



Graphic Highlights From Judicial Branch of California

Because of Questionable Fiscal and Operational Decisions, the Judicial Council and the Administrative Office of the Courts Have Not Maximized the Funds Available for the Courts

Report 2014-107

This document is only intended to present selected graphics of Report 2014-107, *Judicial Branch of California: Because of Questionable Fiscal and Operational Decisions, the Judicial Council and the Administrative Office of the Courts Have Not Maximized the Funds Available for the Courts* (January 2015).

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Table 6 Excerpt
 Salary Comparison of Highest Paid Administrative Office of the Courts' Employees to Other Selected State Employees

ENTITY	CLASSIFICATION	2013 SALARY
California Department of Corrections and Rehabilitation	Agency Secretary	\$234,000
California Department of Public Health	Director	233,233
<i>Administrative Office of the Courts (AOC)</i>	<i>Administrative Director of the Courts*</i>	227,196
AOC	<i>Chief of Staff</i>	216,000
AOC	<i>Chief Administrative Officer</i>	198,168
AOC	<i>Chief Operating Officer</i>	198,168
AOC	<i>General Counsel/Director of Legal Services Office</i>	181,464
AOC	<i>Director, Center for Families, Children, and the Courts</i>	179,400
AOC	<i>Director, Center for Judiciary Education and Research</i>	179,400
AOC	<i>Director, Office of Governmental Affairs</i>	179,400
AOC	<i>Director, Information Technology Services Office</i>	179,400
AOC	<i>Director, Human Resources Services Office</i>	179,400
AOC	<i>Director, Court Operations Special Services Office, and Office of Appellate Court Services</i>	179,400
AOC	<i>Director, Judicial Branch Capital Program Office</i>	179,400
State of California	Governor	173,987
California Department of Water Resources	Director	173,349
California Department of Transportation	Director	173,349
New York Office of Court Administration	Executive Officer	172,303
AOC	<i>Chief Financial Officer/Director, Fiscal Services Office</i>	168,708
California Department of General Services	Director	167,361
Top allowable executive branch Career Executive Assignment (CEA) salary for positions requiring licensure as a physician, attorney, or engineer		165,384
AOC	<i>Senior Manager, Internal Audits Services Office</i>	162,336
AOC	<i>Assistant Director, Office of Real Estate and Facilities Management</i>	161,316
California State Controller's Office	Chief Counsel	158,000
California Department of Consumer Affairs	Director	157,708
California Department of Resources Recycling and Recovery	Director	157,708
AOC	<i>Senior Manager, Trial Court Administrative Services Office (two positions)</i>	153,972
AOC	<i>Senior Manager, Criminal Justice Court Services Office</i>	153,684
California Department of Motor Vehicles	Director	153,114
AOC	<i>Senior Manager, Office of Communications</i>	150,600
Texas Office of Court Administration (OCA)	Administrative Director of the Texas OCA	141,000
AOC	<i>Manager, Special Projects Office</i>	135,996
Top allowable CEA Level C salary		130,032

CEA Level C's are typically directors of small departments or chief deputy directors of large departments

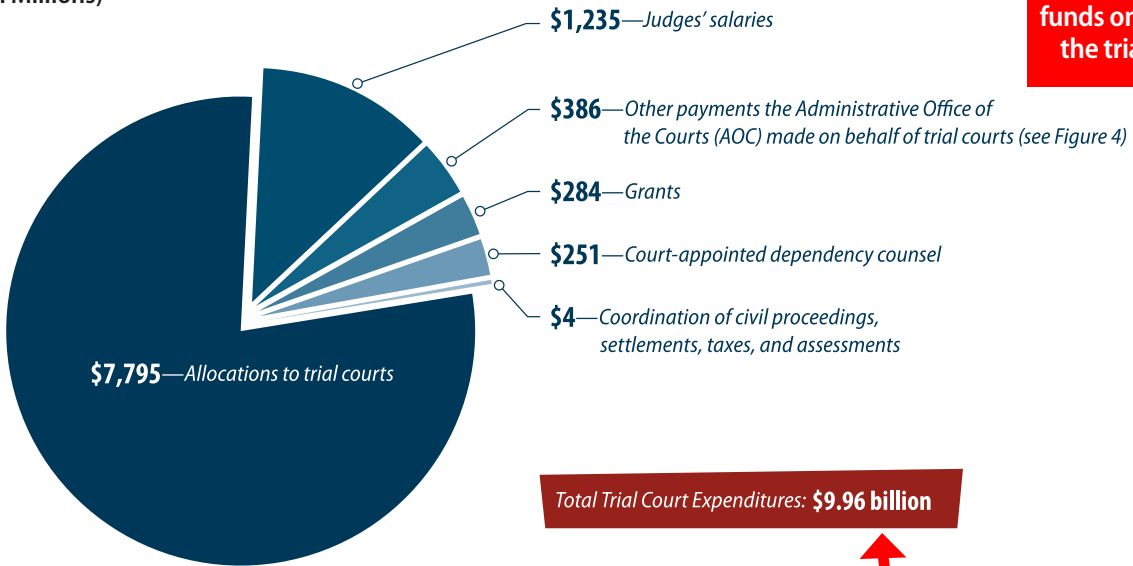
Salaries of 88 AOC employees exceed those of CEA Level C

Table 7 Excerpt
Administrative Office of the Courts' Benefits
Fiscal Years 2010–11 Through 2013–14

TOPIC	ADMINISTRATIVE OFFICE OF THE COURTS' (AOC) POLICY OR PRACTICE	EXECUTIVE BRANCH POLICY OR PRACTICE	ISSUE	MONETARY EFFECT
Employer-paid member retirement contributions	Before October 2012 the AOC paid the entire share of certain executive and management employees' California Employees' Retirement System's Tier 1 retirement contribution. Although it has discontinued this benefit for new employees, it still pays this benefit for 11 employees.	State law allows an agency to pay all or a portion of an employee's normal retirement contributions if the employee was hired into his or her current position before January 2013.	The AOC offered this benefit to a number of its employees when the trial courts were struggling with severe budget cuts. The AOC continues to pay for 11 employees' shares of their retirement contributions.	\$858,402 <i>(For fiscal years 2010–11 through 2013–14)</i>
State car usage	The AOC maintains a fleet of 66 vehicles for use by AOC employees. However, the AOC does not have any policies in place to govern the purchase or use of state vehicles.	In January 2011 the governor issued an executive order that requested that entities of the State not under the direct executive authority of the governor determine the purpose of, the necessity for, and the cost-effectiveness of their fleet vehicles and equipment in order to reduce additional waste and unnecessary costs.	The AOC does not document its justification for the purchase or acquisition of vehicles in its fleet. The AOC does not have policies for the use of its fleet or assigned vehicles. The AOC also does not maintain a central tracking mechanism over its 66 vehicles.	712,000 <i>(For fiscal years 2010–11 through 2013–14)</i>
Leave buyback program	The AOC's 2011 and 2013 Voluntary Leave Sell-Back programs gave employees the opportunity to cash out a maximum of 80 hours of their personal leave time and vacation or annual leave time on two occasions and up to 20 hours on a third.	Other than 2007 and 2014, CalHR did not authorize leave buybacks for executive branch excluded employees. When it authorized a leave buyback program in April 2014, eligible employees could elect to cash out up to a maximum of 20 hours of unused leave.	The AOC allowed leave buybacks of up to 80 hours at a time of fiscal strain. During this period, CalHR had not authorized leave buyback for executive branch excluded employees.	1,858,059 <i>(For fiscal years 2010–11 and 2012–13)</i>

Although the monetary effect is not high in comparison to the AOC's total budget, actions such as these contribute to the perception that the AOC is not managing judicial branch funds prudently.

Figure 3
 Total State Trial Court Expenditures
 July 2010 Through March 2014
 (In Millions)

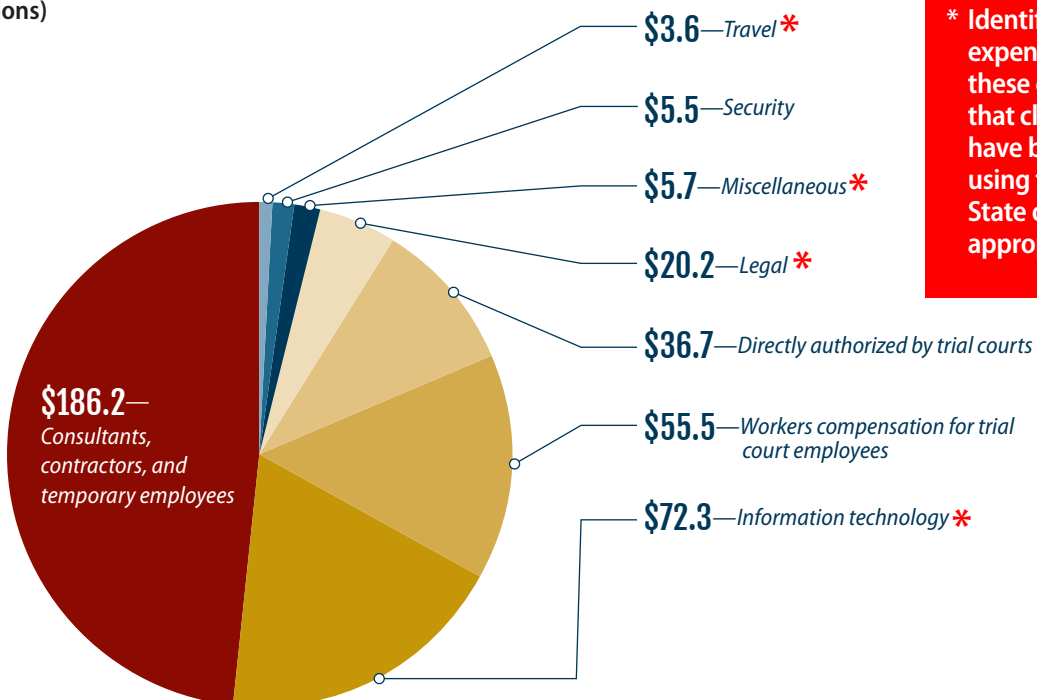


State law permits the AOC to spend funds on behalf of the trial courts

Total Trial Court Expenditures: **\$9.96 billion**

\$7.8 billion allocated directly to trial courts
\$2.1 billion AOC spent on behalf of the courts

Figure 4
 Breakdown of \$386 Million in Other Payments the Administrative Office of the Courts Made on Behalf of Trial Courts
 July 2010 Through March 2014
 (In Millions)



* Identified expenditures within these categories that clearly could have been paid for using the AOC's State operations appropriation

Table 13 Excerpt
Administrative Office of the Courts' Services That the Trial Courts Have Used Least

ADMINISTRATIVE OFFICE OF THE COURTS (AOC) SERVICE AREA	AOC SERVICE	TOTAL TRIAL COURTS THAT HAVE USED THE SERVICE	THE AOC OFFICE DIRECTORS' RATING OF THE IMPORTANCE OF THE SERVICE TO THE JUDICIAL BRANCH*
Communications services	Management of content strategy, publishing, and metrics evaluation for social media channels including You Tube and Twitter and consultation with other judicial branch entities on their programs.	1	Critical
Education and training services	Statewide education for experienced judicial officers and judicial attorneys—Appellate Justices Institute. [†]	4	Significant
Legal services	Legal advice and assistance with petitions for complex civil case coordination.	4	Critical
Access services	Support to civics education program to improve civic learning and public understanding of the judicial branch, including the California Task Force on K–12 Civics Learning.	5	Significant
Capital projects and facilities services	Administration of the delegated authority pilot project in which four courts are performing their own facilities maintenance. ^{‡§}	5	Significant
Capital projects and facilities services	Establishment and implementation of policies for the judicial branch capital program—relocation services.	5	Critical
Communications services	Drafts speeches, remarks, talking points, briefing sheets, or backgrounders to support the chief justice's engagement calendar. [†]	5	Significant
Criminal justice services	Technical and program assistance and training as part of the California Risk Assessment Pilot Project (CaIRAPP). [§]	5	Significant
Juvenile services	Technical assistance with juvenile court management system data and analytics.	5	Significant
Juvenile services	Child Welfare County Data Profiles updates.	5	Significant
Operations support services	Preparation and distribution of oral argument calendar, summary of cases accepted, conference list, and Notice of Forthcoming Filings for Supreme Court. [†]	5	Critical

* The service descriptions in the AOC's rating of the importance of its services contain slightly different wording than the descriptions in the AOC list of services that we used to create our survey.

† The AOC indicated that these services provide some benefit to the trial courts but each service is designed to primarily serve another judicial branch entity.

‡ The AOC's description of this service states that four courts participate, however in their survey responses five courts indicated that they have used the service.

§ Because of the nature of pilot projects, only a small number of trial courts participate in each of these AOC pilot projects.

Although the AOC office directors believed this service was critical, only one court reported using this service.

Table 15 Excerpt
 Administrative Office of the Courts' Services That the Trial Courts Have Used Most

Education and training services are among the most popular.

ADMINISTRATIVE OFFICE OF THE COURTS (AOC) SERVICE AREA	AOC SERVICE	TOTAL TRIAL COURTS THAT HAVE USED THE SERVICE
Family services	Assembly Bill 1058 legal program support and funding and administration for child support commissioners and family law facilitators.	55
Education and training services	Statewide training for new judicial officers—new judge orientation.	54
Operations support services	Assigned Judges Program.	54
Fiscal services	Financial policies and procedures.	53
Information technology services	Judicial Branch Statistical Information System.	53
Education and training services	Judicial ethics training as required for participants in the Commission on Judicial Performance Insurance Program.	52
Education and training services	Judicial publications: benchguides, bench handbooks, benchbooks, civil proceedings benchbooks.	52
Education and training services	Statewide education for experienced judicial officers and judicial attorneys—qualifying ethics training.	52
Access services	Judicial branch self-help Web site and resources.	51
Audit services	Regular financial, operational, and compliance audits.	51
Education and training services	Court Clerk Training Institute.	51
Education and training services	Court manager and supervisor training.	51
Education and training services	Statewide training for new judicial officers—B.E. Witkin Judicial College.	51
Education and training services	Statewide training for experienced judicial officers and judicial attorneys—institutes (in civil, criminal, juvenile, family, probate, and rural courts).	51

Figure 6
 Administrative Office of the Courts' Order of Initiation of the California Department of Human Resources' Workforce Planning Model

