

Alabama

Alabama trial courts are funded primarily by the state. Its appropriation was reduced from \$152 million in FY11 to \$138.9 million in FY12. Its FY11 appropriation had been reduced during the fiscal year. As a result, even though they will be able to maintain the same number of judges, they will need to reduce the number of staff positions and will need to reduce the amount spent on operating costs.

To respond to budget reductions, Alabama has had to lay off staff, delay filling judicial support positions and reduce the use of retired judges.

As of October 1, 2011, the Circuit Clerk's offices will be staffed at around the 45% level and AOC will be staffed at approximately the number as in 1996. There have been no merit increases in 3 years; insurance coverage and employee percentage of retirement have increased; the salary of some positions has been reduced. This has caused low morale and a feeling of being overwhelmed among officials and staff. As a result, clerk's staff will take longer to process cases and paperwork; information will not be timely entered into their case management system. The public will have a longer wait for cases to be heard and/or processed. The collection of court costs and fines going to the state general fund and to non-profit agencies as well as individuals will be delayed or reduced.

Alabama may have to close some annex court sites. After October 1, 2011, they may need to reduce operating hours in order to provide administrative time for officials and staff. The reduction in judicial education will reduce information sharing and discussion.

Alabama has for years been operating an e-filing and an electronic document management system in the civil jurisdiction. They also have implemented e-citation, e-payment of fees and fines, and videoconferencing of hearings. They have now developed the e-filing and electronic document management system for statewide application in criminal cases and will soon have juvenile jurisdiction completed.

It is only because of technology that their offices have been able to manage with the reduced staffing levels. Also, Alabama receives revenue from the sale of data and the use of e-filing and court records by attorneys. They fear that the drastic reductions in their budget will make it difficult to continue to provide updated equipment and program applications and enhancements.

In attempts to increase efficiency in the courts, Alabama has implemented enhanced caseflow management programs: they have worked to develop training and on-site assistance on good case management models including the performance of on-site evaluation and written recommendations. They have also continued to implement enhancements and new development of technology and provided on-site training in the use of these programs (which includes training to attorneys).

Alabama now has drug courts in 66 of our 67 counties and have encouraged the use of drug courts, mental health courts, veterans' courts, community corrections and court referral programs to reduce prison overcrowding and to create community alternatives. They have done training with all judges who sentence felons to help with more consistency in sentencing practices.

Alabama has formed a committee to examine legislation that would provide additional flexibility to the Supreme Court in moving judgeships from one area to another and to make their

courts a "one tier" system. Some legislators have expressed interest in these ideas. Several excellent sentencing bills were proposed last year which will hopefully be re-introduced in FY12 that will reduce prison overcrowding and enhance local alternatives.

Their budget situation has put the Alabama courts in a worse position than a year ago in that their already reduced resources are being further stretched to the breaking point. Also, the 2011 legislative session proposed a number of bills that dramatically affected all state employees. While most of these did not pass, they served to further reduce staff morale and urged many long time employees to retire. Not only are the clerk's offices left with virtually fewer than half the needed number of employees, but those remaining have less experience and more responsibilities than ever before. Since both judges and clerks offices were affected, in addition to the AOC, timeliness and easy access will not be easily met.

Alaska

The Alaska court system is primarily state funded. Alaska's state appropriation was increased from \$97.4 million in FY11 to \$103.9 million in FY12, an increase of more than 5%. As a result, they are able to increase the number of judges and staff and also the amount spent on operating expenses.

Alaska has had to impose a 30 day period before filling vacancies. With fewer staff available to perform the work, some case management processes may be delayed. Files are not sent as timely for archiving and data entry not performed as timely as desired.

Alaska has implemented e-citations, e-payment of fees and fines and videoconferencing of hearings. E-payments and e-citations have reduced clerical workload involved with manually receipting revenues and sending out citations and reminders. Videoconferencing has reduced travel costs and prisoner transport costs (for the Dept. of Public Safety).

The Alaska Court System is able to and has reallocated clerical resources based on need (filings, type of filings, community needs, etc).

The Alaska Court System continues to make enhancements to its case management system. During FY11, a major focus has been placed on piloting a case management enhancement to accommodate the entry and storage of bail conditions at the time they are imposed in the court room. This project has included development of uniform, standardized bail conditions/orders and software modifications to link dockets to electronic documents such as bail orders, charging documents and criminal judgments. When deployed, authorized external agencies will have access to this information, which may aide in the enforcement of the bail conditions of release.

The Alaska Court System received a federal grant to assist with the planning and development of a disaster recovery plan and is employing industry "best practices" in moving forward with the development of a disaster recovery solution and enhanced data backup system.

The Alaska Court System received funding in FY12 to add two new superior court judges to the Anchorage court. This additional resource should help move cases more expeditiously. In FY12, the court system also received capital funding to begin plans to implement e-filing and an electronic document management system.

Arizona

The Arizona court system is primarily locally funded. 80% of the state funds go to probation services. Salaries of some of the judges are paid by the state.

Its FY11 general fund appropriation was reduced during FY11 and then reduced again in FY12, from \$191 million in FY11 to \$179 million in FY12, a reduction of more than 5%. While Arizona will be able to maintain the same number of judges and staff, they will need to reduce their operating expenses.

Arizona has delayed filling vacancies in judicial positions, in judicial support positions and in the clerks' offices. They have reduced the use of retired judges. Arizona has frozen and reduced the salaries of judicial officers.

Arizona has implemented e-filing and an electronic document management system and also e-payment of fees and fines.

Arizona has made organizational and procedural changes to increase efficiency in the courts, including the centralization of functions, operations and processes, the reallocation of staff, and the implementation of new or enhanced caseflow management programs.

Arkansas

The trial courts of Arkansas are funded through a mix of state and local funding. The state judges, court reporters and all other trial court personnel are paid by the state; clerks are paid by the county.

The Judicial Branch FY11 appropriation was reduced during the fiscal year. Its FY12 appropriation is the same as FY11. To reduce spending, Arkansas has frozen the salaries of judges and staff.

Arkansas has additional general fund money to fund up to 5 HOPE courts as a part of their Pew-sponsored legislative agenda and also received additional special (fee-based) revenue to roll out state-wide e-filing. They are implementing e-filing, e-citation and e-payment of fines and fees.

Arkansas is making dramatic changes to their limited jurisdiction court structure, including the elimination of city courts and the creation of "state district courts" served by full-time, state-funded judges who also have authority via Supreme Court rule to handle certain matters for general jurisdiction courts.

Arkansas has been operating with static levels of funding and a continuing or increasing need for services. Three years of a pay freeze for judicial salaries is causing a decrease in the morale of those serving on the bench.

California

The California Judiciary is primarily a state funded system. Its appropriation was reduced from \$3.9 billion in FY11 to \$3.6 billion in FY12. They will need to reduce the number of judges, reduce the number of staff positions and reduce the amount spent on operating costs.

The California judicial branch budget was reduced by over \$300 million for the fiscal year beginning July 1, 2011. An additional \$310 million was swept by the state from courthouse construction funds, thereby delaying some critically needed court construction projects. The Judicial Council will be considering proposals to utilize some one-time offsets to manage the funding reduction to the branch for the current year, and to make the following budget cuts: a 9.7 percent decrease of the adjusted annual operations budget for the Supreme Court and Courts of Appeal, a 6.8 percent decrease for the trial courts, and a 12 percent decrease for the AOC and the Habeas Corpus Resource Center. The Council will consider a proposal to increase these reductions next year to 15.2 percent for all entities. One of the offsets include a one year

suspension of deployment activities for the California Court Case Management System, a new statewide case management system designed to replace over 70 outdated and incompatible systems currently in use.

To reduce spending, the courts have reduced hours of operation, imposed staff layoffs, and delayed filling vacancies in the clerks' offices and in judicial support positions. They anticipate reducing court clerk office hours and reducing the number of civil courtrooms open. Some Branch locations will be closed. Some mediation services will be impacted and other impacts are expected.

Technology initiatives include e-filing, and electronic document management system, e-citations, e-payment of fees and fines and conducting some hearings with the use of videoconferencing equipment. Plans are in place to develop and implement a new case management system, but it is expected that implementation will be put on hold due to the budget reduction.

Colorado

Colorado's courts are funded by the state and include district and county courts and the state's probation function. Colorado's total state appropriation increased from \$352 million in FY11 to \$374 million in FY12. The Judiciary will be increasing the number of judges, the number of staff persons and the amount spent on operating costs.

Six million dollars was transferred from the Department of Corrections to the Judiciary to treat probation offenders and keep them out of prison. This transfer accounts for over \$12 million of the increase from FY2011 to FY2012.

To reduce spending, the Colorado courts have reduced hours of operations, delayed filling judicial and staff vacancies and vacancies in judicial support positions. They have had to lay off staff and to reduce the use of retired judges.

The above cuts have resulted in overall diminished public access to the courts. Primarily, staff cuts have reduced the Branch's ability to respond to pro se litigants and phone access to the courts has become limited.

Colorado has frozen the salaries of judges and staff. The lack of salary increases has impacted staff morale and just recently, the Branch has started to see high quality and experienced staff leaving the Branch for higher paying jobs.

Technology initiatives include e-filing, an electronic document management system, e-payment of fees and fines and videoconferencing of hearings. The majority of these initiatives were implemented prior to staff reductions so they have helped limit the overall negative impact of the staff layoffs and shorter hours at court locations.

Colorado has worked to identify and implement best practices in two areas, in particular. Colorado has had a high focus on establishing local delinquency and neglect best practice teams within each local district. In addition, the implementation of Drug Courts in almost every district has resulted in better outcomes such as lower recidivism and lower costs to the State of Colorado through decreased incarceration rates.

Colorado courts took large permanent budget reductions in FY2010. There has been limited court funding increases since then. Most of the budget increase has been on the probation side of the Colorado Judicial Branch as the State has pursued sentencing reform to reduce DOC commitments. The courts over the past two years have incurred staff reductions and operating budget cuts that have resulted in a decreased ability to respond proactively to the needs of Colorado's citizens.

Connecticut

Connecticut's Judiciary is primarily state funded. Their total FY11 general fund appropriation of \$499 million was reduced to \$486 million for FY12, taking into account a \$25 million cut to the appropriation originally approved.

Their FY12 appropriation includes money to fund a special Intensive Adult Probation initiative. Part of the intent of the effort is to reduce the prison population, in an effort to reduce overall costs to the state. The concept is that the increased costs to the Judicial Branch's budget would be more than offset by the reduced number of occupied prison beds (resulting in a reduction to the Dept of Correction's budget). In FY12, the Judiciary will be decreasing the number of judges and the number of staff persons and will need to reduce the amount spent on operating expenses.

In FY12, the Judiciary will be decreasing the number of judges and the number of staff persons and will need to reduce the amount spent on operating expenses.

To reduce spending, the Connecticut Judiciary will delay filling judicial vacancies and vacancies in the clerks' offices and in judicial support positions. They will reduce the use of retired judges. Salaries of judges and staff have been frozen. A hard hiring freeze has been implemented. A labor concession agreement between the State and a coalition of all State employee bargaining units, including those in the Judicial Branch, provides for a 4-year no layoff guarantee for bargaining unit members.

It is anticipated that various court services will be delayed.

Technology initiatives include e-filing, an electronic document management system, e-payment of fees and fines and the videoconferencing of some hearings.

Under the direction of the Chief Justice, the Judicial Branch has an ongoing strategic plan that helps direct and ensure technology enhancements to maintain and improve court services. The implementation of these new technologies has, to a degree, offset the negative impact of staff reductions through attrition.

In 2008, the Connecticut Judicial Branch initiated its current and ongoing strategic plan to improve public service and trust. Through the strategic planning process, Judicial Branch committees and workgroups researched, developed, and implemented hundreds of recommendations and or best practices to increase efficiency. Some examples from the last year include:

- For matters involving presently incarcerated individuals, the Branch expanded the use of videoconferencing equipment and utilized a centralized prisoner transport system to maximize limited resources, limit prisoner transport, and promote safety;
- The Branch mandated electronic filing of cases for attorneys in all Civil and Small Claims cases, to reduce the costs associated with certain data entry functions and paper retention;
- The Branch implemented a new formula for summoning jurors, which improved juror utilization rates;
- The Branch installed telephonic translation services (Language Line) in clerk's offices, probation offices, Support Enforcement Services sites and Court Service Centers to provide a necessary service in a more cost-efficient manner

The Connecticut Judiciary is considering a plan to consolidate the work performed at certain of their smaller judicial locations. The Branch presently has operations in 47 courthouses

and 44 other staff locations. It is hoped that consolidation will result in efficiencies by allowing the Branch to use their remaining staff more efficiently.

At this point, there has not been a decline in the Connecticut Judiciary's ability to provide access and timely justice to the citizens of the state. They hope that they will not see a decline for the rest of the fiscal year.

Delaware

Delaware's Judiciary is primarily a state funded court system. Delaware's total General Fund budget increased from \$87.0 million in FY11 to \$91.3 million in FY12, a 4.9% increase. Almost all of that increase was associated with personnel cost increases.

To reduce spending, Delaware has delayed filling vacancies in the clerks' offices and in judicial support positions. A hiring freeze/review process has been in effect since February, 2008. This has resulted in a reduction in the level of service in a variety of areas, including data entry, record maintenance and archiving.

Ongoing technology initiatives to increase productivity include e-filing, an electronic document management system, e-citation, e-payment of fees and fines and videoconferencing of hearings.

Ongoing initiatives to increase efficiency include centralization of processes and increased use of subordinate judicial officers.

Delaware's courts are in a worse position than a year ago on their ability to provide access and timely justice to their citizens because demands have continued to grow but additional resources have not been received.

District of Columbia

The District of Columbia is a federally funded court system. Its appropriation was reduced from \$303 million in FY11 to \$283 million in FY12, a decrease of more than 5%.

The D.C. courts are maintaining the number of judges and staff, but salaries for judges and staff have been frozen. The courts are increasing operating expenditures.

They are reducing spending by deferring capital projects, which will result in less efficient and inadequate space and, in the long term, will result in increased costs for capital projects.

The D.C. courts are implementing e-filing and an electronic document management system.

Florida

The Florida Judiciary is primarily state funded. Judges, trial court administrators and court reporters are funded by the state. For their court related functions, clerks are funded by the state. The state and the counties divide up other costs.

Florida's appropriation was reduced from \$462.3 million in FY11 to \$458.1 million in FY12. The Florida courts are able to maintain the same number of judges and staff but will be reducing operating expenses. To reduce spending, they have frozen the salaries of judges and staff and delayed filling vacancies in the clerks' offices and in judicial support positions.

The Florida courts are implementing e-filing and an electronic document management system.

Georgia

Georgia is primarily locally funded. The state funds salaries and benefits for the appellate courts, the Administrative Office of the Courts, the general jurisdiction trial court judges, some juvenile court judges, judicial education, law assistants, judicial assistants, district court administrators and a handful of trial court administrators.

Georgia's state appropriation increased from \$160,731,120 in FY 11 to \$164,929,154 in FY12.

Georgia received additional funds to implement appellate e-filings and increased funding for the Accountability Courts. Georgia also received additional funds needed to implement an electronic case management system for their trial court records and transcripts. In the FY 2012 budget, the Legislature appropriated funds to implement appellate e-filings and provided funds for a case management system for trial court records and transcripts.

To reduce spending, the Georgia Judiciary has had to lay off staff and has reduced hours of operation. They have delayed filling judicial vacancies and vacancies in the clerks' offices and in judicial support positions. They have reduced the use of retired judges. They have furloughed judges and staff and frozen the salaries of staff.

As a result of these reductions, they have seen an increase in time to disposition and a reduction in the amount of fines and fees collected. The staff reductions have come at a time when as a result of the poor economy, more pro se litigants are requiring more involvement of court staff.

Technology initiatives include e-filing and an electronic document management information system. Georgia has implemented e-payment of fees and fines. The courts are using videoconferencing for hearings.

E-Payment of fees and fines has streamlined collections. The electronic document management system has enhanced business processes, enabling efficient document access and sharing.

The Georgia Judiciary has also introduced enhanced caseflow management programs.

Guam

Guam has a unified court system, located in one central location and operating in two facilities within walking distance from each other.

The budget for Guam's courts increased from \$26.7 million in FY11 to \$28.2 million in FY12, an increase of more than 5%.

Guam is maintaining the same number of judges, but increasing staffing levels and amounts spent on operating expenses.

To reduce spending, Guam is delaying the filling of judicial vacancies and also vacancies in the clerks' offices and in judicial support positions. This has resulted in delays in serving of documents, in the execution of warrants and in certain court proceedings. It is also resulting in reduced monitoring of probationers and reduced availability of field service vehicles, with an increase in the frequency of equipment breakdowns. It has also reduced the amount spent on contractual services.

With ARRA funding, Guam is implementing a new case management system, along with an electronic document management system. They are using videoconferencing to hold some hearings.

After assessing best practices, probation officers have begun implementing supervision using the principles of evidence-based practice for a more effective supervision of probationers.

Although results in efficiency and productivity are expected in the next two years following implementation of the new case management system, overall general fund revenues are not expected to increase sufficiently to result in increased appropriations. Guam anticipates that they will operate on a status quo basis while maintaining current standards in the Judiciary's service delivery, insuring access and timely justice.

Hawaii

The Hawaii Judiciary is a state funded court system. Its appropriation was increased from \$130.7 million in FY11 to \$132.7 million in FY12. The courts will maintain the same number of judges and staff and will increase the amount spent on operating costs.

To reduce spending, the Hawaiian courts have delayed filling vacancies in judicial support positions and reduced the use of per diem judges, reduced the purchase of service contract expenditures for treatment and related type services, and reduced repair and maintenance expenditures. These reductions have reduced the options and extent of options available, especially in the family court area, for various services related to treatment, shelter, domestic violence, medical care.

Salaries of judges and staff have been reduced. The salary reduction in FY 2012 has not resulted in a decrease in court services since in FY10 and FY11, the Hawaii Judiciary was on a 2-day per month furlough (equivalent to a 9% pay cut). With the furloughs discontinued in FY 2012, court operations and services have been restored to 5 days per week.

The Hawaiian courts are implementing e-filing. In prior years, they implemented e-payment of fees and fines.

Idaho

Idaho's trial courts are funded through a mix of state and local funding. The state general fund pays for judges, trial court administrators, court reporters, and travel expenses. Dedicated funds support statewide district court programs: drug courts, mental health courts, family court services, court assistance offices, and automation.

Idaho's appropriation was increased from \$43.2 million in FY11 to \$48.3 million in FY12. Their FY12 budget includes \$4.8 million for substance abuse treatment for problem solving courts. This shift of funding from the executive branch to the Supreme Court accounts for the majority of the budget increase from FY11 to FY12.

The Idaho Legislature passed an emergency surcharge bill to increase infractions \$10, misdemeanors \$50 and felonies \$100, effective FY2011 for three years to be used for problem solving courts, technology programs and equipment, and other court services.

The Idaho courts will be able to maintain the same number of judges and will be able to increase the number of staff positions and the amount spent on operating costs.

To reduce spending, the Idaho courts have delayed filling judicial vacancies and delayed filling vacancies in judicial support positions. Judge and staff salaries have been frozen and staff have been furloughed. During FY2012, Idaho will have four vacant magistrate judge positions; senior judges are filling in the gaps. In addition, they have consolidated the State Law Library with the University of Idaho Law School.

As a result of these steps, a workforce reduced by 16% is making extraordinary efforts to minimize the impact to the citizens of Idaho. In addition, the Snake River Basin Adjudication budget has been trimmed, Court Assistance Office services have slowed,

website enhancements for the public have been delayed, and Guardian ad Litem budgets have been cut.

Technology initiatives include e-citations and e-payment of fees and fines. Videoconferencing of hearings has reduced travel costs. Idaho is planning an e-filing and electronic document information management system. Introduction of these technologies in FY2011 and beyond will begin to offset some of the budget and service reductions imposed as a result of these difficult financial times.

The Idaho courts implemented a tax intercept process. In the last two years, they have collected past due court fines and fees on 33,379 cases for more than \$5.6 million.

Idaho is in the preliminary development of a court re-engineering project called Advancing Justice, which will include new and enhanced caseflow programs. Idaho continues to move forward with Drug and Mental Health Courts, Family Courts, Domestic Violence Courts, Child Protection Courts, and Misdemeanor Probation, all in an effort of assessing and implementing best practices.

As of the beginning of FY2012, Idaho courts are in a better position than a year ago. The Court has begun the process of hiring for positions that have been vacant for almost three years. The Court will continue to re-institute operational reductions as revenues allow. In addition, a complete computer, server, and printer equipment rollout was completed in FY2011, a huge help in their continued effort to provide access and timely justice to Idaho's citizens.

Illinois

In Illinois, general jurisdiction judges and court reporters are paid by the state. Court facilities at the trial court level are funded out of local county revenues. Other expenses are a mix of state and local funding. Levels of county resources for the 23 judicial circuits vary widely. County's budget information is not provided to the Administrative Office.

Illinois' state appropriation was reduced from \$310.3 million in FY11 to \$304.7 million in FY12. They will be able to increase the number of judges; a total of eight new judgeships were created as a result of population changes reflected in the 2010 census. They will be able to maintain the number of staff positions. Illinois will need to reduce the amount spent on operating costs; they are implementing operation cost saving strategies to prioritize spending for only essential services.

Technology initiatives include e-filing, an electronic document management system, e-payment of fines and fees and videoconferencing of hearings, providing a service-friendly and more efficient and effective court system.

Best practices being implemented include the allocation of probation reimbursement resources to the various circuits consistent with the principles of evidence-base practices in probation. As a result, a greater proportion of resources are being dedicated to maximum and moderate risk offenders.

Since the state's trial courts rely on both state and local funds, there have been reductions in operations at the circuit court level, including reduced hours for public access to courthouses, furlough days for some circuit court personnel, and, in some, reductions in workforce.

Indiana

The Indiana Judiciary is primarily a locally funded court system. The state pays the salaries of judges, prosecutors, and magistrates and a portion of the salary of the juvenile

magistrates. The state administers funding for partial reimbursement to counties for eligible public defender expenses. The State also pays for travel expenses and for other special projects, such as Civil Legal Aid, GAL/CASA and drug courts.

The Judiciary's state appropriation decreased from \$138.45 million in FY11 to \$137.81 million in FY12. The courts have been able to maintain the same number of judges but have had to decrease the number of staff persons and the amount spent on operating expense. They have had to lay off staff in their technology section. Salaries for Supreme Court staff have been frozen since 2008.

Technology initiatives include e-filing, an electronic document management system, e-citations, e-payment of fees and fines, and videoconferencing of hearings. These technologies have been introduced on a court by court basis. Funding for implementation of a state wide case management system was reduced, thereby substantially slowing the phase in of this system. The trial courts, with the exception of judge and certain prosecutor salaries are funded locally. The Supreme Court's case management initiative has attempted to make court information easier to manage and more accessible to the public.

The trial courts in Indiana are not part of a unified court system. The trial courts are managed locally. The Supreme Court's Strategic Planning Committee is developing strategies that will lead to a proposal to create a unified court system.

Iowa

The Iowa Judiciary is primarily a state-funded system. The counties pay for facilities and some services such as security and the cost of some interpreters.

Iowa's FY11 total budget of \$156.1 million remained at the same amount in FY12. Iowa will be able to maintain the same number of judges and staff and to increase operating expenditures.

To reduce spending, the Iowa courts have reduced hours of operation. They have instituted court closure days with furloughs of both judges and staff. Salaries of judges and staff have been frozen. The Iowa courts have had to lay off staff and have delayed filling judicial vacancies and have also delayed filling vacancies in the clerks' offices and in judicial support positions. They have reduced the mileage reimbursement rate, imposed travel restrictions and reduced some non-personnel expenses.

These steps have resulted in decreased hour of operation to the public, decreased availability of judges to litigants and lawyers. They have also resulted in reduced supervision of juvenile delinquents and a reduction in the amount of trial time available.

The Iowa courts have implemented e-filing, e-citation, and electronic document management system and e-payment of fees and fines, thereby enhancing the efficiency of staff.

To increase efficiency, the courts have centralized some processes and have reallocated staff.

Kansas

The Kansas general jurisdiction courts are funded by the state and the counties. The counties pay for their facilities and the operational expenses of the district courts.

Their total budget increased from \$124.9 million in FY11 to \$128.5 million in FY12. The Kansas courts have been able to maintain the same number of judges and staff and to

maintain the same level of operating expense. Neither judges nor staff have received a cost of living increase since FY2009.

The Kansas courts have reduced hours of operation, eliminated temporary hours for non-judicial employees, delayed filling vacancies in the clerks' offices and in judicial support positions and reduced the use of retired judges.

These steps have resulted in decreased court services in that fewer hours are available to the public, it takes longer to open a case, and case processing is delayed.

Kansas is implementing e-payment of fees and fines and has received a grant to implement e-filing.

The Kansas courts are working with the National Center for State Courts to do a weighted caseload study. The Kansas Supreme Court created a Blue Ribbon Commission to examine the Judicial Branch operation and court structure. The BRC is reviewing the weighted caseload study, holding town hall meetings and developing recommendations to the Supreme Court regarding steps to take to enable the courts to provide access to timely justice in the most efficient manner.

Kentucky

The Kentucky Judiciary is a state-funded court system. Its appropriation was increased from \$328.8 million in FY11 to \$354.3 million in FY12. The Kentucky courts will be able to maintain the number of judges and staff and maintain spending on operating expenses.

To reduce spending, Kentucky has frozen the salaries of judges and staff and imposed staff layoffs. They have delayed filling judicial vacancies and vacancies in the clerks' offices and in judicial support positions.

The Kentucky courts have implemented a number of technology initiatives, including e-citation and e-payment of fees and fines. Enhanced use of these technologies has helped to provide the same or enhanced level of court services despite the reductions to the Kentucky courts' budget during this and previous fiscal years.

- E-payment technology offers users the option of paying court fines and costs without the necessity of appearing in court or at the clerk's office and has resulted in approximately \$2 million per year in collections.
- E-warrants have decreased the amount of time involved for the preparation and presentation of warrants to a judicial officer and has substantially increased rates of service of warrants. A pilot project in an urban jurisdiction seeks to include emergency orders of protection in the e-warrants system, which will expand the convenience and increased service rates to domestic violence cases.
- E-citations reduces the amount of time necessary for circuit clerks to enter in traffic citations into the court's case management system, eliminating duplication of efforts and human errors in data entry.
- The availability of multi-function printers in most court offices has increased the use of scanning/emailing for internal purposes. Although the civil rules do not currently allow for distribution of orders by email, this is being explored for the future, as is e-filing technology which will bring anticipated ease-of-use and cost savings for litigants and the courts.
- Other technology developments that have helped to enhance services within KCOJ and to community partners and the public include:

- VINE/Court Notify services which provide information to crime victims of upcoming court appearances and offender release information;
- a process for performing monthly background checks for applicants seeking a license to carry concealed deadly weapons, benefiting the Kentucky State Police;
- a pilot to electronically subpoena law enforcement officers for court dates;
- AOC forms which are provided online in a format which can be typed in and printed;
- access to “Courtnet” (data from the court’s case management system) at different levels for the justice community, bar association, and public;
- an online procurement system for purchasing equipment and supplies for the Court of Justice;
- the ability for users to request assistance from the AOC Help Desk immediately online;
- “Benchpro,” a tool which allows the judges and clerks to quickly and directly enter information into the case management system from the bench;
- increased availability of laptops for all KCOJ, which enhance mobility and efficiency of operations;
- expansion of phone services through voice over internet protocol (VOIP);
- and the implementation of instant messaging and online meeting software to reduce travel, training and communications costs.

Louisiana

The Louisiana Judiciary is funded by the state and by local government. The salaries and benefits of the Supreme Court Justices, court of appeal and district court judges are funded by the state. Salaries of city court judges are funded by the state and by local government. The Supreme Court Clerk's Office, Supreme Court operations and the state judicial offices, such as the Judicial Administrator's Office and the Louisiana Judiciary Commission, are funded by the state; the appellate court clerks' offices and court operations are funded by the state; expenses of the operations of the district courts and the city courts are funded locally.

Louisiana’s budget was increased from \$154.4 million in FY11 to \$159.9 million in FY12. They will be able to maintain the number of judges and staff and to increase the amount spent on operating costs.

To reduce spending, the Louisiana courts have frozen staff salaries and delayed the filling of vacancies in the clerks’ offices and in judicial support positions. They have reduced the use of retired judges.

The Louisiana courts have expanding e-filing, videoconferencing, and have implemented an Enterprise Resource Plan (ERP) system.

Maine

Maine’s Judiciary is primarily a state-funded court system. Its appropriation of \$61.5 million in FY11 was reduced to \$60.6 million in FY12. They will maintain the same number of judges and staff but will reduce their spending on operating costs.

To reduce spending, they have reduced hours of operation and delayed filling judicial vacancies and vacancies in the clerks’ offices and in judicial support positions. They have frozen the salaries of judges and staff.

They have implemented e-payment of fees and fines and are videoconferencing some hearings.

Maryland

The Maryland Judiciary is funded by both the state and the counties. Its budget was increased from \$423.1 million in FY11 to \$428.7 million in FY12. It will maintain the same number of judges and increase the number of staff. It will reduce the amount spent on operating expenses.

To reduce spending, the courts have delayed filling vacancies in the clerks' offices and in judicial support positions. Maryland has stopped providing any salary merit increases and will not be adjusting salaries by increases in the cost of living. It will no longer be matching payments to deferred compensation.

In FY12, the Judiciary will suspend furloughs and accompanying salary reductions that have been in effect for the past two years.

The Maryland courts have implemented e-citations and the videoconferencing of hearings. The introduction of electronic citations has expedited the payment of fines and increased the appearance rate of officers. The introduction of video conferencing with respect to juvenile court status hearings and inmate grievance hearings has increased security, reduced transportation costs, and has reduced the frequency of postponements

Massachusetts

Massachusetts is a state-funded court system. Its budget was reduced from \$544 million in FY11 to \$519.9 million in FY12. Massachusetts will maintain the same number of judges, but will need to reduce staff levels and also spending on operating expenditures.

To reduce spending, the Massachusetts courts have furloughed judges and, since October, 2008, they have imposed a hiring freeze on non-judicial employees. As a result, court clearance rates have dropped.

The Massachusetts courts have reallocated staff and expect additional court consolidations through court relocations.

The Massachusetts courts are in a worse position in FY2012. The continuing loss of personnel necessitated by further budget reductions is affecting the court's ability to provide timely disposition of cases. Court relocations are requiring citizens to travel further to access court services.

Michigan

Michigan's trial courts are primarily locally funded. The state funds the Supreme Court, the Court of Appeals, and the State Court Administrative Office (SCAO). The state funding also includes appropriations that cover salaries, FICA payroll taxes, and defined contribution pension costs for trial court judges (other benefits received by the trial court judges, like health care and life insurance, are locally funded) and for certain payments to courts and local funding units which are disbursed based on statutory formulas using specified caseload and judgeship information. These appropriations make up nearly two-thirds of the total gross state-funded budget.

Michigan's state funding was reduced from \$259.2 million in FY11 to \$256.9 million in FY12. The reduction has led to a decrease in the number of judicial officers (two court of

appeals judges and six trial court judges). Most local trial courts are facing reductions in their budgets as local revenues decrease, but the impact varies significantly from location to location.

The Michigan courts have endured several years of budget reductions at both the state and local levels, which have caused stresses in the system. They have taken a number of steps at the state level to respond to the fiscal downturns, including:

- layoffs of permanent and temporary employees;
- hiring freezes and position consolidations (almost an 18% decrease in FTEs since FY 00);
- unpaid furlough days (both voluntary and mandatory- in FY09, judicial branch employees took six unpaid furlough days);
- short-term court shutdowns;
- judge salary freezes (judges last received a pay increase in January, 2002);
- staff salary freezes (from FY 04 to FY 11, state judicial branch employees received 13% less in cost of living increases than unionized executive branch employees – 8% vs. 21%);
- enhanced employee contributions to health care (in 2009, employees began contributing an additional 5% of the cost of health insurance, and employees hired after 4/1/2010 contribute 20% of the cost of health insurance.
- court fee enhancements, with the added revenue used to replace general funds in the judicial branch appropriation.
- court fines and fees collection programs;
- expanded use of electronic communications, including posting material on the court website, conference calls, web based training, and regular e-mail communications; and
- travel restrictions: Supreme Court justices, Court of Appeals judges and other judicial employees turned in their state-assigned vehicles in 2007.

Despite these budget challenges, the state courts have generally reported clearance rates of at or near 100 percent for calendar year 2010 and judges and judicial branch employees continue to strive to work more efficiently to meet their constitutional and statutory responsibilities.

Michigan is implementing a number of technology initiatives:

- E-Filing is currently being piloted in a few courts while an E-Filing Advisory Group is developing standards and court rule amendments and determining whether there should be one e-filing system for all courts in Michigan.
- Web ticket payment allows citizens to pay their tickets through the MI.GOV web site for participating courts (currently ten court locations with eight more to be implemented in 2011). In addition to being a convenience for ticket payers, the online payment system automatically posts transactions without involving court staff, a time savings that frees court employees for other duties. In 2010, the payment application was expanded to include tickets where the individual failed to resolve their ticket in a timely manner, resulting in the suspension of their driver's license. The application upon payment will clear the suspension and restore the person's driving privileges. This eliminates both need for the individual to travel to the Secretary of State's Office and any processing by the office.
- Videoconferencing allows prisoners and mental health patients to participate in court hearings without the risks and costs associated with bringing them to court. Michigan

State Police technicians can also use video conferencing to participate in arraignments, pretrial conferences, and other court hearings without the time and expense of travel.

- Containing approximately 40 million case records, the Judicial Data Warehouse allows the judiciary and law enforcement to obtain information about pending and closed cases throughout Michigan. As of December 31, 2010, the data warehouse was implemented in 228 courts in 81 counties. The 14 remaining courts are expected to be added to the warehouse in 2011. The Judicial Data Warehouse also supports data sharing with executive branch agencies and other SCAO applications—for example, a reporting system that tracks children at risk for neglect and abuse. This collaboration between SCAO and the Department of Human Services (DHS), is modeled on the federal Adoption and Foster Care Analysis and Reporting System and the National Child Abuse and Neglect Data System. Others using data from the data warehouse include the Department of Corrections to complete pre-sentence investigations in less time and the Michigan State Police’s Criminal History System and Office of Highway Safety and Planning, as well as SCAO’s Drug Court Case Management System.
- Move to a single statewide case management system: Since trial courts are locally funded, in the past, each trial court selected a system that best met that court’s needs within its financial limits. As a result, the state’s 251 trial court locations are supported by many different case management systems, which are deployed on different and decentralized servers. A number of factors – the need to upgrade applications, an increase in mandated electronic reporting requirements, costly conversion failures, cutbacks in local funding, vendors’ termination of support services – led courts to seek better alternatives to their current case management systems. In 2008, Judicial Information Systems, the SCAO’s information technology division, began working with Unisys, a technology consulting firm, on a new case management system that will be available to all state trial courts. Completion of Phase I, which will culminate in pilot courts’ use of the case management system in civil cases, is slated for 2011.

The FY 2012 budget removed funding for two court of appeals judges and six trial court judges. The SCAO will be issuing a Judicial Resource Recommendations Report in August 2011 that is expected to recommend the elimination of additional judgeships through attrition. Earlier this year the Michigan State Bar Judicial Crossroads Task Force issued its report on the Michigan judiciary and concluded that Michigan can no longer afford the current system. Many of their recommendations are consistent with what the Supreme Court and the State Court Administrative Office have long urged – for example, the elimination of judgeships, by attrition, where workload no longer justifies their continuation. Trial courts are being encouraged to explore both “vertical” consolidation (the combining of resources across circuit, district, and probate courts in a judicial circuit) and “horizontal” consolidation of locations for district courts in urban areas of the state. Plans are also being developed to tie distribution of certain payments from the state to local trial courts and funding units to the adoption of best practices by the trial courts. The best practices requirements will be developed by the State Court Administrative Office.

Minnesota

Minnesota’s courts are primarily state-funded. After several consecutive years of budget cuts, the FY 2012-13 Judicial Branch operating budget was held at 2010-2011 levels, with a

small increase to cover health insurance and pension obligations. As a result, the FY12 Judicial Branch Budget is \$274,075,000, up slightly from the FY2011 budget of \$272,955,000.

Judicial Branch priorities are detailed in the FY12-13 Judicial Branch Strategic Plan, which can be found at:

http://www.mncourts.gov/Documents/0/Public/Judicial_Council/2012-13_Strategic_Plan.pdf

Minnesota's courts continue to operate shorthanded. Since FY08, the Judicial Branch has lost more than 250 positions and is operating 10% short-staffed and more than 13 judges short of need

District courts are operating with reduced hours – public service counters are closed up to a half day per week in many districts; filings of judicial vacancies are being delayed for a minimum of four months. The 2010-11 biennium saw staff layoffs, delayed filling of vacancies in clerks' offices and in judicial support positions; and reduced use of retired judges to fill in for judges on vacation, medical or other leaves.

The Judicial Branch implemented a voluntary separation program that led to the elimination of numerous staff positions; offered court staff voluntary leave without pay; and eliminated merit and cost of living increases. Judge and employee compensation have been frozen since the FY10-11 biennium. No compensation increases are anticipated for the FY12-13 biennium.

As a result, case processing delays and backlogs are commonplace across the state. One out of four serious felonies now takes over a year to dispose. For 30% of abused children taken out of their home, it takes longer than one year before they have a chance for a permanent placement. In many counties it is taking as much as a month just to open a civil or family case. The Court of Appeals has dismissed three felony convictions for failure of the state and the district court to meet the speedy trial requirement.

Technology Initiatives

Despite budget limitations, a number of technology initiatives have been undertaken to speed case processing and reduce costs, including a civil e-filing pilot program in two districts; electronic document imaging; use of e-citations, e-charging, and e-payment of fines and fees through a centralized payables processing center. Remote video court record monitoring of courtrooms is being used in several courts, as is remote interpreting. In-court updating of the electronic court record is used in many courts, and jury summoning has been standardized and centralized.

In what is believed to be a first, the branch has centralized conservatorship financial account reporting through an on-line reporting system and is creating an account auditing office to assist in account oversight.

Data integration with our justice partners has also been a significant effort. As a result, there are now more than 50,000 electronic data exchanges between the courts and justice partners every day, resulting in labor savings and improving public safety through real-time exchanges of updated case information.

One of our most ambitious initiatives is centralizing the processing of the 1.1 million payable citations filled annually, which has been moved from 87 courthouses to a centralized, virtual payment center with a lower paid staff working from home offices to process paper and electronic citations and support a state-wide call center. As a result, citation payment can now be made by mail, phone or on-line by credit card. Overdue debt is automatically referred to the state Department of Revenue, our collections vendor.

This initiative has cut costs, improved service to customers, increased collection and speeded allocation of revenue collected to state and local government. It has also been a catalyst for increased use by law enforcement of e-citations and e-charging and is a big step toward the goal of an all-electronic record – with the objective of reducing the judiciary’s future labor costs.

Unifying Minnesota’s Courts Pays Dividends

Minnesota district and appellate courts became fully state funded in 2005. Since then tremendous change has been made to move to an administratively unified system. A new, broadly representative 25 member Judicial Council was created as the single, administrative policy-making body. A new statewide, web-enabled case management system was implemented in 2008, which made possible the technology innovations described above.

Budgets are now allocated to the judicial districts based on a formula that has equalized funding among the formerly disparate districts. Budget pressures and state funding have resulted in streamlining middle management—reducing by 40% the number of county court administrators in the state—with some supervising operations in three and even four courts.

A staffing study is used to best allocate staff to locations based on objective measures of workload. Consolidation and specialization of work across counties and districts is becoming common. Such functions as jury and interpreter management have been shifted from the counties to the district office in several districts. Interpreting and psychological examination services are being provided across districts.

Statewide performance measures have been established for six branch performance goals and are monitored twice each year by the Judicial Council. A new resources management policy has been approved, incorporating a variety of caseflow management best practices.

Early Neutral Evaluation (ENE) family court programs have been implemented in many counties with statewide expansion the goal to reduce the cost, acrimony and delay in these cases. A Web-based self-help service continues to expand with 600,000 visitors last year, and a 30% increase in requests for telephone assistance. ITV (interactive television) training sessions are offered for unrepresented litigants for family law issues, and a new on-line request for lawyer assistance is provided through email by volunteer lawyers.

The Judicial Council significantly increased the number of minor criminal offenses that are payable; this eliminated 100,000 mandatory court appearances each year, easing workload burdens for courts, public defenders and prosecutors. The Judicial Council also approved the transfer of implied consent cases to the administrative law system. All of these steps are aimed at cutting costs, increasing efficiency and maintaining services in an era of constrained funding.

In FY12 some trial courts will be establishing pro bono adjunct judicial officers programs in which volunteer lawyers will hear small claims and uncontested probate matters to assist their overburdened judicial system.

Mississippi

The Mississippi judiciary is primarily funded through general fund legislative appropriations which cover the operations of the appellate courts, circuit (general jurisdiction) court, chancery courts, and Administrative Office of Courts. Mississippi does have additional special fund appropriations for special projects such as the development of electronic filing/case management systems.

A significant element of the trial court system, the clerk's of courts (Circuit and Chancery Clerks) are independently elected and funded at the county level, largely through fees. Lesser courts such as county courts, justice courts, and municipal courts are funded at the county or local level.

Court facilities such as court houses, parking areas, some furnishings and equipment are paid for at the county level and some counties supplement state appropriations for trial court support staff. All court reporters are paid through county and district budgets.

Mississippi's state appropriation increased from \$56.5 million in FY11 to \$60.2 million in FY12, an increase of more than 5%. They are able to maintain the number of judges and staff and increase their spending on operating expenses.

Technology initiatives include e-filing and an electronic document management system.

Missouri

The Missouri Judiciary is funded by both the state and the counties. The state pays the salaries of general jurisdiction judges; payment for most other costs is divided between the state and the counties.

Missouri's budget increased from \$184.8 million in FY11 to \$185.2 million in FY12, an increase of less than 1%. Its FY11 budget had been reduced during the fiscal year. The Missouri courts will be able to maintain the same number of judicial officers and staff and will be able to increase spending on operating costs. Missouri received funding to enable it to expand their drug courts.

Missouri has frozen the salaries of judges and staff, imposed staff layoffs, delayed filling judicial vacancies, delayed filling vacancies in the clerks' offices and in judicial support positions and reduced the use of retired judges.

Reductions are having an impact on court services: Staff in 6 juvenile detention facilities are being eliminated so juveniles will be transported greater distances and parents will have to travel farther to see their children. In addition, most courts are experiencing delays in handling cases and litigants are waiting longer times before going to court. Turnover of staff causes work delays and litigants to wait longer periods of time before going to court.

Missouri had implemented a number of technology initiatives: e-citations were just recently implemented. E-payment of fees and fines is making it more convenient for parties to make payments. An electronic document management system is making it more convenient for court staff to access documents and making it easier for the public to view documents via the internet. Videoconferencing of hearings is increasing public safety, reducing disruption at the courthouse and providing more dignified hearings for mental health patients

The Missouri courts are identifying and implementing a number of best practices, including:

- the enhancement of court collections;
- the development of a juvenile detention alternatives assessment instrument to assist with determining whether to place a juvenile in secure detention; and
- the development of a language assistance plan and local language access plans, and, plans to meet the needs of the local limited English proficiency community.

Missouri is working to reallocate staff: every 3 years Missouri conducts a workload study to assist with the allocation of state-paid clerical resources. The new study is complete and courts with a negative clerical need will begin to lose positions through attrition. Positions may be reallocated during the next fiscal year depending on the state of the budget.

Montana

Montana's general jurisdiction courts are primarily state-funded. The counties pay for courtroom and office space for judges and staff and for the salary of the clerks of district court and their operations. The state's limited jurisdiction courts are primarily funded by the cities and counties; however, the state provides information technology support for these courts and training for judges.

Nebraska

The Nebraska judicial branch is funded by both the state and the counties. The state pays salaries of all judges, for court reporters in the general jurisdiction courts, for all employees of the limited jurisdiction courts and for statewide juvenile and adult probation. The counties provide operating expenses for all courts and probation.

Nebraska's appropriation increased from \$89 million in FY11 to \$90 million in FY12, an increase of 1%. They will be able to maintain the same number of judges, the same number of staff and the same level of operating expenses.

Their FY12 budget includes funds for two special initiatives, which originated in the Legislature: \$100,000 for truancy intervention and \$100,000 for Court Appointed Special Advocates.

To reduce spending, the Nebraska courts have delayed filling judicial vacancies and delayed filling vacancies in the clerks' offices and in judicial support positions. They have also reduced travel, the mileage reimbursement rate and equipment purchases.

No new technologies were introduced during FY11, but enhancements were made to current e-filing and e-payment systems. Use of remote technologies, such as Skype, also increased. Although the full effect of these technologies is still developing, it appears that the same level of court services can be provided despite budget reductions.

The Nebraska Probation system continues to implement evidence-based practices, such as intensive supervision with treatment for certain drug offenders. However, this has been a multi-year effort that is still ongoing and was not initiated in response to recent budget restrictions.

The Nebraska Judiciary is actively pursuing a judicial branch reengineering process with the help of the NCSC.

Nevada

The Nevada court system is funded by both the state and the counties. The state pays the salaries of the general jurisdiction judges. Nevada's state appropriation was reduced from \$68.7 million in FY11 to \$65.7 million in FY12. Its FY11 budget was reduced during the fiscal year. Nevada has been able to maintain the same number of judges and staff, but has had to decrease spending on operating expenses.

Nevada's FY12 budget includes funding for special initiatives, mostly related to technology. These special funds are being used to enhance disaster recovery, upgrade existing software and applications, implement distance learning, and enhance trial court applications and systems support.

To reduce spending, Nevada has delayed filling vacancies in the clerks' offices and in judicial support positions. They have reduced the use of retired judges. Nevada has frozen staff salaries and has furloughed staff, thereby reducing their total pay. As a result, some responses to requests are delayed and courtrooms sometimes go dark because they cannot pay for senior judge coverage. The Law Library will be closing for at least one day because they cannot operate safely while some staff are furloughed.

Technology initiatives being implemented include e-filing and an electronic document management system. The electronic document management has allowed the Nevada courts to offer online case searches for Supreme Court cases. This has freed up staff time responding to requests for the information. Nevada is also using videoconferencing for some hearings. Videoconferencing hearings for the Supreme Court has improved access to the public for hearing some of the current high profile cases the Court has heard. Videoconferencing has largely benefited rural local courts' budgets. For example, they can now have a crime lab expert from one of the urban areas testify without paying their travel costs.

Nevada has analyzed certain functions of positions and reallocated some parts, such as paperwork processing, to administrative assistants, freeing up analyst or attorney time for other work. They have cross-trained some clerk office positions, providing more back-up and a new way of looking at the work. They are collaborating more across units, divisions, and departments to get the work accomplished. In addition, Nevada is analyzing the organization and structure of the Administrative Office of the Courts; additional changes may be made.

New Hampshire

New Hampshire is a state-funded court system. New Hampshire's total FY11 appropriation was reduced during the fiscal year by \$1.5 million to \$76.3 million. Its FY12 appropriation is \$76.7 million. They will be able to maintain the same number of judges but will need to reduce the number of staff. Spending on operating expenses will remain the same.

The New Hampshire Supreme Court created an Innovation Commission to, with the assistance of the National Center for State Courts, reengineer their court system so that they could continue to provide timely access to the courts without additional funds. New Hampshire's FY12 budget includes money to fund a number of special initiatives, all recommended by their Innovation Commission:

- to establish a central Call Center, scheduled to open in January, 2012, established to relieve court staff around the state from most telephone coverage;
- to restructure management in the limited jurisdiction Circuit Court;
- to employ part-time case processors, a judicial referee, and 5 IT professionals;
- to implement new jury management software;

- to expand public access to their case management system, and
- to provide internet service for video conferencing.

To reduce spending, the New Hampshire courts have reduced hours of operation, imposed staff layoffs and delayed filing judicial vacancies. Part-time staff are being hired to avoid the cost of full-time benefit packages. Four of the general jurisdiction superior courts have closed to the public 2-3 afternoons per week to catch up on case processing backlogs.

As a result of the work of the Innovation Commission, the district, probate and family divisions were legislatively reorganized into circuit courts with fewer clerks of court managing them. The offices of three Administrative Judges will be co-located to reduce facility rental expense. New Hampshire has instituted LEAN analyses for personnel and payroll functions.

The NH legislature invested \$2.6M in capital funds and \$2.96M in FY 12 operating funds to enable the Judicial Branch to make the changes recommended by the Innovation Commission. While they have a lot of work ahead of them, the New Hampshire courts believe that they are currently well positioned to improve access and timely justice in the next 1-6 years. Their budget allows them to seek additional operating funds from the Legislative Fiscal Committee in FY 13 if they are able to demonstrate significant progress toward implementation.

For more information on the accomplishment of their Innovation Commission, see www.courts.state.nh.us for the "Report on Judicial Branch Implementation of Innovation Commission Recommendations."

New Jersey

New Jersey is primarily a state-funded court system. Since the unification of the New Jersey State Judiciary in 1998, the counties are responsible provide the judiciary with adequate facilities to conduct court business and the cost of some pre-trial services. New Jersey's total appropriation was \$835.2 million in FY11 and will be \$841 million in FY12. This minor increase includes additional grant funding and increased federal funding. The New Jersey courts are under-funded in FY12 by approximately \$25 million; the state did not cover the expense of contractual salary increases that the courts are obligated to pay to represented staff.

New Jersey will be able to maintain the same number of judges and staff but will need to reduce the amount spent on operating costs.

To reduce spending, New Jersey has instituted a program by which each new hire position is reviewed by a hiring Review Board to be certain the title fits the job responsibilities. This has resulted in a significant savings in salaries. The judiciary has also restricted discretionary spending and deferred initiatives and projects.

The New Jersey courts have implemented a number of technology initiatives:

- the Judiciary Electronic Filing and Imaging System (JEFIS) was adopted to handle the explosion of foreclosure cases;
- Automated Juror-On-Line access has improved the ability to communicate with prospective jurors;
- website enhancements and increased social media use has improved public access.
- electronic ticketing and payments have eliminated manual data entry and has increased the speed of process flow, and
- availability of an electronic document management system has enabled significant expansion of access to court information by the Department of Corrections and by attorneys.

To increase efficiency in the courts, the New Jersey courts have discontinued the operation of Camden Prep, a residential juvenile treatment facility which had been under the auspices of the New Jersey Judiciary.

New Mexico

New Mexico is a state-funded system. The county pays for the courthouses.

New Mexico's appropriation was reduced from \$134 million in FY11 to \$131 million in FY12. Its FY 11 appropriation was increased during the fiscal year by \$500,000 in one-time federal stimulus (ARRA) funds. Those funds are not in the FY12 appropriation. The New Mexico courts will be able to add a judge in one judicial district, but the new judgeship will be paid for by reducing the number of staff and spending on operating costs in that district (there is no new funding for the judgeship).

To reduce spending the New Mexico courts have reduced hours of operation; public hours at almost all courts have been reduced, increasing waiting times when courts are open to the public. As a result of reduced payroll appropriations, courts have delayed filling judicial vacancies and vacancies in the clerks' offices and in judicial support positions. New Mexico is maintaining a vacancy rate in authorized positions of more than 11%, requiring more work from fewer employees and slowing services at all levels. Some courts have also had to lay off staff.

New Mexico has had to eliminate some problem-solving courts (drug courts, mental health courts) and has had to reduce enrollments in almost all such programs.

In FY12, the New Mexico Supreme Court exercised authority given in the budget to reduce juror pay for FY 2012 (juror pay is set by statute). By Supreme Court order, juror pay for FY 2012 will be \$6.25 per hour instead of \$7.50 per hour.

Required contributions to pensions have risen 3.25% for employees and judges with no compensation increases since FY 2008. The net effect is a 3.25% reduction in paychecks. Despite declining paychecks, employees have maintained essential services.

The New Mexico courts have implemented a number of technology initiatives.

- E-filing for civil and probate cases in a pilot district has been a tremendous time-saver as these documents integrate into the new electronic case management system. By October 2011 (FY 2012), those efficiency gains will be realized in the largest and in the third largest districts, with adoption in all other districts during FY 2012 and FY 2013.
- Criminal e-filing will begin in at least some districts in FY 2012; e-citations will arrive in FY 2012.
- About half of New Mexico's courts are operating under a new case management system and all remaining courts will be doing so by the end of calendar 2012. The new system is tremendously more efficient and allows for e-filing and electronic document management of e-filed documents with scanning of paper documents.
- By the end of FY 2013, all courts will be largely paper-on-demand in most civil and criminal case types.
- Video conferencing for courts has saved travel time and funds. The courts are looking at expanding use of video for testimonial hearings.

The New Mexico Judiciary is currently engaged in a reengineering process with the assistance of the National Center for State Courts. During the reengineering process, courts began to adopt programs and practices they learned other courts had implemented, including specialized foreclosure practices and expanded video arraignment practice. It is expected that a

permanent best practices committee will be established by the Supreme Court to identify best practices, share information, and recommend adoption of statewide practices.

The legislature appropriated to the Administrative Office of the Courts a small fund to be used as a reserve in order to prevent additional layoffs or furloughs in FY 2012. This has never before been done, leaving the AOC with broad discretion to administer the funds throughout the judicial branch in order to best manage appropriations statewide.

The continuing reductions in appropriations to courts, especially as the very small amount of ARRA (federal stimulus) funds available in FY 2011 will not be available in FY 2012, means courts have to try to do more with less. After several years of declining appropriations, New Mexico has reached the point where courts really will have to do less with less. On the other hand, efficiency gains from the new case management system that is now operating for about half of the cases filed statewide, and which will operate for all cases by the end of calendar 2012, make it possible for courts to accomplish efficiency gains and thus provide better service even though they average a vacancy rate of more than 11%. The New Mexico courts are implementing e-filing for civil and probate cases and are transitioning to an electronic document management system (EDMS) instead of paper files. The new case management system, especially in conjunction with e-filing and the EDMS, will provide significant efficiency gains in the clerks' offices and for the judges who take full advantage of the system.

New York

New York's Judiciary is primarily a state-funded system. The limited jurisdiction town and village courts are supported by their own municipalities. The town and village courts receive state support for training and equipment via the UCS budget.

The appropriation for the New York courts was reduced from \$2.65 billion in FY11 to \$2.53 billion in FY12. The FY12 budget includes \$12,500,000 for civil legal services for the poor.

To reduce spending, the New York courts have reduced hours of operation, imposed staff layoffs, delayed filling judicial vacancies and vacancies in the clerks' offices and in judicial support positions, reduced use of retired judges, imposed travel restrictions. In addition, they consolidated positions in the administrative offices, terminated contracts for mediation, reduced juror call-ins, reduced PRINT legal reference materials, and placed restrictions on equipment purchases. These steps are creating delays in service in the clerks' offices and reducing evening/weekend hours.

The New York courts are beginning to implement e-filing.

North Carolina

The North Carolina Judiciary is primarily a state-funded court system. The county pays for facilities. Its FY11 budget of \$477.2 million was reduced to \$439 million in FY12. North Carolina will maintain the number of judges but will need to reduce the number of staff positions and the amount spent on operating costs.

To reduce spending, the North Carolina courts have imposed staff layoffs and delayed filling vacancies in the clerks' offices and in judicial support positions. They have reduced the use of retired judges. Salaries of judges and staff have been frozen.

The impact of these reductions has been substantial, particularly for the drug treatment courts which are now going through a restructuring.

Technology initiatives include e-filing, an electronic document management system, e-payment of fees and fines, and the use of videoconferencing for some hearings.

The North Carolina courts have developed best practices for family court administration, especially for abuse/neglect/dependency cases. They are working on best practices for traffic administration. They are studying workload formulas for their highest trial court.

North Dakota

North Dakota is primarily a state-funded court system. The county is responsible for district court facilities, but does not fund any of the district court operations. North Dakota's only limited jurisdiction court, the municipal courts, are funded by the cities.

North Dakota's appropriation of \$86.7 million in FY11 was reduced to \$85.7 million in FY12. The courts will be able to maintain the same number of judges and they will be able to increase the number of staff and the amount spent on operating costs.

The North Dakota courts are implementing e-filing, an electronic document management system (EDMS) and e-payment of fines and fees. Their new case management system allows users to do more for themselves and allows court staff to share work across district lines. They are also implementing electronic reporting of dispositions, name changes, domestic violence protection orders, conditions of probation, and warrants of commitment to other government entities. Subscribers receive hearing notices via e-mail. Court calendars and criminal case dispositions are sent to attorneys and newspapers through automated e-mail service.

North Dakota has had end to end e-citations and has been conducting hearings via videoconferencing for over 10 years. Their introduction of e-filing and their EDMS has been done as a convenience for judges and lawyers and not as a way to reduce costs.

Ohio

The Ohio Judiciary is primarily a locally funded court system. Through the judiciary/supreme court budget, the state pays 100 % of the salaries of the justices of the Supreme Court and the judges of the courts of appeals, 90 % of the salaries of the judges of the courts of common pleas, and approximately 45 % of the salaries of the judges of the municipal and county courts. The state also pays 100% of the salaries of the 270 employees of the Supreme Court, the 300 employees of the courts of appeals, and one-eighth of the salaries of the 88 elected county clerks of court.

The state appropriation for Ohio's courts in FY12 is essentially the same as in FY11 (\$143.1 million in FY11 and \$142.9 million in FY12). To reduce spending, they have frozen salaries of judges and staff, have furloughed staff and have cut back on technology initiatives. Local courts in particular have been forced to take measures to reduce costs because local funding has been cut significantly. The Supreme Court has allowed support positions to remain unfilled and has worked with local courts to reduce the need for the assignment of retired judges.

Technology initiatives include the videoconferencing of hearing.

Oklahoma

Oklahoma's court system is primarily state funded. The state pays the salaries of the trial court and appellate judges and their staff. District court clerks and their staff are county employees; however, some deputy court clerks are paid out of local court funds.

Oklahoma's appropriation was increased from \$95.4 million in FY11 to \$99 million in FY12. They will be able to maintain the same number of judges and staff and will be able to increase the amount spent on operating costs.

To reduce spending, the Oklahoma courts have delayed filling judicial vacancies, and delayed filling vacancies in the clerk's offices and in judicial support positions. They have reduced use of retired judges. The salaries of judges and staff have been frozen. In addition, clerks must pay additional operating expenses out of their revolving funds. These changes have required that some judicial branch personnel assume more work. For the most part, court services have not been adversely affected.

The Oklahoma courts have implemented e-citations and are now working diligently on developing a new case management system that will allow all court to adopt e-filing, an electronic document management system and e-payment of fees and fines. They expect that the system will provide greater public access and reduce costs for court users and the public at large.

In FY12, the Oklahoma judiciary will be adopting a number of policy changes and rules changes needed to implement their e-filing system, including the availability of court records to litigants and to the public on-line.

Oregon

The Oregon Judiciary is primarily a state-funded court system. The county pays for the limited jurisdiction courts. Oregon's appropriation of \$185 million in FY11 will be the same dollar amount in FY12. Their FY11 budget had been decreased during the fiscal year.

To reduce spending, the Oregon courts have reduced hours of operation, imposed staff layoffs, delayed filling judicial vacancies, delayed filling vacancies in the clerks' offices and in judicial support positions, frozen staff salaries, and reduced the use of retired judges.

Oregon is implementing e-citations and is conducting some hearings with videoconferencing equipment.

The Oregon Judiciary has formed a committee that is identifying and promoting reengineering and best practices. Oregon has centralized the accounting functions for approximately 1/3rd of the Circuit Courts and shifted the printing and mailing of checks to the State's printing/mailing facility for those courts.

The budget environment has reduced resources available to the courts both in personnel and in services and supplies. This has resulted in reduced operating hours, longer processing times, decreases in morale, increases in expected errors, and an overall decrease in quality of justice and access to justice.

Pennsylvania

Pennsylvania's court system is funded by both county and state. The state pays the salaries of the all jurists, the administrative office employees and state-level court administrators. It also provides annual grants to help defray counties' costs for administration, jury service, and in several other areas.

Pennsylvania's appropriation increased from \$370.3 million in FY11 to \$394.0 million in FY12. The courts will be able to maintain the same number of judges and staff and to maintain spending on operating costs.

To reduce spending, Pennsylvania has delayed filling judicial vacancies and has eliminated some positions.

Efficiencies and cost savings resulting from their technology initiatives benefit the local courts. These savings benefit the counties; they do not provide savings to the state.

The Pennsylvania courts have centralized functions and reallocated staff in their limited jurisdiction (MDJ) courts. Again, the counties, not the state, are seeing the financial benefits.

The Supreme Court plans to expand "right-sizing" the number of minor court judges to consider whether seats can be consolidated. Following that, the Court will begin to look at the "right-sizing" of trial court judges

Puerto Rico

Puerto Rico's budget was not reduced in FY09 or FY10.

Rhode Island

Rhode Island is a state-funded court system. Their FY11 appropriation was reduced during the fiscal year. Its FY11 appropriation of \$99.8 million was increased to \$101.9 million in FY12. They will be able to maintain the same number of judges, but they will need to decrease the number of staff positions. They will increase spending on operating costs in FY12.

To reduce spending, the Rhode Island courts have delayed filling judicial vacancies and also vacancies in the clerks' offices and in judicial support positions. They have frozen the salaries of judges and staff. The courts have imposed furloughs on judges and staff, with accompanying reductions in pay.

These steps have resulted in delays in the issuance of bench warrants, the inability to expand interpreting services, delays in courtroom proceedings, delays in data entry, delays in mail processing, incomplete case records, and cancelation of the civil calendar.

Technology initiatives include e-citations, e-payment of fees and fines, and the creation of an attorney portal.

The courts out-sourced the bookkeeping function for child support enforcement which allowed court staff to be reallocated to other areas with the Family Court.

The Rhode Island courts are in a worse position than a year ago in that they are operating with fewer staff, resulting in greater delays due to more continuances, incomplete files and overall lower production.

South Carolina

The South Carolina courts are both state and locally funded. The state pays the salaries of judges, secretaries, law clerks and court reporters. The county pays the salaries of the clerks of court and also pays for the facilities, including offices for family and circuit court judges.

South Carolina's appropriation was reduced from \$71.2 million in FY11 to \$68.1 million in FY12. The FY 12 budget includes a one-time nonrecurring appropriation of \$5,000,000 to begin the implementation of e-filing. Its FY11 budget had been increased during the fiscal year. They will be able to maintain the same number of judges and staff and maintain spending on operating costs.

To reduce spending, South Carolina has delayed filling judicial vacancies and delayed filling vacancies in the clerks' offices and in judicial support positions and reduced the use of retired judges and travel. They have frozen the salaries of judges and staff. These reductions were implemented in prior years and have been continued into the current year. The South Carolina courts have continued their diligence for cost saving opportunities in all areas of operations. .

Technology initiatives include e-filing, an electronic document management system, e-payment of fines and fees and videoconferencing of hearings. Most of these technology initiatives are in the implementation stage with some nearly complete and at least one still in the preliminary stage.

The South Carolina Judicial Department through technology improvements and strong leadership has positioned itself to maintain access on a timely basis to the citizens of SC.

South Dakota

The South Dakota Judiciary is a state-funded court system. South Dakota's total appropriation, including general, federal and other funds was reduced from \$45 million in FY11 to \$43 million in FY12. However, because over a million dollars was shifted from the general fund to pay for court automation, South Dakota's general fund appropriation was actually reduced by over \$4 million, a cut of 10%. As a result, while the South Dakota courts will be able to maintain the same number of judges, they will need to decrease staff positions and spending on operating costs.

To reduce spending, the South Dakota courts have delayed filling vacancies in the clerks' offices and in judicial support positions. They have also reduced funding for microfilming court records, deferred capital asset purchases, reduced funding for probationer counseling services, reduced grants funding for counties for security projects, reduced the rate paid to Child Support Referees, and reduced operating expenses in all programs.

Salaries have been frozen. The lack of cost of living salary increases for the past three years is having an impact on staff morale, which can affect the services rendered. However, they believe that the impact on morale would not have the significance that furloughs, layoffs, or salary reductions would likely have.

During FY12, the South Dakota courts will be piloting a new case management system and caseflow management practices.

The South Dakota courts are using videoconferencing for some hearings, allowing for court hearings to be held as statutorily required and in a timely manner. The ease and timeliness of utilizing video conferencing units encourage enhanced service delivery in some situations.

The South Dakota courts have developed on-line forms for use of self-represented litigants and have contracted with Access to Justice to provide training on use of the forms.

The South Dakota Judiciary's probation department has made significant movement with the implementation of assessment funding and implementation of evidence based best practices. Examples include conducting risk assessments on offenders for supervision purposes, utilizing motivational interviewing, using an automated call-in system for administrative and low risk offenders, following a system of care philosophy, referring to cognitive behavioral programming and paying for assessment treatment needs of indigent offenders. The funding loss of \$600,000 (approximately half of the funding available) for community based counseling services, however, is contrary to the procedural changes to increase efficiency and will have a negative impact on services provided.

There are no formal policy changes related to the structure of the court system in South Dakota but there are a number of measures which have been implemented to change how the courts do business. Work is being shifted to smaller counties to relieve the workload in larger counties. Examples include criminal background searches, traffic ticket encoding, and remote receipting. The courts are evaluating the tools used to determine the workload need and allocation for judges and staff in locations across the state. These tools and other factors are used to evaluate every open position for opportunities to reallocate or reduce the position.

Tennessee

Tennessee's courts are funded through a mixture of state and local funding. The trial and appellate courts are funded by the state, but county and municipal courts are funded locally. The state pays the salaries of trial court judges, court reporters and some other court personnel. The state also pays the costs of automation and travel. County and municipal court judges and all court clerks are paid by the county or city.

Tennessee's appropriation increased from \$121.5 million in FY11 to \$125.3 million in FY12, an increase of less than 4%. Their FY11 budget was increased during the fiscal year. They will be able to maintain the same number of judges, but will need to decrease the number of staff positions. They will increase the amount spent on operating costs.

To reduce spending the Tennessee courts have had to lay off staff, freeze staff salaries, and reduce the use of retired judges.

Technology initiatives include e-filing and e-payment of fees and fines. The Judiciary provided funds to the trial courts to enable them to purchase videoconferencing equipment for video arraignments.

Texas

The Texas Judiciary is primarily a locally funded court system. Its FY11 appropriation was reduced from \$671.75 million in FY11 to \$646.5 million in FY12. Their FY11 budget was reduced during the fiscal year. The Texas courts will maintain the same number of judges, but will reduce staff positions and reduce spending on operating costs.

To reduce spending, the Texas courts have imposed staff layoffs, delayed filling vacancies in the clerks' offices and in judicial support positions, and reduced the use of retired judges. They have frozen the salaries of judges and staff and reduced the salaries of some staff.

To date, the Texas courts have been able to absorb reductions without a significant impact on court performance measures, e.g., clearance rate. However, the courts are concerned that additional reductions will impact court services in the intermediate and long-term. Recent growth in the number of filings in the appellate courts, coupled with budget reductions, increases the risk of a backlog in processing cases.

E-filing and Electronic document management are being implemented in the appellate courts; this will reduce the level of effort in accepting filings and, in some cases, allow the courts to operate more efficiently by reassigning clerk staff to other duties. Interpreter services are being introduced statewide in the trial courts; this will allow the courts to have access to interpretation services in domestic violence cases that would not otherwise be available, particularly in the rural areas.

The Texas legislature passed a court reorganization bill that, among other things, addressed the following issues:

- set the minimum jurisdictional amount of district courts at \$500 and raised the upper jurisdictional limit of all statutory county courts to at least \$200,000;
- generated uniform provisions relating to all statutory county courts and repealed many provisions specific to statutory county courts in particular counties;
- created general provisions for the appointment, qualification, compensation, termination and powers of "associate judges," while repealing many individual statutes creating masters, referees and magistrates; and
- ordered a study of the feasibility, efficiency, and cost of converting statutory county courts with civil jurisdiction in excess of \$200,000 into district courts.

The state is in about the same position as it was a year ago. Like the rest of Texas (and the U.S.), Texas courts saw a reduction in their budgets in FY 2011, as well as FY 2012 and 2013; however, the Legislature made relatively minor reductions compared to the rest of state government. As the courts continue to operate on this lower level of funding, the impact will become greater. The courts face an increased risk of backlogs in processing cases, as well as turnover in staff attorney and court clerk positions. One immediate, major impact of budget reductions is that the Office of Court Administration, which provides technology initiatives for the judiciary, saw all but \$50,000 per year of its capital budget eliminated. As a result, it will be at least two years before any additional statewide information technology projects can be initiated for the judiciary.

Utah

The Utah Judiciary is primarily a state funded system. The state pays for facilities and all operating costs. Utah's appropriation was reduced from \$133.9 million in FY11 to \$128.9 million in FY12. Its FY11 budget had been reduced during the fiscal year. Utah will be able to maintain the same number of judges but has had to reduce the number of staff positions and the amount spent on operating costs.

To reduce spending, the Utah courts had to lay off staff and had to delay filling vacancies in the clerks' offices and in judicial support positions. Salaries of judges and staff have been frozen. For FY12, reductions have principally been taken where the workload has decreased, namely juvenile probation services. Additional reductions have been taken in the administrative office of the courts which brings the total reduction in the AOC over the past 3 years to approximately 15%. Reorganization and reduced administrative support has been necessary.

The Utah courts are attempting to minimize the impact on direct services through various re-engineering efforts, the most prominent being the electronic record. They are moving aggressively to get the electronic record in place state-wide; full implementation is a challenge with the system under strain. The Utah Judiciary has purposely minimized any reductions which impact direct trial or appellate court services and have not reduced hours or furloughed employees, opting instead to make permanent reductions and change how they do business.

The Utah courts are implementing a number of technology initiatives, all aimed at providing an alternate and more efficient way of delivering existing services, and as a by-product, providing the public with improved and remote access to court records and services. These initiatives include, e-filing, e-citations, and electronic document management system, e-warrants, and e-documents available to the public. They have put in place videoconferencing of hearings, additional self-help services, remote court interpretation, and a transcript management system which accompanied going entirely digital for the court record.

Structural changes include enhanced case management practices, the centralization of processes, and the reallocation of staff. Jurisdiction for small claims cases were moved from the general jurisdiction court to the justice court. In addition, changes to the rules of civil procedure which will implement significant discovery reform are pending approval.

The Utah Judiciary has worked hard to maintain the level of access and timely dispute resolution and, thus far, have been able to do so. Renewed and increased emphasis and attention to case management practices have actually resulted in improved performance with fewer resources.

Vermont

The Vermont courts are primarily a state-funded system. Vermont's appropriation was increased from \$37.6 million in FY11 to \$39.3 million in FY12. The budget increase only served to offset the increase in employee benefits and the cost of using executive branch services like space, insurance, and technology infrastructure. Its FY11 budget had been reduced during the fiscal year. Vermont will be able to maintain the same number of judges and staff and will be able to increase the amount the amount needed to cover increased operating costs.

To reduce spending, the Vermont courts have reduced their hours of operation. As a result, time for scheduling routine matters has changed from one to two months out to three to four months out.

Technology initiatives include e-filing, e-payment of fines and fees and videoconferencing of hearings. At this point, e-filing hasn't helped to enhance the level of court services because their new case management system has not yet been implemented. Because video arraignments resulted in increased expenses for the Department of Corrections, the Legislature suspended their use.

Over the past year, the Vermont Judiciary has restructured their court system, creating a single trial court with four divisions. Management positions in the trial courts were consolidated. Trial court staff positions that had been paid by the county became state-paid and managed employees. Best practices are being reviewed for the implementation of their new case management system. All technology is being reviewed to support the restructuring of the Judiciary.

Virginia

The Virginia Judiciary is both a state and locally funded court system. The state pays the salaries of the judges and most clerical staff. Virginia's appropriation was increased from \$365.2 million in FY11 to \$367.4 million in FY12. Its FY11 budget had been increased during the fiscal year. Virginia is increasing the number of judicial officers while maintaining the same number of staff positions and the amount spent on operating costs.

To reduce spending, Virginia has imposed staff layoffs and has delayed filling judicial and vacancies in the clerks' offices. The Virginia courts currently have 20 unfilled judicial vacancies which is causing delay in the affected courts. They have frozen the salaries of judges and staff. They have cancelled judicial, clerk and magistrate conferences, restricted out of state travel, renegotiated contracts, reduced IT spending, and reduced printed materials. They eliminated a small department with the Administrative Office.

Technology initiatives include e-filing, an electronic document management system, e-payment of fees and fines and videoconferencing of hearings. They have also expanded access to existing online services to the public.

Virgin Islands

The Virgins Islands court system is centrally funded. The total FY11 appropriation for the Judiciary in the Virgin was \$6.3 million. Its FY12 appropriation has not yet been established; they expect a reduction of 5 – 8%. If reduced, it will result in a decrease in the amount spent on operating costs. Their FY 11 appropriation had been reduced during the fiscal year.

To reduce spending, they have delayed filling vacancies in the clerks' offices and in judicial support positions. They have also reduced overall operating costs. They have frozen the salaries of judges and staff.

To date, the Virgin Islands Supreme Court has been able to reduce costs without reducing the effective of court services to date. However, with additional impending cuts expected for fiscal year 2012, the future remains uncertain. Court services have not been decreased but employee morale is affected with the uncertainty of the future.

Technology initiatives include e-filing, and electronic document management system, e-payment of fees and fines and the use of videoconferencing equipment for some hearings. The Court laid the groundwork for e-filing, e-payment of fees, and the document management system in fiscal year 2011 with both projects scheduled for completion in fiscal year 2012. All these technology enhancements increase productivity and efficiency while reducing paper resources. Therefore, more work can be achieved in less time—which should pay great dividends in an economic climate where staffing levels are down.

The implementation of the case management system, with the Clerk's Module, Chamber Processing Module, Public Access, and e-filing ensures that case processing is seamless without the necessary resources and time wasted in manually tracking, transferring and processing matters.

As resources have diminished, and as funding for FY12 is uncertain, the Virgin Islands Supreme Court is concerned that the reduced level of funding will directly affect their ability to provide access to justice.

Washington

The Washington Judiciary is primarily a locally funded court system. The vast majority of funding for the trial courts is provided at the local level. All noted service level reductions have been implemented by the local courts.

Washington's state appropriation was increased from \$70.3 million in FY11 to \$74.5 million in FY12. The Washington courts will maintain the same number of judges but reduce the number of staff positions and spending on operating costs.

To reduce spending, the state AOC has implemented furloughs, staffing reductions, operational expenditure reductions and, reductions to monies passed on to local courts (grants). Salaries of Judges have been frozen. Salaries of staff have been reduced.

State AOC service level reduction impacts include: reduced capacity to contract with guardianship providers; reduced educational opportunities to trial and appellate judges; reduced budget and accounting support services; reduced direct trial court assistance (elimination of handbooks, reduced policy and governance support).

Trial court service level reductions impacts include: reduced assistance for pro se litigants; reduced or eliminated security; reduced mental health, chemical dependency evaluations; reduced direct supervision; elimination of unified family court; elimination of drug courts; and elimination of arbitration services for child support cases.

The Washington courts are implementing e-filing and e-citations.

Access to timely (judicial) services have been severely impacted due to budget reductions, both at the state and local levels. Examples include:

- reductions to counter staff and phone staff (as well as other reductions) prevent pro se litigants from understanding the process;
- alternatives to incarceration have been drastically reduced or eliminated;
- counseling services have been reduced or eliminated;
- reduced interpreter services;
- increased continuation of cases;

- increased case load for public defenders resulting from budget reduction.

West Virginia

The West Virginia Judiciary is primarily a state-funded unified court system (with the exception of municipal courts). The state pays the salaries of the judges, court reporters, law clerks, case coordinators, and other personnel. The state pays for automation. The counties are only responsible for paying the salaries of the circuit clerks and their respective staff.

Its appropriation was increased from \$128.8 million in FY11 to \$130.5 million in FY12. It will be able to maintain the same number of judges and raise judicial salaries. West Virginia will also be able to increase the number of staff positions and the amount spent on operating costs. The FY12 budget includes funds to expand the number of drug courts and add special probation officers for paroled sex offenders and also additional probation officers to handle the increased caseloads.

The West Virginia courts surveyed the usage of satellite legal law libraries and determined that there was no material use of the resources dedicated to the libraries. As a result, the libraries are scheduled to shut down.

Technology initiatives include videoconferencing of some hearings and the use of presentation stations in the courtroom. The presentation stations in the courtroom allow both sides in criminal and civil cases to make use of video and sound. Neither side is placed at a technological advantage on the other side.

The statewide court system is not under budgetary restrictions at this time. West Virginia's efforts to improve services to the citizens are limited to non-budgetary reasons.

Wisconsin

Wisconsin's courts are funded by a mix of state and local funds. Its appropriation was reduced from \$132.3 million in FY11 to \$130.5 million in FY12. They will maintain the same number of judges and staff positions, but will need to reduce spending on operating costs.

To reduce spending, the Wisconsin courts have delayed filling judicial vacancies and delayed filling vacancies in the clerks' offices and in judicial support positions. They have reduced the use of retired judges. Wisconsin has frozen judges' salaries and furloughed staff. These steps have resulted in slower response times.

Technology initiatives include e-filing and e-payment of fees and fines.

Wyoming

Wyoming is both a state and locally funded court system. The state pays the salaries of the judges, court reporters, some other court personnel and the majority of operating expenses and the cost of automation. The counties pay for the district court clerks' offices.