and Tax Statements (W-2s) to the employees of eight superior courts: Alpine, Lake, Riverside, Sacramento, San Bernardino, Santa Cruz, Siskiyou, and Stanislaus.	Jan. 2013
The annual 1099s for all 58 court vendor and juror payments over \$600, including interest payments of \$10 or more, were compiled, printed, and distributed prior to the IRS deadline of January 31. In total, 5,163 1099-MISC forms and 260 1099-INT forms were distributed to court payees. The 1099 process included year-end Phoenix System updates and customization that successfully combined different payment types and uploaded juror data into IRS-required forms and files.	Jan. 2013
Migration of 35+ Phoenix System Interfaces to Axway FTP Services: Efforts to migrate all current Phoenix System interfaces to an upgraded file transfer service for all participating courts and vendor providers were completed in January.	Jan. 2013
The Portal Upgrade Project: This project is underway for all environments. This system upgrade enhances the human resources Employee Self Service/Manager Self Service (ESS/MSS) services by improving performance and transports the system to a more current, stable, and supportable software platform.	Feb. 2013
Three new Riverside superior court interfaces: The technical development effort for the new Riverside superior court interfaces is complete. The project is expected to wrap up at the end of March once the court completes necessary file modifications.	Mar. 2013
The Phoenix HR System was deployed to the Alpine superior court with the first payroll processed on June 14, 2013. Alpine is the eighth court to implement the system.	June 2013
The Trial Court Administrative Services Office began working with the Yuba superior court on automating their HR and payroll services using the Phoenix System with an anticipated launch date of April 2014.	Oct. 2013
The planning and development of the inclusion of four new vendors participating in the Stanislaus superior court's open enrollment cycle was completed. The deployment of these new system interfaces was scheduled for October 2013.	Oct. 2013
The Phoenix HR System was successfully implemented in the Yuba superior court in April 2014, making it the ninth court to utilize the AOC's human resources management system for their payroll needs. Their first payroll was processed in May 2014, and the transition from their county's system was seamless.	Apr. 2014

Accomplishment	Date Completed
The Phoenix deployment team began work on the implementation of the Phoenix payroll system in the Lassen superior court in May 2014 and anticipates completion in October 2014.	May 2014
The Phoenix HR System was successfully implemented in the Lassen superior court in September 2014, making it the 10th court to utilize the Judicial Council's human resources management system for their payroll needs.	Sep. 2014
The Phoenix HR System was successfully implemented in the Trinity superior court, making it the 11th court to utilize the Phoenix human resources management system for their payroll needs.	July 2015
New functionality was deployed to support Affordable Care Act form generation and electronic reporting for the 11 Phoenix Payroll courts.	Dec. 2015
New functionality was deployed to support online generation of W-2s for all employees of the 11 Phoenix Payroll courts.	Jan. 2016
The Phoenix HR System was successfully implemented in the Humboldt superior court, making it the 12th court to utilize the Phoenix human resources management system for their payroll needs.	Dec. 2016

Center of Excellence

The Phoenix Program's Center of Excellence (COE) performs complex analysis of the technical aspects of accounting/human resources/payroll processes, business procedures, and operations to produce efficiencies and promote consistency in trial court administrative functions. It also assists in formulation of new or revised policies and/or procedures to meet court administrative and business operations needs, and implements automated processes where possible. The COE includes a technical unit that maintains the SAP environment and programming. SAP technical skills are a unique field in the Information Technology industry.

The Phoenix System runs on SAP Enterprise Resource Planning (ERP) software that integrates accounting, procurement, accounts payable, budgeting, human resource management, and payroll processing. This integration provides extreme efficiencies because accounting postings and personnel actions are automated based on industry and judicial branch standards. While this efficiency is recognized by all the trial courts, it does require the coordination of many skill sets to properly configure the system. Experts with knowledge in accounting, HR/payroll, SAP functional configuration, and technical development/architecture all exist within the COE. The COE managed several improvement projects to enhance court finance/HR and procurement administration.

This recent fiscal year, the COE:

- Migrated the Phoenix application servers to a more consolidated, virtualized, less expensive Linux environment.

- Modified the frequency of system backups, removing the need for weekly snapshots and resulting in a reduction of storage expense.
- Deployed the Phoenix HR System to the Humboldt superior court in December 2016.
- Developed and deployed several interfaces to support automation of business processes for the trial courts, including:
 - Alternative Defense Billing—automated payments to attorneys for the Orange superior court.
 - Riverside BCC—an incoming data exchange that automates updates of benefit data for critical Riverside superior court HR/Payroll functions.
- Completed the migration of 90+ trial court interfaces to a more cost-effective and easier-to-maintain data exchange medium.
- Published Schedule 7A reporting tools that will assist Phoenix HR Payroll courts with creation and validation of state-required budget forms.
- Extended automated data extracts for interface to two courts using local data marts for management reporting.
- Completed the required maintenance upgrade for the Oracle operating system from version 11g to 12c.
- Performed a comprehensive stakeholder survey and Design to Value workshop to receive critical input to the Phoenix functional roadmap and five-year technical plan.
- Drafted and approved the business case for possible migration from a CCTC-hosted environment to the cloud. If funded, it has the possibility of reducing Phoenix application hosting expense.
- Processed about 1,700 tickets for issues ranging from adding system users or authorization-level modifications to major configuration changes.

Funding

The Phoenix Program is funded by the General Fund, the Trial Court Trust Fund and the Improvement and Modernization Fund.

Challenges Facing the Phoenix Program

Courts continue to express interest in various specific functions of the financial and human resources system. Within existing resources, the Phoenix Program has extended the implementation of the payroll system to one additional small court since the last report, bringing the total of courts currently on the system to 12. While there are several other larger courts requesting payroll services and the benefit of a fully integrated system, the program can only accommodate deploying to small and medium-sized courts on a very conservative timeline on

the payroll system with existing resources. To fully plan and continue expansion to serve all courts, additional judicial branch funding is needed.

The Phoenix Program has also updated its Functional Roadmap and Technical 5-year plan. This was accomplished with input provided by a stakeholder survey and Design-to-Value workshop in the fall and winter of 2016. Funding has been requested to support the critical needs of the program and continue its service to the trial courts, the judicial branch, and other stakeholders. The critical needs in the updated Functional Roadmap and Technical 5-year plan include:

- Migration to a cloud-based technical center;
- Technical upgrade to the current SAP database;
- Reporting/analytics;
- Document management;
- Budget preparation;
- Enhanced procurement; and
- Talent Management.

Total Phoenix Program Funding and Expenses to Date

The attachment summarizes Phoenix Program revenues and expenses to date as well as projected expenditures through FY 2017–18. Estimates reflect the full deployment of the Phoenix Financial System in all 58 superior courts and full deployment of the Phoenix Human Resources System in 12 courts.

**Phoenix Human Resources and Financial Services Revenue and Expenses
Through FY 2017–2018 (Estimated for FY 2016–2017 and FY 2017–2018)¹**

FUND SOURCES											Subtotal, FY 2000-01
Fund Allocations	FY 2000–01	FY 2001–02	FY 2002–03	FY 2003–04	FY 2004–05	FY 2005–06	FY 2006–07	FY 2007–08¹	FY 2008–09	through FY 2008-09	
General Fund	\$ 109,256	\$ 639,450	\$ 1,774,488	\$ 5,646,640	\$ 2,594,877	\$ 3,590,099	\$ 2,344,864	\$ 3,461,267	\$ 2,561,627	\$ 22,722,569	
Modernization Fund	116,865	1,618,242	2,436,594	600,582	4,135,487	2,735,201	23,169	4,124,284	2,944,504	18,734,927	
Trial Court Improvement Fund	-	-	1,275,000	2,142,479	780,730	2,589,879	8,575,439	23,336,617	10,584,036	49,284,180	
State Trial Court Improvement and Modernization Fund	-	-	-	-	-	-	-	-	-	-	
Trial Court Trust Fund	-	-	-	-	-	1,309,669	-	5,243,157	12,208,194	18,761,020	
Trial Court Reimbursements (state expenses reimbursed by courts)	-	-	-	-	1,869,815	1,686,716	4,790,112	7,135,877	8,556,019	24,038,539	
Trial Court Expenditures (court expenses not reimbursed by state)	-	-	-	-	-	-	-	-	-	-	
TOTAL FUNDING	\$ 226,121	\$ 2,257,692	\$ 5,486,082	\$ 8,389,701	\$ 9,380,909	\$ 11,911,564	\$ 15,733,584	\$ 43,301,202	\$ 36,854,380	\$ 133,541,235	
EXPENDITURES											
AOC Administration and M&O Staff	\$ 15,656	\$ 419,021	\$ 862,808	\$ 991,617	\$ 1,028,140	\$ 3,090,099	\$ 1,844,864	\$ 4,093,350	\$ 3,676,747	\$ 16,022,303	
AOC ISD ERP/User Technical Support Staff	93,600	112,320	219,030	500,000	465,000	659,448	1,005,332	1,277,744	1,917,234	6,249,708	
AOC Shared Services Center Staff	-	108,109	692,650	971,159	2,513,953	2,658,866	4,711,244	7,385,649	8,307,925	27,349,554	
AOC AUPR/Internal Audit Staff	-	-	-	94,000	100,000	150,000	-	-	-	344,000	
Subtotal, AOC Staff	\$ 109,256	\$ 639,450	\$ 1,774,488	\$ 2,556,776	\$ 4,107,093	\$ 6,558,413	\$ 7,561,440	\$ 12,756,743	\$ 13,901,906	\$ 49,965,565	
Trial Court Hardware & Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Trial Court Consultants	-	-	-	-	-	-	-	-	-	-	
Trial Court Staff	-	-	-	-	-	-	-	-	-	-	
AOC Consultants	116,865	1,457,694	3,447,332	5,281,042	3,336,486	3,834,805	7,628,894	26,300,099	20,759,538	72,162,755	
SAP licenses, hardware, maintenance, tech center support, and end-user training, fees	-	160,548	264,262	551,883	1,937,330	1,518,346	543,250	4,244,360	2,192,935	11,412,915	
TOTAL EXPENDITURES	\$ 226,121	\$ 2,257,692	\$ 5,486,082	\$ 8,389,701	\$ 9,380,909	\$ 11,911,564	\$ 15,733,584	\$ 43,301,202	\$ 36,854,380	\$ 133,541,235	

¹ Expenditures and funding prior to FY 2007-2008 reflect Phoenix Financial System (CARS) costs solely.

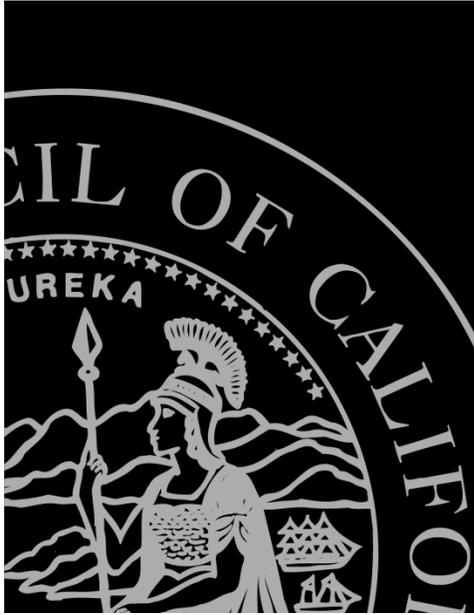
² Fund source and amount is subject to modification.

**Phoenix Human Resources and Financial Services Revenue and Expenses
Through FY 2017–2018 (Estimated for FY 2016–2017 and FY 2017–2018)¹**

FUND SOURCES	Subtotal, FY 2000-01 through FY 2008-09	FY 2009–10	FY 2010–11	FY 2011–12	FY 2012–13	FY 2013–14	FY 2014–15	FY 2015–16	Estimated FY 2016–17²	Estimated FY 2017-18²	Total
Fund Allocations											
General Fund	\$ 22,722,569	\$ 8,959,484	\$ 5,869,241	\$ 5,424,287	\$ 4,796,330	\$ 4,647,279	\$ 4,782,857	\$ 4,908,302	\$ 11,900,810	\$ 14,187,969	\$ 88,199,129
Modernization Fund	18,734,927	-	530,000	755,540	-	-	-	-	-	-	20,020,467
Trial Court Improvement Fund	49,284,180	10,841,032	7,201,205	5,649,881	-	-	-	-	-	-	72,976,298
State Trial Court Improvement and Modernization Fund	-	-	-	-	11,795,605	10,662,404	10,356,831	11,366,712	3,974,200	3,299,784	51,455,535
Trial Court Trust Fund	18,761,020	4,657,863	-	-	2,408	4,787	5,545	845	-	-	23,432,468
Trial Court Reimbursements (state expenses reimbursed by courts)	24,038,539	8,224,564	7,760,749	7,369,889	1,139,046	1,238,453	1,300,201	1,492,491	1,585,676	1,573,237	55,722,844
Trial Court Expenditures (court expenses not reimbursed by state)	-	-	48,665	30,108	18,349	15,055	14,064	14,857	-	-	141,098
TOTAL FUNDING	\$ 133,541,235	\$ 32,682,943	\$ 21,409,861	\$ 19,229,704	\$ 17,751,738	\$ 16,567,977	\$ 16,459,498	\$ 17,783,207	\$ 17,460,686	\$ 19,060,990	\$ 311,947,839
EXPENDITURES											
AOC Administration and M&O Staff	\$ 16,022,303	\$ 3,791,453	\$ 2,998,085	\$ 3,364,943	\$ 2,711,094	\$ 2,777,025	\$ 2,929,136	\$ 3,047,659	\$ 3,649,221	\$ 3,981,764	\$ 45,272,682
AOC ISD ERP/User Technical Support Staff	6,249,708	1,598,003	1,568,485	1,520,013	1,361,037	1,629,563	1,893,455	1,754,773	1,953,532	2,255,301	21,783,868
AOC Shared Services Center Staff	27,349,554	8,224,563	7,760,749	7,369,889	7,445,824	7,619,307	7,757,486	8,128,159	6,206,206	7,874,267	95,736,004
AOC AUPR/Internal Audit Staff	344,000	-	-	-	-	-	-	-	-	-	344,000
Subtotal, AOC Staff	\$ 49,965,565	\$ 13,614,019	\$ 12,327,319	\$ 12,254,844	\$ 11,517,955	\$ 12,025,894	\$ 12,580,077	\$ 12,930,590	\$ 11,808,959	\$ 14,111,332	\$ 163,136,555
Trial Court Hardware & Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Trial Court Consultants	\$ -	\$ -	\$ 12,506	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,506
Trial Court Staff	\$ -	\$ -	\$ 36,159	\$ 30,108	\$ 18,349	\$ 15,055	\$ 14,064	\$ 14,857	\$ -	\$ -	\$ 128,592
AOC Consultants	\$ 72,162,755	\$ 17,269,614	\$ 4,020,239	\$ 4,308,354	\$ 1,459,701	\$ 1,641,342	\$ 1,791,908	\$ 1,625,680	\$ 1,730,109	\$ 1,474,560	\$ 107,484,261
SAP licenses, hardware, maintenance, tech center support, and end-user training, fees	11,412,915	1,799,310	5,013,637	2,636,398	4,755,733	2,885,685	2,073,449	3,212,080	3,921,618	3,475,098	41,185,924
TOTAL EXPENDITURES	\$ 133,541,235	\$ 32,682,943	\$ 21,409,860	\$ 19,229,704	\$ 17,751,738	\$ 16,567,977	\$ 16,459,498	\$ 17,783,207	\$ 17,460,686	\$ 19,060,990	\$ 311,947,838
				0	0	0	0	0	0	0	

¹ Expenditures and funding prior to FY 2007-2008 reflect Phoenix Financial System (CARS) costs solely.

² Fund source and amount is subject to modification.



Court Accounting and Reporting System (Judicial Council Phoenix Project)

POST-IMPLEMENTATION EVALUATION
REPORT

DECEMBER 2017



JUDICIAL COUNCIL
OF CALIFORNIA

1.0 Executive Summary

According to California Government Code section 68511.8:

- (a) On or before December 1 of each year until the completion and full implementation of the project, the Judicial Council shall provide an annual status report to the chairperson of the budget committee in each house of the Legislature and the chairperson of the Joint Legislative Budget Committee with regard to the California Case Management System (CCMS) and Court Accounting and Reporting System (renamed the Phoenix System).
- (b) Within 18 months of fully implementing the California Case Management System and the Phoenix System projects, the Administrative Office of the Courts shall provide to the chairperson of the budget committee in each house of the Legislature and the chairperson of the Joint Legislative Budget Committee a postimplementation evaluation report for each project. The report shall include, but is not limited to, a summary of the project background, project results, and an assessment of the attainment of project objectives.

The annual report has been submitted consistent with the reporting requirement. The final report on the CCMS project was issued in December 2012 at the conclusion of that project and can be found at www.courts.ca.gov/7466.htm.

Since July 2009, all 58 courts have utilized Phoenix Financial System services (a component of the Phoenix Program). As of fiscal year 2016–17, support of Phoenix Financial System services have been funded solely by the state General Fund and the project is now considered complete.

2.0 Background and Summary of Results

The Lockyer-Isenberg Trial Court Funding Act of 1997 (Gov. Code, § 77200 et seq.) shifted the responsibility for funding the trial courts from the counties to the state. Historically, most courts' accounting, personnel, and other administrative services have been provided by counties or outsourced to vendors. With the Trial Court Funding Act of 1997, many courts were faced with assuming the task of performing their own human resources- and finance-related functions, but did not have the experience and resources to accomplish this successfully. Counties historically provided these functions for the courts but once trial court responsibility was shifted to the state, many counties no longer performed these services or charged significant fees, leaving the courts in a serious predicament. In December 2002, the Phoenix Financial System was successfully piloted in the Superior Court of Stanislaus County. After a successful pilot, deployments were continued quarterly or semi-annually, depending on the size and complexity of each court or group of courts. The final deployment was completed in 2009 to the Superior Court of Los Angeles County. The Phoenix Financial System was then implemented in all 58 superior courts.

This program was established as a major statewide effort to fill service gaps for the courts and to fulfill the Judicial Council's directive for statewide fiscal accountability and human resources support as part of the judicial branch's strategic plan. The program's purpose is to provide daily centralized administrative services to the trial

courts including accounting and financial services, trust accounting services, purchasing services, a centralized treasury system, and core business analysis, training, and support. There are currently 33 Judicial Council employees providing dedicated system support who design, test, deploy, maintain, and manage enhancements to the Phoenix System, which enables the branch to produce a standardized set of monthly, quarterly, and annual financial statements that comply with existing statutes, rules, and regulations. Judicial Council support of the Phoenix Program is critical as council staff provide the necessary oversight and central administrative services crucial to the seamless operation of Phoenix. Trial court staff interact with their designated counterparts within the Judicial Council on a daily basis.

Both internal and external stakeholders benefit immensely from an integrated, Judicial Council-administered program that ensures statewide consistency in court accounting and administrative practices and the gathering, entry, and reporting of reliable financial data. As mentioned previously, the financial component of the Phoenix System has been implemented in all 58 superior courts. There is also a human resources management/payroll (HR Payroll) component, which was piloted in 2006 and has been deployed to 12 courts to date. The HR Payroll component is an optional service to the courts; at Judicial Council direction, it is deployed to a court at a court's request when existing resources within the courts and the Judicial Council allow.

3.0 Attainment of Objectives

The Phoenix Program includes the support and deployment of a complete financial and procurement administrative system on an SAP technical platform, as well as professional financial and human resources services for California's 58 trial courts. The Phoenix Financial System and the Phoenix Human Resources System—together referred to as the Phoenix System—replace systems and support previously provided to the courts by counties and private entities. This coordinated system provides end users with seamless interaction between the input and retrieval of financial information and support for human resources. The Judicial Council successfully deployed the financial system component of this new technology platform to all 58 courts between 2002 and 2009. In addition, 12 of the 58 courts have implemented the optional human resources system as well, and now enjoy the benefits of a fully integrated finance and HR Payroll system.

The Phoenix Financial System enables the courts to produce a standardized set of monthly, quarterly, and annual financial statements that comply with existing statutes, rules, and regulations, prepared in accordance with generally accepted accounting principles. The Judicial Council has been providing professional accounting and business services to the trial courts using the Phoenix Financial System since 2002, with all 58 courts utilizing the services since July 2009. The Phoenix Financial System provides immediate access to data, enabling courts to make informed business decisions, thus improving day-to-day operations.

The accomplishments of the Phoenix Program in completion of the Phoenix Financial system are detailed in the following table.

Accomplishment	Date Completed
The Administrative Office of the Courts (AOC) surveyed trial courts to determine interest in a statewide trial court financial system.	Early 2001
The AOC launched the implementation of the Phoenix Financial System (then known as the Court Accounting and Reporting System). The Superior Court of Stanislaus County became the first court to use the new system.	Dec. 2002
A five-year statewide rollout schedule was released, detailing the trial courts in line for transition to the Phoenix Financial System from fiscal year (FY) 2003–04 through FY 2008–09.	Feb./Mar. 2003
Six trial courts were added to the system: the Superior Courts of Lake, Madera, Placer, San Luis Obispo, Siskiyou, and Tulare Counties.	FY 2003–04
The Phoenix Financial System was installed at 10 trial courts: the Superior Courts of Alameda, Calaveras, Contra Costa, Kings, Merced, Modoc, San Benito, San Bernardino, Tehama, and Yolo Counties—bringing to 17 the number of courts on the statewide system.	FY 2004–05
The position of assistant director of the Office of Trial Court Financial Services, in the AOC Finance Division, was established to oversee the Phoenix Financial System on the courts' behalf. This position was filled in November 2004.	July 2004
The system was implemented in an additional 14 courts—the Superior Courts of Colusa, El Dorado, Fresno, Humboldt, Kern, Marin, Napa, Plumas, San Joaquin, Santa Cruz, Solano, Sonoma, Trinity, and Ventura Counties—bringing to 31 the number of courts on the statewide system.	FY 2005–06
The Phoenix Financial System product was migrated to the newest version of MySAP (4.7c) for the statewide financial system, adding new functionality and reporting capabilities for use by the trial courts.	Apr. 2005
Quarterly Phoenix Financial System user group meetings were held to enable the courts to network with the AOC, to improve the level of services received from the accounting processing center, to serve as a forum to raise concerns regarding the functionality of the statewide system, and to help build professional relationships with the newly formed Office of Trial Court Financial Services.	2005
A comprehensive governance structure for the Phoenix Financial System was established, encompassing a steering committee composed of AOC Finance, Human Resources, and Information Services divisions and the three regional administrative directors.	Apr. 2005
The function of the Treasury Services unit was expanded to include trust accounting services, cash management, and banking services.	May 2005
A contractor was selected as a result of an RFP to study the court trust accounting processes, analyze court business requirements, and identify processing gaps between MySAP and the Phoenix Financial System environment to assess the latter's readiness to include the trust accounting business processes within the statewide system.	June 2005

Accomplishment	Date Completed
A study was conducted of the trial court cashiering processes to determine the impact of pending and subsequently chaptered legislation affecting the collection of civil assessment and uniform civil filing fees (Assem. Bill 139, Stats. 2005, ch. 74; Assem. Bill 145, Stats. 2005, ch. 75).	July 2005
The Business Process Management section in the Finance Division was established to provide planning and leadership for the Phoenix Financial System and to develop a strategic direction for the system and its future use by the courts.	Dec. 2005
Based on a study of business requirements and a functional gap analysis beginning in June 2005, the 12-member trial court working group and the AOC resolved to develop a new civil and criminal bail trust processing computer application for statewide implementation within SAP's Public Sector Collections and Disbursement module. This new trust system application will be fully integrated with the Phoenix Financial System, which is also an SAP application. The development of this trust processing and accounting module is underway.	June 2006
The Phoenix Financial System was implemented in an additional 13 courts—the Superior Courts of Alpine, Amador, Glenn, Imperial, Inyo, Lassen, Mariposa, Mono, Riverside, Sacramento, San Francisco, Shasta, and Sierra Counties—bringing to 44 the number of courts on the statewide system.	FY 2006–07
The project was renamed from Court Accounting and Reporting System to Phoenix Financial System—a component of the Phoenix Program that incorporates the Phoenix Financial System and the Phoenix Human Resources System.	July 2006
The SAP technical infrastructure was expanded to support higher system availability for users and the statewide implementation of the remaining courts. The new infrastructure also complies with higher security standards established by the AOC.	Dec. 2006
The Phoenix Financial System was implemented in five additional courts—the Superior Courts of Butte, Monterey, San Diego, San Mateo, and Santa Barbara Counties—bringing to 49 the number of courts on the statewide system since its inception.	July 2007
The services provided to the courts by Phoenix Financial Services increased significantly as more courts were added to the system. The Accounts Payable Unit processed approximately 20,000 jury checks per month and printed and issued 20,000 operations checks per month on behalf of the trial courts to pay their bills. The General Ledger and Reports Unit balanced 147 trial court bank accounts per month, and the Trust Services Unit tracked \$500 million in trust monies for the trial courts annually. These numbers reflect the support provided to 49 trial courts on the Phoenix Financial System during that period.	FY 2007–08
The AOC participated in an RFP process for a system upgrade (both financial and human resources), beginning in July 2008 with a 12-month preparation and testing period before implementation. The upgrade ensures the continuance of technical support of the system software and provides added system functionality such as enhanced statewide reporting and other features.	Jan. 2008
The Phoenix Financial System was deployed to the Superior Courts of Del Norte and Mendocino Counties.	Jan. 2008

Accomplishment	Date Completed
The Phoenix Financial System was deployed to the Superior Courts of Nevada, Sutter, Tuolumne, and Yuba Counties.	Apr. 2008
The Phoenix Financial System was live in all 58 courts with deployment to the Superior Courts of Los Angeles, Orange, and Santa Clara Counties. In the 58th and final court, the Superior Court of Los Angeles County, implementation is occurring in phases because of the size and complexity of the court.	July 2008
The AOC received additional resources for the Phoenix Program through the budget change proposal process to assist with the development and deployment of the project.	July 2008
As a result of the RFP process in January 2008, contract services were obtained to assist with a system functionality assessment in preparation for the second phase of the project specific to a system software upgrade and its redeployment. EPI-USE America, Inc. was selected to assist in the final deployment of the Phoenix Financial System to the Superior Court of Los Angeles County and implementation of the Phoenix Human Resources System to the 52 remaining trial courts. That company will also perform the planned Phoenix Financial System SAP upgrade and redeployment to all 58 courts.	July 2008
Statistics indicated a significant increase in services provided to the 58 courts on the Phoenix Financial System. The Accounts Payable Unit processed approximately 231,000 jury checks per month and also printed and issued 175,000 operation checks per month on behalf of the trial courts to pay their bills. The General Ledger and Reports Unit balanced 228 trial court bank accounts per month, and the Trust Services Unit tracked more than \$1 billion in trust monies for the trial courts annually.	Oct. 2008
Statewide regional forums were held in an effort to ensure that the vision, goals, and objectives of the Phoenix Program were conveyed to stakeholders, affording them the opportunity to provide essential input for various aspects of the project.	Oct. 2008
The project's Blueprint Phase was completed in preparation for the SAP software upgrade from version 4.7 to 6.0 in collaboration with court staff.	Mar. 2009
The testing and development for the planned statewide software upgrade was completed.	Apr. 2009
The Phoenix Financial System software upgrade was successfully launched. The financial component of the Phoenix System was upgraded, migrating from SAP version 4.7 to 6.0. This statewide effort encompassed many months of planning and collaboration between Phoenix Program staff and court subject matter experts and users, as well as lengthy software testing and development, and included new functionality.	July 2009
The Superior Court of Los Angeles County's phased implementation of the Phoenix Financial System neared completion—a significant milestone that marked the final deployment of this component statewide. The size and complexity of this court presented challenges overcome through the successful partnering of AOC and superior court staff. Plans are currently being developed to complete this effort in 2010.	July 2009

Accomplishment	Date Completed
The Procurement Program was initiated in the courts. The Procurement Program provides the courts with the option to elect a specific scenario to review and approve their internal purchase orders using the Phoenix Financial System, ensuring that there are checks and balances in place to meet the requirements of the <i>Trial Court Financial Policies and Procedures Manual</i> .	Aug. 2009
Preparation began for the launch of SECUDE, security software designed to protect the data transmitted between the Phoenix System and SAP environments using a single sign-on configuration. This software will be installed on all finance and human resources users' desktops in each court.	Feb. 2010
The Bank Account Consolidation project was launched with the goal of seamlessly consolidating the structure of AOC-administered bank accounts, creating cost savings opportunities for the courts, and simplifying the overall cash management process. The collective cost savings is estimated at \$600,000 per year. The phased implementation is planned to take place over seven months.	Feb. 2010
The Phoenix Program's flexible reporting project was launched to enhance the Phoenix System's reporting solution to offer faster, more user-friendly, and more flexible online analytical functionality. Court staff benefit by faster data retrieval and an enhanced user interface.	Mar. 2010
The deployment of Solution Manager to the Phoenix production landscape was a continuous-improvement initiative designed to increase effective support for the courts, the AOC, and the underlying information technology infrastructure. The initiative centralizes the handling of court-reported systems issues and allows for quick resolution and tracking. It supports a repository of project and maintenance documentation organized by business process and it allows for systems monitoring for the application and its related infrastructure and hardware.	Apr. 2010
Efforts to finalize an encryption solution for a single sign-on for the courts were completed. SECUDE was successfully deployed to all 58 courts.	July 2010
The first phase of the Bank Account Consolidation project was successfully concluded in all 58 courts as a cost-savings measure to reduce banking fees on AOC-administered bank accounts.	Aug. 2010
The Phoenix team worked with the Superior Court of Los Angeles County to modify the 2009 version of the data upload process for their general ledger accounts on the Phoenix System. The new process allows the court to load detailed information from its legacy system (eCAPS) into the Phoenix System, providing a complete picture of the court's financial activity. The Los Angeles court remains on its county system for certain other functions, including procurement and financial investment.	Sept.– Dec. 2010
Efforts for the update and revision of the current <i>Trial Court Financial Policies and Procedures Manual</i> began with a late-2011 anticipated release date for the eighth edition.	Dec. 2010
New functionality for a Uniform Civil Fee System (UCFS) and Phoenix System interface was developed resulting in the automation of the daily bank balance and capital bank balance reports for each trial court. This interface is used by Treasury Services to determine trial court bank balances to verify that a court has a cash balance sufficient to cover the distribution of fees, and also generates reports for the State Controller's Office and various entities that receive the distributed funds.	Feb. 2011

Accomplishment	Date Completed
The Phoenix System was reconfigured to enable it to capture court interpreter–specific data including language spoken, case type, and type of proceeding as well as associated interpreter costs, including mileage and per diem rates, to enhance the courts’ ability to manage resources and better plan for accommodating local language trends. The Court Interpreter Data Collection program is being offered to the courts as an optional system feature.	May 2011
The AOC is developing interfaces between the Phoenix System and the California Court Case Management System (CCMS). The goal is to gain the ability to extract financial data from CCMS and load it directly into the Phoenix Accounting Module for accounting and reporting purposes.	June 2011
Pursuant to Senate Bill 78 and Public Contract Code section 19209 (mandatory reporting of judicial branch contracting information), the Phoenix Financial System has been modified to capture information regarding all trial court vendors or contractors receiving payments. This technical solution will provide the AOC with the ability to generate reports semiannually as mandated by statute.	June 2011
In compliance with Governmental Accounting Standards Board (GASB) Statement 54, <i>Fund Balance Reporting and Governmental Fund Type Definitions</i> , the Judicial Council updated the fund balance policy at the October 2010 business meeting and directed that fund balances be reported using the five distinct classifications of Nonspendable, Restricted, Committed, Assigned, and Unassigned. The Phoenix System was configured to accommodate the council’s directive, establishing five GASB General Ledger categories for reporting year-end reserve amounts.	July 2011
New project codes were established in the Phoenix System to help courts that want to track their expenses related to initiatives including Traffic Amnesty, the Criminal Justice Realignment Act, and Judicial Branch Contract Law for both one-time and ongoing costs.	Nov. 2011
All Phoenix environments both in the AOC Development and California Courts Technology Center (CCTC) Data Centers were successfully upgraded to the latest version of SAP software (EHP 5).	Nov. 2011
The complete Disaster Recovery Technical Recovery Plan—including network, vendor, and bank interfaces, security, and Phoenix Production data and system recovery—was successfully executed.	Nov. 2011
Product acceptance testing of the payment and disbursement interface with CCMS V4 was completed. This interface automates the recording of deposit information and requests for trust money disbursement, which will reduce trial court staff time in recording this information in the Phoenix System.	Mar. 2012
The Server Decommission and Consolidation project will remove several servers from the Phoenix environment by both consolidating functionality from multiple boxes to fewer boxes, and through an advance virtualization strategy. Projected savings for both hardware one-time expenses and ongoing costs will be realized once the project is complete.	Mar. 2012

Accomplishment	Date Completed
Phase II of the Bank Account Consolidation project was launched. Historically, the trial courts maintained separate bank accounts with Bank of America. Leveraging functionality in the Phoenix System to keep funds separated, all courts can now be part of a single Bank of America account. This transition results in significant banking fee savings for the trial courts. The conversion of operations bank accounts has already occurred. This Phase II project is to consolidate trust and distribution accounts. The current schedule has all courts converted to this new structure by the end of July 2012.	Mar. 2012
Assistance was provided to the Superior Court of Alpine County with its effort to assume administrative functions previously provided by a private certified public accounting firm. Processes are now in place at the court and within Phoenix to fully manage budgetary and financial transactions, employee timekeeping and payroll, and all associated compliance reporting.	Mar. 2012
Phoenix Business Warehouse Reporting was delivered. New summary financial reporting was developed for court users and management to help meet new fund balance reporting requirements. Annual year-end training was announced and offered to court users. The invitations for training were met with great response, and additional sessions were added to satisfy demand.	Apr. 2012
Twenty-seven courts have deployed the new Bank Account Consolidation Phase II structure, and according to the current schedule, the 15 remaining courts with trust and/or distribution accounts will be converted to this new structure by the end of July 2012.	May 2012
As of July 2, all courts were live on the new Bank Account Consolidation Phase II structure. This transition results in significant banking fee savings for the trial courts.	July 2012
The Storage Area Network (SAN) Conversion from Platinum to Nickel and Decommission of Expired Non-Production Servers projects were launched. Phoenix realized CCTC hosting expense savings as the result of two technical cost-savings initiatives. First, Phoenix spearheaded the prototype for SAN conversion of all nonproduction environments from the more expensive Platinum SAN to Nickel. This program produces savings without impacting any of the courts' production environments. The second project evaluated current nonproduction environments and proposed both consolidation and decommission impacting four Phoenix nonproduction servers providing ongoing savings and a reduction of capital asset expenses.	July 2012
The Bulk Mailing Software Program was implemented. This is a program that takes print jobs from the Phoenix System and presorts them by ZIP code. This new software and sorting process results in a reduction in postage from \$0.45 to \$0.38 per item. In the four-month period from April to August 2012, Phoenix processed approximately 104,000 pieces of mail using this software and saved the courts nearly \$7,300. There are plans to incorporate additional mail items from Phoenix over the next couple of months, increasing the presorted mail from about 20,800 pieces to about 37,300 pieces monthly.	Aug. 2012

Accomplishment	Date Completed
<p>The accounts payable module in the Phoenix System was configured to leverage an automated payment service offered by Bank of America (BOA). This payment service allows vendors to be paid via BOA's electronic payment network via commercial credit card or Automated Clearing House (ACH) instead of more costly paper check issuance. As a benefit of the Comprehensive Payment Solution program, BOA will share a portion of the credit card association fee proceeds with the courts in the form of a rebate. Once the program is fully operational, the total rebate value across all courts has been estimated at \$700,000. With recent assistance from the Kern, Orange, and Riverside superior courts, payments were successfully completed to pilot vendors. The vendor enrollment campaign has begun on a larger scale and the plan is to begin using the ePayables product to make payments to additional vendors over the next several weeks.</p>	Sept. 2012
<p>The Phoenix Grant funds structure was consolidated, reducing over 50 individual grant funds (38 of which are active) to 5 grant funds (AOC, federal, state, local, private). This streamlines processing and reporting on grant-related transactions for court and AOC users of the Phoenix System.</p>	Sept. 2012
<p>The Phoenix Program was recently awarded SAP's Customer Center of Expertise (COE) Primary certificate. This was the result of a successful certification audit conducted by SAP, assuring that all obligatory functions performed by the program's COE met or exceeded industry standards.</p>	Sept. 2012
<p>The Phoenix System was configured to allow for mail time on checks processed, providing the courts the ability to take advantage of discounts offered by vendors for timely payment.</p>	Nov. 2012
<p>Orange Superior Court Bulk Purchase Order Interface project, successfully implemented for the court, enables the automated submittal of bulk purchase order data from its local case management system for posting to the Phoenix Financial application.</p>	Nov. 2012
<p>The Phoenix 2012 Disaster Recovery exercise was completed successfully and encompassed a full system recovery.</p>	Dec. 2012
<p>Migration of 35+ Phoenix System interfaces to Axway FTP Services: Efforts began to migrate all current Phoenix System interfaces to an upgraded file transfer service for all participating courts and vendor providers.</p>	Jan. 2013
<p>Migration of all Phoenix back-end systems to Linux: The proof of concept for the migration from Solaris to Linux operating systems in the development environment is complete. Planning for implementation in all of the CCTC environments is underway. This two-phase project platform transition will save the Phoenix Program in one-time and ongoing expenses with no impacts to performance or operations and maintenance.</p>	Jan. 2013
<p>Judicial Branch Contracting Law (JBCL) Report: Per Senate Bill 78, the Legislature requires the biannual submission of the JBCL report. The JBCL report contains all payments and contracts from the 58 trial courts for the reporting period of June 2012 through December 2012. For the first time, this very large and comprehensive report was generated by the Phoenix System, freeing the courts from the responsibility of individually preparing and submitting separate financial reports.</p>	Jan. 2013

Accomplishment	Date Completed
<p>Replacement of Phoenix Encryption Services: Phoenix uses encryption services to encrypt data from the courts' desktops to the CCTC to ensure that sensitive data is protected. This replacement would have been necessary under any circumstance because the existing encryption tool for Phoenix would no longer have had support after November 2013. The technical team completed evaluation and selection of a new encryption service and began initial implementation in the development environments. The project began CCTC implementation in the spring 2013 quarter with court desktop changes beginning in the March 2013 time frame.</p>	Mar. 2013
<p>Worked with Superior Court of Alameda County staff to transition an interest-bearing trust to Phoenix. The court began depositing to and disbursing from the interest-bearing trust through the Phoenix System on April 5, 2013.</p>	Apr. 2013
<p>Worked with Superior Court of Riverside County staff to provide accounting for an interface that brought over the court's bail trust so the court could begin depositing to and disbursing from the bail trust through the Phoenix System.</p>	Apr. 2013
<p>The new encryption tool, NetWeaver Single Sign-On, was implemented. This implementation was complex, as it required customization to the Phoenix System's current infrastructure and updates to the desktops of the end users.</p>	July 2013
<p>A new Business Warehouse report has been created in the Procurement Module named the Multi-Year Contract Report. This report differentiates between contracts for a single fiscal year and contracts that span multiple fiscal years. Its purpose is to assist the courts in tracking contract activity for blanket and contract purchase orders by pulling information from data fields used in the JBCL report and other relevant fields in the system.</p>	Aug. 2013
<p>The final phase of the Comprehensive Payment Solution campaign was concluded. The Paymode and e-Payables payment processing programs were implemented and began to generate associated quarterly rebates for the trial courts.</p>	Aug. 2013
<p>Phoenix System Audit: All requested data and documentation have been forwarded to the Bureau of State Audits as requested and are currently under review. The focus of the audit is to ensure that the Phoenix System possesses the proper level of checks and balances for all processes.</p>	Aug. 2013
<p>Staff implemented several system changes to the Phoenix System Purchase Order functionality to streamline Judicial Branch Contract Law reporting.</p>	Sept. 2013
<p>The Trial Court Administrative Services Office, in collaboration with the Information Technology Services Office, has created case management systems (CMS) integration standards that describe how CMSs should interface with the Phoenix Financial System. These standards are being distributed to courts for use in the development of their technology vendor contracts.</p>	Sept. 2013
<p>The Trial Court Administrative Services Office and the Information Technology Services Office worked with the Bureau of State Audits (BSA) as they audited Phoenix System security and controls. A significant portion of this effort is to develop a business and technical solution to allow the BSA auditors access to all data in the Phoenix System. The teams successfully implemented a judicial branch-licensed tool that connects ACL Audit Software (used by BSA as well as the AOC Internal Audit Services Office) to the Phoenix SAP database to assist the auditors with the extraction of the data necessary to complete their review by December 2013.</p>	Sept. 2013

Accomplishment	Date Completed
<p>The Trial Court Administrative Services Office and the Information Technology Services Office are working on the migration of all Phoenix back-end systems to Linux. As part of the cost-saving effort and hardware upgrade, Phoenix is moving from a Solaris/SPARC to a Linux/x86 platform. The Proof of Concept (POC) for the migration from Solaris/SPARC to Linux/x86 in the Sandbox and Development environment is complete. Planning for implementation for all Phoenix CCTC environments is underway. This two-phase platform transition will save the Phoenix Program one-time and ongoing expenses, with no impacts on performance, operations, or maintenance. This project is expected to go live in the first half of 2014.</p>	Oct. 2013
<p>The technical development effort for the new Superior Court of Riverside County trust account interfaces is complete. The court is currently completing file modifications and will go live once the development is finalized. The interfaces are in the production stage.</p>	Oct. 2013
<p>Reporting of Contract and Payment Data: The Phoenix Purchasing Support Unit provided training and one-on-one support to the superior courts in preparing the contract data portion of the required Judicial Branch Contracting Law semiannual report to the Legislature for the period January 1–June 30, 2014. This report is based on data generated from the Phoenix Financial System.</p>	June 2014
<p>Budget Period: The Trial Court Administrative Services Office implemented a new “Budget Period” feature to meet the requirement of tracking the year of encumbrance for trial court procurement. As of July 2015, this feature allows for the entry of an initial year on every contract, so that budget to actual reporting is possible for the new three-year encumbrance period for trial court contracts. At the end of the third year of encumbrance for a contract, the remaining encumbrance is returned to the Fund Balance and is subject to the 1% Fund Balance cap calculation.</p>	July 2015
<p>System Upgrade: In December 2015, the Trial Court Administrative Services Office completed a statewide “upgrade” of the Phoenix SAP. This was a significant, six-month-long effort that was successfully accomplished with literally no issues. The upgrade was mostly technical in nature, to the most current “Enhancement Pack” (EhP7), offered by SAP. The Phoenix SAP system is now positioned to support the most current user experience functionality offered by SAP. This user experience functionality is being investigated for roll-out to all 58 courts in the coming years.</p>	Dec. 2015
<p>Case Management Integration: The first pilot of a standard Case Management Integration was deployed to the Superior Court of Orange County. Orange has implemented the Tyler Odyssey Case Management System for Juvenile and Family Court services, and deposit and disbursement details are interfaced with the Phoenix Public Sector Collections and Disbursement (PSCD) module for tracking trust fund balances at the case and business partner level for calculation of interest and reconciliation with the bank.</p>	Dec. 2015

Accomplishment	Date Completed
<p>Technical Cost Savings Measures</p> <p>Apache Migration: The Phoenix application servers for the four system environments at the CCTC (Production, Staging, Test, and Training) were migrated from more expensive Solaris hardware to a more consolidated and virtualized Linux environment, resulting in a reduction in Phoenix long-term hosting costs.</p> <p>CCTC Backup: The backup frequency of all environments was modified, resulting in reduced ongoing storage expenses.</p>	Apr. 2016
<p>Oracle Upgrade: A required maintenance upgrade was completed for the Oracle operating system (from version 11g to version 12c).</p>	June 2016
<p>According to Budget Change Request 0250-002-BCP-BR-2016-GB, state operations costs for the completed Phoenix Financial System utilized by all 58 trial courts was shifted to General Fund support.</p>	July 2016
<p>Phoenix Roadmap Update: A statewide stakeholder survey and Design-to-Value workshop were conducted with judicial branch subject matter experts. This input was used to update the Phoenix functional roadmap and five-year technical plan, resulting in a budget change proposal for future improvements tentatively scheduled to begin in fiscal year 2018–19.</p>	Nov. 2016
<p>Interface Development: Several key interfaces for trust accounting, Alternative Defense Billing, and enhanced reporting in local court reporting solutions were delivered, supporting courts across the state.</p>	Dec. 2016
<p>Axway Migration: Completed the migration of 90+ trial court interfaces, including those to multiple retirement vendors and financial institutions, from the TIBCO integrated services backbone to Axway. The result of this effort is an ongoing reduction in maintenance cost and resource hours, and future interface time to deployment requirement is reduced by approximately 60%.</p>	Dec. 2016
<p>Published the eighth edition of the <i>Trial Court Financial Policies and Procedures Manual</i>. The manual was developed to establish the financial and accounting policies of California’s 58 trial courts.</p>	Dec. 2016

4.0 Fiscal Summary

Attached is a fiscal summary of the project, as produced for the final year of the reporting requirement.

**Phoenix Human Resources and Financial Services Revenue and Expenses
Through FY 2017–2018 (Estimated for FY 2016–2017 and FY 2017–2018)¹**

FUND SOURCES											Subtotal, FY 2000-01
Fund Allocations	FY 2000–01	FY 2001–02	FY 2002–03	FY 2003–04	FY 2004–05	FY 2005–06	FY 2006–07	FY 2007–08¹	FY 2008–09		through FY 2008-09
General Fund	\$ 109,256	\$ 639,450	\$ 1,774,488	\$ 5,646,640	\$ 2,594,877	\$ 3,590,099	\$ 2,344,864	\$ 3,461,267	\$ 2,561,627	\$	22,722,569
Modernization Fund	116,865	1,618,242	2,436,594	600,582	4,135,487	2,735,201	23,169	4,124,284	2,944,504		18,734,927
Trial Court Improvement Fund	-	-	1,275,000	2,142,479	780,730	2,589,879	8,575,439	23,336,617	10,584,036		49,284,180
State Trial Court Improvement and Modernization Fund	-	-	-	-	-	-	-	-	-		-
Trial Court Trust Fund	-	-	-	-	-	1,309,669	-	5,243,157	12,208,194		18,761,020
Trial Court Reimbursements (state expenses reimbursed by courts)	-	-	-	-	1,869,815	1,686,716	4,790,112	7,135,877	8,556,019		24,038,539
Trial Court Expenditures (court expenses not reimbursed by state)	-	-	-	-	-	-	-	-	-		-
TOTAL FUNDING	\$ 226,121	\$ 2,257,692	\$ 5,486,082	\$ 8,389,701	\$ 9,380,909	\$ 11,911,564	\$ 15,733,584	\$ 43,301,202	\$ 36,854,380	\$	133,541,235
EXPENDITURES											
AOC Administration and M&O Staff	\$ 15,656	\$ 419,021	\$ 862,808	\$ 991,617	\$ 1,028,140	\$ 3,090,099	\$ 1,844,864	\$ 4,093,350	\$ 3,676,747	\$	16,022,303
AOC ISD ERP/User Technical Support Staff	93,600	112,320	219,030	500,000	465,000	659,448	1,005,332	1,277,744	1,917,234		6,249,708
AOC Shared Services Center Staff	-	108,109	692,650	971,159	2,513,953	2,658,866	4,711,244	7,385,649	8,307,925		27,349,554
AOC AUPR/Internal Audit Staff	-	-	-	94,000	100,000	150,000	-	-	-		344,000
Subtotal, AOC Staff	\$ 109,256	\$ 639,450	\$ 1,774,488	\$ 2,556,776	\$ 4,107,093	\$ 6,558,413	\$ 7,561,440	\$ 12,756,743	\$ 13,901,906	\$	49,965,565
Trial Court Hardware & Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-
Trial Court Consultants	-	-	-	-	-	-	-	-	-		-
Trial Court Staff	-	-	-	-	-	-	-	-	-		-
AOC Consultants	116,865	1,457,694	3,447,332	5,281,042	3,336,486	3,834,805	7,628,894	26,300,099	20,759,538	\$	72,162,755
SAP licenses, hardware, maintenance, tech center support, and end-user training, fees	-	160,548	264,262	551,883	1,937,330	1,518,346	543,250	4,244,360	2,192,935		11,412,915
TOTAL EXPENDITURES	\$ 226,121	\$ 2,257,692	\$ 5,486,082	\$ 8,389,701	\$ 9,380,909	\$ 11,911,564	\$ 15,733,584	\$ 43,301,202	\$ 36,854,380	\$	133,541,235

¹ Expenditures and funding prior to FY 2007-2008 reflect Phoenix Financial System (CARS) costs solely.

² Fund source and amount is subject to modification.

**Phoenix Human Resources and Financial Services Revenue and Expenses
Through FY 2017–2018 (Estimated for FY 2016–2017 and FY 2017–2018)¹**

FUND SOURCES	Subtotal, FY 2000-01 through FY 2008-09	FY 2009–10	FY 2010–11	FY 2011–12	FY 2012–13	FY 2013–14	FY 2014–15	FY 2015–16	Estimated FY 2016–17²	Estimated FY 2017-18²	Total
Fund Allocations											
General Fund	\$ 22,722,569	\$ 8,959,484	\$ 5,869,241	\$ 5,424,287	\$ 4,796,330	\$ 4,647,279	\$ 4,782,857	\$ 4,908,302	\$ 11,900,810	\$ 14,187,969	\$ 88,199,129
Modernization Fund	18,734,927	-	530,000	755,540	-	-	-	-	-	-	20,020,467
Trial Court Improvement Fund	49,284,180	10,841,032	7,201,205	5,649,881	-	-	-	-	-	-	72,976,298
State Trial Court Improvement and Modernization Fund	-	-	-	-	11,795,605	10,662,404	10,356,831	11,366,712	3,974,200	3,299,784	51,455,535
Trial Court Trust Fund	18,761,020	4,657,863	-	-	2,408	4,787	5,545	845	-	-	23,432,468
Trial Court Reimbursements (state expenses reimbursed by courts)	24,038,539	8,224,564	7,760,749	7,369,889	1,139,046	1,238,453	1,300,201	1,492,491	1,585,676	1,573,237	55,722,844
Trial Court Expenditures (court expenses not reimbursed by state)	-	-	48,665	30,108	18,349	15,055	14,064	14,857	-	-	141,098
TOTAL FUNDING	\$ 133,541,235	\$ 32,682,943	\$ 21,409,861	\$ 19,229,704	\$ 17,751,738	\$ 16,567,977	\$ 16,459,498	\$ 17,783,207	\$ 17,460,686	\$ 19,060,990	\$ 311,947,839
EXPENDITURES											
AOC Administration and M&O Staff	\$ 16,022,303	\$ 3,791,453	\$ 2,998,085	\$ 3,364,943	\$ 2,711,094	\$ 2,777,025	\$ 2,929,136	\$ 3,047,659	\$ 3,649,221	\$ 3,981,764	\$ 45,272,682
AOC ISD ERP/User Technical Support Staff	6,249,708	1,598,003	1,568,485	1,520,013	1,361,037	1,629,563	1,893,455	1,754,773	1,953,532	2,255,301	21,783,868
AOC Shared Services Center Staff	27,349,554	8,224,563	7,760,749	7,369,889	7,445,824	7,619,307	7,757,486	8,128,159	6,206,206	7,874,267	95,736,004
AOC AUPR/Internal Audit Staff	344,000	-	-	-	-	-	-	-	-	-	344,000
Subtotal, AOC Staff	\$ 49,965,565	\$ 13,614,019	\$ 12,327,319	\$ 12,254,844	\$ 11,517,955	\$ 12,025,894	\$ 12,580,077	\$ 12,930,590	\$ 11,808,959	\$ 14,111,332	\$ 163,136,555
Trial Court Hardware & Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Trial Court Consultants	\$ -	\$ -	\$ 12,506	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,506
Trial Court Staff	\$ -	\$ -	\$ 36,159	\$ 30,108	\$ 18,349	\$ 15,055	\$ 14,064	\$ 14,857	\$ -	\$ -	\$ 128,592
AOC Consultants	\$ 72,162,755	\$ 17,269,614	\$ 4,020,239	\$ 4,308,354	\$ 1,459,701	\$ 1,641,342	\$ 1,791,908	\$ 1,625,680	\$ 1,730,109	\$ 1,474,560	\$ 107,484,261
SAP licenses, hardware, maintenance, tech center support, and end-user training, fees	11,412,915	1,799,310	5,013,637	2,636,398	4,755,733	2,885,685	2,073,449	3,212,080	3,921,618	3,475,098	41,185,924
TOTAL EXPENDITURES	\$ 133,541,235	\$ 32,682,943	\$ 21,409,860	\$ 19,229,704	\$ 17,751,738	\$ 16,567,977	\$ 16,459,498	\$ 17,783,207	\$ 17,460,686	\$ 19,060,990	\$ 311,947,838

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¹ Expenditures and funding prior to FY 2007-2008 reflect Phoenix Financial System (CARS) costs solely.

² Fund source and amount is subject to modification.