



WASHINGTON COURTS

ADMINISTRATIVE OFFICE OF THE COURTS

Maintaining Justice: A Profile of the Administrative Office of the Courts

February 2012

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A message from Jeff Hall, Washington's State Court Administrator



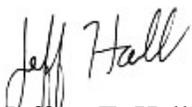
Welcome to the second edition of *Maintaining Justice: A Profile of the Administrative Office of the Courts*. With this publication, we hope to provide you with a comprehensive look at the work of the Administrative Office of the Courts (AOC), our budget, and the many services we provide to the judicial branch of government in Washington State.

For more than 50 years, the AOC has worked to serve a mission to “advance the efficient and effective operation of the Washington judicial system” through a variety of programs, initiatives, and functions that serve our court system.

As a constitutionally separate, independent and co-equal branch of government, the judiciary’s duty is to protect the rights and liberties of individuals, uphold and interpret the law, and resolve disputes peacefully through the open and fair administration of justice. In accord with Sir Francis Bacon’s declaration that “If we do not maintain justice, justice will not maintain us,” the Administrative Office of the Courts provides services that support justice in individual cases and serve to maintain an effective court system in Washington State.

I am proud of our agency’s role of service to the public and the support our agency provides to the nine justices of the Supreme Court, 22 judges of our court of appeals, 189 superior court judges, and 213 judges of our district and municipal courts. I invite you to become more familiar with our agency: the programs, the budget appropriated to support them, and how we work each day to meet our priorities, goals, and mission.

Advancing justice is what we are here to do, and I welcome any questions or comments you may have about the Administrative Office of the Courts.


Jeffrey E. Hall

Agency Overview

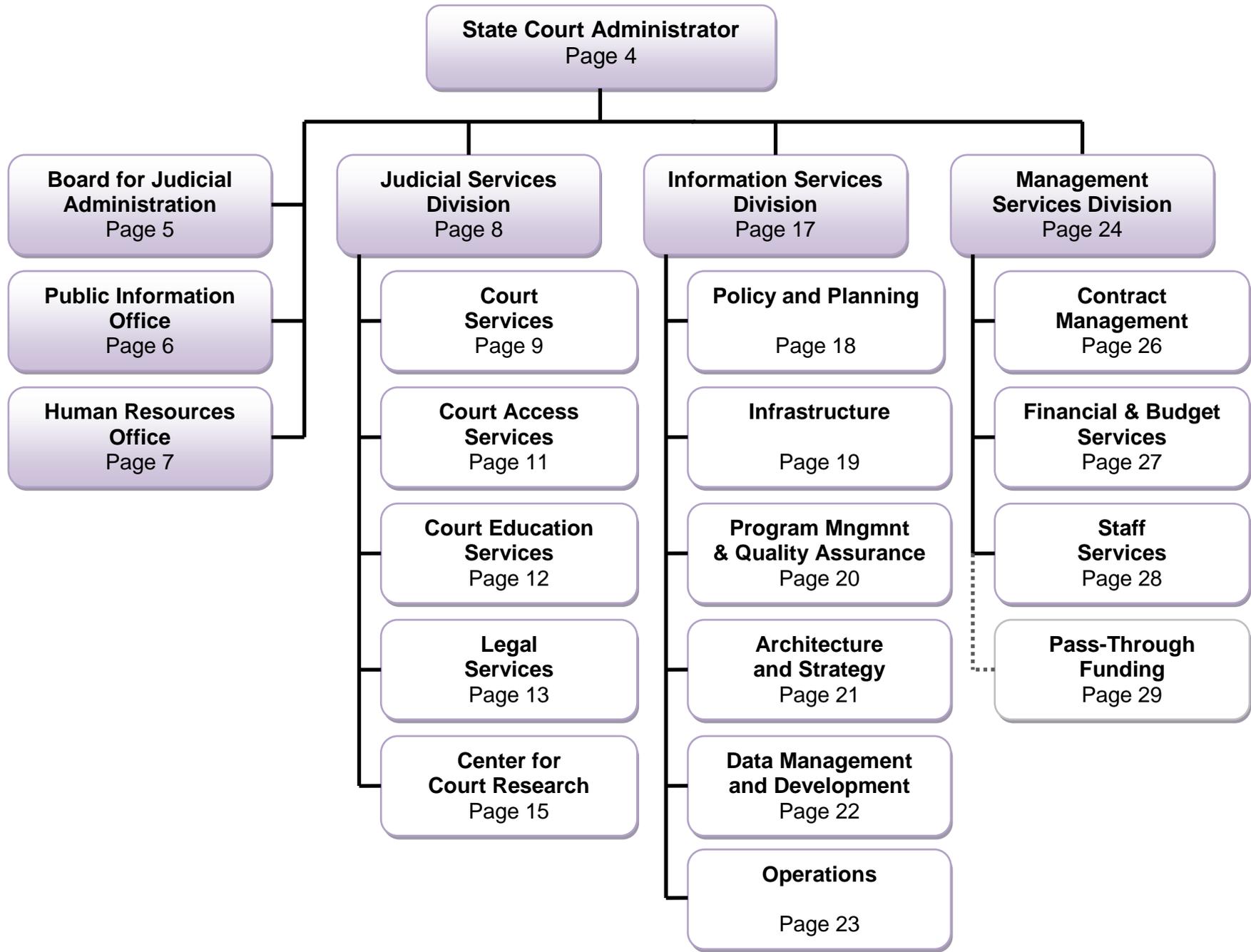
The Administrative Office of the Courts (AOC) was established by the 1957 Legislature and operates under the direction and supervision of the Washington State Supreme Court, pursuant to Chapter 2.56 RCW. As originally enacted, RCW 2.56.03 was the only section of the RCW which directed the activities of the AOC, enumerating 11 functions. Today, that section details 23 functions and is augmented by more than 90 additional statutory references, court rules and court orders adopted and issued by the Supreme Court which direct the activities of the Office. Citations to these statutory, rule and order mandates are provided at the end of each section of this profile which is presented within the context of the Office's organizational structure. While the specificity of the mandates varies from "shall" to "may," they all operate in support of two fundamental constitutional provisions:

“No person shall be deprived of life, liberty, or property, without due process of law.”
Article 1, Section 3, Washington State Constitution

“Justice in all cases shall be administered openly, and without unnecessary delay.”
Article 1 Section 10 Washington State Constitution

To accomplish its work, the AOC is organized as follows:

- **State Court Administrator** – The State Court Administrator provides overall leadership to the AOC based on direction and guidance from the Supreme Court. In addition to planning, direction, and coordination of agency operations, the State Court Administrator works directly with those responsible for intergovernmental relations and communications, public information, and human resources.
- **Judicial Services Division** – The Judicial Services Division provides comprehensive professional and technical support to the state's 255 courts in the following areas: policy and governance support, direct service programs, education, legal services, and research.
- **Information Services Division** – The Information Services Division provides support to the courts through the development, operation, and maintenance of the Judicial Information System (JIS) that provides automation in municipal, district, juvenile, superior, and appellate courts. Over 16,000 users access data on the JIS, including judges, court staff, county clerk staff, attorneys, law enforcement, and private sector businesses.
- **Management Services Division** – The Management Services Division provides integrated budget planning, asset management, accounting, procurement, revenue monitoring and analysis, and contract management for AOC and other state level judicial branch agencies.
- **Pass-Through Funding** – The Administrative Office of the Courts serves as the main conduit of state funding in support of direct court services within the trial courts. In total, pass-through funds comprise over 50% of the agency budget.



State Court Administrator Administration

The State Court Administrator works with the Supreme Court and broader judicial community to advance the fair and efficient administration of justice in service to the citizens of our State.

The State Court Administrator serves at the pleasure of the Washington State Supreme Court and leads the activities of the Administrative Office of the Courts under the direction of the Chief Justice. Duties and responsibilities of the State Court Administrator are enumerated in Chapter 2.56 RCW as well as numerous other statutes, Supreme Court Rules and Supreme Court Orders.

The State Court Administrator, by virtue of office and through appointment, serves on a number of policy boards and commissions that guide and direct the administration of justice in Washington, including:

- The Board for Judicial Administration
- The Judicial Information System Committee
- The Board for Court Education
- The Minority and Justice Commission
- The Court Management Council

The State Court Administrator also serves as the secretary to the Annual Judicial Conference and the Public Guardianship Administrator of the Office of Public Guardianship established within the Administrative Office of the Courts.

Authorities:

- Chapter 2.56 RCW establishes the Administrative Office of the Courts and its executive officer, the State Court Administrator.
- RCW 2.56.030 (8) designates the State Court Administrator as secretary of the annual judicial conference.
- RCW 2.56.040 directs the Administrative Office of the Courts to make recommendations to the Supreme Court for potential reassignment of superior or district court judges due to workload.
- RCW 2.56.110 provides that the Administrative Office of the Courts may assign, at the request of local prosecutor or presiding judge, visiting judges to serve in courts within enhanced DUI enforcement areas.
- RCW 2.72.020 establishes the Office of Public Guardianship within the Administrative Office of the Courts.

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State Court Administrator Board for Judicial Administration

We assist the leadership of Washington's judicial branch with critical planning, policy and outreach so that the judicial branch can speak with one, unified voice.

The Board for Judicial Administration (BJA) was established by court rule to provide effective leadership to the state courts and to develop policy to enhance the administration of the court system in Washington State. Judges serving on the BJA pursue the best interests of the judiciary at large.

The Board has the following standing committees:

- Legislative Executive Committee
- Long-Range Planning Committee
- Best Practices Committee
- Justice in Jeopardy Implementation Committee
- Courthouse Security Committee (currently inactive through 2014 due to budget reductions)
- Trial Court Operations Funding Committee
- Public Trust and Confidence Committee

The Board, through the Associate Director, is charged with:

- Establishing a long-range plan for the judiciary
- Continual review of the core missions and best practices of the courts
- Developing a funding strategy for the judiciary consistent with the long-range plan and RCW 43.135.060
- Assessing the adequacy of resources necessary for the operation of an independent judiciary
- Speaking on behalf of the judicial branch of government and developing statewide policy to enhance the operation of the state court system
- Conducting research or creating study groups for the purpose of improving the courts

Authorities:

- RCW 2.56.030(11) requires the Board for Judicial Administration to review the objective workload analysis prepared by the Administrative Office of the Courts and make recommendations to the Legislature.
- RCW 2.56.200 encourages the Administrative Office of the Courts to conduct performance audits under the authority of the Supreme Court with methods developed by the Board for Judicial Administration.
- General Rule 32 addresses performance audits of courts.
- Board for Judicial Administration Rules 4 (a), 4 (c) and 4 (e) establish the BJA and provide for its roles and functions.

State Court Administrator Public Information Office

We provide public information services on behalf of the judicial branch to the media and the general public so that the courts remain transparent and open to the public we serve.

The Public Information Office serves as the central communications office for media and public inquiries and requests concerning Washington's judicial branch of government.

In its media relations role, the office:

- Responds to questions and inquiries from news media regarding judicial branch activities
- Provides public information about court cases and schedules, procedures, and policies
- Issues press releases regarding items of interest to the public
- Provides assistance to judges and court personnel in high-profile trials
- Provides staff support to the Bench-Bar-Press Committee

In its internal communications role, the office:

- Manages and updates the Washington Supreme Court website
- Authors a monthly electronic employee newsletter entitled "AOC News Briefs"
- Coordinates publication of monthly Supreme Court newsletter entitled "Temple Tidings"
- Authors a quarterly electronic newsletter for the judicial branch, entitled "Full Court Press"
- Provides internal communications support to AOC staff and the Supreme Court

In its community relations role, the office:

- Develops and maintains public education outreach materials
- Produces an online daily clipping service of news related to the Washington Court system which includes more than 1,000 e-mail subscribers from across the nation
- Partners with TVW in its coverage of the Washington State Supreme Court and legal topics of interest to the public
- Partners with the YMCA Youth and Government Program to hold its annual Mock Trial Championships

Authorities:

- General Court Rules: Bench-Bar-Press Committee Statement of Principles provides guiding principles on court-related media coverage.
- General Rule 16 provides camera and media access to courts in Washington.

State Court Administrator Human Resources Office

We provide human resource services to the judiciary so that the courts serve as an equal-opportunity employer.

The Human Resources Office is responsible for providing a broad range of employment services to support the workforce infrastructure of the Administrative Office of the Courts. In addition, the office provides direct consultative services on employment and employee-related issues and services to the Supreme Court, Court of Appeals and State Law Library.

The Human Resources Office administers employment activities in the following major areas while ensuring compliance with state and federal employment laws and internal agency policies:

- Recruitment, Assessment and Selection
- Policy Development
- Employee Development and Training
- Employment Liability Prevention
- Employee Relations
- Equal Employment Opportunity (EEO)
- Classification and Compensation
- Payroll and Benefit Administration
- Employee Recognition Program
- Americans with Disabilities Act (ADA)

Authorities:

- RCW 2.56.020 authorizes the State Court Administrator, with approval of the Chief Justice, to appoint and fix the compensation of assistants necessary to enable performance of powers and duties vested with the Administrative Office of the Courts.

Judicial Services Division Administration

We provide professional and technical support to the state's 255 courts so that innovations and best-practice can be made to the way Washington Courts do business.

The Judicial Services Division provides comprehensive professional and technical support to the state's 255 courts in the following areas: policy and governance, direct service programs, education, legal services, and research through the Washington State Center for Court Research.

The Administration Office of the Judicial Services Division (JSD) provides overall leadership for the division and includes the Business Process Management Office and staffing for the Court Management Council.

The Division is organized into the following sections and programs:

- Administration
- Court Services
- Court Access Programs
- Court Education Services
- Legal Services
- Washington State Center for Court Research

Authority:

- Washington Supreme Court Order #25700-B-217 creates the Court Management Council.

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Judicial Services Division

Court Services

We provide policy development, statewide planning and programmatic support so that courts can fulfill their constitutional duty to provide open and timely access to the public.

The Court Services Section provides a myriad of services in support of the state's trial courts. Staff work closely with judicial officers and court personnel to assist them in planning, policy development and program management so that the public may be better served.

In addition to the major functions described in the ensuing sections, Court Services staff support a number of other programs, functions and committees including:

- **The Gender and Justice Commission:** Charged with promoting gender equality in the system of law and justice by offering educational programs and examining court practices to ensure that gender bias plays no part in the treatment of parties, attorneys, and court employees or in the judicial decision-making process. The Commission administers federal STOP grant funds.
- **The Minority and Justice Commission:** Charged with determining whether racial and ethnic bias exists in the courts of Washington State and, to the extent that it exists, the Commission takes creative steps to overcome it.
- **The Commission on Children In Foster Care:** Charged with a goal of providing all children in foster care with safe, permanent families in which their physical, emotional, intellectual, and social needs are met. The Commission works to improve collaboration between the courts, child welfare partners, and the education system.
- **The Board for Judicial Administration Public Trust and Confidence Committee:** Charged with identifying and prioritizing areas where public trust and confidence is lacking and developing tools and resources to address those needs.
- **Courthouse Facilitators:** Charged with providing ongoing technical assistance for local courthouse facilitators and provides two facilitator training events each year, as required by General Court Rule 27.
- **Guardian ad Litem Training:** Charged with development and implementation of a comprehensive statewide curriculum for persons who act as guardians ad litem under Title 13 or 26.
- **Youth Courts/Public Legal Education:** Coordination of Youth Court activities statewide and partnership with the Council on Public Legal Education's Street Law Program.
- **Law Tables:** Maintenance of RCW and WAC entries for crimes and infractions in three Judicial Information System Law Tables for superior, limited jurisdiction and juvenile courts.

- **Dissolution and Family Programs:** Creation and distribution of the Family Law Handbook, training materials for parties filing for dissolution of marriage and curriculum for court staff in Washington.
- **Policy Level and Staff Support for the Superior Court Judges' Association and District and Municipal Court Judges' Association:** Staff support to the associations and their committees, analysis and implementation of legislation impacting the courts.
- **Court Improvement Program Grant:** Data collection and analysis, training for judges, attorneys, and legal personnel in child welfare cases to improve the operation of the courts in handling abuse and neglect cases.

Authorities:

- Washington State Supreme Court Order #25700-B-392 establishes the Washington State Gender and Justice Commission and provides reauthorization.
- Washington State Supreme Court Order #25700-B-468 establishes the Commission on Children in Foster Care.
- Washington State Supreme Court Order #25700-B-457 establishes the Washington State Minority and Justice Commission and provides reauthorization.
- Chapter 2.16 RCW establishes the Superior Court Judges' Association.
- RCW 2.56.160 requires the Administrative Office of the Courts to establish a pilot program for the efficient statewide processing of warrants issued by courts of limited jurisdiction.
- RCW 2.56.180(3) requires that the Family Law Handbook be provided to the petitioner when he or she files a petition for dissolution.
- Chapter 3.70 RCW establishes the District and Municipal Court Judges' Association.
- RCW 3.72.040 and RCW 13.40.590 require the Administrative Office of the Courts to encourage the courts to work with cities, counties, and schools to implement, expand, or use youth court programs for juveniles who commit traffic infractions.
- RCW 10.64.120 requires the Administrative Office of the Courts to define a probation department and adopt rules for the qualifications of probation officers based on occupational and educational requirements developed by an oversight committee.
- RCW 26.09.231 requires the parties to dissolution matters to file the residential time summary report with the clerk of the court.
- RCW 26.18.230 directs the Administrative Office of the Courts to provide dissolution data tracking.
- RCW 74.14C.100 requires the Administrative Office of the Courts to collaborate with the Department of Social and Health Services to provide training to judges and service providers on function and use of family preservation services.
- 2SSB 5470, Sec. 401(3) provides for reimbursement to counties for the costs of guardian ad litem services for indigent family law parties.
- General Rule 19 directs the Administrative Office of the Courts to promulgate standards for facilities and equipment and provide technical assistance to courts.
- General Rule 27 requires the Administrative Office of the Courts to support the Family Courthouse Facilitator Advisory Committee (RCW 26.12.240).
- CrRLJ and IRLJ 2.1 requires the Administrative Office of the Courts to prescribe a standard citation and notice of infraction form for law enforcement.

Judicial Services Division Court Access Programs

We provide programmatic support to court access programs so that equal access to justice is ensured for all Washington residents.

The Court Access Section within the Judicial Services Division provides direct services related to ensuring public access to Washington Courts:

- **The Office of Public Guardianship:** Charged with administering a public guardianship program, OPG is currently conducting a pilot program with services in Clallam, Clark, Grays Harbor, King, Okanogan, Pierce, Snohomish, Spokane and Thurston counties. The Office contracts with public and private entities to provide guardianship services to persons age 18 or older whose income does not exceed 200% of the federal poverty level.
- **Court Interpreter Program:** Responsible for developing and maintaining the policies governing interpreter testing and training, overseeing educational programs for court staff and judges, and imposing disciplinary sanctions against interpreters who fail to comply with the code of conduct and/or fail to maintain credentialing requirements. The Program is overseen by the Washington Supreme Court Interpreter Commission, and is responsible for conducting the training and testing of court interpreters, maintaining educational credit records, maintaining the official list of certified and registered interpreters, and providing assistance and consultation to Washington courts on interpreter matters.
- **Certified Professional Guardian Program:** Guardians who charge fees in three or more guardianship cases must be certified as a professional guardian. The Certified Professional Guardian Board is the regulatory authority for the practice of Certified Professional Guardians, individuals and agencies, in Washington State. The Board is charged with establishing the standards and criteria for the certification of professional guardians in Washington State, adopting standards of practice, the review of grievances and discipline.

Authorities:

- Chapter 2.42 RCW outlines the use of interpreters in legal proceedings.
- Chapter 2.43 RCW relates to the use of interpreters for non-English speaking persons.
- RCW 2.43.070 requires the Administrative Office of the Courts to establish and administer a comprehensive testing and certification program for language interpreters.
- RCW 2.72.020 creates the Office of Public Guardianship with the Administrative Office of the Courts.
- Chapter 11.88 RCW defines professional guardianship appointment, qualification, and removal in Washington.
- General Rule 11 establishes the Interpreter Commission and program guidelines.
- General Rule 23 defines rules for certification of professional guardians.

Judicial Services Division

Court Education Services

We educate judges and court personnel so that the courts have the highest quality judicial leaders, who properly apply the laws of Washington and manage their courts effectively.

The Court Education Services (CES) section is organized into three units performing distinct, but related, functions: Judicial Education, Judicial Information System (JIS) Training, and Customer Services.

- **Judicial Education Unit:** Supports the provision of ongoing educational opportunities for judicial officers to satisfy the requirements of GR 26. Education events include: Judicial College; Faculty Development; Courthouse Facilitator training; conferences for superior court judges, county clerks, appellate courts, juvenile court administrators, district and municipal court judges and managers, and superior court administrators; Institute for New Court Employees; Judicial Conference; DUI regionals; Institute for Court Management; and web-based programs for presiding judge/court administrator teams.
- **Judicial Information System (JIS) Training Unit:** Providing computer training to court staff and judicial officers to correctly record and access data contained in JIS databases through software tools designed to meet specific needs at each court level.
- **Customer Services Unit:** Provides direct “help desk” and problem-solving support to court clients regarding use of JIS tools and other court-related business issues via telephone, e-mail, “chat,” and online “tickets.” Develops and maintains the online eService Center knowledge base for court customers and the public.

Authorities:

- Washington Supreme Court Order #25700-B-330 establishes the Board for Court Education to improve the quality of justice in Washington through effective education.
- RCW 2.56.030(8) provides that the State Court Administrator shall serve as secretary of the annual judicial conference.
- RCW 2.56.030(10) provides that the Administrative Office of the Courts shall administer programs and standards for the training and education of judicial personnel.
- RCW 2.56.060 provides for holding an annual conference for judicial business, improvement of the judicial system and the administration of justice.
- General Rule 26 requires the Administrative Office of the Courts to implement mandatory continuing education standards and programs, and report judicial officers’ compliance.

Judicial Services Division

Legal Services

We provide legal services to the judiciary so that branch policies, practices and proposals are consistent and legally appropriate.

The Legal Services section provides a wide variety of services requiring expert legal knowledge in support of the Administrative Office of the Courts, Supreme Court, Court of Appeals, and trial court judge associations.

Of particular note are the following activities:

- **Supreme Court Rule-Making:** Court rules generally govern procedural matters in cases before the trial and appellate courts as well as administrative matters and ethics rules for judges and lawyers. The Legal Services section provides staff support to the Supreme Court Rules Committee, including drafting and revising court rule amendments, researching and preparing memos on legal issues, receiving public comment on proposed rules, preparing en banc conference materials, drafting court orders adopting proposed rules, and coordinating the publication of rules with the Office of the Reporter of Decisions.
- **Ethics Advisory Committee:** Charged with advising judicial officers on the application of the Code of Judicial Conduct to contemplated activities. Following the advice in an ethics opinion is evidence of good faith in the event a complaint is brought against a judicial officer. The Legal Services Section provides staff support to the Committee, including researching and drafting opinions for committee review and comment, preparing materials for the biannual judicial candidate forum, responding to informal questions, and assisting in the preparation of materials for education sessions.
- **Washington Pattern Jury Instructions Committee:** Charged with writing and updating the state's pattern jury instructions for civil and criminal cases. The committee, established in 1963, is governed by the Supreme Court and has 34 members representing the state's judges, attorneys, and law professors.
- **Pattern Forms Committee:** Charged with implementing the adoption of statewide mandatory forms, to consider requests for the redrafting of adopted forms, and to oversee all necessary redrafting.
- **Staff to the Court of Appeals:** Support to the three divisions of the Court of Appeals (COA) by assisting with policy and governance issues.
- **Benchbooks:** Working with various committees and individuals, the Legal Services Section staff drafts and edits publications which are used by judges and court staff.

Authorities:

- Washington Supreme Court Order #25700-B-210 establishes the Pattern Forms Committee.
- Washington Supreme Court Order #25700-B-285 establishes the Pattern Jury Instructions Committee.
- The Administrative Office of the Courts is required to prepare the following:
 - CrR 7.1(d) - mandatory judgment and sentence forms for felony convictions
 - RCW 2.56.130 - informational brochures for juveniles and their parents
 - RCW 10.14.050 - anti-harassment forms and brochures
 - RCW 12.40.800 - small claims informational brochure for district courts
 - RCW 13.64.080 - forms for minors seeking emancipation
 - RCW 26.09.006 and RCW 26.26.065 - domestic relations forms
 - RCW 26.09.175 - modification of child support order forms
 - RCW 26.18.210 - child support order summary form
 - RCW 26.19.035-050 - child support worksheets and forms
 - RCW 26.50.035 - domestic violence protection order forms
 - RCW 36.22.210 – form for county auditors to use in registering process servers
- RCW 9.73.120 and RCW 9.73.230 require the Administrative Office of the Courts to collect wiretap reports from superior courts and law enforcement agencies.
- General Rule 7 requires the Administrative Office of the Courts to develop specifications and methods for filing local court rules.
- General Rule 9 establishes the Supreme Court rule-making process.
- General Rule 10 establishes the Ethics Advisory Committee.

Judicial Services Division

Washington State Center for Court Research

We produce objective, empirical research so that the judiciary can improve its practices and increase efficiencies.

The Washington State Center for Court Research (WSCCR) was established in 2004 within the Administrative Office of the Courts to create and maintain an independent capacity for objective research within the judicial branch to improve understanding of the courts, help guide judicial policy, and improve the functioning of our judicial system.

The WSCCR receives guidance and perspective from a 12-member advisory board that represents appellate courts, trial courts, court administrators, county clerks, executive branch researchers, and academic researchers.

Projects of particular note include:

- **Judicial Need Estimates and Court Staffing Reports:** Annual estimates of the number of judicial officers required in each court utilizing an objective workload analysis model.
- **Court Caseload Reporting and Court-Business Practices:** Annual Caseload Reports developed in collaboration with court managers from around the state and the Information Services Division, reporting on case filings and dispositions for all court levels.
- **Judicial Impact Statements (Fiscal Notes):** Estimates of the fiscal impact to the judiciary, at the state and local levels, of bills introduced in the Legislature; estimated to be the third highest volume of requests of state agencies.
- **Board for Judicial Administration Core Mission and Best Practices Committee:** Charged with reviewing the core mission and best practices of the Washington courts. The primary focus of the Committee at the present time is developing performance measures for the courts.
- **Residential Time Summary Reports:** Annual reports summarizing information for every dissolution case in which residential time with children is established or modified.
- **Timeliness of Dependency Case Processing in Washington:** Annual reports on the timeliness of dependency case processing, presenting information about cases that fail to meet statutory guidelines to achieve permanency for dependent children. The WSCCR works with the Children's Administration and the Office of the Attorney General to build enhanced records for dependency (child abuse and neglect) cases and to adhere to records standards derived from state and federal statute.
- **Federal Court Improvement Grant:** Development of an enhanced performance tracking capability for dependency cases; implement more frequent and automated data exchanges between the Children's Administration and family courts.

- **Case Management Assessment Process Grant:** Administration of the Case Management Assessment Processes (CMAP) tool's four-step model for effective case management of juvenile offender treatment. CMAP has been initiated in all 33 juvenile courts in Washington and includes training and refinement of the assessment to bring about change in juvenile offenders.
- **Models for Change Grant:** Research project to develop and implement programs that will reduce the use of secure detentions and reduce racial and ethnic disproportionality through increased assessments of juvenile offenders and the use of evidence-based treatment and improved mental-health services.
- **Quality Improvement in the Representation of Children in the Child Welfare System Grant:** Supports the Center's work to supply data to track implementation and outcomes of best practices training for attorneys representing children in dependency cases.

Authorities:

- Washington State Supreme Court Order #25700-B-440 establishes the Washington State Center for Court Research.
- RCW 2.56.030(4) requires AOC to make reports of the business transacted by the courts.
- RCW 2.56.030(11) requires AOC to examine the need for new superior and district court judge positions under an objective workload analysis.
- RCW 2.56.031 requires the Administrative Office of the Courts to improve the collection and reporting of information on juvenile offenders.
- RCW 2.56.120 requires the Administrative Office of the Courts to establish a procedure to report the fiscal impact of legislation on the courts.
- RCW 9.94A.850(g) requires the Administrative Office of the Courts to provide the Sentencing Guidelines Commission with available data on diversion, including the use of youth court programs, and dispositions of juvenile offenders under Chapter 13.40 RCW.
- RCW 9.94A.855 requires the Administrative Office of the Courts to provide the Caseload Forecast Council (formerly the Sentencing Guidelines Commission) such data, information, and data processing assistance as the Council may need to accomplish its duties.
- RCW 13.34.820 directs the AOC to present information about cases that fail to meet statutory guidelines to achieve permanency for dependent children.
- RCW 26.09.231 directs the AOC, in consultation with the Department of Social and Health Services Division of Child Support, to develop a Residential Time Summary Report.
- BJAR 3 and 4 (b) establishes the Core Mission and Best Practices Committee and the Committee's charge.
- GR 32 directs AOC to conduct performance audits of courts under the authority of the Supreme Court in conformity with criteria and methods developed by the Board for Judicial Administration.
- 2ESB 1087 (2011) directs the Center for Court Research to participate in a juvenile court funding block grant oversight committee and to provide information necessary to continually assess the performance of juvenile probation programs.

Information Services Division Administration

We provide technology services and criminal history information to the judicial branch so that justice can be administered uniformly throughout Washington State.

Administration for the Information Services Division (ISD) provides oversight for a range of technology products and services in support of the Judicial Information System (JIS) as well as in-house technology services to the AOC, Supreme Court and the three divisions of the Court of Appeals.

The JIS serves as a statewide clearinghouse for criminal history information, domestic violence protection orders and outstanding warrants and supports the automation needs of Washington's municipal, district, superior and appellate courts as well as government partners.

Principal JIS clients include judicial officers, court managers, county clerks, and other court staff. The JIS provides essential information to the Washington State Patrol, Department of Corrections, Office of the Secretary of State, Sentencing Guidelines Commission, Department of Licensing, local law enforcement agencies, and prosecutors. Other users include the general public, individual lawyers and law firms, and the media.

ISD currently supports more than 16,000 court customers; over 8,000 third-party users in other state and local government; 1,200 service requests each month; and eight major JIS systems.

The Judicial Information System Committee provides oversight and guidance to ISD in supporting the major JIS systems. In June 2009, the Judicial Information System Committee approved a set of Business, IT Strategy, and Operational plans, of which the majority have been implemented and the remaining few initiatives are in process of implementation.

Authorities:

- Chapter 2.68 RCW establishes the Judicial Information System, including fees and electronic access to information.
- RCW 26.50.160 requires the Administrative Office of the Courts to modify and enhance the Judicial Information System to integrate information relating to domestic violence with other domestic cases.
- General Rule 30 requires that the Judicial Information System Committee adopt standards for electronic filing of court documents.
- Judicial Information System Committee Rules (JISCR) provide for the oversight of JIS by the JISC.

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Information Services Division Policy and Planning

We provide the overall IT policies, procedures and standards that cross all sections, so that technology is delivered in the most efficient and cost-effective way to stakeholders in the courts and criminal justice community.

The Policy and Planning section is responsible for developing JIS policies, procedures, and standards; communicating externally with the court community; communicating internally for organizational change management; facilitating the IT governance process; managing the JIS portfolio of business applications; assigning and tracking technical resources; and monitoring performance of work in the Information Services Division.

The Policy and Planning Section provides services in the following areas:

- **Internal Organizational Change Management and Communications:** Responsible for developing internal communications to help staff understand the organizational changes taking place, understand what is expected of them, and when the changes will occur to help prepare them for the change and increase their adoption of new ways of doing business.
- **IT Portfolio Management:** Responsible for tracking and reporting on JIS IT investments which include (projects, staff resources, hardware and software). This unit coordinates resource assignments to projects and tracks project timelines to ensure that projects have the needed resources to complete projects on schedule. This unit identifies capacity issues for resolution by management.
- **IT Governance and Performance Measurement:** Responsible for coordinating the IT Governance process with the court communities and the Judicial Information System Committee to ensure transparency of the process and that ISD is working on the right issues that have the highest priority for the courts. This unit also coordinates internal performance measurements of each section across ISD to ensure that we are meeting performance goals and expectations across the division.
- **Business Liaison:** Responsible for customer relations/communications and court outreach to ensure that the court community knows and understands what ISD is doing on their behalf and that ISD hears and understands their issues or concerns. This unit also provides direct support to the Judicial Information System Committee.
- **Vendor Relations:** Responsible to ensure that technical aspects of contracts meet the needs of AOC and the judiciary, develop standards and acceptance criteria for vendor deliverables, communicate proper engagement practices to vendors, and ensure that AOC obtains the best rates and discounts for services and products that are being purchased from vendors.

Information Services Division Infrastructure

We provide technical services so that stakeholders have 24/7 access to the Judicial Information System and its technology which is necessary to operate core functions for the judicial branch and our criminal justice partners.

The Infrastructure section of the Information Services Division provides overall support and maintenance for the technology which directly supports the Administrative Office of the Courts, the Supreme Court and the three divisions of the Court of Appeals.

The section is comprised of three units:

- **Network Unit:** Responsible for the Local and Wide Area Networks (LAN/WAN) and wireless connectivity for all AOC facilities, the Supreme Court and the three divisions of the Court of Appeals. The Network Unit is responsible for the hardware, circuits, and systems that provide connectivity between the servers to the network plugs located in the wall. The unit also works with individual court sites to ensure that the wiring in local courthouses can support connection to the JIS.
- **Systems Database Unit:** Responsible for deploying and maintaining all databases for the JIS. This requires close coordination with the other ISD sections for internally developed applications and outside entities for vendor-developed software. The unit manages over 200 databases running in IBM DB2 or Microsoft SQL Server. In addition, the unit oversees the security and administers the database patches to these database environments.
- **Server Unit:** Responsible for deployment and maintenance of all server hardware and software located at the AOC, the Supreme Court and the Court of Appeals. The Server unit is responsible for the deployment and maintenance of JIS servers.
- **Desktop Unit:** Responsible for all workstation desktop and laptop computers, projectors, and video conferencing systems at all AOC facilities, the Supreme Court and the three divisions of the Court of Appeals. The unit is responsible for maintaining and providing support for all software running at the workstations.

Information Services Division

Program Management and Quality Assurance

We provide project management oversight, quality assurance and testing for the Judicial Information System, so that technology is delivered in the most efficient and cost-effective way to stakeholders in the court and criminal justice community.

The Program Management and Quality Assurance section is responsible for managing IT projects using industry best practices and ensuring that all application changes have been thoroughly tested prior to release into the production environment.

The Program Management and Quality Assurance section provides services in the following areas:

- **Project Management (PMO):** Responsible for delivering IT projects on time, within budget, and that meet the needs of the court community. This unit is responsible for defining project management methodologies and ensuring compliance among all IT projects. The PMO develops project charters, project plans, schedules, status reports, presentations, and provides oversight on high-risk or high-cost projects. This section also presents project statuses to the Judicial Information System Committee.
- **Quality Assurance and Testing:** Responsible for providing quality control standards in the testing of all major information technology functions.

Information Services Division Architecture and Strategy

We serve as a conduit between AOC and outside customers so that technical services meet the needs of courts and the end user of JIS technology.

The Architecture and Strategy Section coordinates the operational and business processes within ISD to ensure continuity, productivity and quality of the work products provided by the JIS system.

This section includes the following units:

- **Enterprise Architecture Unit:** Responsible for development of standards for the statewide Judicial Information System. The unit works as the “think-tank” for recommending strategic direction in five different technology domains—business, information, applications, infrastructure and security. The group ensures alignment of JIS standards with those from the Washington State executive branch as well as federal standards for Justice Information Exchange.
- **Business Analyst Unit:** Responsible for translating the business needs of the courts into technology solutions that address the business needs. The unit serves as a liaison among court users and other stakeholders to elicit, analyze, communicate, and validate requirements for changes to business processes, policies, and information systems.
- **Solutions Architect Unit:** Responsible for designing and architecting technology solutions that meet the requirements of the customers. Solution architects ensure that the solutions align with the agency’s technology standards and strategic direction and act as an interface between enterprise architecture and project teams. The unit is also responsible for providing end-to-end oversight during the development phase of projects. In addition, solution architects are responsible for conducting feasibility studies and researching solutions as well as for providing an initial analysis for the customers’ requests through the IT governance process.

Information Services Division

Data Management and Development

We manage and collect information from the Judicial Information System so that we can respond to information needs of the court community, government entities, the media, researchers and the general public.

The Data Management and Development section encompasses three different activities:

- **Enterprise Data Warehouse:** Responsible for providing consistent, timely, and accurate responses to requests for data made by the court community, government entities, the media, researchers, and the general public. This is done by providing a robust enterprise data warehouse, public data mart, and an easy-to-use data access and query application. Currently, the data warehouse contains case management information, person and attorney information, e-ticketing, and juvenile risk assessment information. Accounting information is being added and reports became available beginning the fourth quarter of 2011.
- **Data Management:** Responsible for architecture, design and maintenance of data contained within the Judicial Information System. A data governance program is being implemented to oversee data projects, data quality, and other data management functions.
- **Data Exchange:** Responsible for the development and maintenance of data exchanges and other data integration projects within the Judicial Information System including documenting and publishing the data exchange library.

Authorities:

- Chapter 2.68 RCW establishes the Judicial Information System, including fees and electronic access to information.
- RCW 13.50.010 requires the Administrative Office of the Courts to maintain a research database of juvenile information for the Washington State Center for Court Research, and to provide juvenile information to the Office of Public Defense.
- RCW 46.20.286 requires the Administrative Office of the Courts to cooperate with the Department of Licensing and Department of Corrections to implement RCW 46.20.285 involving the revocation of driver licenses for persons convicted of certain offenses.
- Judicial Information System Committee Rules (JISCR).

Information Services Division Operations

We provide daily maintenance to Judicial Information System applications so that the statewide system operates effectively and allows courts to conduct business on a day-to-day basis.

The Operations section within the Information Services Division is responsible for the daily maintenance and operations of the applications that support the court system in Washington State.

This includes:

- Judicial Information System (JIS), including the District Court Information System (DISCIS)
- Superior Court Management and Information System (SCOMIS)
- Judicial Receipting System (JRS) for Superior Courts
- Juvenile and Corrections System (JCS)
- Appellate Court Record and Data System (ACORDS)
- Judicial Access Browser System (JABS)
- JIS Calendaring (CAPS)
- Public facing and internal web services

The Operations section actively monitors and responds to issues and problems and performs the maintenance required to keep the legacy applications operational.

The Operations unit also writes all of the programming code for changes to the legacy applications. Programming code changes are made as a result of legislation, user requests or the discovery of defects in the applications. The section also plans for and executes disaster recovery tests to ensure that AOC and the courts will be able to operate should the main AOC facility experience a catastrophic disaster.

The web services developed and maintained by the operations section ensure that all stakeholders in the judicial process can access the information they need in a secure and easy manner.

Management Services Division Administration

We provide budgeting, accounting, auditing, contracting and other management services to AOC and the court community so that the judicial branch can operate efficiently.

The Management Services Division provides integrated budget planning, asset management, accounting, procurement, revenue monitoring and analysis, and contract management services. In addition to providing these services for the AOC, the Management Services Division directly supports the Supreme Court, Court of Appeals, State Law Library, Office of Civil Legal Aid, and the Office of Public Defense.

The Division is organized into the following sections:

- MSD Administration
- Contract Management
- Financial and Budget Services
- Staff Services

In addition to overall leadership for the division, the Administration Section of the Management Services Division provides:

- **Business Continuity Planning:** As part of an Enterprise Risk Management framework, the AOC Business Continuity Plan serves to protect the employees and assets of AOC and ensure continuity of critical operations in the event of a natural disaster or epidemic.
- **Public Records Request Response:** In accordance with AOC Policy, respond to public records requests from the public and maintain overall management of AOC's public records program.

Authorities:

- RCW 2.14.040 requires the Administrative Office of the Courts to administer the Judicial Retirement Plan.
- RCW 2.56.030 requires the Administrative Office of the Courts to prepare and submit budget estimates of state appropriations necessary for the maintenance and operation of the judicial system and make recommendations in respect thereto.
- RCW 2.56.190 requires the Administrative Office of the Courts to annually distribute funds to counties for the collection of legal financial obligations by the county clerks.
- General Rule 5 requires all courts to submit all financial records of such court to the State Auditor or his agents for inspection and audit, as to all funds received, disbursed, or in possession of said court.
- Court of Appeals Administrative Rule 23 authorizes the Administrative Office of the Courts to provide financial services and to prepare budget proposals.

- Judicial Information System Committee Rule 4 requires the Administrative Office of the Courts, with approval of the Supreme Court, to prepare funding requests for the Judicial Information System.
- Article IV Section 13 of the Washington State Constitution requires that one hundred percent of the salaries for Supreme Court justices and fifty percent of the salaries for superior court judges be paid by the state.

Contact:

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Management Services Division Contract Management

We provide contracting services so that public tax dollars are spent appropriately.

The Contract Management section drafts, reviews and negotiates all contracts between AOC and vendors, state agencies, and other government entities to ensure that all contracts are properly awarded and negotiated in good faith with a goal of having a final contract that is executed in the best interest of the public, the AOC and the state judicial branch. The section also supervises and coordinates all competitive procurements to ensure proper procedures are followed. The goal is to seek competition in an orderly and defined manner, where the choice of supplier is determined by the anticipated price of the acquisition, by taking into account product functionality, analyzing the vendor's ability to provide the service, delivery conditions, payment terms, supplier performance and capabilities, and other factors as described in the solicitation.

The Data Dissemination Unit within the Contract Management Section prepares, executes and monitors all contracts with vendors for downloads of the different JIS public indexes available to the public for subscription. The AOC currently has five electronic standard public indexes available on a subscription basis:

- Public SCOMIS (Superior Court) Criminal Index
- Public Courts of Limited Jurisdiction Civil Index
- Public Courts of Limited Jurisdiction Criminal Index
- Public SCOMIS (Superior Court) Civil and Criminal Index
- Probate Filing Index

The unit also administers a court data access service known as JIS-Link. The service enables subscribers with personal computers and an Internet connection to access court information contained in the statewide Judicial Information System.

The Data Dissemination Unit is also responsible for reviewing all requests for court records from the public and government agencies to ensure that the judicial entity releasing the court records is complying with the access to court records as set forth in the Washington State Constitution, court rules and case law.

Authorities:

- RCW 2.68.050 requires Washington Courts, through the Judicial Information System Committee, to ensure public access to electronic court records.
- General Rules 15, 22 and 31 govern access to court records.
- JISC Rule 12 requires the Committee to adopt rules governing the release of information contained in JIS.
- JISC Rule 15 requires the Administrative Office of the Courts to promulgate policies and procedures for applications to receive computer based records.

Management Services Division Financial and Budget Services

We provide fiscal services to AOC, the Supreme Court and Court of Appeals so that the judicial branch budgeting practices are transparent and comply with accounting standards and laws.

The AOC Financial and Budget Services section is responsible for financial activity for the Administrative Office of the Courts as well as the Supreme Court, Court of Appeals, Law Library, Office of Civil Legal Aid, and Office of Public Defense.

The AOC Financial and Budget Services section develops charts of accounts, prepares payroll and leave reports, maintains statewide accounting and budget systems, prepares and pays invoices, travel vouchers and employee reimbursement, and prepares cash deposits.

The section assists with the development, preparation and presentation of biennial and supplemental budget requests, the development of division spending plans, prepares monthly budget and expenditure reports, and prepares and provides budget and expenditure information for the Legislature. Other responsibilities include financial management of federal, state, and private grants, completion of the annual and biennial financial reports, and purchasing. In addition, the Financial and Budget Services section is responsible for the development of the revenue forecasts for four dedicated accounts and the reconciliation, tracking and audit of over \$264 million in biennial revenue.

Authorities:

- RCW 2.12.010, 2.12.020 and 2.14.110 requires the Administrative Office of the Courts to receive and file a judge's notice to retire form or disability report.
- RCW 2.12.040 requires the Administrative Office of the Courts to administer judicial deferred compensation contributions.
- RCW 2.14.060 requires the Administrative Office of the Courts to issue warrants for judges, arbitrators, and pro tempore judges.
- RCW 2.56.030(5) authorizes the Administrative Office of the Courts to prepare and submit budget estimates of state appropriations necessary for the maintenance and operation of the judicial system.
- RCW 3.34.130(3) requires the Administrative Office of the Courts to reimburse counties for pro tempore costs in excess of 30 days as a result of district court judges serving on commissions created by the Legislature or Chief Justice.
- RCW 10.46.220 requires a review of felony cost bills as filed by superior courts.
- Court of Appeals Administrative Rule 23 requires the Administrative Office of the Courts to prepare the budget, collect caseload statistics and obtain public employee faithful performance bond coverage for all Court of Appeals employees.
- The Biennial Budget Act requires the Administrative Office of the Courts to reimburse Thurston County for costs associated with suits involving Washington State filed in the Thurston County Superior Court.

Management Services Division Staff Services

We provide telephone and facilities services so that the AOC can conduct business on a daily basis.

The Staff Services section manages and maintains all agency facilities. This includes security, shipping and receiving, supervision of the agency print and production unit, and coordination of building maintenance and repairs.

- **Facilities Management:** Staff Services provides a wide variety of services to support the employees of the AOC. Facilities management includes coordinating building repairs and improvements. The office also maintains a vehicle pool for employees and schedules state motor pool cars.
- **Print Center:** The agency's print center produces copies, booklets, catalogs, posters, and brochures, as well as thermal-bound and spiral-bound documents. Materials may be copied to CDs or DVDs. The center performs all the legal copy work for the Supreme Court and all three divisions of the Court of Appeals.
- **Building Security:** Staff Services maintains the building security system. It issues keycards to employees and provides after-hours emergency coverage.
- **Telecommunications:** Maintains the telephone PBX system and cellular phone acquisition and maintenance.
- **Shipping and Mail Services:** Shipping and receiving and twice daily inter-office mail service.
- **Conference Rooms:** Scheduling and support for conference rooms, including the SeaTac Conference Room.
- **Commute Trip Reduction (CTR):** The Staff Services Manager oversees the Commute Trip Reduction Program.

Authorities:

- RCW 40.14.070 details archiving and record retention in Washington.
- RCW 43.19.17-19 provides guidelines for inventory and surplus of equipment.
- RCW 70.94.521-551 authorizes Commute Trip Reduction Programs in Washington.

Pass-Through Funding

The Administrative Office of the Courts administers more than \$82 million in state funds which pass through to local government across seven functional areas. Agency staff is involved in developing and awarding grants, contracting, determining distribution formulas and amounts, auditing contract compliance, administering salary and benefits for the state's 189 superior court judges.

Responsibility for managing pass-through funds and providing technical support to the funded programs is spread across the agency with the primary workload distributed within the Management Services Division and the Court Services section in the Judicial Services Division.

Program Contact:

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Pass-Through Funding Superior Court Judges Salaries and Benefits

The Administrative Office of the Courts (AOC) administers the constitutionally mandated requirement that “One-half of the salary of each of the superior court judges shall be paid by the state and the other one-half by the county or counties for which he is elected.” In addition, the AOC reimburses counties for superior court judge pro tempore costs, statutorily required witness fees in cases where conviction of a felony is obtained, and the costs associated with judicial officers serving in a judicial district comprising more than one county.

Authorities:

- Washington State Constitution Art. 4 §13 requires that the state pay one-half of the salary of superior court judges.
- RCW 2.08.115 provides for travel expenses for superior court judges serving in judicial districts comprised of two or more counties.
- RCW 2.08.180 establishes the rate of pay for judges pro tempore in the superior courts and requires that it be paid in the same manner as superior court judges.
- RCW 7.06.040 requires that arbitrators in civil actions in the superior courts be paid in the same amount and manner as judges pro tempore.
- RCW 10.46.230 requires the Administrative Office of the Courts to examine, audit, and allow payment by the state of statutorily required cases where a conviction of a felony is obtained in the superior courts.

Pass-Through Funding Becca/Truancy

In 1995, the State Legislature passed ESSB 5439 (Chapter 312, Laws of 1995) known as the “Becca bill,” which provided for both structure and funding for addressing truant children, at-risk youth and children in need of services. Funding for the programs within juvenile courts under the legislation is passed through the Administrative Office of the Courts.

- **Truancy petitions** are filed by the school district when a student has seven unexcused absences in one month or 10 unexcused absences in one school year. In rare instances, a parent may file a truancy petition. The truancy statute is consistent with the Compulsory School Attendance Law and applies to children between the ages of 8 and 18. The Becca bill also covers children in need of services and at-risk youth petitions, but this study focuses on the truancy aspects of the Becca bill.
- **At-Risk Youth (ARY) petitions** are an option for parents and/or the Department of Child and Family Services (DCFS) to file petitions on minors whose behaviors fit in at least one of the following categories:
 - Absent from home for 72 consecutive hours without the consent of the parent.
 - Is beyond parental control such that their behavior endangers the health, safety and welfare of themselves or another person.
 - Has a substance abuse problem for which there are no pending criminal charges relating to the substance abuse.

Children in Need of Services (CHINS) petitions are an option for minors, parents, and/or Department of Children and Family Services (DCFS) to file when a minor fits into at least one of the following categories:

- Is beyond the control of his or her parent such that their behavior endangers their health, safety and welfare or that of another person.
- If the minor has been gone from the home for two 24 consecutive hour periods.
- Has exhibited a serious substance abuse problem.
- Is in need of necessary services (including food, shelter, health care, clothing, or education).
- Is in need of services designed to maintain or reunite the family.
- Or whose parents can show unsuccessful efforts to maintain the family structure and are unable or unwilling to continue efforts to maintain the family structure.

Authorities:

- RCW 2.56.140 requires the Administrative Office of the Courts to prepare a truancy report.
- Chapter 13.32A RCW establishes the family reconciliation act.
- Chapter 28A.225 RCW addresses compulsory school attendance.

Pass-Through Funding CASA

The Legislature allocated biennial funding to support local Court Appointed Special Advocate (CASA) programs operating in courts throughout the state and three tribal CASA programs. The AOC manages 34 contracts with courts to support their local CASA programs.

The majority of the state's investment in CASA programs goes directly to support local program costs including program management staff and CASA volunteer supervisory staff. CASA volunteers serve as advocates for the child to ensure they receive services, monitor the safety of the child and prepare reports for the court and testify in court.

A portion of the state funds are retained by the AOC and provide statewide services to benefit the programs including: printing and distributing training manuals, paying for Washington State Patrol fingerprint criminal background checks, and providing funding for the above referenced evaluation.

Authorities:

- RCW 2.56.030(15) requires the Administrative Office of the Courts to develop a comprehensive statewide curriculum for persons who act as guardians ad litem under Title 13 or 26 RCW.
- RCW 13.34.100 defines the authority for the appointment of a guardian ad litem for children.

Pass-Through Funding Court Interpreter Commission and Court Interpreter Program

Beginning in 2008, the Interpreter Program began disbursement of state funds to reimburse one-half of the cost of local court interpreter expenses. Because statewide demands exceeded the amount of available funds, an application process was developed for courts interested in participating in the reimbursement program. In the selection process, preference was given to courts collaborating with neighboring courts, those who are committed to high quality interpreting, and courts employing efficient hiring practices. Participating courts are required to submit detailed data reflecting their interpreter usage. This data is being accumulated to provide the AOC and its partners with data reflecting interpreter usage in trial courts.

Authorities:

- RCW 2.42.120 requires the Administrative Office of the Courts, subject to the appropriation of funds, to reimburse courts for up to one-half of the payment to the interpreter where a qualified interpreter is appointed for a hearing impaired person by a judicial officer in a proceeding before a court.
- RCW 2.43.040 requires the Administrative Office of the Courts, subject to the appropriation of funds, to reimburse courts for up to one-half of the payment to the interpreter where an interpreter is appointed by a judicial officer in a proceeding before a court at public expense.

Pass-Through Funding Family and Juvenile Court Improvement Program

The Washington State Family and Juvenile Court Improvement Program (FJCIP) provides grant based funding to local courts for improvements to local court operations consistent with Unified Family Court (UFC) principles.

The statewide plan promotes a system of local improvements that are incremental and measurable, and calls for an incremental shift in court coordination and leadership. Using the statewide plan as a guide and resource, local courts will develop a Local Family and Juvenile Court Improvement Plan.

In doing so, local courts are required to commit to implementing two core elements of the UFC model: assignment of a presiding judge in family and juvenile courts for a minimum two year term, and specialized education of judges assigned to family and juvenile cases. As a result, the court receives direct funding for education and case management support.

In all, 16 courts were selected for funding based on applications submitted. The amounts awarded enabled those courts to hire case coordinator staff, provide training for the case coordinator staff, and pay for education for judicial officers to meet the mandatory minimum of hours (30). Presiding judges were assigned in all the FJCIP sites and will oversee the development of the program in their courts.

Authorities:

- RCW 2.56.180 requires the Administrative Office of the Courts to create and maintain a Family Law Handbook.
- RCW 2.56.220 defines and authorizes the Family and Juvenile Court Improvement Program.

Pass-Through Funding Legal Financial Obligations

Beginning January 1, 2004, the Administrative Office of the Courts became responsible for mailing individualized monthly billings to the address known by the office for each felony offender with an unsatisfied legal financial obligation (LFO). Prior to this date, the Department of Corrections (DOC) was responsible. The AOC works with the DOC, Employment Security and the county clerks to accomplish this assigned task. The actual printing and mailing of the statements is performed by a contractor.

The number of cases that are subject to LFO billings is increasing at a greater rate than prior years. This is because cases before July 1, 2000, had a 10 year statute of limitations for LFO that could be extended for another 10 years by court order. Cases sentenced after July 1, 2000, have a lifetime LFO under the Offender Accountability Act. New cases do not have a statute of limitations and the number of old cases dropping off is becoming smaller every year.

Funds received from LFOs are distributed annually to counties for county clerk's collection budgets as appropriated by the Washington State Legislature. The funding formula is recommended by the Washington Association of County Officials.

Authority:

- RCW 9.94A.760 defines legal financial obligations in Washington and billing procedures.

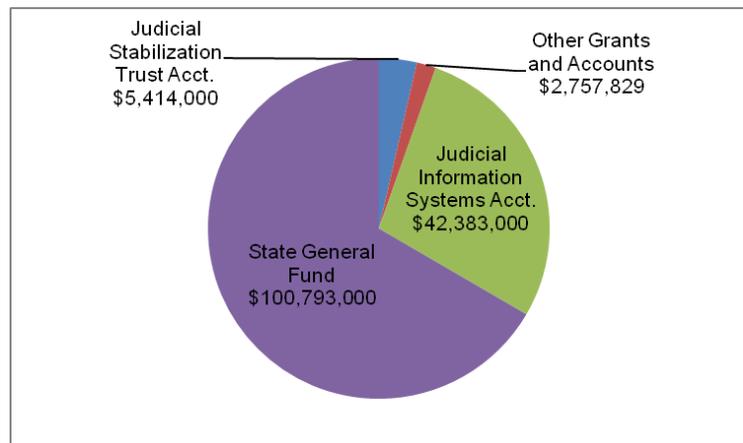
Budget Information

The budget for the Administrative Office of the Courts (AOC) is relatively complex, deriving funds from three major state fund sources and several grants and special purpose accounts. Further, the AOC budget contains the funding for the state's share of superior court judge salaries and benefits and state funds that directly support trial court operations "pass-through" the AOC. The budget information provided here is based on Chapter 50, Laws of 2011 1st special session, the initial appropriations act for the 2011/2013 biennium.

Fund Sources

The primary fund source for the AOC budget is the State General Fund, comprising 67% of the agency appropriation. The Judicial Stabilization Trust Account was created in 2009 and was reauthorized during the 2011 legislative session. Funds from this account supplant State General Funds appropriated in prior years. Taken together, these two sources comprise seventy percent of the agency budget.

The Judicial Information System Account is a dedicated appropriated account primarily funded by a fee on traffic infractions. This account is the primary source of funding for the Judicial Information System, providing funds for ongoing maintenance and operations of existing statewide court case management systems as well as funding for new development and replacement of legacy applications.

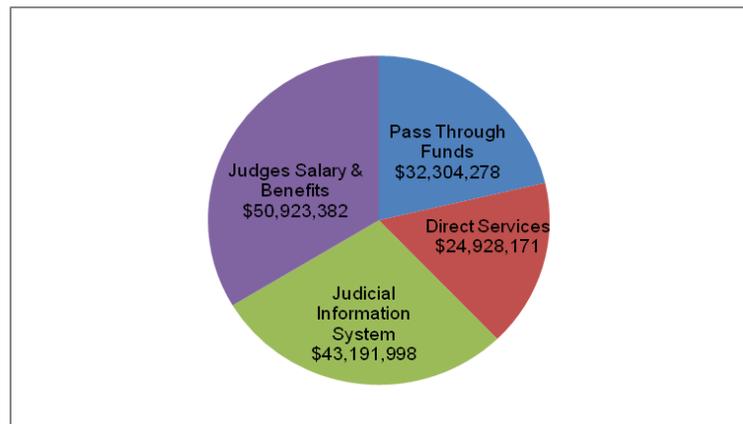


Other grants and accounts comprise 2% of the agency budget, primarily a federal Court Improvement Grant and a research grant from the MacArthur Foundation.

Expenditure Areas

The AOC budget supports four primary areas of expenditure:

Expenditures for *Direct Services and Agency Operations* comprise only 16% of the agency budget. These services are detailed in this profile within Agency Administration, the Judicial Services Division and the Management Services Division.



Expenditures for the *Judicial Information System* comprise 29% of the agency budget in support of the statewide computer systems which allow the state's appellate courts, trial courts and superior court clerks to conduct their daily business.

Superior Court Judge Salary and Benefit costs comprise just over one-third of the agency expenditures for the State's 189 superior court judges. This area also includes expenditures for pro tempore judges, arbitrators and criminal costs paid by the state and AOC personnel costs for payroll and benefit administration for the superior court judges.

Pass-Through Funds account for 21% of the agency expenditures and provide funding for direct program services in the state's trial courts. The funding consists primarily of funding for the Becca, Truancy, and CASA programs in the juvenile courts which together comprise just over \$26.2 million, or 82%, of the total \$32.3 million in pass-through funding.

Budget Reductions

Concomitant with the great recession and budget reductions across state government, the biennial appropriations for the Administrative Office of the Courts have been significantly reduced beginning with the 2009/2011 biennial appropriation.

Appropriation reductions have taken a number of forms over this time period and fall into four general categories:

- *Fund Swaps* (the replacement of state general funds with funds from another account). Fund swaps do not reduce the total agency appropriation, but generally have decreased the agency state general fund appropriation. Fund swaps also have consequences to the "source fund" from which funding is appropriated in lieu of state general funds.
- *Compensation Adjustments*. Compensation adjustments have been enacted as both furloughs and as straight 3% reductions to salary with employees earning "temporary salary reduction" leave.
- *One-Time Reductions*. Generally imposed in supplemental budgets, these reductions are absorbed within a single fiscal year and are not automatically carried forward to the following fiscal year or subsequent biennia.
- *On-Going Reductions*. These reductions are considered "permanent" and are carried forward into subsequent fiscal years and biennia and are reflected in the agency's "maintenance level" appropriations.

Because of the various forms of reductions it is difficult to encapsulate the reductions in a single number, either as a total dollar amount or a percentage reduction against the agency appropriation. For the Administrative Office of the Courts budget, this is further complicated by the fact that reductions cannot be made to two major portions of the agency budget: superior court judge salaries and benefits and the Becca and Truancy appropriations which are subject to budget proviso.

Notwithstanding, two simple "order of magnitude" numbers can be calculated by summing only the on-going reductions, generally described in legislative budget documents as an agency wide

“reduction in recognition of agency efficiencies” against the final 2007/2009 biennial appropriation¹.

At the gross level, the agency state general fund appropriation was reduced by \$12,602,000, or 10.8 percent of the ending 2007/2009 biennial appropriation of \$116,574,000. To calculate *the effective percentage reduction* to the agency budget, superior court judges’ salaries and Becca and truancy funding² are removed from the base appropriation of the ending 2007/2009 biennial budget. This calculation results in an effective reduction to the agency state general fund appropriation of 26.9% and is reflective of the actual reduction level sustained against the services the agency provides to the state judicial branch and state funds that directly support trial court operations other than the Becca and Truancy programs.

To implement these budget reductions the AOC has taken the following actions:

The \$9.8 million reduction in the 2009/2011 appropriation was accomplished by:

- Eliminating ten FTE within agency Administration and the Judicial Services and Management Services divisions.
- Eliminating educational opportunities for judges, primarily the Presiding Judges’ Conference and the 2010 Annual Fall Conference.
- Renegotiating contracts for services (telephone, janitorial, etc.) and directing a general restriction of expenditures for goods and services and travel.
- Eliminating State General Fund funding for contracted guardian services within the Office of Public Guardianship. Funding for existing guardian appointments for the 2009/2011 biennium was covered through expenditure of the Savings Incentive Account Fund.
- Applying a 19.3% total reduction across the pass-through funds (excluding the Becca and Truancy pass-through funds).

The \$1.3 million reduction in the 2009/2011 supplemental appropriation was accomplished by:

- Reducing the number of software licenses for several programs.
- Reducing the expenditures for developing training materials for parties in dissolution cases.
- Holding vacant positions open across the agency sufficient to generate salary savings equivalent to 1 FTE.
- Reducing the amount of contingency funds held in reserve for facilities repair and maintenance.

¹ C 564 L 09 NGF-S 2007/2009 Biennium appropriation of \$116,574,000; C 564 L 09 NGF-S 2009/2011 Biennium Agency Wide Reduction of -\$9,804,000; C 37 L 10 NGF-S 2009/2011 Supplemental Agency Reduction of -\$649,000 biennialized to -\$1,298,000, and; C 50 L 11 NGF-S 2011/2013 Biennium Agency Reduction of -\$1,500,000.

² The 2007/2009 budget allocation for superior court judges’ salaries and benefits was \$49,672,702. C 564 L 09 contained a budget proviso allocating \$20,105,000 of the agency state general fund appropriation for reimbursement to juvenile courts and the Office of the Superintendent of Public Instruction for the Becca and Truancy programs respectively.

- Small miscellaneous savings such as eliminating water coolers and reducing fuel costs by changing to hybrid vehicles.

The \$1.5 million reduction in the 2011/2013 appropriation was accomplished by:

- Eliminating 4.5 FTE within the Judicial Services and Information Services divisions.
- Eliminating reimbursement to counties and cities for costs associated with processing the jury source lists (C 24 L 93 sec. 113 (7)).
- Eliminating reimbursement to counties for costs associated with the appointment of a guardian ad litem (RCW 26.09.013 (3)).
- Eliminating all internal contingency budget allocations for unanticipated projects, programs or facility related costs.
- Reducing the internal budget allocation for pro-tempore judge reimbursement to local courts consistent with the decline in requests for reimbursement since 2009.

In addition to these on-going reductions, the following significant budget modifications and reductions have also occurred:

The 2009/2011 biennial appropriation included:

- A \$6.6 million fund swap, supplanting state general fund appropriation with an appropriation from the newly created Judicial Stabilization Trust Account (JSTA). The JSTA is funded by a temporary surcharge on court filing fees.
- Reductions of \$344,000 and \$161,000 to the state general fund and JIS Account appropriations respectively to implement temporary employee layoffs, or furloughs. Agency employees were required to take 10 furlough days between July 1, 2010 and June 30, 2011.
- The 2010 supplemental budget also included a State General Fund increase of \$274,000 for the Office of Public Guardianship to increase the active caseload to ninety cases. Achieving an active caseload of ninety cases will allow a study of the program's effectiveness and potential to generate savings in other areas of the state budget. The study will be completed in December 2011, in advance of the 2012 legislative session.
- A one-time reduction of \$3.3 million which was implemented through FTE vacancy savings, reverting funding for an unfilled superior court judge position and reducing funding for the CASA, Becca, and Truancy programs.

The 2011/2013 biennial appropriation included:

- A \$5.4 million fund swap, supplanting state general fund appropriation with an appropriation from the Judicial Stabilization Trust Account (JSTA). The temporary court filing fee surcharge was extended through the end of July 2013 to fund the JSTA.
- A \$6.0 million fund swap, supplanting the state general fund appropriation with an appropriation from the Judicial Information System Account.
- Reductions of \$546,000 and \$512,000 to the state general fund and JIS Account appropriations respectively to implement the temporary 3% salary reductions for all agency employees.

**2011-2013 Biennium Budget
(Chapter 50, Laws of 2011, 1st Special Session)**

	FTE	State General Fund	Judicial Stabilization Trust Acct.	Judicial Information Systems Acct.	Other ¹	Total
State Court Administrator	3.00	\$636,240	\$0	\$0	\$0	\$636,240
Planning and Development	2.00	\$494,312	\$0	\$0	\$0	\$494,312
Human Resources	3.00	\$543,415	\$0	\$0	\$0	\$543,415
Public Information	2.00	\$352,376	\$0	\$0	\$0	\$352,376
Agency Administration	10.00	\$2,026,343	\$0	\$0	\$0	\$2,026,343
JSD Administration	4.00	\$865,280	\$0	\$0	\$0	\$865,280
Court Services	11.00	\$2,047,396	\$0	\$0	\$2,365,287	\$4,412,683
Court Access Programs	5.50	\$1,108,132	\$0	\$0	\$0	\$1,108,132
Judicial Education	8.33	\$1,276,709	\$0	\$0	\$0	\$1,276,709
JIS Education	4.33	\$728,664	\$0	\$0	\$16,608	\$745,272
Help Desk	8.34	\$2,213,119	\$0	\$0	\$0	\$2,213,119
Legal Services	7.00	\$1,245,157	\$0	\$0	\$0	\$1,245,157
Center for Court Research	6.55	\$1,172,486	\$0	\$0	\$375,934	\$1,548,420
Judicial Services Division	55.05	\$10,657,443	\$0	\$0	\$2,757,829	\$13,415,272
ISD Administration	7.60	\$0	\$0	\$1,517,377	\$0	\$1,517,377
Infrastructure	29.90	\$808,998	\$0	\$13,864,294	\$0	\$14,673,292
Operations	23.10	\$0	\$0	\$4,813,404	\$0	\$4,813,404
Data and Development	16.00	\$0	\$0	\$3,369,436	\$0	\$3,369,436
Program Management/QA	14.00	\$0	\$0	\$3,015,283	\$0	\$3,015,283
Architecture and Strategy	15.00	\$0	\$0	\$3,300,890	\$0	\$3,300,890
Policy and Planning	11.00	\$0	\$0	\$2,368,316	\$0	\$2,368,316
JIS Projects	9.50	\$0	\$0	\$10,134,000	\$0	\$10,134,000
Information Services Division	126.10	\$808,998	\$0	\$42,383,000	\$0	\$43,191,998
MSD Administration	3.0	\$643,363	\$0	\$0	\$0	\$643,363
Contract Management	3.0	\$634,185	\$0	\$0	\$0	\$634,185
Financial and Budget Svcs.	11.25	\$8,198,512	\$0	\$0	\$0	\$8,198,512
Staff Services	5.00	\$657,454	\$0	\$0	\$0	\$657,454
Management Services Division	22.25	\$10,133,514	\$0	\$0	\$0	\$10,133,514
AGENCY SUB-TOTAL	213.4	\$23,626,298	\$0	\$42,383,000	\$2,757,829	\$68,767,127
Superior Court Judges ²	189.0	\$44,862,424	\$5,414,000	\$0	\$0	\$50,276,424
Becca/Truancy		\$20,105,000	\$0	\$0	\$0	\$20,105,000
CASA		\$6,090,110	\$0	\$0	\$0	\$6,090,110
Court Interpreters		\$1,221,004	\$0	\$0	\$0	\$1,221,004
Fam. & Juv. Ct. Imp. Prog.		\$1,197,638	\$0	\$0	\$0	\$1,197,638
OPG Guardianship		\$733,000	\$0	\$0	\$0	\$733,000
Legal Financial Obligations		\$2,957,526	\$0	\$0	\$0	\$2,957,526
Pass-Through Program Funds	189.0	\$77,166,702	\$5,414,000	\$0	\$0	\$82,580,702
TOTAL AOC BUDGET	402.40	\$100,793,000	\$5,414,000	\$42,383,000	\$2,757,829	\$151,347,829

¹ Other Funding Sources:

- Court Services – Federal Court Improvement Program Grant
- Court Education Services – State Justice Institute Grant
- Center for Court Research – MacArthur Foundation Models for Change Grant

² Includes salary and benefit costs for four FTE responsible for payroll and benefit administration in Financial and Budget Services.