

# **E-COURTS WEST 2010**

## ***Radical Re-Engineering—Greeting the New Normal***

Las Vegas, Nevada

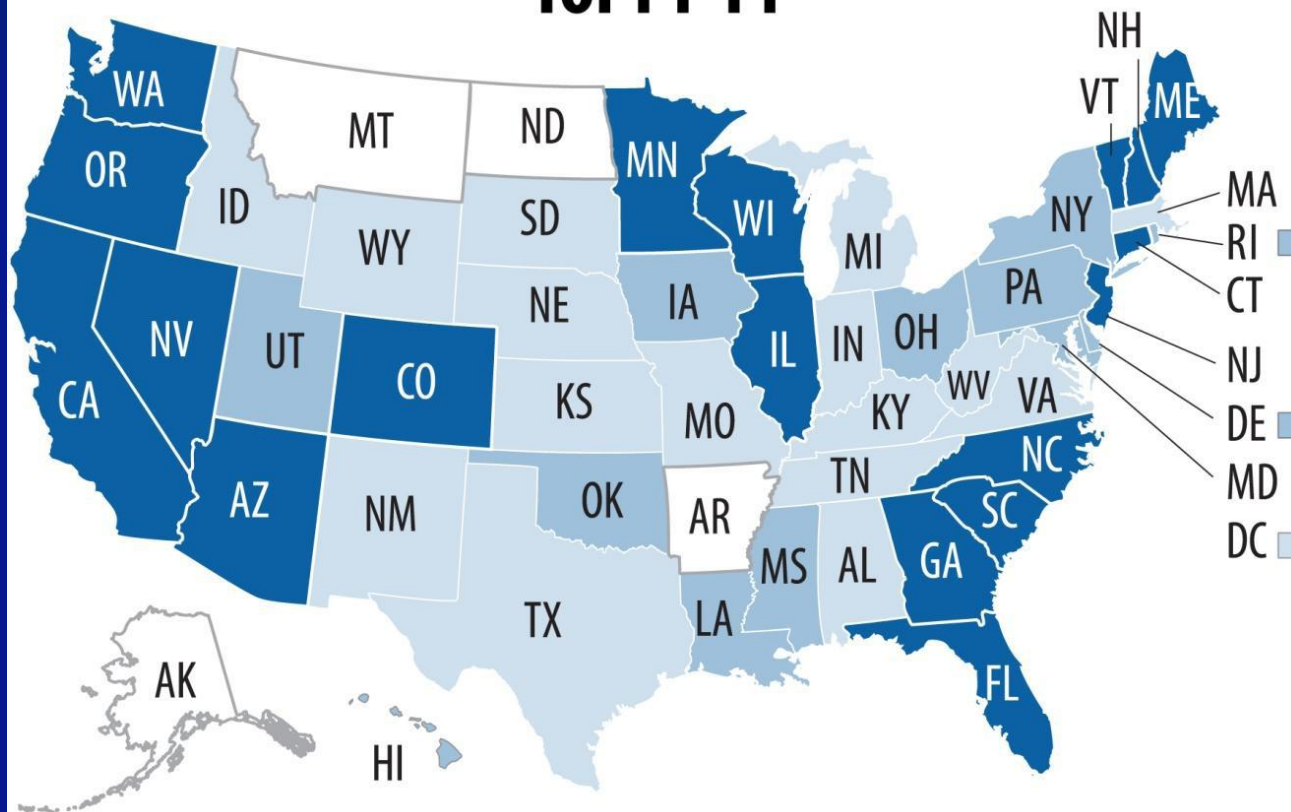
December 13, 2010

Daniel J. Hall

Vice President

National Center for State Courts

# 46 States Have Faced Budget Shortfalls for FY 11

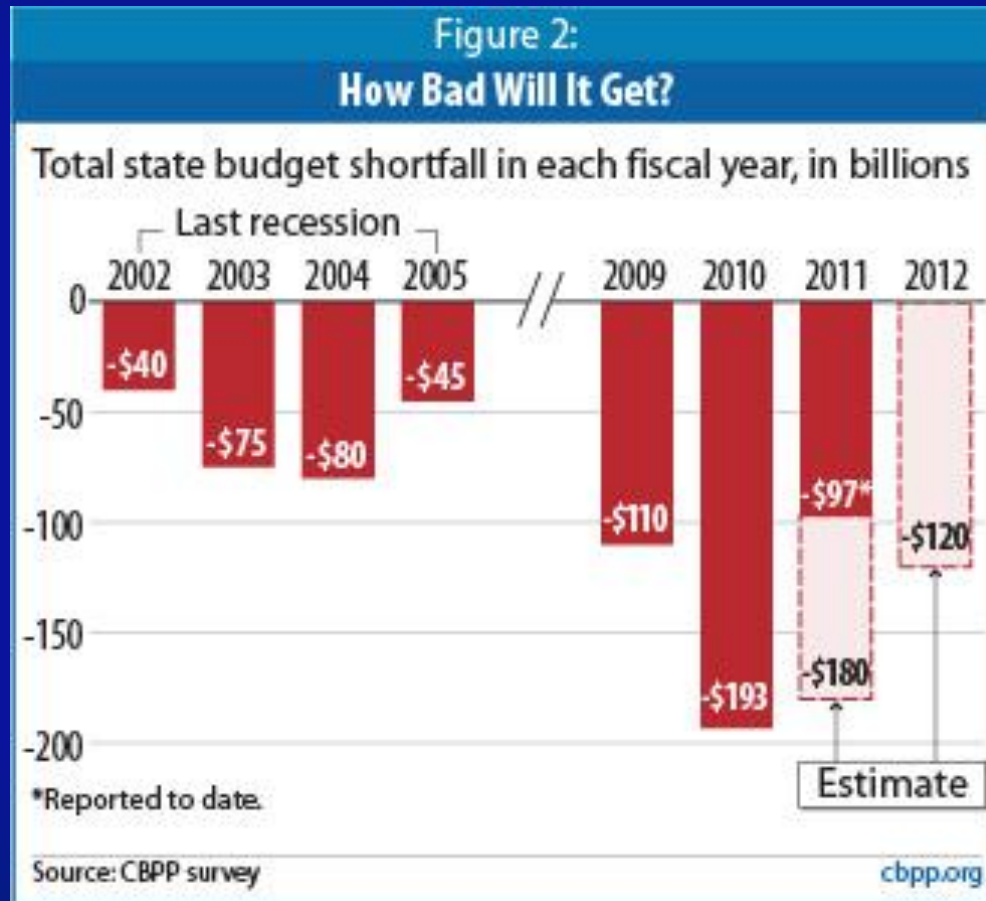


Shortfalls as share of FY11 General Fund Expenditures.



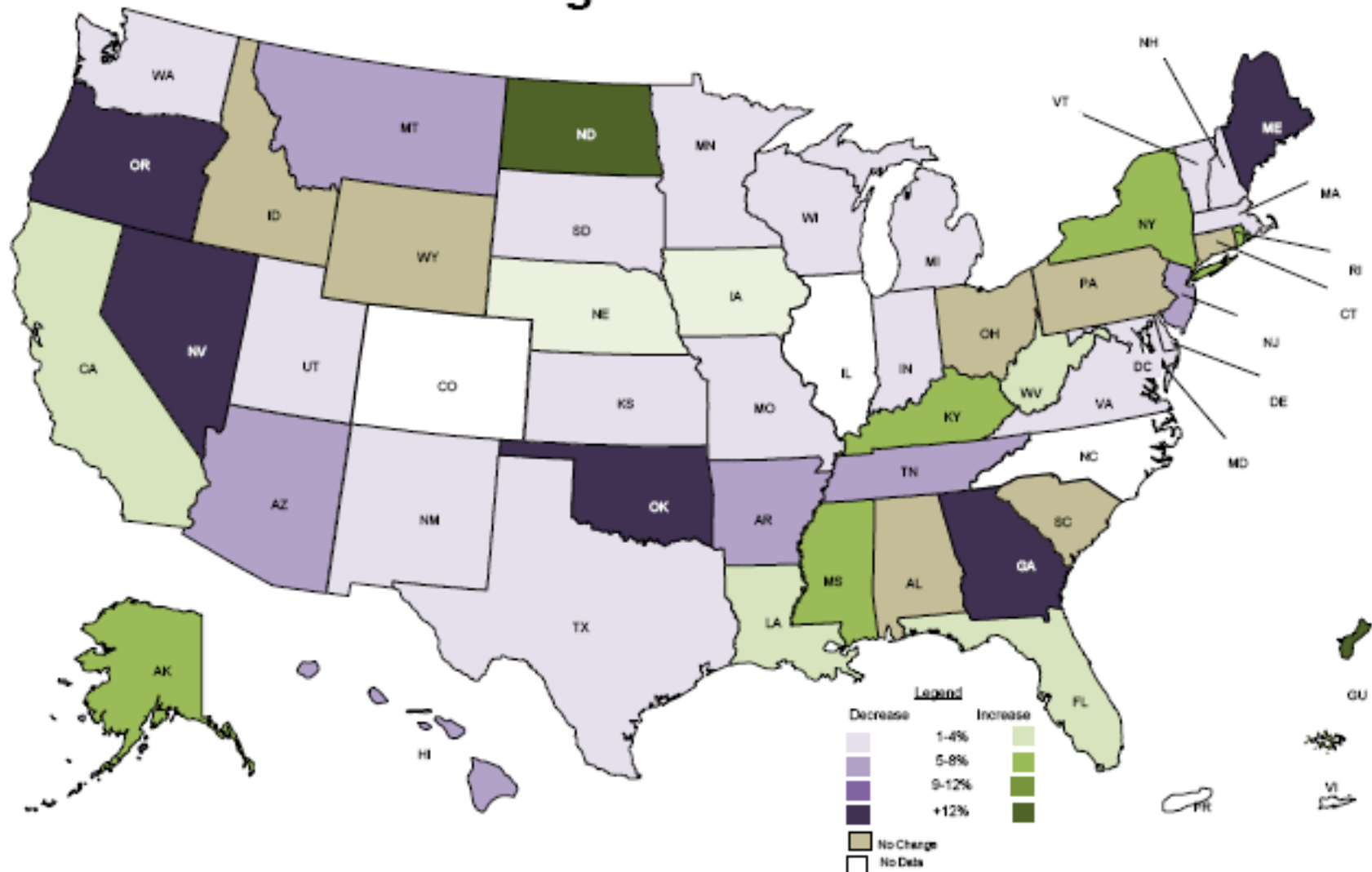
Sources: CBPP survey of state budgets and related reports, legislative fiscal office reports, and other sources such as reports of universities, local non-profit organizations and press reports.

# TOTAL STATE BUDGET SHORTFALL



Source: Center on Budget and Policy Priorities, December 23, 2009

# Percent of Change for Fiscal Year 2011



# FISCAL YEAR 2011

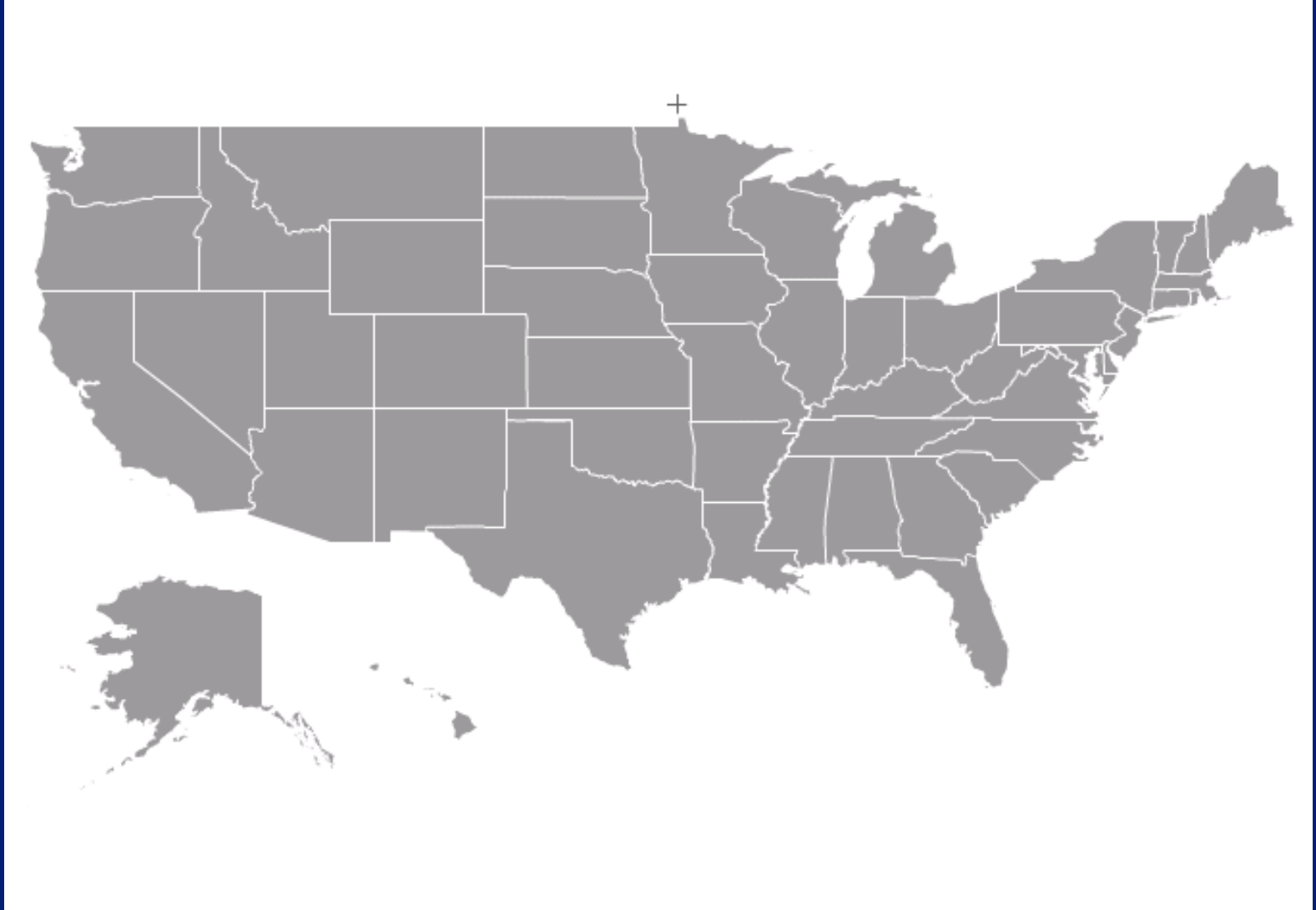
Percent Change		FY 2011 Increase	FY 2011 Decrease	No Change	Total
0%	Count			7	7
	Percent			16%	16%
1-4%	Count	6	18		24
	Percent	12%	35%		47%
5-8%	Count	5	6		11
	Percent	10%	12%		22%
9-12%	Count	0	0		0
	Percent	0%	0%		0%
12+%	Count	2	5		7
	Percent	4%	10%		14%
Total	Count	13	29	7	49
	Percent	27%	57%	16%	100%

# STATE COURT RESPONSES TO CUTS

Clerical Vacancies	Judicial Support Vacancies	Salary Freeze	Judicial Vacancies	Increase Fees and Fines	Staff Furloughs with pay reductions
31 states	31	28	25	21	15

Reduce Operating Hours	Reduce Use of Retired Judges	Staff Lay Offs	Salary Reduction	Furlough of Judicial Officers with pay reductions
14	14	13	8	8

# NCSC ON LINE BUDGET RESOURCE CENTER



# PREPARING FOR THE NEW NORMAL

Reengineering—increasing the  
quality judicial services in an  
ongoing environment of fewer  
resources



# *Maintain and improve quality while.....*

1. Improving **CONVENIENCE** to litigants
2. Reducing **COST** and **COMPLEXITY** to litigants
3. Improving **ACCESS** to Justice for litigants
4. Improving case **PREDICTABILITY** for litigants

# SEVEN IDEAS

1. **Centralize and regionalize** everything possible
2. **Identify** all functions that can be automated and **automate them to the maximum**
3. **Systematically apply case management functions**...overhaul the current system
  - Civil Reform
  - Case Triage
  - Unbundle Case Review—focus on essential functions

## 4. **Maximize the number of transactions completed on-line**

- Payment of fees and fines
- Discovering your court settings
- Access by litigants to case documents
- Jury Management
- On line self-help

## 5. **Reorganize the back office** from top to bottom

## 6. **Re-district** and redefine jurisdiction and venue

## 7. **Apply best practices** in the appellate courts

- Case and procedural differentiation
- Utilization of legal staff
- Jurisdiction
- Technology

# STATES ACTIVELY LOOKING AT REENGINEERING THEIR JUDICIAL SERVICES

- Alabama
- Florida
- Kentucky
- Kansas
- Minnesota
- Michigan
- New Hampshire
- New Mexico
- Iowa
- Nebraska
- Oregon
- Rhode Island
- Utah
- Vermont

SJI is providing assistance

# GOING ABOUT REENGINEERING—LESSONS FROM THE FIELD

Leadership—having the right people in charge and in place

Creating a Sense of Urgency

Establish Principles—administrative, governance, essential functions, and funding

Options and Opportunities

# PRINCIPLES

*Reengineering* must be based on a set of principles that guide the work of the court.

*These provide the “Lens” to evaluate options and provide guidance in making difficult budget decisions*

# PRINCIPLES OF JUDICIAL ADMINISTRATION

- **Case Administration**—*how should courts handle their cases from filing to disposition?*
- **Governance**—*what governance structures are needed to secure adequate funding and redesign court processes to be most efficient.*
- **Core Functions and Dispositional Alternatives**—*how should courts determine the essential functions that must be funded and performed to carry out their constitutional mandate*
- **Funding Principles**—*what should guide decision makers in making court funding decisions*

# WHAT DO THE LITIGANTS WANT THE COURT TO LOOK LIKE IN THE FUTURE?