

**SUPERIOR COURT OF CALIFORNIA COUNTY OF CONTRA COSTA**

Date Submitted June 2, 2002 Contact Name and Phone Clarice Bush, 925-\_\_\_-\_\_\_\_\_.

**Introduction**

This Action Plan is the product of the Contra Costa Superior Court. A committee made up of court and community members and a planning consultant assisted the Court in the development of this action plan. (See Attachment 1 for the Committee Membership.) The Court wishes to acknowledge the contribution of all who helped in the development of this Action Plan and looks forward to continuing its collaboration with the community in fully achieving the desired results, namely to “*improve information and resources available to self-represented litigants*”<sup>1</sup>.

The population of Contra Costa County continues to rise. The current total population of the County served by the court is 948,816, which is an increase of 15 percent over the last decade.<sup>2</sup> Contra Costa County is projected to gain another 81,800 households between 2000 and 2020. Based on available caseload data, it appears that the numbers of cases in all court locations in which self-represented litigants appear will also continue to rise. It is probable that growth in judicial positions will not keep pace with the increase in caseload. Therefore, it is imperative that the court does everything it can, through the use of technology and other person-to-person services, to provide information to and educate the public about dispute resolution and the role and operation of the courts. Efficiencies that will result from these efforts will support the court in maximizing the use of its judicial resources in serving increasing numbers of people.

*Table 1 – Self-Represented Litigant Caseload*

<b>Category of Filings</b>	<b>Actual 1995</b>	<b>Est. 2010</b>
Superior Court Adult	25,577	29,764
Superior Court Juvenile	29,441	34,258
Richmond Branch Superior Court	54,894	56,515
Pittsburg Branch Superior Court	36,447	56,609
Concord Branch Superior Court	42,516	46,684
Walnut Creek Branch Superior Ct.	44,685	46,637
<b>Totals</b>	<b>233,540</b>	<b>270,467</b>

*1. Statement of need*

In addition to the overall increase in population served and caseload, the numbers of individuals using the courts without being represented by an attorney also continues to rise at an even faster rate. From anecdotal observation, the court believes that the rising numbers of self-represented litigants means that increasing numbers of people need assistance from the court because they don’t understand how to follow court procedures or they are unable to easily access court information. It is believed that these limitations often slow the proceedings and cause delays in the dispensation of justice. Most of the litigants who represent themselves appear in Family Law matters, which raises the

<sup>1</sup> 2001 Strategic Plan

<sup>2</sup> U.S. Census Bureau, State and County *Quick Facts*.

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question of how well the justice and other human services systems are serving the foundation of our communities.

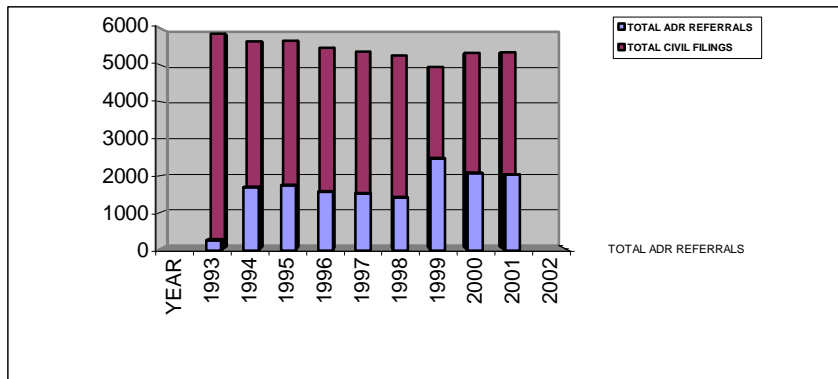
*Table 2 – Self Represented Litigant Caseload - By Case Type*

	<u>Prob/Guard</u>	<u>Civil</u>	<u>Family Law</u>	<u>Juvenile</u>	<u>TOTALS</u>
1990	658	225	388	1407	2679
1991	226	317	694	1153	2390
1992	209	285	368	1128	2418
1993	233	214	449	910	2258
1994	246	211	550	836	2077
1995	293	255	656	858	2570
1996	279	268	792	717	2435
1997	346	347	998	806	2737
1998	413	1496	2671	910	5709
1999	375	2635	5069	613	9089
2000	515	2159	5019	601	8747
2001	524	1902	5015	634	8465

A recent survey (*Attachment A*) of unmet and underserved legal needs in Contra Costa County shows that self-represented litigants with family law, child custody and visitation, civil, and probate/guardianship cases cannot find the information and assistance they need. The court recognizes that the quality and timeliness of dispute resolution directly impacts public opinion, and that to be a relevant, stabilizing entity, the judicial branch must be responsive to emerging issues, trends and changes within our communities. Through this Action Plan, the court will foster the public’s respect, trust, and confidence in the judicial system by engaging programs and practices, which resolve disputes expeditiously and economically for all – including self-represented litigants.

One way the courts have sought to address the needs of self-represented litigants is to encourage the use of alternative dispute resolution methods, such as arbitration, mediation, and early neutral evaluation. ADR is making an impact now, but can do more.

*Table3 – Increasing Use of ADR*



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As part of implementing its Self-Represented Litigant Pilot Court Project efforts, the court will use technology to identify and collect information that it cannot now obtain through its current systems. This will enable the court to better determine the impact of self-represented litigants on court operations and on the quality of service provided to the public. With an emphasis on technological solutions, in combination with the other elements of this Action Plan, the Court is committed to providing fair and accessible justice to all the people of Contra Costa County.

**2. Program Areas:** To best address the needs of Self-Represented Litigants in Contra Costa County, the court with the assistance of its Action Planning Committee, has identified the following areas for action. Because of its emphasis on access, implicit in each of these action arenas is the notion of language access, which will be a core element in each of the efforts to address the needs of self-represented litigants. The five Action Arenas in the court's plan are:

1. Court Access and Customer Relations
2. Technology and Forms
3. Self-Help Resources
4. Community Outreach and Education
5. Case Management

Each of these Action Arenas is described in more detail in Section 3, below.

**3. Program Action Plans:**

**3.a.1. Program Description: COURT ACCESS AND CUSTOMER RELATIONS**

**Population To Be Served:** Everybody without an attorney. Target communities include those with remote proximities to court locations and those with limited access to court services and programs,

**Types of Services To Be Offered:** Some of the types of services that may be offered include:

- Transportation to and from court;
- Mobile services to outlying courts, including court hearings, assistance with forms, processing and filing, family court and facilitator services, self-help resource center, self-help classes and workshops (DV, Family Law, Probate, Guardianship, Conservatorship and civil cases), access to computer terminals;
- Location maps at all court locations;
- Expanded and alternate court hours (operations and courtrooms);
- Comprehensive customer service and fairness training program;
- Children's waiting room/on-site child care;
- Planned work areas for preparation and completion of court business, equipped with adequate resources, such as chairs, tables, kiosks, informational materials, personnel (for assistance);
- A self-represented litigant coordinator/facilitator position is created to oversee activities and programs;
- Written information on interpreter services, and on-site interpreter services if feasible;
- Develop a mechanism for public feedback on court service and programs and ensure follow-up/follow-through with coordinator/facilitator position;
- At each court location, provide computer access in court (ADA access to microfiche) and other equipment to ensure that in court users have access to the same information as remote users; and
- Engage an IT Consultant to create interface between "Access" and ICMS to enable more ready access to data.

**Location of Where Services Will Be Delivered.** Court House locations; other community locations; public and campus libraries, business centers throughout the county, senior centers or other club centers in the county, school and college campuses.

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**3.b.1. Program Partners:** Potential community partners that may participate in efforts to ensure access to court information are:

- Contra Costa County Bar Association
- STAND
- Prison Law Office
- County Senior Communities
- Contra Costa Senior Legal Services
- JFK Law School
- Department of Child Support Services
- Contra Costa County Public Defender/Alternate Defender's Office
- Local Police Agencies
- Contra Costa County Social Services
- Bay Area Legal Aid
- Friends Outside
- La Raza Centro Legal
- Contra Costa Board of Education
- Community College District
- St. Mary's College
- Contra Costa County District Attorney
- Contra Costa County Sheriff
- City Departments/Governments

**3.c.1. Program Plan: COURT ACCESS AND CUSTOMER RELATIONS**

<i>Task</i>	<i>Deadline</i>	<i>Person/Org Responsible</i>
Research self represented litigant resources already available which can be replicated/duplicated	2002 (6-12- mo)	Court
Locate spaces: for mobile services; children's waiting rooms; resource centers; court work areas	2002 (12-18 mo.)	Commissioner Lowell Richards
Plan and configure space: furniture and furnishings, computers, printers, copy machines, other resources	2002 (6 mos)	Facilities
Procure resources	2003 (2 weeks)	Fiscal/Facilities
Designate committee to examine and look at the viability of alternate/expanded hours of operations	2002 (3-6 mo.)	Commissioner Lowell Richards
Identify existing customer service training programs	2002 (3-6 mo.)	Training Coordinator/HR

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**3.c.1. Program Plan:(cont'd) COURT ACCESS AND CUSTOMER RELATIONS**

<i>Task</i>	<i>Deadline</i>	<i>Person/Org Responsible</i>
Tailor a program on customer service and fairness training for the Court	2003	Training Coordinator/HR
Implement customer service and training program	2003	Training Coordinator/HR
Create Coordinator/Facilitator position for self-represented litigant programs	FY 2004-05	HR/Administration
ID and Assess alternate interpreter services such as those available via telephone, in-house, etc.	2002-2003	Court Interpreter Services
Develop brochure on court services and programs; include information about interpreter services.	2002-2003	Court
Develop customer "Comments Card"	2002-2003	Court
Implement use of customer "Comments Card" at all court location and for all units and programs	2003	Court

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**3.a.2. Program Description: TECHNOLOGY AND FORMS**

**Population To Be Served.** Parties representing themselves or who need information in the following areas: family law; probate, including guardianships and conservatorships; civil, both limited and unlimited jurisdiction; small claims; criminal, traffic and juvenile. Noted population targets include, but are not limited, mono- and bilingual, incarcerated, no- or low-literacy, and other populations whose access to the courts is limited.

**Types of Services To Be Offered.**

- Expand use of Court’s Website to provide information and assistance to self-represented litigants.
- Develop flow charts for each case type.
- Interactive computer/Internet assistance to self-represented litigants, such as:
  - I-CAN service center (Orange County) interactive assistance to complete legal forms in all case types (such as San Mateo County’s web service);
  - Interactive information regarding process and case flow (flowcharts);
  - How to participate in court proceedings;
  - Information on court decorum;
  - Links to other web resources;
  - Access to legal forms;
  - Information on classes and workshops conducted at court locations and elsewhere in the community;
  - Information re self-help libraries and resource centers in the courts and in the community;
  - Information re self-help videos available for various case types and situations;
  - On-line information re self-help booklets, court locations and hours of operation;
- Evaluate need for colored local forms.
- Evaluate and modify local rules to assist self-represented litigants, if possible.

**Location of Where Services Will Be Delivered**

Court House locations; other community locations; public and campus libraries

**3.b.2. Program Partners:** Potential community partners that may participate in efforts to effectively use technology and make forms accessible are:

- |  |   |
|--|---|
| • Contra Costa County Bar Association  | • Bay Area Legal Aid                    |
| • STAND                                | • Friends Outside                       |
| • Prison Law Office                    | • La Raza Centro Legal                  |
| • Contra Costa Senior Legal Services   | • Community College District            |
| • JFK Law School                       | • St. Mary’s College                    |
| • Department of Child Support Services | • Contra Costa County District Attorney |

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- Contra Costa County Public  
Defender



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**3.c.2. Program Plan: TECHNOLOGY AND FORMS**

<i>Task</i>	<i>Deadline</i>	<i>Person/Org Responsible</i>
Hire web designer or other technology consultant	45 days after funding	Court
Develop plan re desired locations for computer banks	August 31, 2002	Court (in collaboration with IT, Facilities, SC Advisor, Ct. Admins, FCS Director, FL Facilitator, Bar Association, Bay Area Legal Aid, STAND, Prison Law Office, Contra Costa Senior Legal Services, Community College District, JFK Law School, St. Mary's College)
Evaluate and explore self-represented kiosks and technology offerings implemented at other courts and available through various vendors; determine best solution for Contra Costa Superior Court	September 30, 2002	Court
Determine hardware and software needs, hardware configuration	October 31, 2002	Web designer/consultant, Court Information Technology
Develop scripts, forms, flow charts for each case type and determine implementation for strategy.	November 30, 2002	Web designer/consultant and Court (in collaboration with partners)
Complete system design and configuration; finalize resource locations	January 15, 2003	Web designer/consultant

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**3.c.2. Program Plan: TECHNOLOGY AND FORMS (cont'd)**

<i>Task</i>	<i>Deadline</i>	<i>Person/Org Responsible</i>
Develop marketing strategy, including printed materials, brochures, community meetings, use of CCTV, press releases.	February 28, 2003	Court and partners
Procure hardware and software, contract for services	January 31, 2003	Court
Install system	March 15, 2003	Court/Private vendor
Test system features/functionality	April 15, 2003	Court
Implement web/internet self-represented litigant center	May 31, 2003	Court and partners
Review the use of local rules of court and mandated colored court forms to assist self-represented litigants; revise local court rules as necessary	September 31, 2002	Court (Rules Committee, Bar Association members, others as needed)

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**3.a.3. Program Description: SELF-HELP RESOURCES.**

**Population To Be Served.** Parties representing themselves or who need information in the following areas: family law; probate, including guardianships and conservatorships; civil, both limited and unlimited jurisdiction; small claims; criminal and juvenile.

**Types of Services To Be Offered.** Self-help centers in each courthouse; classes and workshops, both in the courts and in the community; self-help libraries and resource centers in the courts and in the community; self-help videos; self-help booklets; extended hours for workshops and classes; videoconferencing for classes and workshops; mobile self-help assistance center; virtual self-help center (delivery of expert information and assistance via the Internet, computer applications, and real-time videoconference workshops for litigants with DV; Family Law; Guardianship; Conservatorship; Civil cases. May be used to conduct mediation at a distance)

**Location of Where Services Will Be Delivered.** Each court house; county and law libraries; community colleges, high schools and adult education centers; jails; Contra Costa Bar Association office; Department of Child Support Services

**3.b.3. Program Partners:** Potential community partners that may participate in efforts to provide self-help resources are:

• Bench	• Court Purchasing and Fiscal Units
• Court clerks and legal techs (all depts.)	• Contra Costa County Bar Association
• Family Law Facilitator	• Family Court Services
• Small Claims Dept.	• ADR Dept.
• AOC/ Judicial Council	• Court grant coordinator
• STAND	• Bay Area Legal Aid
• The Hawkins Center	• Families First
• Prison Law Office	• Friends Outside
• Disability Rights Education and Defense Fund	• California Center for Law and the Deaf
• National Center for Youth Law	• Legal Services for Children
• Contra Costa Senior Legal Services	• La Raza Centro Legal
• Community College District	• Contra Costa TV
• JFK Law School	• County School Districts
• Department of Child Support Services	• St. Mary’s College
• Contra Costa County District Attorney	• Community organizations (Elks; Moose, etc.)
• Contra Costa County Public Defender	• Court Facilities and Systems Managers

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**3.c.3. Program Plan: SELF-HELP RESOURCES**

<i>Task</i>	<i>Deadline</i>	<i>Person/Org Responsible</i>
Locate spaces	2002 (12-18 mo.)	Court in collaboration with Local Bar, JFK Law School, Paralegal Schools, DCSS; community college, libraries and adult ed facilities
Recruit staff	2002 (3-6 mo.)	Court; CCCBA; Bay Area Legal Aid; STAND
Recruit volunteers	2002 (6-9 mo.)	CCCBA; STAND; Court
Obtain furnishings (tables, chairs, bookshelves, etc.)	2002 (6-9 mo.)	Court Facilities Manager; Court Fiscal Unit; Court Purchasing
Identify and/or create materials, forms, flowcharts, videos	2003 (1-12 mo.)	Bench; CCCBA; Family Court Services; Family Law Facilitator; AOC; JFK Law School; DCSS; Legal techs and clerks
Determine necessary technology (i.e., computers/video/TVs-etc.) copy machines	2004 (1-9 mo.)	Court Systems Manager and technical staff
Publicize self-help centers In newspapers, TV, radio	2004 (3 mo.)	CCTV; Contra Costa Times; West County Times; Recorder; Daily Journal; SF Chronicle; major TV stations
Self-help centers open at every branch and conducting workshops; law and county library resource centers completed; classes and workshops held in conjunction with community college, school district, adult ed	2004 (3 mo.)	Bench; CCCBA; legal techs and clerks; FLF; FCS; Systems and techs
Mobile self-help center serving outlying areas and jails	2004 (3 mo.)	Legal techs and clerks; FLF; DCSS

**3.a.4. Program Description: COMMUNITY OUTREACH AND EDUCATION.**

**Population To Be Served.** People in the community who need information or access to the court in order to effectively represent themselves.

**Types of Services To Be Offered.** A comprehensive community outreach program focusing on SRL issues. “Town meetings” in various community venues to assess the legal needs of the community. Outreach and education programs developed in connection with school districts, community colleges and other community resources.

**Location of Where Services Will Be Delivered.** Services will be delivered in all courts, community colleges, high school and adult education centers, law libraries, Contra Costa Bar Association (CCCBA) facilities, and other community centers (recreation centers; Senior Centers, Elks; Moose, etc.). TV and radio will be used to get the word out about outreach and educational activities.

**3.b.4. Program Partners:**

- Bench
- CCC Bar Association, including CCCBA public relations consultants
- Community colleges
- Adult education facilities
- Community business organizations (Chamber of Commerce, etc.)
- Family Court Services
- Probate investigators
- Bay Area radio and television media
- West County Times
- Bar
- Private consultants who will develop research methods to assess community needs
- School districts
- Community organizations such as Elks, Moose and other fraternal organizations
- Court clerks, techs and staff
- Family Law Facilitator
- Contra Costa Times
- Contra Costa TV
-

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**3.c.4. Program Plan:**

<i>Task</i>	<i>Deadline</i>	<i>Person/Org Responsible</i>
Identify community needs through surveys, interviews at court, questionnaires, town meetings/focus groups; identify target groups and analyze and synthesize data	2002 (12 mo.)	Judges, staff, college interns, volunteers, program coordinator; consultants
Develop outreach and education schedule/calendar for resources, locations, media	2003 (12 mo)	Consultants; court staff
Staff and volunteers go into community to inform about court innovations: programs, services for SRLs, resources	2004 (9-12 mo.)	CCCBA; non-profit legal services (i.e. Legal Services for the Elderly; Bay Area Legal Aid); court staff; bench; Family Court Services; Family Law Facilitator; Probate investigators
Community outreach and education program institutionalized and cycles/ recycles itself	2004 (continuous)	Court staff Bench CCCBA Local and Bay Area media (TV; radio; print)

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**3.a.5. Program Description: CASE MANAGEMENT**

Improve case management practices by creating a rubric that will allow judges to proactively assess cases and refer for relevant ADR services before processing through court.

Population To Be Served	Types of Services To Be Offered	Location of Where Services Will Be Delivered
Litigants on civil fast track, family law (excluding child custody and visitation mediation per Family Code §3010 et seq), probate, guardianship, juvenile, conservatorship, and limited jurisdiction civil	Differential assessment of cases and assignment to one of three ADR “tracks”	Initial assessment to be done by each department once case is at issue, then seek parties’ stipulation or make recommendation for referral to appropriate ADR track
	ADR process orientation videos and brochures	Videos will be available to view onsite or at home from several court locations, the self-help center, law library, public libraries, etc. Brochures will be made available to all ADR participants.

**3.b.5. Program Partners:**

- Bench
- Court legal technicians
- Family Law Facilitator
- ADR panel members
- Juvenile Dependency mediators and Pro Tem Judges
- Court investigators and guardianship mediators
- Contra Costa County Bar
- Court clerks
- ADR Program
- Family Law Pro Tem judge panel members
- 2 Community Mediation programs funded through DRPA

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**3.c.5. Program Plan:**

<i>Task</i>	<i>Deadline</i>	<i>Person/Org Responsible</i>
Develop assessment and referral criteria and procedures to aid judges in recommending which of 3 ADR “tracks” to suggest based on the degree of complexity in each case	(months 1-3)	Bench, Bar, legal technicians, clerks, Family Law Facilitator, ADR, ADR panelists
Develop information/ orientation/resource manuals, materials and case tracking, forms, staff, methods	(months 3-12)	
Select training consultants, conduct 2 Train-the-Trainer’s sessions, then contract for 35 workshops of 20-25 participants each	(months 8-12)	
Train judges and court personnel on concept and procedures and timelines	(months 12-15)	
Train neutrals for various panels/issues	(months 12-15)	
Train/orient bar and support professionals – outreach to community groups	(months 12-15)	
Select and process initial cases from each calendar	(months 18-36)	
Assess/modify implementation	(months 24-36)	
Expand, monitor, continuing quality improvement (CQI)	(months 36-48)	



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**3.d. Existing Resources That Will Be Used: Court and community resources that may be used to support this project include:**

- Court judicial officers and staff time including Family Law Facilitator's Office and Family Court Services; court clerks and technicians; Family Law Facilitator; Family Court Services; Probate investigators
- Court facilities;
- STAND and other non-profit agencies;
- Community college, public and educational libraries,
- AOC/ Judicial Council (publications, videos and other resources);
- DCSS, attorneys and staff;
- Prison Law Office;
- Contra Costa County Bar Association;
- Contra Costa County Law Library;
- publications from National Center for Youth Law;
- community college facilities; school district facilities;
- legal non-profit groups;
- For case management action arena: ADR panel (@ 650 panel members); Family Law Pro Tem judge panel (@70 panel members); Juvenile dependency mediation panel (@5 panel members); Juvenile Law Pro Tem judge panel (? panel members); Conflict Resolution Panels of Contra Costa, California Community Dispute Services; CCC Bar Association – Family Law mediator panel (? panel members); Court Investigators/Guardianship Mediators (6 panel members)

**3.e. Additional Resources Needed**

- Space for children's waiting rooms;
- Equipment including computer hardware and software, video-conferencing, kiosks, printers copy machines, etc.;
- Work areas to locate self-help resources;
- Space for community-based self-represented litigant resource areas such as community colleges, public and educational libraries, county business centers, community locations as determined;
- Staff training;
- Marketing publications;
- Interpreter services;
- Educational resources available through the Judicial Council/AOC, other courts or developed internally;
- Training for attorney staff, legal clerks and legal techs;
- Hiring of 3-4 part-time employees to staff help centers; county cars/trucks for mobile assistance center;
- Increased pro bono hours from Bar;
- Cost for producing publications including videos;
- Mobile unit (estimate \$143,000 Fresno Co. figures);
- Cost of surveys
- Entertainment costs for open houses and town meetings

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- For Case Management Action Arena
  - Judge, panel member, staff training manuals
  - Party/attorney orientation materials
  - 2-Train the trainer sessions – materials costs @ \$250
  - 35 Training sessions for up to 25 participants each @ \$500 each
  - Mailings estimated at \$1.50 each (printing and postage) to approximately 1,000 recipients @\$1,500
  - Production and translation (1<sup>st</sup> translation will be into Spanish) of 5 video/brochure products @ \$20,000 each - \$100,000
  - 1FTE Paralegal/Legal Tech coordinator \$71,296
  - .5 FTE administrative support \$35,648

Look into the possibility of obtaining grants from the private sector for funding

3.f. **Evaluation:** To effectively evaluate the broad scope of this project, the Court will undertake a comprehensive project evaluation effort that will surveys and other data gathering tools to determine program effectiveness including elements such as the following:

- Number of resource users (monitoring trends in usage);
- Customer feedback/satisfaction (measured through surveys);
- Effectiveness of self-represented litigants during court proceedings (based on judicial observations).
- Number of system users;
- System-generated filings (initial pleadings, subsequent pleadings, judgments, writs, etc.); customer satisfaction (as measured through surveys);
- Number of traffic fines paid via Internet (following installation of this module);
- Ability of self-represented litigants' to participate productively in court proceedings (as measured by the Court's perception and through litigant surveys);

The desired outcomes the Court hopes to achieve will demonstrate the following:

- Surveys show favorable perception of Court by the community
- Attendance at self-help centers
- Better informed community making an impact on court calendars ( fewer continuances; returns to court)
- Fewer continuances due to procedural problems;
- Feedback from SLR's in terms of exit surveys by persons using services;
- Better prepared SLR's at court appearances;
- More dispo judgments processed on the first or second try;
- Fewer returns to court by SLR's (all issues dealt with on first try)
- Reduce judicial and court staff workloads through reduced court appearances

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- Reduced numbers of trials/increase numbers of settlements (measurements will vary by case type)
- Increased numbers of referrals to ADR and ADR sessions held
- Average time to judgment shortened
- Satisfaction among litigants, attorneys, judges & court staff rises
- Reduced number of times cases re-open (especially family and juvenile law cases) – assesses durability of settlement versus judgment

4. ***State Support:*** The Court suggests that the State(the Judicial Council, AOC, Legislature, Law Library Associations) can provide greatly needed support to this effort by providing:

- Funds for consultant, system hardware, software, other contract services, supplies, publications
- Use of AOC/ Judicial Council and other Courts’ publications; videos, other educational materials; trainers.
- Translation resources
- Assistance with networking to identify existing helpful materials and resources
- Assistance with legal review of materials and ADR case management rubrics

5. ***Unique Approaches:*** This project provides an opportunity for the court to expand resources to its communities in areas where services and resources are not readily available or not readily available and in a way that is equally accessible to distant and near communities. We plan to incorporate a system design that addresses the needs of other unique communities as identified in # 3 above. This project also presents the opportunity to partner with local non-profits, schools, universities, colleges to implement plan and to partner with local and Bay Area media to publicize programs. Partnership between bench, CCCBA and local and area media and educational centers. One of the most unique aspects of this Court’s project is its integration of existing and expands use of ADR as a case management tool including increasing education of average court consumer about court, procedures, ADR, and proactive judicial case management.

6. ***Sustaining the Action Plan:*** Many resources will be needed to sustain activity in implementing the Action Plan. Some of those resources include:

- Staffing for system support and maintenance and coordinator/facilitator position;
- Contractual obligations for any PSAs;
- Costs to replenish publications and update scripts, interpreter services. Increased funding from court and state and grants.
- Record keeping re: use of services in order to analyze which litigants (i.e. family law, probate) use the services the most.
- Suitable facilities, equipment and personnel

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- Ongoing working relationship with media
- Posters in all courts
- Formation of oversight committees to assess success of program (committee to include members of bench, bar and community).
- Adequate Funding
- Good statistics
- Buy-in and support from judges, bar, community, court staff
- CQI review team/committee
- Suitable space for ADR program management/coordination and ADR meeting spaces

**7. *Other Comments:***

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**Attachment 2 – Project Timeline**

<i>Timeline</i>	<i>Court Access and Customer Relations</i>	<i>Technology and Forms</i>	<i>Self-Help Resources</i>	<i>Community Outreach and Education</i>	<i>Case Management</i>
2002 (1-3 mo.)					Develop assessment and referral criteria and procedures to aid judges in recommending which of 3 ADR “tracks” to suggest based on the degree of complexity in each case (months 1-3)
2002 (3-6 mo.)	Designate committee to examine and look at the viability of alternate/ expanded hours of operations  Identify existing customer service training programs	Hire web designer or other technology consultant (45 days after funding)  Develop plan re desired locations for computer banks (8/31/02)	Recruit staff		Develop information/ orientation/ resource manuals, materials and case tracking, forms, staff, methods (months 3-12)

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<i>Timeline</i>	<i>Court Access and Customer Relations</i>	<i>Technology and Forms</i>	<i>Self-Help Resources</i>	<i>Community Outreach and Education</i>	<i>Case Management</i>
2002 (6-9 mo.)			Recruit volunteers		Select training consultants, conduct 2 Train-the-Trainer's sessions, then contract for 35 workshops of 20-25 participants each (months 8-12)
2002 (6-9 mo.)			Obtain furnishings (tables, chairs, bookshelves, etc.)		
2002 (3-6 mo.)		Evaluate and explore self-represented kiosks and technology offerings implemented at other courts and available through various vendors; determine best solution for Contra Costa Superior Court. (9/31/02)			

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<i>Timeline</i>	<i>Court Access and Customer Relations</i>	<i>Technology and Forms</i>	<i>Self-Help Resources</i>	<i>Community Outreach and Education</i>	<i>Case Management</i>
2002 (3-6 mo.)		Review the use of local rules of court and mandated colored court forms to assist self-represented litigants; revise local court rules as necessary (9/31/02)			
2002 (3-6 mo.)		Determine hardware and software needs, hardware configuration (10/31/02)			
2002 (3-6 mo.)		Develop scripts, forms, flow charts for each case type and determine implementation for strategy. (11/30/01)			
2002 (6 mos)	Plan and configure space: furniture and furnishings, computers, printers, copy machines, other resources				

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<i>Timeline</i>	<i>Court Access and Customer Relations</i>	<i>Technology and Forms</i>	<i>Self-Help Resources</i>	<i>Community Outreach and Education</i>	<i>Case Management</i>
2002 (6-12-mo)	Research self represented litigant resources already available which can be replicated/duplicated	Complete system design and configuration; finalize resource locations (1/15/03)			
2002 (6-12-mo)		Procure hardware and software, contract for services (1/31/03))			
2002 (6-12-mo)		Develop marketing strategy, including printed materials, brochures, community meetings, use of CCTV, press releases. (2/28/02)			
2002 (6-12-mo)		Install system (3/15/03)			
2002 (6-12-mo)		Test system features/ Functionality (4/15/03)			
2002 (6-12-mo)		Implement web/internet self-represented litigant center. (5/31/03)			



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<i>Timeline</i>	<i>Court Access and Customer Relations</i>	<i>Technology and Forms</i>	<i>Self-Help Resources</i>	<i>Community Outreach and Education</i>	<i>Case Management</i>
2002 (12 mo.)			Identify community needs through surveys, interviews at court, questionnaires, town meetings/focus groups; identify target groups and analyze and synthesize data		Train judges and court personnel on concept and procedures and timelines (months 12-15)
2002 (12-18 mo.)	Locate spaces: for mobile services; children's waiting rooms; resource centers; court work areas				Train neutrals for various panels/issues (months 12-15)
2002 (12-18 mo.)			Locate spaces		Train/orient bar and support professionals – outreach to community groups (months 12-15)

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<i>Timeline</i>	<i>Court Access and Customer Relations</i>	<i>Technology and Forms</i>	<i>Self-Help Resources</i>	<i>Community Outreach and Education</i>	<i>Case Management</i>
2002-2003			ID and Assess alternate interpreter services such as those available via telephone, in-house, etc.		
2002-2003			Develop brochure on court services and programs; include information about interpreter services.		
2002-2003			Develop customer "Comments Card"		
2003 (1-12 mo.)			Identify and/or create materials, forms, flowcharts, videos	Develop outreach and education schedule /calendar for resources, locations, media	
2003 (2 weeks)	Procure resources				
2003			Tailor a program on customer service and fairness training for the Court		

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2003			Implement customer service and training program		
2003			Implement use of customer "Comments Card" at all court location and for all units and programs		
2004 (3 mo.)			Publicize self-help centers in newspapers, TV, radio		Select and process initial cases from each calendar (months 18-36)
2004 (3 mo.)			Self-help centers open at every branch and conducting workshops; law and county library resource centers completed; classes and workshops held in conjunction with community college, school district, adult ed		

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2004 (1-9 mo.)			Determine necessary technology (i.e., computers/video/TVs-etc.) copy machines		
2004 (9-12 mo.)				Staff and volunteers go into community to inform about court innovations: programs, services for SRLs, resources	
2004 (continuous)				Community outreach and education program institutionalized and cycles/recycles itself	Assess/modify implementation (months 24-36)
FY 2004-05			Create Coordinator/Facilitator position for self-represented litigant programs		Expand, monitor, continuing quality improvement (CQI) (months 36-48)