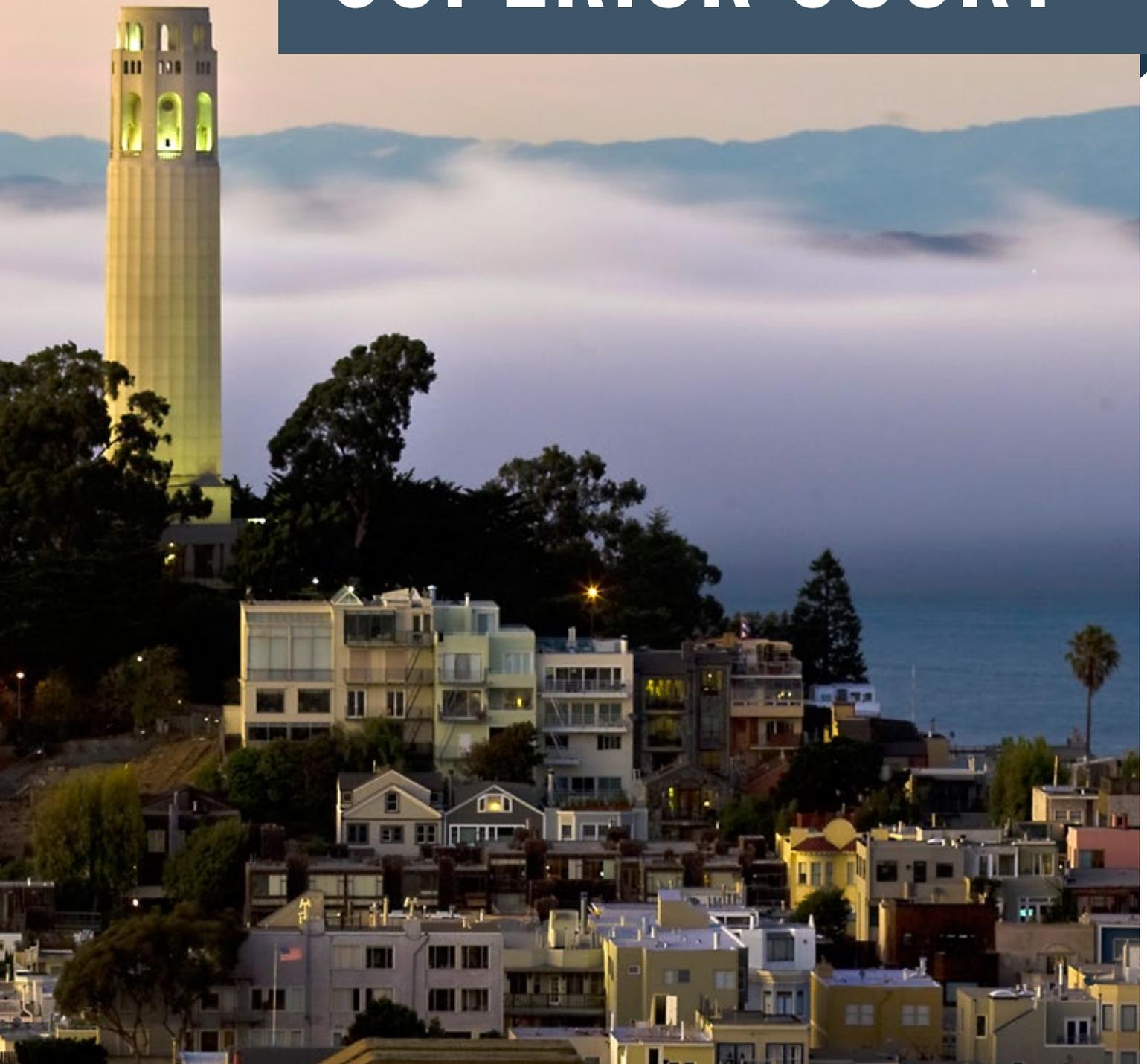


# SAN FRANCISCO SUPERIOR COURT



BIENNIAL REPORT | FISCAL YEARS 2013-14 & 2014-15



# TABLE OF CONTENTS

4	<b>WELCOME</b>	43	<b>CIVIL OPERATION</b>
	Presiding Judge John K. Stewart	44	Master Calendar
8	<b>INTRODUCTION</b>	44	Specialty Departments
	Court Executive Officer T. Michael Yuen	44	Appellate Division
10	<b>JUDGES</b>	44	Records
13	<b>COMMISSIONERS/HEARING OFFICER</b>	45	Civil Filings
14	<b>GOVERNANCE</b>	45	Civil Default
16	<b>ORGANIZATIONAL STRUCTURE</b>	46	Civil Case Management
18	<b>FACILITIES</b>	47	Alternative Dispute Resolution
20	<b>INNOVATION &amp; COLLABORATION</b>	47	Small Claims
20	Judicial Outreach	48	Probate
20	Judicial Mediation	50	<b>ACCESS</b>
21	Housing Court	52	<b>UNIFIED FAMILY COURT</b>
23	New Case Management System	52	Juvenile Dependency
23	Mandatory E-Filing	52	Juvenile Delinquency
24	Electronic Wall Monitors	52	Juvenile Traffic Court
25	Collaborative Courts	53	Department 416
26	Adult Drug Court	54	Family Court Services
27	Behavioral Health Court	58	<b>CRIMINAL OPERATION</b>
29	Community Justice Center	60	Traffic Division
31	Intensive Supervision Court	60	New Case Management System
32	Veterans Justice Court	61	Court Collections Unit
34	Family Treatment Court	61	Court Reporters
34	Juvenile Reentry Court	62	Court Interpreters
35	Truancy Court	63	<b>STATISTICS</b>
36	Truancy Action Partnership	63	Budget
36	Young Adult Court	64	Court Filings
37	<b>ADMINISTRATION</b>	65	Court Dispositions
37	Office of Fiscal Services		
37	Administrative Services Division		
39	Managing Attorney/General Counsel		
40	Jury Services		
40	Human Resources		
41	Information Technology Department		
42	Communications		

# WELCOME

## IMPERATIVES FOR A ROBUST JUSTICE SYSTEM: EFFICIENCY & INNOVATION



*Presiding Judge John K. Stewart presides over the Master Calendar in Department 206.*

As the Presiding Judge of the San Francisco Superior Court, I am proud to present this biennial report, which details the Court's accomplishments and challenges in 2013-14 and 2014-15.

We are halfway through the most challenging decade in the history of California's judicial branch. The historic state budget crisis has abated; yet there are lingering impacts we must continue to address with technology, operational efficiencies and fiscal discipline, while at the same time providing access to justice and community outreach.

Here are some highlights of 2015:

### CIVIL

In the past year we implemented the following programs in the Civil Court with the goal of making San Francisco the preferred venue to file Civil cases:

- Voluntary Judicial Mediation. We restored voluntary judicial mediation in Civil proceedings which was eliminated in 2011 because of state budget cuts. Parties often want a Judge with experience in a particular area of law to mediate their cases, and this procedure along with the Court's four other Alternative Dispute Resolution programs, has helped make it possible to assign out to trial every Civil case in a timely manner.
- Single Assignment. We also reinstated a single assignment program for those cases which would benefit from one Judge presiding over the case from start to finish. This has resulted in many such cases resolving before trial, either through settlement or rulings on dispositive motions.
- Complex Litigation. We are continuing our Court's Complex Litigation program, notwithstanding the

unfortunate loss of state funding for it last year. These two courts provide a great service to the public by allowing very experienced Judges to handle highly complex, time-consuming litigation in a streamlined and efficient manner.

Our ability to manage Civil cases in an efficient manner allowed us to not only assign cases out to trial on the first date set, including several high-profile cases that attracted national attention, but to also handle overflow Criminal trials from the Hall of Justice.

## CRIMINAL

In addition to dealing with changes in the law and handling all Criminal matters in a timely manner, we instituted some new programs and reforms:

- **Traffic Division Reforms.** We adopted reforms in our Traffic Division to help people overcome the burden of escalating fees and fines and adopted a program to allow the reinstatement of driver's licenses. We also stopped the practice of automatically suspending driver's licenses for people who fail to pay their fines or miss court appearances.
- **Proposition 47.** In the past year, our Criminal Judges and staff have focused on implementing recent changes in state law, including Prop 47 aimed at keeping low-level offenders out of state prison and alternatively sentenced to community-based oversight of services.
- **Collaborative Courts.** The Court, with the help of its justice and community partners, continues to be on the vanguard of criminal justice reforms that are successful alternatives to unsuccessful incarceration. To this end, and in keeping with efforts to reduce recidivism and jail time through judicial oversight, we have launched the following:
  - » **Girls Court.** A 1-day per month collaborative court program through our Juvenile Reentry Court that focuses solely on juvenile girls.
  - » **Young Adult Court.** This collaborative court program serves young adults ages 18-25.
  - » **Truancy Action Partnership.** Recognizing the importance of education in reducing crime and increasing the prospects for employment, we implemented a school-based truancy project

in three San Francisco elementary schools. The Truancy Action Partnership features six afternoon sessions in the schools with a team that reviews the progress of the student and family. The team is comprised of a Judge, clinical social worker(s), and a member of the school district's truancy task force. Services and resources are determined by a family's request and examples may include but are not limited to: mental health, housing, employment assistance, after-school programs and counseling.

- » **Veterans Justice Court (VJC) expansion.** At the beginning of 2015, we expanded the VJC – which started as a pilot project in 2013 – to serve veterans in all parts of the City. This has allowed us to help many more veterans and to place them with the proper service providers.

Our existing Collaborative Courts continue to garner interest and national acclaim. The Community Justice Center and the Behavioral Health Court have received awards for their innovations in serving clients with addiction and mental illness.

## TECHNOLOGY

Now that the Court's state funding has stabilized, we have been able to move forward with several technology projects and upgrades designed to improve customer service and produce long-term cost efficiencies. Most significantly, the Court has made strides to replace antiquated case management systems throughout the Court, including:



*Carlos Martinez, a Judicial Administration Fellow, and Judy Louie, ACCESS Director, discuss a case near the Court's new e-wall where litigants can find electronic calendars and other useful information.*

- The Web-based C-Track system, which has been installed in our Traffic Division. The system will be expanded to the Criminal Operation, followed by the remainder of the Court. Eventually, the C-Track system will allow for much-needed online payment of fines and fees. Traffic litigants also will be able to schedule arraignments online instead of making a time-consuming trip to wait in line at the Hall of Justice.
- Electronic Wall Monitors. The Court has installed electronic monitors on the walls at the Hall of Justice and the Civic Center Courthouse (CCC) that display case calendaring and judicial assignments to make it easier for the public to find the correct courtroom.
- Expansion of the mandatory e-filing program has continued in Civil and Probate to increase efficiencies and achieve savings.
- JAVS Units. Five more JAVS systems for recording Misdemeanor trials and Unlawful Detainer matters were installed in CCC courtrooms.

To further assist the public, we have:

- Opened the Civic Center Courthouse at 8 a.m. to eliminate lengthy lines.
- Instituted a badge system that allows jurors and attorneys in trial to bypass public lines for speedier access to the courtrooms.
- Added an online case calendar search to our website to look up cases by date and case type.

## COMMUNITY, JUDICIAL, BAR ASSOCIATION & LEGISLATIVE OUTREACH

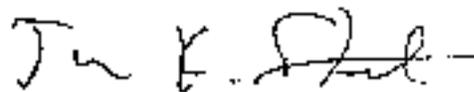
- Meet the Judges Community Forum. In May 2015, the Court partnered with the Bar Association of San Francisco (BASF) to host a community forum. The event gave San Franciscans an opportunity to learn from and ask questions of our Judges about our Housing, Traffic, Family, Harassment, Jury Services and Small Claims departments, all of which serve large numbers of self-represented litigants. This was the first judicial public forum in San Francisco in 15 years.
- Day in Court Program. The Court hosts about 1,000 San Francisco schoolchildren each school year

to observe Civil trials, learn about the state court system and meet with a Judge.

- Visiting International Judges. The Court regularly hosts visiting Judges and dignitaries from other countries, most frequently from China, Japan and Korea to acquaint them with our system of justice.
- Judicial Council of California and the Legislature. It is essential that state lawmakers understand how the court system serves San Franciscans. Our Court has representatives on the state Judicial Council and we regularly meet with our local legislators as well as visit legislators in Sacramento on matters of particular importance to our Court.
- Bar Associations. Developing relationships with City, minority, LGBT and women's bar associations are not only essential to serving our legal community, but assists us in joint efforts to educate our other branches of government about the vital importance of an adequately funded judicial branch in California. To this end, we meet with BASF on a monthly basis, other bar associations on a quarterly basis, and I attend numerous bar association events throughout the year. The annual Bench/Bar Conference hosted by BASF and the Court in October 2015 continues to be a popular event with local attorneys.

I am proud of the diversity of our bench, which is important in serving so many communities in San Francisco. I am also proud of the dedication, hard work and fundamental fairness our Judicial Officers show in resolving disputes and assuring the just and fair administration of justice. Although the most difficult times may be behind us, significant challenges remain. But I am confident that with the dedication and creativity of our staff and Judicial Officers, we will meet all challenges with innovation, resiliency and cooperation. Our foremost goal at all times is to serve the public with integrity and fairness.

Thank you for taking the time to read this report to learn about the Court's accomplishments and future goals.



John K. Stewart  
Presiding Judge



Presiding Judge John K. Stewart (middle) and former Bar Association of San Francisco President Timothy W. Moppin (left) were the joint hosts of a "Meet the Judges" community forum at UC Hastings College of the Law. From left after Mr. Moppin are: Court Executive Officer T. Michael Yuen, Judge Donald Mitchell, Judge Stewart, Judge Gail Dekreon, Judge Edward A. Torpoco, Judge Monica F. Wiley, Assistant Presiding Judge Teri L. Jackson and Judge Angela Bradstreet.



From left, Judge Monica F. Wiley, former BASF President Timothy W. Moppin, Judge Teri L. Jackson, BASF Executive Director Yolanda Jackson and Phyra McCandless, a BASF Justice & Diversity Center board member, at the "Meet the Judges" community forum in May 2015.

# INTRODUCTION

## MAINTAIN AND MOVE FORWARD: REINVESTING IN THE COURT'S FUTURE



*Court Executive Officer T. Michael Yuen*

The long morning lines of people waiting to enter the Civic Center Courthouse and the many stacks of unfiled Civil documents are bad memories from a painful era. Just two years ago, these lines and backlogged filings were the most obvious evidence of a historic state budget crisis that marred the San Francisco Superior Court.

The budget crisis has abated over the past two years; however funding challenges remain under a branch-wide funding formula that relies on San Francisco and other courts to forgo money to fund less well-funded courts. The scars from the budget crisis remain visible as we have moved into more stable economic times in California. The Court has rebounded with a restored sense of purpose to embrace the promise of progress and reinvestment in our court operations. While we strive to do our best, and are proud of that ongoing commitment to high standards of public service, we recognize that we can always improve. Accountability, best practices and transparency are renewed priorities of this post-budget crisis period.

While there are still lines to pay traffic tickets or fines, the goal in the near future is to provide an online pay option. To accomplish this and many other overdue efficiencies, the Court has been installing a new case management system that will replace four separate incompatible, obsolete computer databases. This infrastructure reinvestment is like replacing roads and bridges – it is time-consuming and requires substantial human and capital investment – but absolutely essential to all users of the high capacity network. The system is already in use in the Traffic Division. Installation will continue in the Criminal Operation in 2016, followed by the remainder of the Court in 2017.

Like many line items in our budget, investment in information technology was cut dramatically between 2009 and 2012. Delaying overdue technology upgrades in a high-profile, well-regarded Court located close to Silicon Valley made these investments a chief priority in the past two fiscal years. Among the other present and future technology projects are:

- The installation of electronic wall monitors to display calendaring and judicial assignments to help the public find their way in the Hall of Justice and the Civic Center Courthouse.
- Expansion of mandatory e-filing to nearly all Civil cases with the introduction of the mandate in the Probate Department. The Court will continue to expand the e-filing mandate to other cases, including Criminal and Family Law cases.
- Plans to make it easier for the public to pay citations at kiosks in multiple locations to avoid the need to stand in line.
- Instant scanning of new filings to increase online access to Civil case records. Eventually the Court will strive to make Criminal records online with the installation of the new case management system.

The Court is in an era of maintaining, and in some cases, reallocating the resources that survived the budget crisis. However, our dedicated Court staff, with the direction of the Court's 52 Judges, continues to move forward to assure that San Francisco remains an effective venue to litigate cases and assure that people are able to access and receive justice under the law.

I am proud of our accomplishments detailed in this report, and I thank you for taking the time to learn how Court staff and our bench serve San Franciscans.



T. Michael Yuen  
Court Executive Officer

“The Court has rebounded with a restored sense of purpose to embrace the promise of progress and reinvestment in our court operations.”

# JUDGES



Ron E. Albers



Michael I. Begert



Suzanne Ramos Bolanos



Angela Bradstreet



Susan M. Breall



Tracie L. Brown



Peter J. Busch



Bruce E. Chan



Andrew Y. S. Cheng



Linda H. Colfax



James P. Collins



Brendan P. Conroy



Charles Crompton



Nancy L. Davis



Gail Dekreon



Harry M. Dorfman



Rochelle C. East



Samuel K. Feng



Daniel A. Flores



Loretta M. Giorgi



Charles F. Haines



Christopher C. Hite



Teri L. Jackson



Harold E. Kahn



Curtis E. A. Karnow



Kathleen Kelly



Charlene Padovani  
Kiesselbach



Newton J. Lam



Cynthia Ming-mei Lee



Anne-Christine Massullo



Ross C. Moody



Ronald Evans Quidachay

# JUDGES



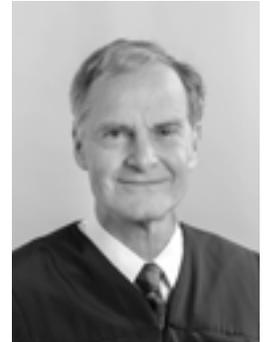
Joseph M. Quinn



Sharon M. Reardon



A. James Robertson, II



Jeffrey S. Ross



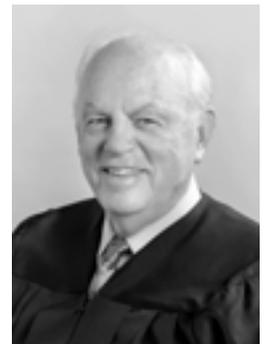
Gerardo Sandoval



Ethan P. Schulman



John K. Stewart



Donald J. Sullivan



Edward A. Torpoco



Kay Tsenin



Richard B. Ulmer, Jr.



Monica F. Wiley



Mary E. Wiss



Garrett L. Wong



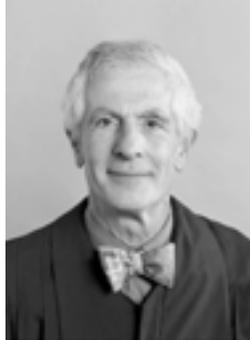
Braden C. Woods

Not Pictured:  
Donald Mitchell  
Carol Yaggy

# COMMISSIONERS/HEARING OFFICER



Catherine Lyons  
Commissioner



Julian Sapirstein  
Hearing Officer



Rebecca Wightman  
Commissioner

# GOVERNANCE

## WORKING TOGETHER TO SERVE THE PUBLIC

### JUDICIAL

The Judges are “responsible both for discharging their judicial duties in individual case decision-making and for all aspects of the administration of justice including the governance of the Court,” according to the Court’s Governance Policy. The bench is comprised of 52 Judges, but it is common to have multiple vacancies due to retirements.

#### Presiding Judge

2-Year Term

*(Elected by the full bench)*

The Presiding Judge serves as the Chair of the Executive Committee and exercises all of the authority and duties specified in California Rules of Court, rule 10.603.

#### Assistant Presiding Judge

2-Year Term

*(Elected by the full bench)*

### EXECUTIVE COMMITTEE

The Executive Committee serves as a board of directors for the Court. It is comprised of 11 voting Judge members:

#### Presiding Judge

#### Assistant Presiding Judge

#### Immediate Past Presiding Judge

#### Supervising Judge, Criminal

#### Supervising Judge, Unified Family Court

#### Six At-Large Judges

*(Elected by the full bench)*

### ADMINISTRATION

#### Court Executive Officer

The CEO is the chief executive of the Superior Court of California, County of San Francisco, who is responsible for managing approximately 461 employees, overseeing an \$80 million budget and implementing Court policies and procedures.

*(Appointed by the bench)*

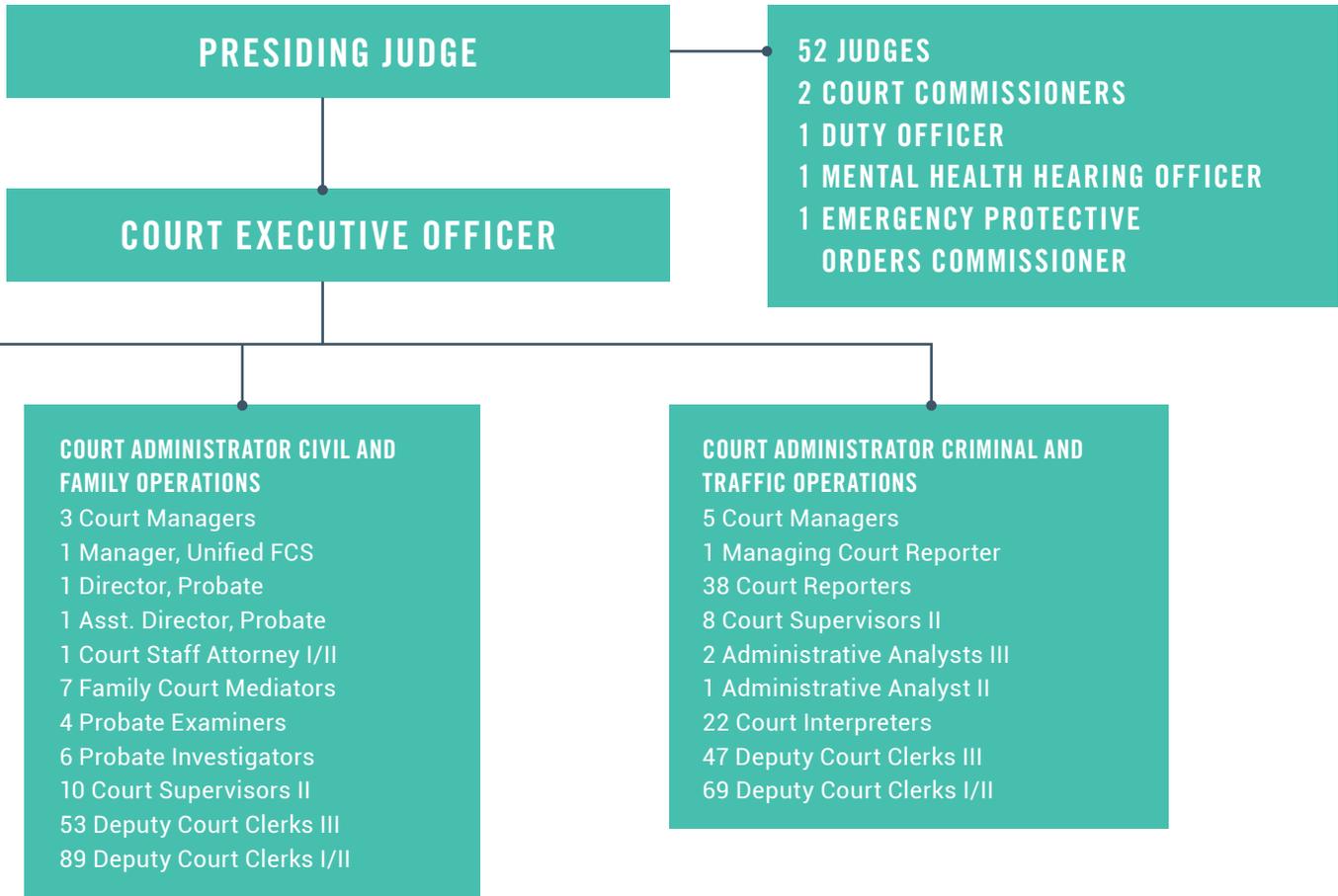


From left, CEO T. Michael Yuen, Commissioner Rebecca Wightman, Judge Anne-Christine Massullo, Supervising Judge of the Unified Family Court, and Judge Monica F. Wiley attend the Court's Adoption Day event.



# ORGANIZATIONAL STRUCTURE





The organizational structure of the San Francisco Superior Court consists of 461 full-time equivalent authorized non-judicial positions headed by the Court Executive Officer (CEO). The largest segment of the Court consists of three major operations:

- Civil and Family, including the Probate Office and the Jury Office;
- Criminal and Traffic, including the Collaborative Courts and Court Reporter and Court Interpreter Services; and
- Legal Services, including Legal Research and the Self-Help Center.

**Supporting these operations of the Court and also reporting directly to the CEO are the Administrative Directors of Fiscal Services, Human Resources, Information Technology, Judicial and Administrative Services and Communications.**

**Also included in the total position number are Subordinate Judicial Officers who report directly to the Presiding Judge.**

*All numbers shown reflect approximate, full-time equivalent (FTE) authorized positions, whether filled or unfilled, as of December 2015. Fractional positions are rounded to the nearest whole number.*

# COURTHOUSE FACILITIES



## CIVIC CENTER COURTHOUSE 400 McAllister Street

The 7-story Civic Center Courthouse (CCC) is comprised of 233,000 square feet and serves as the headquarters for the Court's Civil Operations, Unified Family Court, Administration and Jury Services. There are 38 courtrooms and hearing rooms in the building. CCC was opened in 1998 as a replacement facility for court operations, which were displaced from City Hall following the 1989 Loma Prieta earthquake.

New security and screening equipment was installed in 2014-2015, including an X-ray machine and metal detector. Additional security cameras were added to improve surveillance of the courthouse and its surroundings. The parking structure received a security upgrade with the addition of a strobe light and buzzer for entering and exiting the garage. A long-overdue maintenance project that included painting in public and staff areas and replacement of original worn carpet was completed in 2016. To reduce the occurrence of repetitive stress injuries, the Court purchased ergonomic desks and chairs for staff and Judges.



## POLK STREET ANNEX 575 Polk Street

The Community Justice Center, which includes a co-located courtroom and service center, operates in leased space at the Polk Street Annex facility.

In 2014-2015, the Court converted the space formerly utilized by the ACCESS self-help center into a state-of-the-art training center, computer lab and conference space to host new employee orientations, conferences, and events, such as trainings. The space is available for the entire Court. The Court also upgraded the outdated security X-ray machine and the magnetometer at the building's entrance.



## JUVENILE JUSTICE CENTER 375 Woodside Avenue

The Juvenile Justice Center (JJC) is a post-World War II structure located in Twin Peaks. It is riddled with structural and mechanical problems that interfere with safe and secure court operations.

The Court holds its Juvenile Delinquency and Juvenile Traffic hearings in this building. The Court shares this dilapidated space with Juvenile Probation, the Public Defender's Office and the District Attorney's Office.

The JJC, which was formerly known as the Youth Guidance Center, is maintained by the City & County of San Francisco (CCSF). The Court invested in a new security configuration that included the purchase of new seating and desks for the bailiffs, a new X-ray machine, magnetometer and security cameras to increase security.



## HALL OF JUSTICE

### 850 Bryant Street

The Hall of Justice (HOJ) is shared by the Court, Adult Probation Department, District Attorney's Office, the Sheriff's Department, the Medical Examiner's Office, and other CCSF operations. The building also is the site of a County jail. The San Francisco Police Department moved its headquarters out of HOJ to Mission Bay in May 2015.

The Court's HOJ operations include the Criminal courts, Criminal Clerk's Office, Traffic courts, Traffic Clerk's Office, Behavioral Health Court, Drug Court, Jury Assembly Room, Information Technology Group, and the Community Justice Center's in-custody defendants.

Court space is confined to the first three floors. The building is more than 50 years old and does not comply with seismic safety standards. Physical safety standards are inadequate, requiring Judges and staff to co-mingle with in-custody defendants in the same hallways. The building also has a bevy of structural and mechanical issues. The HOJ has outgrown its useful life span and is in dire need of replacement.

The Court has coped repeatedly with flooding of courtrooms and Judges' chambers caused by a failing plumbing system. Constant roof leaks with an unknown origin continue to damage the walls and carpets, leading to mold and mildew problems. Overflowing toilets and clogged pipes have led to raw sewage flowing into courtrooms and Judges' chambers. Electrical system failures have led to disruption of court operations. Construction projects to remedy these problems are plagued by cost overruns because of the need for asbestos abatement in the floors, ceiling and walls of the failing structure.

Despite the urgent need for the Court to ultimately move into a new structure, facilities staff continued to make improvements to increase security and functionality for the public, staff and Judges. The Court invested in the HOJ by reconfiguring the Criminal Clerk's Office in Room 101 to facilitate a more effective and modern workspace. The breakroom and the restroom were painted and new flooring was installed. In addition, to improve the environment for jurors, staff and Judges, the entire court wing of the HOJ was painted and carpeted, including offices, chambers and courtrooms. Upgrades to the HOJ only mask the issues with the building which has outlived its lifecycle. The facility continues to be plagued with HVAC problems, ventilation issues, rodents and other health and safety concerns.

# INNOVATION AND COLLABORATION

## INTRODUCTION

This section highlights programs that illustrate the Court's strengths in the areas of innovation and collaboration. The commitment and creativity of our Judicial Officers and staff demonstrate continued success in these areas, which is especially important as the Court operates in an environment of ever-decreasing resources.

## JUDICIAL OUTREACH

When Presiding Judge John K. Stewart began his 2-year term in January 2015, one of his chief goals was to give San Franciscans an opportunity to "Meet the Judges" and give them the chance to ask questions and learn about the Court.

About 80 San Franciscans attended the May 14, 2015 forum with Judges at UC Hastings College of the Law. Co-hosted by the Bar Association of San Francisco (BASF), the forum was designed to provide useful information for self-represented litigants in Housing Court, Civil Harassment, Family Law, Traffic and Small Claims.

Judge Stewart and BASF then-President Timothy W. Moppin were the moderators for the panel discussion. The panelists were: Judge Gail Dekreon; Judge Charles Crompton; Judge Donald Mitchell; Judge Edward A. Torpoco; Judge Ronald Quidachay and Judge Monica F. Wiley. Judy Louie, ACCESS Center Director; Court Executive Officer T. Michael Yuen; and Carole Conn, of BASF's Lawyer Referral & Information Service, also provided information.

It was the first such event since former judges Lillian K. Sing and Donna J. Hitchens organized similar events in 1988 and 2003 respectively.

## JUDICIAL MEDIATION

Presiding Judge Stewart relaunched the Court's Judicial Mediation Program (originally created in 2001) after the program was unavailable for three years due to budget cuts during the fiscal crisis.

The settlement program offers parties the expertise and experience of a Civil Judge familiar with the area of the law at issue. The Presiding Judge selects a dozen Judges to participate in the program and these Judges collectively dedicate hundreds of hours to mediating cases each year. Cases considered for participation in the program include, but are not limited to, professional malpractice, construction, employment, insurance coverage disputes, mass torts and complex commercial litigation.

The program may be utilized at any time throughout the litigation process and is offered at no cost to the parties. Sessions are held at the courthouse. Cases ideally suited to this program are those that would, if taken to trial, consume significant court resources, or cases in which a Judge's expertise and neutral viewpoint may assist parties to better understand the strengths and weaknesses of their case. In order to participate in the Judicial Mediation Program, parties must complete the Stipulation to ADR Form found on the Court's website. A preference for a specific Judge may be indicated on the request, and although not



Judge A. James Robertson, II meets in chambers with counsel to mediate a case.

guaranteed, every effort will be made to fulfill the parties' choice.

## HOUSING COURT

Housing has emerged as one of the most compelling issues of the past decade in San Francisco. The economic impacts of the Great Recession magnified the affordability, availability and related issues for both landlords and tenants. In Spring 2015, the tech boom pushed average rents to historic highs of \$3,458 – up 13.2 percent over the first quarter of 2014. Nearly a year later, the median price for a 3-bedroom, single-family house in San Francisco was \$1.47 million, and \$1.1 million for all residential units.\*

The City's high price and shortage of housing has impacted tenants, home buyers/sellers and landlords. As a result, elected leaders and tenants rights groups have prioritized housing as a main issue for San Franciscans, resulting in multiple housing-related ballot initiatives and City ordinances.

The impact of these housing trends have manifested in filings, with Unlawful Detainers (evictions) among just 5 out of 20 Civil and Criminal case types that have increased between FY 2013-14 and FY 2014-15 – bucking an overall persistent decrease in filings nearly across the board.

The prescient decision in November 2011 to open a department focused solely on housing issues has increased efficiency for the Court, and most importantly, for San Franciscans seeking timely resolutions to their housing-related disputes.

“The prescient decision in November 2011 to open a department focused solely on housing issues has increased efficiency for the Court, and most importantly, for San Franciscans seeking timely resolutions to their housing-related disputes.”

The Unlawful Detainer Court opened in Department 501 in the midst of a budget-related court-wide reorganization that led to the closure of Civil trial departments and the merger of two Law & Motion departments into a single department. Staffed with two clerks, a staff attorney and one Judge, Unlawful Detainer cases were consolidated from multiple Civil departments into Department 501 for Law & Motion, setting of a Mandatory Settlement Conference date and trial.

Shortly after its launch, Department 501 began handling other housing matters such as Forcible Detainers and Wrongful Foreclosures. Recognizing the expansion of its broad housing-related work, Department 501 was renamed the "Housing Court" in January 2012. At about the same time, the Housing Court also began to hear all Real Property Law and Motion matters, and hence was renamed in July 2014 to the "Real Property/Housing Court."

The goals of the Housing Court are to:

- Operationalize budget cuts

- Improve services to housing litigants, mostly through expediting case flow
- Reduce the Unlawful Detainer case backlogs in Law & Motion by moving housing-related matters to Department 501
- Facilitation of settlements

Given the increase in Unlawful Detainer filings and the high volume of self-represented litigants, services for tenants and landlords are especially important. Established in 2004, the Housing Negotiation Project (HNP) is a collaboration among the Court, BASF/JDC legal services, and the Eviction Defense Collaborative. The HNP provides an overview workshop regarding landlord and tenant rights and limited scope representation during the weekly Mandatory Settlement Conferences held Wednesday and Thursday afternoons prior to a pending Monday trial calendar. HNP provides for meaningful participation in the settlement proceedings, preserves court resources and improves court and jury pool efficiencies.

Since its inception, Judge Ronald Evans Quidachay



Judge Ronald Evans Quidachay, who has presided over Housing Court since its inception in 2011, reviews paperwork in Department 501.

has presided over Real Property/Housing Court. Judge Quidachay presides over one of the few courts nationwide devoted solely to housing. Although created for different reasons, San Francisco is among a select group of other jurisdictions that offer housing-focused courts, including the Boston Housing Court; Los Angeles Unlawful Detainer Court; and the New York City Housing Court.

More information is available at <http://www.sfsuperiorcourt.org/divisions/civil/realproperty/housing-court>.

\*Source: San Francisco Chronicle

**SAN FRANCISCO SUPERIOR COURT UNLAWFUL  
DETAINER CASE MEASURES:  
FY 2013-14 AND FY 2014-15**

	FY 2013-14	FY 2014-15
Total New Case Filings	3,385	3,585
Avg. Active Pending Caseload	121.5	187.9
Number of MSC's Held	1,451	1,372
Cases Settled at or after MSC	631	582
Court Trials Concluded	33	47
Jury Trials Concluded	16	23
Overall Clearance Rate	100.1%	97.7%

Source: San Francisco Superior Court IJS

**NEW CASE MANAGEMENT SYSTEM**

The Traffic Division is pioneering the Court's new C-Track case management system in collaboration with Thomson Reuters. The goal of implementation is to keep cases moving efficiently through the Court by implementing a total court solution that integrates e-filing, case management and public access solutions with other court applications. With new system capabilities made possible by C-Track, litigants will eventually have access to greater online features, including setting court dates and paying fines after going to court, to minimize their trips to the courthouse.

Additionally, C-Track will allow court orders to be populated based on entries, moving away from handwritten orders. All related documents will be scanned into the system to allow information to be more readily available.

Criminal operations and courtrooms will next implement C-Track, which will improve customer service and online case look-up capabilities. The new system will include the capacity to move toward e-filing and the digitization of cases that will create numerous efficiencies for court users and staff.

Eventually the Web-based C-Track system will be installed throughout the Court, replacing four separate incompatible, obsolete computer databases.

**EXPANSION OF MANDATORY E-FILING  
IN CIVIL**

Expansion of the mandatory e-filing program has continued in Civil and Probate to increase efficiencies and achieve savings as an integral element of the Court's Electronic Information Management (EIM) project. The EIM project aims to use technology to improve service to the public, save money and reduce paper use.

In an effort to move toward expansion of the existing mandatory e-filing program for Asbestos, Probate Trust and Complex Litigation cases, the Court in early 2014 twice extended voluntary e-filing to new Civil case types. By July 2014, the Court offered voluntary e-filing to nearly all Civil case types (except Limited Unlawful Detainer and Small Claims cases).

The Court then continued to plan for expansion of mandatory e-filing to all General Civil case types. To comply with California Rule of Court 2.253(b), the Court launched its own e-filing portal to offer the public multiple e-filing vendors. The Court's e-filing portal provides a cost-effective option to file directly with the Court to comply with the General Civil e-filing mandate, which took effect Dec. 8, 2014. The first Court in California to offer this solution, the portal allows individuals and companies to e-file subsequent Civil filings after the initial paper pleadings open the file.

Limited Unlawful Detainer and Small Claims cases are not subject to the e-filing mandate. Self-represented parties and "non-parties" may e-file, but are not required to do so.

In May 2015, the Court offered a new vendor, ISD Corporation, to its existing vendor, File & ServeXpress, which serves as the approved vendor for Asbestos, Complex Litigation and Probate Trust cases. The addition of this second vendor offered e-filing



*New electronic monitors display calendar information at the Hall of Justice.*

customers another option to comply with the Court's mandatory Civil e-filing program.

Effective November 2, 2015, Probate added Estate cases to its phased-in mandatory e-filing program. File & ServeXpress also serves as the vendor for subsequent filings in Estate cases.

The installation and integration of a single case management system will allow the Court to continue its expansion of e-filing court-wide.

## ELECTRONIC WALL MONITORS

To improve visibility of daily calendars and reduce paper waste, the Court installed electronic monitors on the walls at the Hall of Justice and the Civic Center Courthouse (CCC) that display case calendaring and judicial assignments. These monitors make it easier for the public to find their correct courtroom.

An electronic monitor is located outside the main office in Room 101 on the first floor at the Hall of Justice as well as on each floor as one comes off the elevator into the public halls on the first, second and third floors.

At CCC, there is an electronic wall, known as the e-wall, above the stairs that lead to the Lower Level displaying calendaring information for the entire courthouse, time, weather and locations of court offices, such as the ACCESS self-help center and clerks' offices that display case information for that floor. The monitor outside the elevators on the first floor displays judicial assignments for the entire building. Monitors on floors 2-6 display the calendar of cases for that day on that floor and the courtroom location where the matter will be heard.

# COLLABORATIVE COURTS

The San Francisco Superior Court delivers high-quality collaborative justice programs that address addiction, mental health and other social service needs. The Collaborative Courts Division oversees program operations with the vision of “contributing to a safe and just San Francisco for all.” Along with Court partners, these programs change lives by demonstrating these core values:



HIGH-QUALITY AND CULTURALLY COMPETENT SERVICES



CROSS SYSTEM COLLABORATION



NON-ADVERSARIAL ADJUDICATION



PERSONAL ACCOUNTABILITY



PROCEDURAL FAIRNESS



RESPECTFUL, COMPASSIONATE, KIND AND SUPPORTIVE INTERACTIONS



Judge Ron E. Albers, who presides over the Behavioral Health Court, congratulates a client after discussing her progress during a court hearing.

Collaborative Courts depend on the dedication of the following public and non-profit partner agencies:

- Department of Public Health
- Office of the District Attorney
- Office of the Public Defender
- Adult and Juvenile Probation Departments
- Department of Children, Youth and Their Families
- Human Services Agency
- Veterans Administration
- San Francisco Sheriff’s Department
- San Francisco Police Department
- A myriad of community-based service providers

All of the programs follow the key components of problem-solving courts, including early identification and engagement of eligible participants, access to a continuum of treatment and other services, and ongoing judicial interaction, among others. Each participant receives an initial assessment that informs the Court about substance use, mental health and other social service needs, followed by individualized treatment planning and court-monitored accountability. Collaborative Court team members guide participants toward recovery and self-sufficiency to reduce recidivism and its associated costs.

### ADULT DRUG COURT

Drug Court is a Felony court that provides intensive judicial supervision and case management to non-violent offenders with substance use disorders. Drug Court has its own treatment clinic, the Drug Court Treatment Center, located one block from the Hall of Justice. Drug Court is a 10- to 12-month program that includes regular court appearances, outpatient and residential treatment, and regular drug testing. Since its inception in 1995, Drug Court has worked with nearly 5,000 defendants.

#### New Program Information

Over the past five years, the Court has seen a significant decrease in its Felony caseload. In 2014, there were 3,435 Felony complaints filed in San Francisco, less than half the number filed in 2008 (7,459). The monthly average for active drug-related

Felony cases fell by 77 percent over the same 5-year period—from 1,738 at the end of 2008 to 409 at the end of 2014.

In November 2014, California voters passed Proposition 47, “Reduced Penalties for Some Crimes Initiative,” which mandates Misdemeanors instead of Felonies for “non-serious, nonviolent crimes,” unless the defendant has prior disqualifying convictions. Proposition 47 changed the number of defendants considered eligible for Drug Court and impacted many defendants’ decisions to opt for participation in Drug Court. Presented with this challenge, Drug Court has maintained its caseload by ensuring all eligible defendants are identified as early as possible.

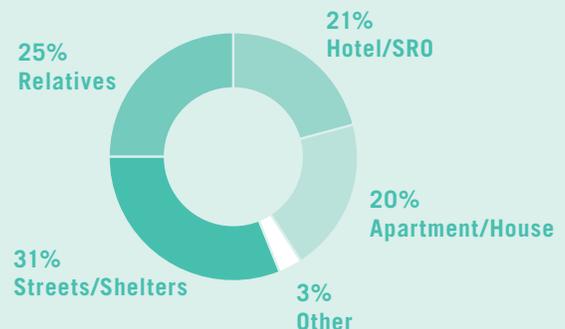
#### Clients Served

In 2014, 189 clients entered Drug Court, the same as the previous year. Overall, 296 clients had at least one court date scheduled in Drug Court in 2014. Drug Court has served 1,561 clients since 2009.

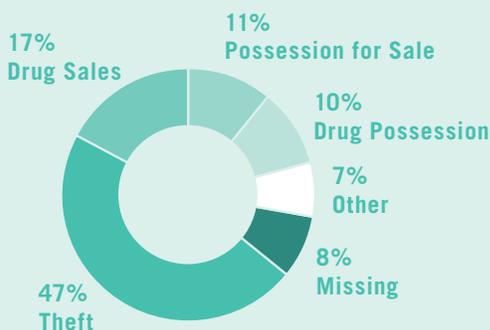
DRUG COURT: ENTERING CLIENT VOLUME



DRUG COURT: LIVING SITUATION AT ENTRY (N=189)



DRUG COURT: PRIMARY CHARGE (N=189)



**Legal Characteristics**

Forty-seven percent of entering clients had a theft-related primary charge (i.e. Penal Code sections 459, 487 and 496 or Vehicle Code section 10851). Seventy-seven percent of Drug Court clients entered with a “pre-plea” status, while 8 percent entered with a “deferred entry of judgement.” (Entry status is missing for 15 percent of entering clients.) Eighty-four percent of Drug Court clients are incarcerated at entry. Forty percent of entering clients faced a “motion to revoke” probation, while 6 percent were on parole.

**BEHAVIORAL HEALTH COURT**

Established in 2003, the Behavioral Health Court (BHC) addresses the complex needs of mentally ill defendants, including those with co-occurring substance use

disorders. An individualized treatment plan is developed for each client, including psychiatric rehabilitation services, medication management, supportive living arrangements, substance use treatment, supported employment and intensive case management services. Participation in the program is voluntary.

**New Program Information**

In 2013, BHC received a \$250,000 grant from the Bureau of Justice Assistance to implement the Housing and Employment for Recovery Outcomes (HERO) program. HERO provides transitional housing and supported employment services to qualifying BHC clients with the eventual goal of permanent housing and employment based on interest or former work experience. Employment counseling begins while clients are in jail and continues for the duration of the client’s participation in the HERO program. Recognizing the importance of housing and employment for Collaborative Court clients, the Court is focused on developing a sustainability plan and expanding the reach of this innovative program. By the end of 2014, the HERO program had served 40 clients.

**Clients Served**

In 2014, 46 clients were found legally eligible to participate in BHC. Throughout the year, 188 defendants had at least one court date scheduled in BHC.



The Drug Court team meets before court to discuss clients’ progress on their treatment plans. From (L to R) are Assistant District Attorney Greg Flores, Social Worker Raymond Santiago, Judge Ron E. Albers, Assistant Public Defender Maria Evangelista and Adult Probation Officer Tanya Red.

**Mental Health Diagnosis**

To be eligible for BHC, a defendant must present with an Axis I diagnosis per the Diagnostic and Statistical Manual of Mental Disorders (DSM-5). Of the 46 clients who entered the program, the most common primary diagnoses were Schizophrenia (50 percent) and Schizoaffective Disorder (26 percent). Thirty-nine entering clients (78 percent) were diagnosed with co-occurring substance use disorder.

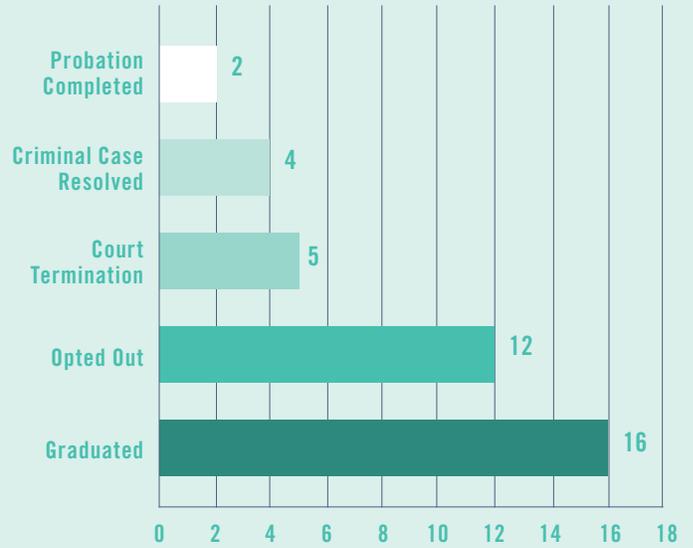
DIAGNOSIS	PERCENT
Schizophrenia, Paranoid type	41%
Schizoaffective Disorder	13%
Psychotic Disorder NOS	11%
Bipolar Disorder	9%
Major Depressive Disorder	6%
Other	11%
Missing	9%

**Exiting Clients**

In 2014, 39 clients exited BHC. Forty-two percent of clients completed the program in full and graduated, 30 percent of clients “opted out” or self-terminated, 13 percent of clients’ participation was terminated by the Court, 10 percent of clients had their Criminal case resolved, and 5 percent of clients successfully completed their probation.

Clients participating in BHC have unique needs and personalized treatment plans; officially graduating does not necessarily define whether or not a client has achieved success in the program. For example, a client who has successfully completed their probation or has credit for jail time served may voluntarily exit the program before becoming eligible for graduation.

**BHC: CLIENTS BY EXIT TYPE (N=39)**



*Participation in BHC is voluntary, and in many instances, the defendant does not have to enter a guilty plea to Criminal charges to enter. The Judge and lawyers work closely with the mental health providers who provide intensive case management to the clients with a focus on the person’s diagnosis and psychosocial needs rather than Criminal charges.*

## COMMUNITY JUSTICE CENTER

Established in 2009, the Community Justice Center (CJC) is a Criminal court and social service center that serves San Francisco's Tenderloin, Civic Center, Union Square, and South of Market neighborhoods. Clinical staff is available on-site to assess social service needs related to defendants' underlying offenses and to develop individualized treatment plans for defendants determined eligible for CJC services. CJC clients are connected with treatment for substance use, mental health or primary health issues. CJC includes a restorative justice component that allows CJC clients to complete community service hours (voluntary or Court-ordered) and give back to the community. CJC clients have completed 10,605 community service hours since 2011.

Staff from the Court, Department of Public Health, Office of the Public Defender, Office of the District Attorney and Adult Probation have offices in the CJC's Service Center.



The Community Justice Center is located in the Tenderloin at 555/575 Polk Street.

### New Program Information

In 2014, the RAND Corporation published a report on the CJC regarding whether or not the program reduces the risk of Criminal recidivism. RAND examined 1-year arrest rates of individuals arrested for eligible offenses both inside and outside CJC's designated geographic area (the Tenderloin, South of Market, Union Square, and Civic Center neighborhoods), both before and after the CJC became active as a community court. Analysis of this data concluded that the probability of re-arrest for those originally arrested within the CJC catchment area decreased over time, compared to those who were arrested outside of the area. Furthermore, there was an 8.9 percent to 10.3 percent reduction in the probability of being rearrested within one year for individuals who participated in the CJC, supporting the hypothesis that the CJC reduces Criminal recidivism.

In September 2014, the Center for Court Innovation, in partnership with the U.S. Department of Justice's Bureau of Justice Assistance, chose San Francisco as one of four mentor courts for jurisdictions seeking to enhance procedural justice and promote the use of alternatives to jail.

### Program Activity

In 2014, a total of 1,642 defendants had at least one court date scheduled in the CJC, representing a volume of approximately 2,108 cases. Between the years of 2011 and 2014, CJC served a total of 10,877 clients.





Judge Kathleen Kelly presides over Community Justice Center proceedings.



The CJC team is comprised of (first row; L to R) Deputy Probation Officer Nixon Lazaro, Case Manager Sylvia Guatemala, Judge Kathleen Kelly and Deputy Court Clerk III Carlos Barraza. (Back row; L to R) Assistant District Attorney Judith Garvey, Deputy Public Defender Seth Meisels, Social Worker Peter Morris and Deputy Sheriff Kyle Tauscher.

## INTENSIVE SUPERVISION COURT

The Intensive Supervision Court's (ISC) population is high-risk, high-needs probation clients who are facing a state prison commitment as a result of probation violations. ISC essentially provides this challenging population with another opportunity for supervision in the community as an alternative to state prison. The ISC is unique from other treatment courts with a collaborative approach in that it targets clients who have been terminated from other treatment courts or who would be considered ineligible or unsuitable for other treatment courts due to their extensive criminal records, histories of unsuccessful performance on probation, and high risk for probation revocation and state prison commitment.

### Clients Served

Overall, 64 clients received services through ISC in 2014, including both entering and continuing clients. By the end of the year, 33 remained in the program, one transferred to another county, 12 graduated, one was deceased, and 16 terminated unsuccessfully.

### New Criminal Activity

Forty-eight percent of clients (31) had no new arrests in 2014, 92 percent (59) had no new violent arrests, and 95 percent (61) had no new convictions.

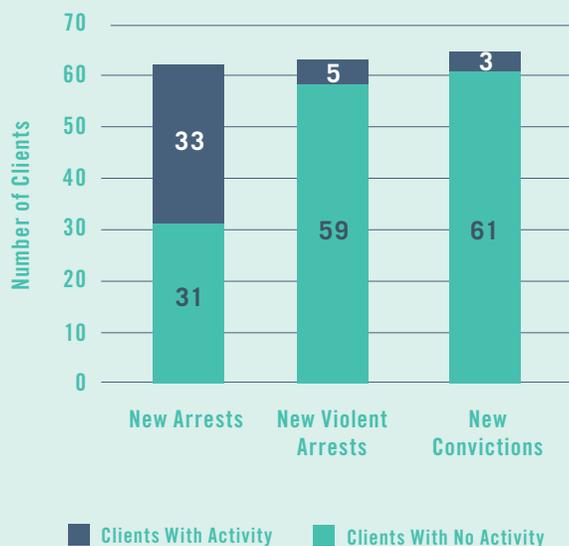
### Criminal Justice Factors

ISC clients have extensive criminal histories. The majority (80 percent) had between one and six prior Felonies, while 17 percent had between seven and 10 prior Felonies. On average, clients were facing an estimated 3.8 years of state prison time, with 10 clients facing five or more years of prison.

ISC: CLIENT PRIOR FELONIES (N=64)



ISC: NEW ARREST ACTIVITY 2014 (N=64)



“ISC clients have extensive criminal histories. The majority (80 percent) had between one and six prior Felonies, while 17 percent had between seven and 10 prior Felonies.”

## VETERANS JUSTICE COURT

The Veterans Justice Court (VJC) – established in April 2013 and expanded as a stand-alone court in January 2015 – is for military veterans charged with Criminal offenses. The VJC’s objective is to provide substance use and mental health treatment, as well as academic, vocational, or skills improvement leading to job placement and retention. To participate, the defendant must meet VJC legal eligibility and clinical suitability criteria.

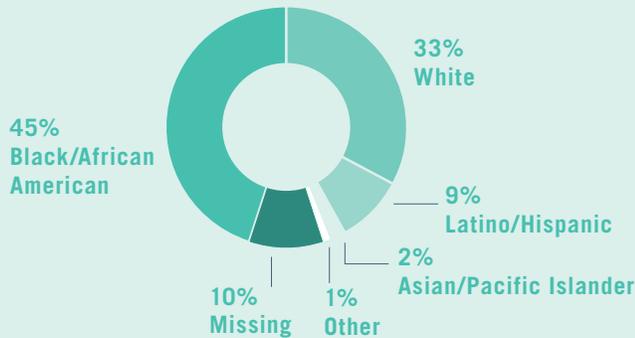
### New Program Information

The Court was the recipient of a \$350,000 Bureau of Justice Assistance (BJA) grant under the 2014 Adult Drug Court Discretionary Grant Program to allow for additional case management services. The BJA received more than 200 applications nationwide and funded fewer than 15 programs. San Francisco’s 3-year grant funds a case manager who will help clients not eligible for VA healthcare services to access other services. This position allows the VJC to help eligible veterans regardless of their service or discharge status. With the expansion of the VJC, the caseload is expected to increase from 35 to an estimated 50 clients.

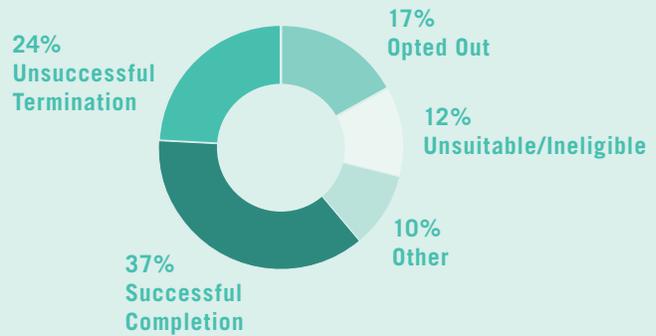
### Program Activity

Thirty-eight clients entered VJC in 2014. Forty-five percent of entering clients were Black/African American, 33 percent were White, and 9 percent were Latino/Hispanic. Of the 41 clients who exited VJC in 2014, 37 percent (15) successfully completed the program.

VJC: ETHNICITY (N=38)



VJC: EXITS BY TYPE, 2014 (N=41)



The Veterans Justice Court treatment team meets with Judge Jeffrey S. Ross to discuss progress of veterans before they appear in court.



Deputy Court Clerk III Liana Manuel assists Judge Jeffrey S. Ross in Veterans Justice Court.



*Judge Jeffrey S. Ross discusses a veteran's progress in the Veterans Justice Court at the Hall of Justice.*



*Attorney James Senal and his client after receiving praise from Judge Jeffrey S. Ross during an appearance in the Veterans Justice Court.*

## FAMILY TREATMENT COURT

The San Francisco Family Treatment Court (FTC) is a court-supervised family support program serving families involved in the juvenile dependency (child welfare) system impacted by parental substance use. FTC uses a multidisciplinary team approach to develop family-focused, trauma-informed treatment plans that address the needs of each family member.

FTC seeks to enhance permanency outcomes for children – with the preferred outcome of family reunification – by offering coordinated treatment planning. Services include: judicial monitoring, substance use assessment and treatment, mental health services, parenting education, intensive case management, drug testing, priority referrals to transitional housing and other family support services.

### New Program Information

In 2014, FTC began implementing the Prevention and Family Recovery (PFR) program, an initiative funded by the Doris Duke Charitable Foundation and overseen by Children and Family Futures. PFR seeks to promote child well-being by implementing evidence-based parent education and increasing access to children’s therapeutic services. Using grant funds, the FTC added two new members to its multidisciplinary team: a full-time Public Health Nurse and a part-time Children’s Services Coordinator. Both positions were implemented through the San Francisco Department of Public Health.

The FTC also began offering SafeCare, an evidence-based home visitation program that has been shown to reduce child maltreatment among families in the child welfare system. All FTC participating families with children 0-5 years old are eligible to receive SafeCare services.

### Program Activity

In 2014, 114 parents were referred to the FTC; 74 parents and 99 children entered the FTC. Thirty-nine percent of entering parents were African American, 26 percent were White, 23 percent were Latino, 9 percent were Asian/Pacific Islander, and 3 percent were Native American.

In total, 111 parents and 158 children participated in the FTC during the year, including both entering and continuing families. Twenty-one parents successfully terminated or graduated from the program.

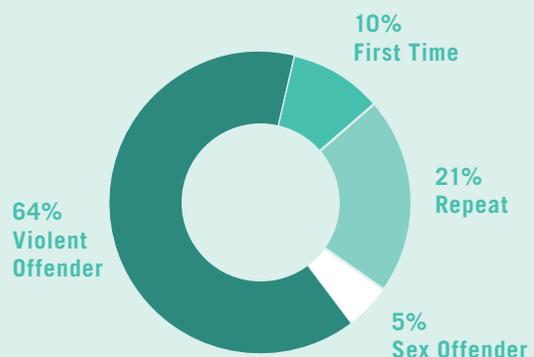
## JUVENILE REENTRY COURT

The Juvenile Reentry Court (JRC) was established in 2009 by the Juvenile Probation Department and the Public Defender’s Office to provide coordinated and comprehensive reentry case planning and aftercare services for high needs foster youth in the juvenile delinquency system. The model establishes a collaborative team approach in the development and implementation of reentry plans for youth returning home from out-of-home placement. Three months prior to completion of out-of-home placement, the plan is finalized and may include housing, vocational training, education, therapy and/or drug treatment, and any other services needed to ensure the minor’s success. JRC employs evidence-based practices (motivational interviewing, cognitive behavioral therapy) and utilizes risk-needs assessment tools that further enhance the appropriate treatment plan.

### New Program Information

JRC expanded to include a specialized Girls Court, a 1-day per month calendar to provide gender-specific services to increase the program retention and success of this target population. Girls are often traumatized sexually and are abused in different ways than boys. Two leading community providers, Huckleberry House and the Center for Young Women’s Development (CYWD), are present during Girls Court and meetings before court proceedings to share their expertise and advise the team. Because immediacy of program delivery is critical to program success, Girls Court refers girls directly to CYWD and Huckleberry House during the court session. Girls Court is committed to working with at-risk girls and will continue to build community connections and partnerships to advance the provision of out-of-custody services.

JRC: BY OFFENDER TYPE, 2014 (N=110)





The JRC team is comprised of (first row; L to R) Senior Deputy Felicia Smith, Deputy Probation Officer Michael Johnson, Court Reporter Maura Baldocchi, Deputy Probation Officer Tony Hurley, Assistant District Attorney Maria Shih, Judge Susan M. Breall, Girls Youth Advocate Marcie Kendall, Managing Attorney of the Public Defender's Juvenile Unit Patti Lee, Deputy Public Defender Rebecca Marcus and Probation Officer Gwen Smith. (Back row; L to R) Center on Juvenile & Criminal Justice (CJCJ) Therapist Terrence Baugh, Deputy Court Clerk III Mary Shea, CJCJ Case Manager Coordinator Adrian Garcia and CJCJ Lead Coordinator Daniel L. Reyes Jr.

### Program Activity

In 2014, 110 youth were served in the Juvenile Reentry Program. The vast majority (59 percent) were African American, followed by Latino (28 percent). Fifty-two percent of youth were minors, while the remaining 48 percent were over 18 years old. Finally, 64 percent of youth were violent offenders and 21 percent were repeat offenders.

## TRUANCY COURT

The Truancy Court was developed as part of the San Francisco District Attorney's Truancy Intervention Program (SFTIP), established in 2006 through the joint efforts of the District Attorney's Office, Mayor's Office, Court, and Unified School District. Since that time, SFTIP has also incorporated additional public agencies, charter schools, and community-based service providers from across the City with the aim of reducing absenteeism in our schools. This goal of reducing truancy not only gets our children back in school and on the path to success, but also saves resources and improves public safety.

### Program Information

Truancy intervention begins at the school level. As mandated by the California Education Code, schools carry out a 7-step truancy process. Parents are notified in person, by telephone and by mail, attend conferences with school officials, and are offered services to assist them in getting their children to school. If all else fails in rectifying the truancy, the schools refer the cases to the District Attorney's Truancy Intervention Program.

### Program Activity

In 2014, SFTIP filed 37 new cases against truant students and/or parents of truant students to be heard in Court. Every family that appeared in Court agreed to receive services and work with the Court, the school district, Truancy Assessment Resource Center (TARC), and the San Francisco District Attorney's Office to improve their truancy. In addition to this, a number of these families agreed to work directly with TARC or already were working with TARC. Each TARC caseworker typically has a rotating caseload of about 12-15 students. These caseworkers supplement and enhance the work in the courtroom done by SFTIP.

## TRUANCY ACTION PARTNERSHIP

The Truancy Action Partnership (TAP) is a collaboration among the Court, the San Francisco Unified School District (SFUSD), SF Health Network, Human Services Agency and other community-based organizations. TAP is for elementary students identified as habitually or chronically truant and have received three Truancy Notification Letters. The program seeks to avoid a referral to the School Attendance Review Board (SARB), the last step before appearance in the Truancy Court.



*El Dorado Elementary School Principal Silvia Cordero (L) and Judge Cynthia Ming-mei Lee are key members of a truancy team that helps families and students overcome the challenges that contribute to absenteeism.*

### How the Program Works

In spring 2015, the Court completed a pilot program at two sites – Bret Harte and El Dorado elementary schools. A family agreed to participate at each school. The program consists of six afternoon sessions, each 10 minutes in length, once per week. Each session is comprised of a team to review the progress of the student and family – including a Judge, clinical social worker(s), and a member of the school district's truancy task force. Services and resources are determined by a family's request and examples may include but are not limited to: mental health, housing, employment assistance, after-school programs and counseling. SFUSD administrators submit a progress report two days prior to the TAP session. Parents and students are expected to actively participate in all six sessions. The student must attend school during his or her involvement in the program. Any student absenteeism or tardiness during this time is considered an absence from the TAP program.

## YOUNG ADULT COURT

The Young Adult Court (YAC) is San Francisco's newest Collaborative Court program and focuses on transitional aged youth (18-25), many of whom have extensive trauma histories, inadequate support systems and housing, and minimal educational and employment histories. Some youth also have substance use issues and co-occurring mental health disorders. Participants in the YAC program must be amenable to obtain training, education and services and are motivated for participation in the program. The Court will serve up to 80 clients per year.

The program is a partnership among the Court; Office of the Public Defender; District Attorney's Office; Sheriff's Department, Jail Reentry Services; Department of Children, Youth and Their Families; Family Services Agency (Felton); Adult Probation Department; and the Department of Public Health.

### Service Delivery

Community treatment and case management is provided by the Felton Institute/Family Services Agency, which uses a trauma-informed model of services including intensive case management and therapeutic assessments for clients facing Misdemeanor or Felony crimes. Felton provides a strengths-based and client-centered approach with youth who have faced trauma, substance abuse and co-occurring disorders and are deemed high-risk to reoffend in the community. Clients are ideally engaged in YAC for a period of one year transitioning through three phases, with an ongoing relationship of care in the areas of job readiness, housing and educational support.



*Judge Bruce E. Chan discusses the specifics of each case with the Young Adult Court team prior to court proceedings.*

# ADMINISTRATION

## EXECUTIVE

The Executive Office supports the needs of the Court's 52 Judges and court operations staff. It also oversees and enforces the policies and procedures for the Court. The Executive Office is comprised of the Administrative Services Division, Managing Attorney/General Counsel, Human Resources, Fiscal Services, Information Technology Group and Communications Office.

## OFFICE OF FISCAL SERVICES

The Office of Fiscal Services (OFS) is responsible for budget oversight, contracts and procurement, and research and planning. In addition, OFS has the fiduciary responsibility for managing trust deposits of court users. Fiscal and statistical reporting such as tracking workload measures is another core function within this division.

After experiencing significant revenue volatility associated with the recession and the advent of the Workload-Based Funding Methodology (WAFM), the Court has entered a period of fiscal stability. The economic turnaround has boosted state revenues which, in turn, have resulted in increased state funding to the trial courts in the past two years. Improved collection efforts and local budget balancing strategies also have contributed to a more positive fiscal outlook for the next three years.

The OFS has been involved heavily in supporting the implementation of two key IT initiatives: the case management replacement project and the Civil e-filing expansion. These automation projects will replace the paper-driven process and implement a modern single case management system to improve services to court users as well as generate cost savings. Fiscal staff has provided technical assistance in reviewing the new financial distribution reports and trouble-shooting as existing business workflows for cash handling procedures are redefined by the new case management system. When mandatory e-filing was expanded in 2014 to all Civil case types except Limited Unlawful Detainer Cases and Small Claims cases, OFS staff jointly worked with Civil operations staff to develop new procedures for

handling online credit card processing and reconciliation for each of the three vendors that managed the e-filing portals.

The Business, Planning, and Research (BPR) unit of the OFS has provided research support including conducting detailed program evaluations, studying staffing patterns, and providing analytical support to the ongoing strategic planning process underway since late 2014. In 2015, the BPR launched a new performance measure dashboard report for the Civil Division, which complements the existing Criminal Division's dashboard. BPR also has been conducting return on investment (ROI) analyses of administrative and technological court initiatives that will offer important feedback on labor and cost savings. The Court was reappointed recently to the Judicial Council's Workload Assessment Advisory Committee, and through this membership, the BPR will participate in time studies and focus groups aimed at shaping new statewide case processing standards, which have a direct impact on future court funding.

## ADMINISTRATIVE SERVICES DIVISION

Supporting the entire Court, the Administrative Services Division encompasses training, facilities, court security, Assigned Judges Program, Temporary Judge Program, Americans with Disabilities coordination, new employee orientation, California Law Enforcement Telecommunications System coordination (CLETS), and customer service and support for the Offices of the Presiding Judge and the Court Executive Officer (CEO).

The division provides administrative support to the Presiding Judge and CEO. Staff tracks the judicial absences and produces weekly assignment schedules and the monthly calendars for the Court; provides the Presiding Judge with a monthly and weekly judicial leave forecast; tracks judicial leave requests; and provides new Judges with an orientation to the Court.

### Training

The Training Division is comprised of four employees tasked with assuring that Judges and staff meet the training requirements of the California Rules of Court

(CRC). The Training Division led some significant changes to programming and space in 2015.

While the Leadership Excellence for Aspiring Professionals (LEAP) program ended after a successful 5-year curriculum, the Training Division unveiled the Employee Development Training (EDT) program – a new menu of classes to assure the Court successfully helps employees fulfill their court education requirements. Training staff also launched a much-needed staff- and Judge-orientation program; trained staff and Judges in disaster preparation and proper procedures for building evacuations; and took steps to introduce a real-time emergency notification system to staff and Judges.

EDT is a series of six workshops developed in direct alignment with the staff education requirements in the CRC and the priorities set by the CEO.

The launch of the new EDT program coincides with a renovation of vacated space in the Polk Street Annex. The new conference center offers the space and technology resources for an interactive learning environment to host the EDT program.

Besides staff training space, the Polk Street Annex First Floor Training & Conference Center (PTC) also provides much-needed space to host a variety of court needs, such as Web- and video-based meetings, news conferences, retirement dinners, awards presentations, and cultural events.

### Temporary Judge Program

The Administrative Services Division also administers the Temporary Judge Program. The program staff recruits, trains and assigns Temporary Judges for the Court. The CRC establishes guidelines for the Temporary Judge Program and requirements for those who serve as Temporary Judges. The Court's Temporary Judge Program has more than 400 volunteer attorneys who serve as Temporary Judges. Temporary Judges serve in Day of Trial Settlements, Unlawful Detainers, Family, Juvenile Traffic, Traffic, Discovery, Small Claims, Small Claims Appeals, and Mandatory Settlement matters.

The need for Temporary Judges remains significant. The Administrative Services Division ensures coverage in each of the departments and produces the weekly and monthly schedules.



Attorney Roger Rubin, Judge Curtis E.A. Karnow, and Judge Loretta M. Giorgi attend a Civic Center Courthouse reception in honor of the Court's Pro Tems.



*Judge Mary E. Wiss and Managing Attorney/General Counsel Stella Pantazis discuss a legal issue.*

### Assigned Judges Program

The Administrative Services Division coordinates the Court's participation in the Assigned Judges Program. The division, which handles hundreds of requests annually, coordinates with the Judicial Council, the Presiding Judge and the Visiting Judges to ensure that courtrooms are covered when a sitting Judge is not available.

### CLETS

The Court Administrative Services Division also supports court operations by managing the Memorandum of Understanding (MOU) between the Court and the California Department of Justice (DOJ). The MOU requires that the courts' use of the California Law Enforcement Telecommunications System (CLETS) is within DOJ Guidelines. The Administrative Services Division is responsible for responding to DOJ Audits, coordinating the training of court staff, and providing secure access to the system.

### Facilities

The Administrative Services Division provides the Court with a central point of contact for facility concerns and two business services technicians dedicated to responding to facility issues. Staff coordinates with vendors for large-scale moves, building renovations,

building systems repairs, and non-IT equipment purchases.

Staff also collaborated with the Judicial Council and vendors on multiple projects, including the creation of the Polk Street training center; renovation of the Criminal Clerk's Office (Room 101) at the Hall of Justice (HOJ); and a refresh of the court spaces at HOJ.

## MANAGING ATTORNEY/ GENERAL COUNSEL

Since the Court's 2011 budget-related reorganization, the Court's legal operations also have been reorganized to maximize the utility and efficiency of Court-employed attorneys. The Court's Executive Committee created the position of Managing Attorney/General Counsel after recognizing the need for a single manager to oversee all of the Court's legal resources, including oversight and management of the Court's staff attorneys, Legal Research Assistants (LRAs), paralegals, law student externs, legal volunteers, the Court's Civil Case Settlement Specialist, and ACCESS, the Court's self-help center.

As a member of the Court's executive management team, the Managing Attorney directs the Court's legal operations and serves as the Court's General Counsel,

offering comprehensive legal advice to the Presiding Judge, Judicial Officers, Court Executive Officer, and members of the Court's executive team.

The Managing Attorney plans, organizes, and directs legal operations, including legal research court-wide, which includes the Department of the Presiding Judge, Civil and Criminal trial courts, the Appellate Division, Probate, Asbestos, Housing, Unified Family Court, and ACCESS.

The Managing Attorney provides leadership, supervision, training, and work evaluation for assigned attorneys and legal staff. The Managing Attorney also coordinates the maintenance and renewal of legal resources for the Court.

For decades, the Court has given law school graduates the opportunity to serve as LRAs for the Court. This 1-year program, which is under the Managing Attorney's supervision, provides new lawyers vast experience in many different areas of the law and the opportunity to deliver significant analyses in substantive legal work. The Judges receive excellent research skills of recent law school graduates and the LRAs gain significant improvement in their writing skills and understanding of court procedures in Civil and Criminal courts and the Appellate Division. LRAs are provided with an orientation, trainings, manual and invaluable experience. The Court is proud to be a part of the development of these fine young attorneys.

The Court also is developing a comprehensive court-wide brief bank to save legal research. This tool will increase efficiency and provide immediate access for Judges and Court-employed attorneys to memoranda on issues previously briefed.

This organization and oversight of legal resources by a



San Franciscans receive a jury summons about every 18 months.

Managing Attorney/General Counsel has successfully resulted in new efficiencies and services for both the Court and the public.

## JURY SERVICES

Jury Services staff is responsible for issuing summonses to jurors; helping the jurors to reschedule or be excused; answering jurors' questions over the phone and in person; orienting jurors to the process; assigning jurors to cases; sending them to the right courtroom; and paying them for their service.

An 11-member staff works in two offices, one at Civic Center Courthouse (CCC) and the other at the Hall of Justice (HOJ). On average, staff speak with 1,700 jurors on the phone per week. In addition to the phone calls, approximately 25,000 jurors report to CCC and 40,000 report to the HOJ each year. San Franciscans expect to receive a jury summons in the mail every 18 months.

Staff in Jury Services is aware that jurors likely would rather be elsewhere, but they are committed to making the experience as pleasant as possible for the most important people who come to San Francisco's courthouses.

Everyone knows that jury duty involves waiting. Staff strive to minimize the inconvenience, but the simple fact is that the trial process takes time. Jurors wait to get to the jury assembly rooms, wait for everyone to arrive to start orientation, and then wait to get sent to a courtroom. Once there, they may wait for attorneys and the Judge to finish motions crucial to the outcome of the trial.

Staff and Judges do their best to assure that jury service is a rewarding and efficient experience for San Franciscans. They take this duty seriously and work to assure that justice and dispute resolutions are conducted in a way that respects the jurors' time and contribution to the American system of justice.

## HUMAN RESOURCES

The Human Resources Office consists of a 7-member staff who administer programs for Court employees' pay and benefits; recruitment, selection and hiring; job classifications; labor relations, grievances and labor contract negotiations; attendance and disability programs; employee relations and investigations; and disciplinary actions and appeals. Since administering the 22 percent budget-driven reduction in force in 2011, the

Human Resources Office has refocused its priorities to the changing face of the Court, which will be impacted by a significant number of long-term employees potentially retiring in the coming years.

The Court's non-judicial staff is comprised of 461 full-time equivalent positions. Approximately 26 percent of the staff in these positions is eligible to retire immediately, and 20 percent will be eligible to retire in five years. Deputy Clerks II (i.e., clerks who work in the Clerks' Offices) and Deputy Clerks III (i.e., clerks who work in courtrooms) comprise nearly 60 percent of the Court's employees. Forty-six percent of Deputy Clerks II and 48 percent of the Deputy Clerks III are either currently eligible for retirement or will be in the next five years.

In 2015, the Human Resources Office successfully renegotiated three of its five labor agreements. In early 2016, the Human Resources Office settled an additional contract. These agreements have termination dates in 2017. Additionally, revisions to the internal Personnel Rules are under consideration with applicable labor organizations.

The City and County of San Francisco (CCSF) continues to provide payroll and benefits processing for the Court. CCSF has completed several updates to its new payroll processing system, known as "eMerge," to coordinate payroll, health benefits and retirement. The conversion to this new system has required additional efforts by Human Resources payroll staff, but also has created greater efficiency and responsiveness in critical areas of payroll.

In January 2015, J.M. Muñoz was appointed the new Human Resources Director. Mr. Muñoz had been working in the Court's Human Resources Office as a Senior Human Resources Analyst since July 2007.

## INFORMATION TECHNOLOGY DEPARTMENT

With IT evolving to a bimodal model, the Court's Information Technology Department focuses on the more traditional direction of an IT department:

- Ensuring the continued operation of all information sharing and technologies; and
- Continuously seeking to innovate and create efficiencies throughout the Court.

The IT Department has a staff of 13 employees in six divisions (System Administration; Network and Communications; Applications; Dev Ops; Support Desk; and Facilities, including AV, security and other systems).



*Staff and the public rely on the IT Department to conduct and facilitate court business.*

All divisions work together to maintain court operations and identify and resolve issues quickly and efficiently.

In today's world of social media, IoT (Internet of Things) and big data (providing more information faster and efficiently), IT projects focus on automating and making information readily available using industry best practices for the court environment. This includes:

- Continued research and design of network infrastructure (security and speed);
- Digital signage for court facilities;
- New updated training room;
- Improved audio and video conferencing;
- Expansion of courtroom audio recorders;
- Updated physical security system;
- Continued enhancement of operation and disaster recovery architecture and workflows, including system virtualization and active/active failover;
- Implementation of new traffic system; and
- E-filing expansion, including design and operation of the Court's own portal for e-filing vendors.

Due to staff retirements resulting in the loss of hundreds of years of experience, the IT Department has undergone a departmental reorganization focused on continued operation and customer service. The IT Department deployed a new support system and trained staff to support all technologies including the traditional tech support (desktop, peripherals, system and applications) as well as other technology such as audio-visual, video conferencing and security systems. The department also established a Business Intelligence Department (DevOps) to allow collaboration between IT and operations to create applications and improve workflows to augment the new C-Track case management system (see page 23).



The media gathers in the Hall of Justice outside Department 9 for interviews with the prosecution and defense attorneys after an arraignment in a high-profile case.

The Court's virtual server infrastructure and Citrix environment allows agility to grow into future technologies such as hybrid cloud computing and Disaster Recovery as a service (DRaaS).

Some other projects underway include:

- Continued deployment of C-Track for Criminal and Civil;
- A single virtually run Interactive Voice Response system;
- Performance monitoring of all IT-related functions;
- Hybrid cloud computing; and
- Utilizing disaster recovery resources for day-to-day operations (DRaaS).

The IT Department is dedicated to providing continued operation and security of information and technology while continually seeking efficiencies.

In January 2015, Jeff Ishikawa was appointed the new Court Information Officer. Ishikawa has worked for the Court since December 1992.

## COMMUNICATIONS

The Communications Office serves as the liaison between the Court and news media on information related to cases, Judges, court administration and requests to photograph. The office issues public statements and news releases; updates the Court's

website and Twitter content; and organizes community outreach and visits by dignitaries, foreign Judges and about 1,000 San Francisco schoolchildren. The office also handles requests for judicial administrative records.

The office is staffed by a full-time Communications Director and a part-time Deputy Press Secretary who assist Judges and staff with media inquiries and publicize court accomplishments, programs and priorities. They fulfill other administrative and communications duties as required by the Presiding Judge and Court Executive Officer. In 2015, Communications staff worked closely with the Bar Association of San Francisco to organize and publicize the "Meet the Judges" forum at UC Hastings College of the Law. Communications also was instrumental in planning a successful March 2014 event to celebrate the Community Justice Center's 5-year anniversary.

To emphasize Presiding Judge John K. Stewart's goal of internal communications the Communications Office redesigned and updated the Court's employee Intranet site. A section was added to the site to highlight judicial and staff accomplishments and awards.

The Communications Director served as the Editor for the FY 2013-14/FY 2014-15 Biennial Report, and the Deputy Press Secretary was Assistant Editor.

# CIVIL OPERATION

Situated in the Civic Center Courthouse, the Civil Operation handles lawsuits between individuals and/or corporations. The Civil Operation staffs courtrooms that conduct trials; manages the legal papers and processes associated with cases; creates and maintains court records; processes appeals of decisions; and responds to public requests for assistance and information. The case types in Civil range from Small Claims, Unlawful Detainers, Name Changes and Civil Restraining Orders to Complex cases, contract issues, property disputes, Probate and Elder Abuse. In the face of unrelenting fiscal challenges, the Civil Operation remains committed to providing efficient and exceptional customer service to San Franciscans and for all those who seek fair, equal and accessible justice.

The Civil Operation has taken a collaborative approach to problem-solving and expanding the use of technology to create efficiencies. During 2015, the Civil Operation has focused on expansion of the mandatory e-filing program to include mandating estates cases in Probate and all of General Civil cases while maintaining the already successful mandate in Asbestos, Complex Litigation and Probate Trust cases (see page 23). The goal in the next few years is to expand e-filing to Small Claims, Family Law, Guardianship and Conservatorship cases. This expansion also includes the eventual e-filing of transcripts to the Court of Appeal. These changes will be incorporated into the new C-Track case management system that eventually will be installed throughout Civil courtrooms and the Civil Clerk's Office (see page 23).



*Presiding Judge John K. Stewart checks with counsel on the status of a Civil case in Department 206, where all cases that have not settled are assigned to a trial department.*

The following departments provide specialized services in Civil:

## MASTER CALENDAR

Master Calendar courtroom clerks take minutes, coordinate ex parte appearances, prepare trial calendars, motion calendars and fee waiver hearings. This is the “hub” of Civil where all cases that have not settled previously are assigned to a trial department. The Master Calendar clerk tracks which trial departments are open for new Civil or Criminal assignments. The department also trains the new legal staff attorneys in the functional operations of the Civil Division.

During the height of the budget crisis and Court reorganization, it was common for litigants to wait weeks to get their case assigned to a Civil trial department. However Presiding Judge John K. Stewart and former Presiding Judge Cynthia Ming-mei Lee worked with staff since 2013 to assure that cases ready for trial are sent to a trial department despite the permanent closure of some Civil departments. As of early 2016, all Civil trials continue to be assigned out on trial dates to trial departments – including more than 36 Criminal trials at the Civic Center Courthouse (CCC) as of March 2016. Also effective in 2015, the Court reinstated the single assignment program. This program allows the parties specialized judicial attention with the goal of creating efficiencies in the management of the case (see page 4).

## SPECIALTY AND TRIAL DEPARTMENTS

Specialty courtroom clerks provide courtroom support in the departments of Law & Motion and Discovery, Asbestos, Probate, Case Management, Complex Litigation, Civil Harassment and Name Change, and Small Claims. Specialty clerks prepare tentative rulings, take minutes of proceedings, manage the calendars, check orders after hearing for compliance with minutes and sanction orders. Trial courtroom clerks handle the daily activities of the Civil trial departments including jury selection, oaths, control of evidence, minutes of proceedings, settlement conferences and post-trial motions. Civil trial courtroom clerks are cross-trained to handle Criminal and Civil matters.

The Courtroom Clerk Unit has been productive with ongoing training goals. Six Civil courtroom clerks were trained on the JAVS system for recording Misdemeanor trials at the CCC. A group of trial clerks have been cross-trained in specialty units such as Housing Court,

Complex Litigation, Small Claims, Law & Motion and Probate. JAVS training is ongoing. As courtroom clerks are available, they work with the staff in the Records Unit to assist with sorting and scanning. Available clerks also were cross-trained in e-filing and Records Public Viewing.

## PROBATE CLERK'S OFFICE

Probate receives all filings and manages the records for Wills, Estates, Trusts, Conservatorships of adults, Guardianships of children, mental health treatment and Elder Abuse Restraining Orders. Probate is the only unit in the Court that scans every filed paper document. Staff also provides clerical support for the Court Investigation Unit and Probate Examiners.

On June 1, 2015, the Probate Department extended the Probate Office hours, which had been reduced because of budget cuts. The Probate Office (Room 202) is open from 8:30 a.m. to Noon and 1:30 to 4 p.m. Effective November 2, 2015, the Court expanded its mandatory electronic filing to cover Probate Estate cases (see pages 23-24).

## APPELLATE DIVISION

The Civil Appeals Division files and prepares records on appeal for the Court of Appeal for Unlimited Civil, Family Law, Juvenile and Probate cases. The division also accepts briefings, calendars hearings and processes all filings for appeals from Traffic, Criminal Misdemeanor and Civil Limited Jurisdiction cases to the Court's Appellate Bench.

The Appeals Division continues to prepare records timely and efficiently for review by the Appellate Division for Traffic, Misdemeanor and Limited cases. The Division processes Unlimited appeals cases for filing at the 1st District Court of Appeal. The Appeals Division has been invited to participate in an e-filing pilot project with the 1st District Court of Appeal. If implemented, all Unlimited jurisdiction appeals would be considered for e-filing to the Court of Appeal.

## RECORDS

The Records Division provides and maintains accurate court records for all users. Services include certifying documents, providing case information, and facilitating access to court files and documents.

The Records Department has made strides in organizing



Deputy Court Clerk II Annie Pascual processes an e-filing transaction.

and sorting loose papers. In the past year, the department has established a more effective process to organize, prepare and sort loose papers for efficient filing. This system also decreases the search time for loose papers and expedites the matching of the filings with the corresponding file folder.

Staff has benefited from cross-training for the different positions within the department. This training increased operational efficiencies and flexibility in staff assignments. The training will continue to assure employees are able to serve in all areas of the department, including customer service.

In an effort to maintain a comprehensive records management program, the Court developed a records retention project to promote sound records management principles, improve access to information for legal, financial and operational decisions, and assist in the appraisal of historical court records and delivery to the court archives.

Future goals include converting copy and warehouse requests to an electronic process.

## CIVIL FILINGS

The Civil Filings Unit processes all New and Subsequent Filings for Civil matters other than Small Claims, Defaults, Appeals and Probate. Staff handles filings at the clerk's office windows, sent by U.S. mail and drop-offs. Civil filings and the e-filing units were consolidated to complement mandatory e-filing and allow for shared resources. The e-filing Unit processes all Asbestos, Complex Litigation and Probate Trust filings electronically. Staff provides the same services as the filing window including accepting payments electronically.

The e-filing Unit has 11 clerks who process e-filed documents and provide coverage at the Civil New Filing, Subsequent Filing and Harassment windows. They also search the California Law Enforcement Telecommunications System for Name Change cases.

Mandatory e-filing has reduced the lines at the Civil windows and allowed for faster processing of mail and the issuance of timely writs and abstracts. The Court's own e-filing portal facilitates quicker searches for documents and transactions which expedites the processing of time-sensitive documents such as ex parte applications.

## E-FILING STATISTICS AFTER MANDATE TOOK EFFECT 12/8/14 THROUGH 11/30/15:

Documents processed	195,708
Pages processed	2,193,359
Transactions processed	99,647

Source: San Francisco Superior Court

## CIVIL DEFAULT

The Civil Default Unit processes Requests for Entry of Default and Default Judgments. When a defendant fails to file any responsive paper within the time prescribed by law, the plaintiff may request an Entry of Default and Default Judgment. This process eliminates the need for trial or other proceedings.

With the implementation of e-filing, clerks in the Default Unit had to determine how to process Default Judgments electronically. Since unrepresented litigants are not mandated to e-file their documents, the Court still receives traditional hand-delivered filings at the counter. Unlawful Detainer Default requests also are exempt from e-filing. Due to time constraints, the Unlawful Detainer requests have priority in processing – most often within a 24-hour period. Other judgments like Sister State Judgments, Money Judgments, Summary Judgments from the State Bar and from the Criminal Division, are initiated (assigned a case number) and processed in the Defaults Unit and are not subject to e-filing. These



*Deputy Court Clerk II Ronnie Otero and Court Supervisor II Melinka L. Jones help a customer in the Civil Clerk's Office in Room 103 of the Civic Center Courthouse.*

requests are either mailed or hand-delivered to the Default Unit. These judgments have a grace period, and are reviewed and processed within 2-to-3 weeks.

The Default Unit receives an average of 25 e-filings per day, not including traditional filings from self-represented litigants (who by rule cannot be mandated to electronically file), Unlawful Detainers and other specialized judgments. The average number of Unlawful Detainer cases processed is 10 per day. In addition to Unlawful Detainers, clerks process an average of 20 various types of electronic defaults per day. This includes Requests for Entry of Default, Requests for Entry of Clerk/Court Judgment, and the judgment itself. It also includes setting matters on calendar for Prove-Up hearings. Because the processing of certain types of Default Judgments are so detail-orientated, it can take a clerk almost an entire day to do the research and review before it is processed in its entirety.

On January 23, 2014, the Court presented "Civil Defaults 101" to the Bar Association of San Francisco (BASF). The primary goal of the presentation was to provide effective

and clear information on how the Court processes Civil Defaults to help filers avoid rejection of their default packets. The presentation generated high interest, was well-attended and successful. Within six months, there were fewer default-related cases on the Court's Case Management Order to Show Cause calendars.

## CIVIL CASE MANAGEMENT

The Case Management Department handles the calendars and paperwork for the Case Management departments. Staff coordinates issues related to arbitration, mediation, settlement conferences, Orders to Show Cause for Proofs of Service and trial dates assignments. This unit also manages Alternative Dispute Resolution (ADR) programs.

This is a self-sufficient department with volumes of paper-generated calendars. To streamline orders and other administrative processes, new order templates were developed and are in place. There also is a reduction in the number of working calendars generated

on a daily basis. Less paper is consumed and the time to generate calendars is directed instead to efficient disposition of current matters.

With the assistance of the staff attorney and the Judge, the department continues to pursue additional innovative ways to achieve procedural efficiencies. Additionally, staff seeks to collect unpaid Court-ordered sanctions when the new case management system known as C-Track is installed in the Civil Division (see page 23). Like other areas of the Civil Division, the aim is to cross-train clerks in more than one operational area.

## ALTERNATIVE DISPUTE RESOLUTION

The Alternative Dispute Resolution (ADR) Department promotes the resolution of cases in an expeditious, cost-effective and efficient manner through collaboration and continued outreach efforts with the Court, legal community and the public.

### 2014-2015 Accomplishments

1. **Discovery Pro Tem Program.** ADR assumed management for the Discovery Pro Tem Program in July 2014, which required completion of a 2-week training on the Court's Discovery rules, procedures, policies and rulings. ADR began management of the Discovery Pro Tems after the training period.
2. **Assigned Case Management.** Assigned Case Management (ACM) was created in January 2014 to promote uniformity in case management for select Civil cases that consume significant court resources, i.e. numerous motions, multiple hearings, voluminous filings, etc. It was a hybrid of the Civil Case Management and Single Assignment system. ACM utilized essential elements of each system aimed at promoting efficient judicial oversight and encouraging settlement. The project ended in January 2015 when the Court reinstated Single Assignment (see page 4).
3. **E-filing.** ADR participated in the e-filing planning process related to case management and ADR. The result was the official launch of an e-filing system in December 2014 that supported ADR filings.
4. **Judicial Mediation Reimplementation.** In March 2015, the Court reinstated the Judicial Mediation program. ADR reviewed and updated all forms and procedures related to the program in preparation for the launch. A dozen Judges were selected to participate in the program (see page 4).

## SMALL CLAIMS

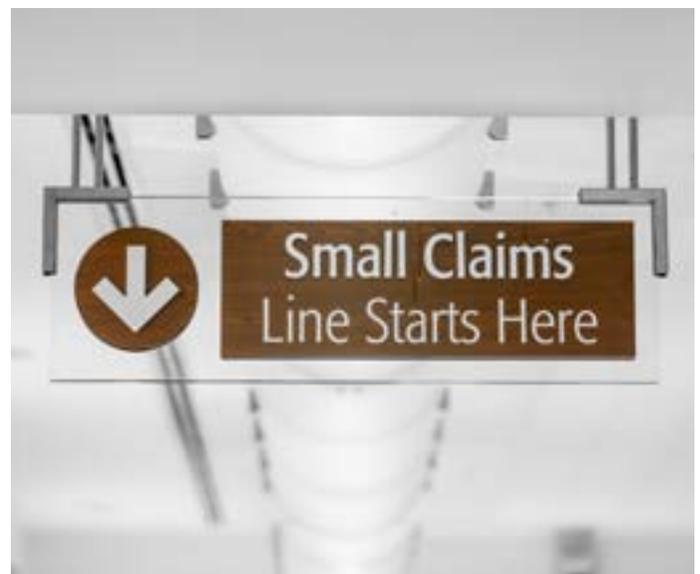
The Small Claims Department handles disputes not exceeding \$10,000. New claims and Subsequent Filings may be filed in person or through the U.S. mail. The division also provides information over the telephone, and to the public at the counter. Trials are less formal than the Civil trials for Limited and Unlimited Jurisdiction.

### Small Claims Division Accomplishments in 2015

- A 7-month backlog of loose-paper filings was brought current within three weeks, ensuring that all necessary documents were properly placed in the files.
- A backlog in processing of incoming mail, which included new claims, Writs, and Memorandum of Costs was brought current.
- Destruction of adjudicated Small Claims case exhibits, which had not been completed since 2014.
- Warehousing of adjudicated Small Claims files created much-needed shelf space to file new case files.

There are several factors that have allowed the department to remain current with filings made at the window and received by mail, including:

- A 5 percent decline in the filing of new claims in 2015; and
- New and effective procedures launched in early 2015, including advance preparation of the Small Claims calendars and a 48-hour turnaround on the scanning and filing of court documents.



Individuals may file in Small Claims Court for disputes \$10,000 or less.



Veterans wait outside the Probate Department for a hearing on a case in Department 204.

## CIVIL STRATEGIC INITIATIVES

The Civil Operation continues to undertake strategic initiatives designed to improve efficiency and access to justice.

### Business Process Reengineering

In 2014, the Civil Division began the process of organizational redesign, piloting the effort with the General Civil complaint process from case initiation to final disposition. The Administrator selected a team to map and analyze the current “as-is process.” The result was a comprehensive analysis that included staff interviews and the application of a logic model to ultimately prepare a report and presentation to the executive team.

The Civil Division intends to replicate this model in preparation for C-Track to determine procedural inefficiencies and determine best practices to better serve the public and instill trust and confidence in the system and the staff who deliver the services.

## PROBATE

The Probate Court provides services to San Franciscans from every economic level and ethnicity. Most people think of probate courts as only administering the financial affairs

of people who have died and related issues of inheritance. However, the Probate Court also hears Trust petitions. The common perception is that having a Trust avoids Probate, but the reality is that many Trusts end up being supervised by or litigated through the Probate Court.

The Probate Court also protects vulnerable populations by overseeing Guardianships of children, Conservatorships of dependent adults, mental health treatment, and Elder Abuse Restraining Orders when related to an existing Conservatorship. The Probate Judges, clerks, examiners, investigators and volunteer guardianship monitors work on a high volume of cases. As a team, they monitor fiduciary services, determination of the least restrictive means to respond to frail adults, ensure adherence to required procedures, and determine fair and equitable compensation for services. The team’s goal is the administration of justice in a proper, thorough and thoughtful manner.

### Pro Bono Mediation

The Probate Court developed its Pro Bono Mediation program as a means of facilitating informal settlement to avoid lengthy and expensive court proceedings. Two panels of volunteer attorneys provide Pro Bono Mediation services. The first panel, which is administered by a private Probate litigation attorney, provides mediators for disputes involving Trusts and decedents’ Estates.

The second panel, which is administered by the Court, provides mediators for those involved in Guardianship and Conservatorship matters.

### Electronic Filing

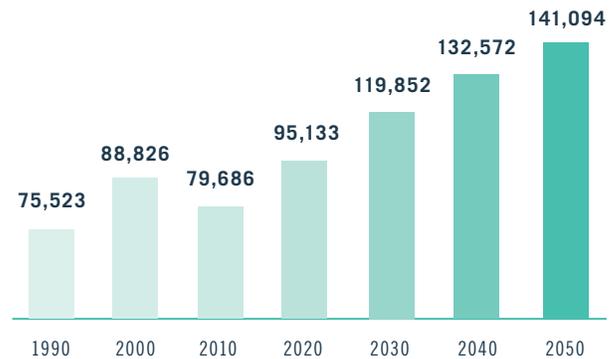
In 2013, the Probate Department began mandatory e-filing service for Trust cases. E-filing was adopted to reduce the amount of time spent by the filing clerks processing new filings and to provide a more efficient and convenient way for attorneys to file documents with the Court. E-filing is done directly from the attorney's office, eliminating the need to stand in line to file a document. In November 2015, the department expanded e-filing to decedents' Estate cases, the single largest case type within Probate. When e-filing began in Trust matters, just under 800 active Trust cases were entered into the system. When the service expanded to decedents' Estates, more than 5,000 active cases were entered into the e-filing system.

### Assisted Outpatient Treatment

The umbrella of the Probate Court also covers the treatment of persons with mental health disorders. Mental Health Conservatorships are a special type of Conservatorship governed by laws separate from general Conservatorships. These laws are specifically designed to both protect the rights of persons suffering from mental illness and to compel treatment when appropriate. Although passed into law on a state level, implementation of a new tool in the treatment of persons with mental health disorders often referred to as "Laura's Law" and properly titled, Assisted Outpatient Treatment, has been limited to only a small number of counties. In November 2015, San Francisco began to offer Assisted Outpatient Treatment services to the public. The development of the San Francisco program has been extremely thoughtful and has involved patients' rights groups, the mental health services community, the legal community, and the Court. The department is hopeful that increased services to persons in need of intervention will result from this program, in turn improving the lives of persons suffering from mental illness and the family members and others who offer supportive involvement.

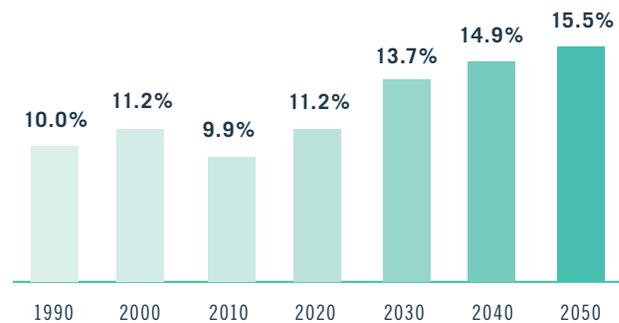
Despite the continued heavy calendars and weighty subject matters, each case in the Probate Department is given the careful and focused attention it deserves. Probate is one of the few areas of law for which filings are increasing, as documented in a 2015 Statewide Court Statistics Report. With the aging of the "Baby Boomers" reaching their late 50s—early 70s, the need for Probate Court services will continue to increase in numbers and significance for the community of San Francisco.

### SAN FRANCISCO POPULATION 70 YEARS AND OLDER: 1990 TO 2050 (PROJ.)



Source: California Department of Finance, Table P-2 State and County Population Projections by Race/Ethnicity and Age (5-Year Groups): 2010-2060, <http://www.dof.ca.gov/research/demographic/reports/projections/P-2/> (accessed November 18, 2014).

### SHARE OF SAN FRANCISCO POPULATION 70 YEARS AND OLDER: 1990 TO 2050 (PROJ.)



Source: California Department of Finance, Table P-2 State and County Population Projections by Race/Ethnicity and Age (5-Year Groups): 2010-2060, <http://www.dof.ca.gov/research/demographic/reports/projections/P-2/> (accessed November 18, 2014).

# ACCESS

Each weekday morning before the Civic Center Courthouse opens its doors at 8 a.m., self-represented litigants form a line in front of the building, often in inclement weather. Each litigant seeks to attain free legal assistance provided by the San Francisco Superior Court's ACCESS Center. Once in the building, litigants again queue up outside of the ACCESS Center doors on the Court's fifth floor, until the doors open at 8:30 a.m.

ACCESS (Assisting Court Customers with Education and Self-Help Services) provides assistance to litigants representing themselves to pursue Protective Orders, Divorce, establish Parentage, obtain Child Custody and Visitation Orders, establish or modify Child and/or Spousal Support, Unlawful Detainer actions, Small Claims, petition for Name and Gender Changes, and other Civil matters.

In April 2015, ACCESS restored its services in three key areas: Conservatorship of the person, Guardianship of the person, and step-parent/second parent Adoptions.

ACCESS staff consists of five attorneys, two paralegals, three deputy clerks, one judicial administration fellow, one director, and 14 dedicated AmeriCorps/JusticeCorps volunteers. ACCESS also partners with the Bar Association of San Francisco's Justice and Diversity Center to offer the F.L.A.S.H. (Family Law Assisted Self-Help) and the Sargent Shriver Custody Projects. These partnerships provide critical one-on-one assistance at the ACCESS Center to Spanish-speaking low-income individuals confronted with Dissolution and/or Custody matters.

On Monday, Tuesday and Thursdays, the ACCESS legal team continues to serve an average of 130 self-represented litigants per day during walk-in sessions. Wednesday and Friday sessions are appointment only for pre-screened customers to attend Family Law workshops or for individuals with complex case types. For example, a limited-English-proficient-speaking customer seeking assistance with a temporary and general petition for Guardianship of the person may require an appointment of three hours or more.



*Court Staff Attorney II Eric Aguirre assists a self-represented litigant in the ACCESS Center, located in Room 509 of the Civic Center Courthouse. ACCESS typically serves more than 400 customers each week, the majority of whom are limited- or non-English proficient.*

ACCESS has been a leading provider of limited-English-proficient (LEP) services long before the creation of the 2013 California Language Access Plan. Since the early 2000s, the center has provided bi-lingual employees and volunteers to serve LEP customers. It also has developed informational and education materials available in English and five other languages: Spanish, Chinese, Vietnamese, Russian and Tagalog.

ACCESS customers reflect the Bay Area's diverse socioeconomic and culturally diverse population. The center does not have income requirements for its customers.

## ACCESS CUSTOMERS BY QUARTER

QUARTERLY DATES	TOTALS	AVERAGE PER MONTH
07/14-09/14	7,966	2,655
10/14-12/14	6,618	2,206
01/15-03/15	6,414	2,138
04/15-06/15	7,347	2,449

In 2000, President Bill Clinton signed Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency," which required courts to provide more sufficient limited-English-proficiency (LEP) services. However, the Department of Justice found in 2013 that many courts were still failing to comply with the LEP requirements established more than a decade earlier. The Language Access Plan (LAP) was founded that same year to refocus the judiciary's commitment to equal justice access for all. The resulting LAP implementation plan is intended to phase into the state's judiciary over five years, until 2020.



*JusticeCorps member Amber Joseph helps a customer in the ACCESS Center. The JusticeCorps program assists courts throughout California to meet the needs of self-represented litigants by recruiting and training college and recent college graduates to assist litigants in self-help centers.*

# UNIFIED FAMILY COURT

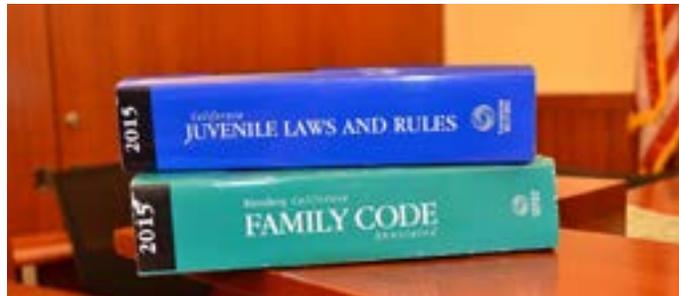
Many individuals who hear the term “Unified Family Court” think only of Family Law cases. Those matters, while important, comprise only a portion of the significant work done by the various departments under the umbrella of the Unified Family Court (UFC). The UFC handles cases involving Family Law, Domestic Violence, Child Custody, Child Visitation, Spousal Support, Property Division, Adoptions, Emancipations, Juvenile Dependency, Juvenile Delinquency and Child Support. It also handles Juvenile Traffic Infractions, School Truancy, Youth Violence Court, Wellness Court and Girls Court.

The UFC also works in close collaboration with a diverse number of agencies and organizations to provide the best possible services to the community of litigants involved in the court process. These collaborations include truancy initiatives to improve school attendance for youth involved with the Court; grant-funded Family Treatment Court, a voluntary program for parents facing substance abuse issues in the Dependency system; various Collaborative Courts at the Juvenile Justice Center; and increased judicial settlement conferences in Family Law cases.

The hundreds of cases heard every week in the Family Law, Child Support, Dependency and Delinquency courtrooms underscore the importance that families and the community place on the role of the courts to resolve their disputes. Families are the fabric of our society. When there is a break in the family unit the parties are unable to resolve, they rely on the Court to provide adequate resources to meet those needs. With the ongoing state budget cuts, the UFC adopts innovations to meet those needs more efficiently and deliver court services to those families.

## JUVENILE DEPENDENCY

A Dependency petition is filed when the Department of Human Services (HSA) receives information that a child(ren) suffers from abuse or neglect. HSA may then seek to either remove a child(ren) from the home and place the child out of the home or leave the child in the home under the agency’s care and supervision. The Juvenile Dependency Court has a significant impact on the lives and futures of children and families since



the petitions and resulting proceeding are handled by Dependency Judges. The goal of the Dependency proceeding is to work with families, where possible, to provide specific services to remediate the cause that brought the family into the Dependency Court.

## JUVENILE DELINQUENCY

A Juvenile Delinquency case involves allegations that a child under the age of 18 has engaged in criminal conduct. The objectives of the Delinquency Court are to provide for the protection and safety of the public and each minor; to preserve and strengthen the minor’s family ties whenever possible; to give care, treatment and guidance to the minor; and to rehabilitate and hold him or her accountable for behaviors involving the commission of delinquent acts.

## JUVENILE TRAFFIC COURT

Youth who are at least 12 and younger than 18 appear in the informal Juvenile and Traffic Court on written citations for violations of state and local laws relating to: traffic offenses, loitering, evasion of fares on a public transportation system, alcohol possession, consumption and purchase of alcohol, marijuana and tobacco possession, graffiti, fish and game violations and other eligible charges. Attorneys from the San Francisco legal community assist the Court by generously donating their time to sit Pro Tempore to hear the calendar and decide the cases.

## DEPARTMENTS 403/404/405

Family Law courtrooms handle Dissolutions, Property Division, Domestic Violence, Law & Motion, financial

support, Child Custody and Visitation. Department 405 also handles Adoptions, Emancipations, long cause Dependency and family matters and Truancy Court (see page 35).

## DEPARTMENT 416

The Title IV-D Child Support Commissioner, pursuant to Family Code section 4251, presides over matters involving Determinations of Parentage and conducts hearings to establish, modify, or enforce Child Support or Spousal Support. Cases heard in this department include those initially filed by the local child support agency, the San Francisco Department of Child Support Services (SF DCSS), as well as proceedings in which SF DCSS is providing support services – including, for example, enforcement of Support Orders rendered in a prior Dissolution proceeding or in a case filed under the Uniform Parentage Act. Department 416 hears all matters filed by the SF DCSS, which works with parents and legally acknowledged guardians to ensure children and families receive Court-ordered financial and medical support. The department handles:

- Establishing Paternity;

- Locating absent parents;
- Requesting Child Support and Medical Support Orders;
- Enforcing Child Support Orders; and
- Enforcing Spousal Support Orders in conjunction with Child Support.

This is a high-volume courtroom with multi-faceted issues. Pursuant to Family Code section 17400, the Department of Child Support Services provides free access to the public Guideline Calculator program. More information is available at: <http://www.childsup.ca.gov/Default.aspx>

## ENHANCED PARENTAL INVOLVEMENT COLLABORATION (EPIC)

This is a specialty calendar in the Court's Child Support Department designed to prevent Defaults and increase participation of non-custodial parents. It was created after a successful EPIC project federal grant. SF DCSS and the Court worked together on early intervention and intensive outreach efforts, which reduced the Default Judgment rate from more than 60 percent to less than



Judge Anne-Christine Massullo is the Supervising Judge of the Unified Family Court.

15 percent. The calendar provides non-custodial parents (NCPs) an opportunity to participate in the case in an informal court setting. If the NCP fails to appear, the collaborative partners use the status conference to review and locate financial information, and do further outreach, including creating an opportunity for the Court to directly contact the NCP.

## NONCUSTODIAL EMPLOYMENT TRAINING PROGRAM (C-NET)

This program assists parents with barriers that prevent them from meeting their Child Support obligation. These barriers include lack of work experience and employment, a criminal record, deficient education and a large arrears balance. Services for C-NET participants include:

- Assistance in finding a job;
- Arrears reduction or adjudication;
- Clearing an incarceration record;
- Assistance with a GED; and
- Establishment or modification of a custody and visitation order.

To implement these services, the SF DCSS works with the Court's Family Law Facilitator's Office; San Francisco Sheriff's Department; Public Defender's Office and Workforce Development; with oversight through the Court's Title IV-D specialty C-NET calendar.

## FAMILY COURT SERVICES

Family Court Services (FCS) provides direct services to families and children involved in the court system. These services include orientation, mediation regarding Custody and Visitation, investigations and collaboration with community agencies that serve the needs of families.

- The staff provides mandatory mediation for Family Law cases in which there is a dispute about Custody and Visitation. Parents are required to attend an orientation class provided by the mediators to prepare them for the mediation process. The goal of mediation is to assist in developing an appropriate parenting plan and a successful co-parenting relationship.
- Mediations also are provided for Juvenile Dependency cases and include the parents, social workers, attorneys, community resource personnel, and when appropriate, the children. Successful mediations result in more creative plans for

families that need assistance for safety and resolution of issues, more identified services for dependent children, and specific visitation plans.

- All mediations are confidential, although reports to Child Protective Services are made if a child is at risk. Mediators are mental health professionals who receive updated training yearly. Experts in specific areas also provide training for FCS and other UFC staff. Each mediator also is a liaison to community agencies – enabling FCS to provide updated information on resources in the community for families.
- At the request of the Court, FCS staff may conduct information-gathering investigations, called Tier 2 reports, which can include interviews of children involved in court cases.

## INNOVATIONS FOR 2015

### Judicial Settlement Conference (JSC)

In March 2015, Supervising Judge Anne-Christine Massullo decided to implement judicial settlement conferences (JSC) in cases set for long cause trials. Between June 2015 and early 2016, the Court conducted 22 JSC's. Of those, 17 matters resolved resulting in a savings of more than 40 full days of trial time. This has allowed the bench officers and attorneys involved in these cases to focus on other pending matters. Given these results, the UFC is committed to setting aside at least one Friday per month to conduct JSCs.

### Truancy Interventions for Foster Youth

Through a partnership comprised of the Court, San Francisco Unified School District/Foster Youth Services Program, and San Francisco Human Services Agency/Family and Children Services, the City has increased its collaborative efforts to address the high rates of truancy among dependent youth.

With a focus on identifying root causes of truancy, providing targeted supports, and monitoring attendance and interventions, students are reconnecting to school. Key program elements to reduce absences among youth in foster care include:

- Establishing a contact person at school for students/caregivers/providers to work with;
- Calling the student's home personally at all available numbers;
- Notifying a student's key providers (Child Welfare Worker, Attorney, Court-Appointed Special Advocate



*A child is sworn in during an adoption proceeding.*



*Court Manager Emina Abrams and Judge Monica F. Wiley meet a child during the Court's National Adoption Day celebration.*



*Relatives celebrate the adoption of a baby boy during the Court's Adoption Day event.*



*Court Executive Officer T. Michael Yuen and Judge Nancy L. Davis, who presides over Dependency cases, participate in the Court's National Adoption Day event.*

Program, and Educational Rights Holder) of attendance concerns;

- Facilitating collaborative meetings with students, caregivers, and providers to discuss concerns, identify/coordinate resources, and action steps;
- Using a Child Welfare Attendance Liaison to work with students and families around school engagement and reentry support;
- Making home visits to families of chronically absent students; and
- Providing court recognition of students for improved attendance.

Additionally, interagency efforts are in progress to help with broader oversight, including:

- Cross-training of staff on truancy indicators and interventions;
- Shared data systems for tracking and monitoring attendance; and
- Court report status reviews on educational progress, including attendance.

“With a focus on identifying root causes of truancy, providing targeted supports, and monitoring attendance and interventions, students are reconnecting to school.”

### Family Centered Case Resolution

The Court has worked diligently with the Family Law section of the Bar to reach compliance in California Rule of Court (CRC) 5.83. The purpose of this rule of court is to establish processes and procedures for courts to manage cases from initial filing of the petition for Dissolution of a Marriage to final disposition in an effective and timely manner. It is intended to advance the goals of Family Code Section 2450(a) and Standards of Judicial Administration, 5.30.

Family Centered Case Resolution focuses on moving Family Law cases through the steps from initial filing

to final judgment in a timely, efficient, fair and effective manner to reduce the expense of litigation, and focus on early resolution by settlement.

### How does it work?

For cases filed on or after January 1, 2013, the Court must include as part of the Family Centered Case Resolution process a review of all Dissolution, Legal Separation, Nullity and Parentage cases within at least 180 days from the date of the initial filing and at a minimum, at least every 180 days thereafter, until disposition to determine the most appropriate next steps to ensure an effective, fair and timely resolution. Unless the Court determines that procedural milestones are achieved, the review must include at least one of the following: (1) a status conference or (2) a Family Centered Case Resolution conference.

In June 2015, the Court began mailing notices to litigants who are not meeting the requirements of timely resolution. The notice explains next steps needed to move the case toward final resolution. Litigants unable to reach resolution are ordered to appear at a hearing for a status update. CRC 5.83 was not designed to punish litigants or increase attorney workload/fees; it is a matter of case management and attempting to reach resolution when possible for these families.

### Sargent Shriver Custody Project (SASH)

Launched in October 2011, the Sargent Shriver Custody Project (SASH) is a partnership between the Justice & Diversity Center of the Bar Association of San Francisco (JDC) and the Court. It is one of the 10 original Sargent Shriver pilot projects, made possible through the 2009 Sargent Shriver Civil Counsel Act. The grants funded pilot projects to study the provision of legal representation for low-income families facing critical legal issues involving basic human needs such as possible loss of housing and Child Custody matters. In FY 2014, the JDC applied and received additional funding from the Judicial Council of California to extend this partnership and program through September 2017.

SASH provides free legal representation to low-income individuals who are at or below 200 percent of the federal poverty level and need representation in Custody actions in which a parent is seeking sole legal or physical Custody of a child, and the opposing side has an attorney. SASH's main focus is to provide limited scope representation in cases scheduled for Custody hearings. Representation is limited to the Custody portion of the case.

Currently, SASH is staffed by a full-time lead representing attorney, a part-time representing attorney, a part-time project coordinator, a part-time social worker, and a full-time self-help attorney.

In addition to representation for Custody matters provided by the lead representing attorney and the part-time representing attorney, SASH also provides information and assistance to low-income litigants filing paperwork for Child Custody and Visitation cases via the self-help attorney in the ACCESS Center (see page 50). Customers are triaged at the ACCESS Center, and those who are income-eligible for SASH and have custody issues, are routed to the self-help attorney who provides help with the Custody or Visitation issues and refers the clients to the project coordinator for a conflicts check. If no conflict exists and the litigant is eligible for services, he or she is referred to the lead representing attorney. When a conflict with the lead representing attorney exists, eligible litigants are referred to JDC's pro bono-based Family Law Project, to an appropriate legal services organization, or to BASF's Lawyer Referral and Information Service. Litigants also are directed to SASH through the Court's Monday Readiness Calendar.



Judge Monica F. Wiley addresses the families gathered for the Court's annual National Adoption Day event.



Established in 1997, the Unified Family Court is comprised of Juvenile Dependency, Juvenile Delinquency and Family Law.

# CRIMINAL OPERATION

The Criminal Operation consists of 22 courtrooms and the Criminal Clerk’s Office located at 850 Bryant St. in the Hall of Justice (HOJ). Additionally, there is a Community Justice Center (CJC) court located at 575 Polk St. San Francisco uses a direct filing system for the assignment of Preliminary Hearings to its three Preliminary Hearing departments and a master calendaring system for the assignment of Misdemeanor and Felony trials to its 12 trial departments.

While the trend in Criminal case filings continues to decline, the downward trend appears to be waning with the decreases coming in at a lower rate year-over-year in Felony filings. In the second half of 2015, Misdemeanor filings appear to be rebounding after five straight years of decline, a trend that may be the result of voter-approved Proposition 47, which reclassified certain lower level Felony offenses as Misdemeanors. While Criminal filings have decreased, the Court has adopted a highly successful problem-solving posture.

The San Francisco Superior Court operates a robust and highly successful group of Criminal Collaborative Courts, including a Drug Court, Behavioral Health Court, as well as CJC (see pages 25-30). Early in 2015, the Veterans Justice Court expanded and moved to the Hall of Justice from its pilot at the CJC to a citywide program (see page 32). The Young Adult Court launched in 2015 at the Hall of Justice (see page 36). Finally, the Court operates an array of specialty courts such as the Domestic Violence Court, Mental Health Court and Intensive Supervision Court (see page 31) to address other needs of criminal defendants.

Over the last two years, changes driven by legislative action, facilities improvement initiatives and staffing changes due to retirements have had material impacts on Criminal operations. Additionally, in the fall of 2014, the Court embarked on the implementation of a new criminal case management system scheduled for launch in 2016.



Deputy Court Clerk II Eric Apolonio (front) and Deputy Court Clerk II Ricky Barlow of the Criminal Division’s Records Unit work in the Criminal Clerk’s Office file area.



Deputy Court Clerk II Hamza Salehkhani files Criminal case exhibits in the evidence room at the Hall of Justice in the Criminal Clerk's Office in Room 101.

In November 2014, California voters approved Prop 47, which reclassified certain Felony matters to Misdemeanors. In addition to adding to the Misdemeanor caseload, it created additional work for the Court as thousands of previously charged and convicted Felony cases were evaluated and either (1) reduced to Misdemeanors or (2) reduced to Misdemeanors and resentenced. Staff continues to assess Prop 47's definitive impacts. The Court and criminal justice partners are working together to ensure these cases are resolved efficiently and satisfactorily.

The HOJ work environment was enhanced significantly over the last two years. The Executive Committee (see page 14) approved \$1.02 million for facility improvements in the HOJ and Civic Center Courthouse to address issues where maintenance had been deferred over the last few years. Perceptions of procedural fairness are linked to how a participant feels about the justice process. This perception begins when a person walks into court facilities. While budget concerns and unstable funding issues remain, improvements to courthouses have enhanced the court user and employee experience and helped to ensure that court proceedings and work occur in appropriately dignified environs. Additionally,

many of the facility enhancements have helped increase ease of access for court users. Some of the highlights include:

- Improved signage in the public areas outside of courtrooms.
- The creation of a lactation room for members of the public and staff who need this accommodation.
- The installation of new flooring in the courtrooms, offices and other work spaces.
- The painting or refurbishing of walls or wood in courtrooms, offices and other work spaces.
- A \$207,000 renovation and remodel of the Room 101 space to create a more open, ergonomic, efficient and clean work environment for staff.

Criminal operations also completed several efficiency-related initiatives including:

- Exhibit room inventory/backlog project that re-organized the exhibit vaults and eliminated a backlog of more than 1,500 exhibits ordered destroyed or returned by statute.
- The DA Warrant Recall project in conjunction

with the District Attorney's Office to recall several hundred old or stale DA Warrants.

## TRAFFIC DIVISION

The March 2015 Department of Justice Ferguson Report thrust traffic operations into the national spotlight after the investigation determined that unconstitutional law enforcement and court practices were used to generate revenue in ways that disproportionately penalized and harmed African-Americans. The report led many jurisdictions around the country to review current business practices to ensure that court practices were treating all defendants fairly and equitably.

In California, the Lawyer's Committee For Civil Rights (LCCR) and other legal aid and civil rights groups issued an April 2015 report that found similar bias in traffic court practices. The report focused on the escalating debt that drivers faced after missing a court date or failure to pay the fees and fines. The report emphasized the devastating impacts of driver's license suspensions on poor people. The loss of a driver's license often led to an escalation of debt because low-income individuals were unable to drive or work.

Every year in San Francisco, nearly 200,000 new citations are issued for Traffic and Non-Traffic infractions. These citations are handled by the Traffic/Infractions Division. The Court's Traffic operations have been ahead of the curve in ensuring due process and equitable outcomes for defendants in Traffic Court. Traffic courts have provided more time for resolution of Traffic matters and have implemented unique processes that allow clients greater access to the courts.

The Traffic/Infractions Division staff has embraced responding to calls for greater social justice for court users seeking to challenge Traffic citations. Many Californians are not able to drive legally because their driver's license has been suspended due to unpaid fines and fees, and not because they pose a threat to public safety. While driving is a privilege, for most people, driving is an economic necessity.

Significant legal and administrative changes have expanded access to Traffic Court. Staff worked closely with the LCCR to address concerns about driver's license suspensions and high fees and fines that pose an economic hardship for low-income people. For example, the Court created a new petition process to allow defendants to vacate the \$300 civil assessment fee (added



*The Traffic/Infractions Division handles nearly 200,000 new Traffic and Non-Traffic citations issued each year in San Francisco.*

on top of the ticket amount for failure to pay or appear) and request a license reinstatement for "good cause." The Court also allows defendants to perform community service to pay off the fine.

Unlike some other California courts, the Traffic/Infractions Division never has required defendants to post bail prior to getting their day in Traffic Court. To assure due process statewide, the Judicial Council enacted emergency Rule of Court 4.105 in June 2015. Under the rule, courts must allow Traffic infraction defendants to appear for arraignment and trial without prior deposit of bail (unless certain specified exceptions apply).

During the budget crisis, Sacramento increased fees and penalties, which made it even more challenging for people to pay their traffic fines. The Legislative Analyst's Office has estimated the total amount of Court-ordered debt, including Traffic-related debt, exceeded \$10 billion. On June 24, 2015, California Governor Jerry Brown signed into law emergency legislation that mandated a statewide Amnesty program through March 2017. This Amnesty program allows, under certain circumstances, a reduction of up to 80 percent of an individual's fines and fees, eliminates the civil assessment and allows for the reinstatement of a person's driver's license.

## NEW CASE MANAGEMENT SYSTEM

The Traffic Division is pioneering the Court's new C-Track case management system. The goal of implementation is to keep cases moving efficiently through a total court solution that will integrate e-filing, case management and public access solutions with other court applications (see page 23).

Eventually the new system will allow people to enter into payment plans that can be paid online. Currently the Court

does not have the technical capacity to allow drivers to satisfy their payment plans by making online payments.

The Traffic/Infractions Division has welcomed several new team members in the past three years. They have embraced change and met challenges with grace and determination. They have worked with unrelenting diligence and remain committed to ensuring access to justice is expanded for all through innovation and ongoing customer service improvements.

## COURT COLLECTIONS UNIT

In June 2014, the Court's contracted collections relationship with the City and County of San Francisco's Bureau of Delinquent Revenue expired, leading to staff and operational changes in the Court Collections Unit (CCU). To maintain compliance with state mandates for collections on Court-ordered debt, CCU expanded services with the Court's contracted private vendor and extended contracts with the State of California's Franchise Tax Board's Court-Ordered Debt and Interagency Intercept Collections programs. In FY 2013-14, CCU collected:

- \$3.9 million in Criminal debt;
- \$32.6 million in Traffic debt; and
- More than \$347,000 in restitution for crime victims.

In FY 2014-15, CCU collected:

- \$3.5 million in Criminal debt;
- \$33.6 million in Traffic debt; and
- More than \$233,000 in restitution for crime victims.

In 2015, the process and practices for collections of Court-ordered debt were scrutinized in response to concerns about equity and the detrimental impacts of high unpaid fees and fines that led to driver's license suspensions. As a result, CCU developed and implemented changes to policies and procedures to ensure due process and proper considerations of ability to pay. The Governor signed into law a Statewide Traffic Tickets/Infractions Amnesty Program effective from October 1, 2015 through March 31, 2017. This Amnesty program allows for discounts on qualified tickets due on or before January 1, 2013 and to release holds on driver's licenses of eligible individuals. CCU continues to balance its approach to comply with state mandates to collect Court-ordered debt and to ensure fairness and access to justice.

## COURT REPORTERS

Court Reporters are the guardian of the record and purveyors of transcripts for all interested parties. Their professional responsibilities include providing appellate transcripts to the California Court of Appeal, transcripts to the Superior Court of California and legislated transcripts arising out of Criminal proceedings.

Allocation of Official Court Reporters was significantly changed in October 2011. Since that time, the Court no longer provides Court Reporters in Civil, Family or Misdemeanor cases. Court Reporters staff areas of law required to be reported such as Felony, Juvenile Delinquency and Dependency cases. The unit is led by a Managing Court Reporter who supervises 38 Court Reporters.

Court Reporters continue to provide outstanding service to the public and Judicial Officers. They are highly trained and dedicated staff recognized for their real-time reporting, which helps Judges and attorneys who need immediate access to transcripts.



*Official Court Reporter Denise Doucette reports a Criminal proceeding in the Hall of Justice.*



*Court Interpreter Shannon Raintree interprets for a Family Law litigant in the Unified Family Court.*

In January 2015, the Court expanded the case types for which interpreters will be made available in accordance with a new state law that authorizes the Court to provide interpreters to Civil litigants who do not proficiently speak or understand the English language.

## COURT INTERPRETERS

The Court's Interpreter Unit offers interpreting service from Court employees and independent contractors proficient in nearly every language. The unit has 22 employees and approximately 60 independent contractors servicing court users' interpreter needs.

Spanish is the most frequently requested language, followed by Cantonese, Mandarin and Vietnamese. Other widely utilized languages include Tagalog, Arabic, Russian and Korean.

Effective January 2015, interpreter services expanded to some Civil courts, including Protective Orders brought under Civil Harassment, Unlawful Detainer, Family Law, Guardianship/Conservatorship cases and all other Civil actions, as resources permit.

The Interpreter Unit strives to meet its commitment to provide access for those with second-language needs and the hard-of-hearing and deaf.

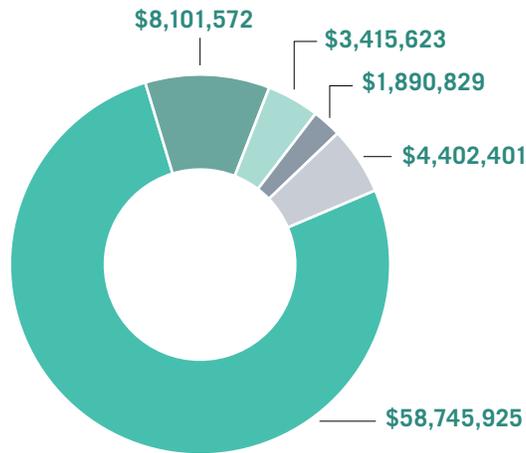
# STATISTICS

## BUDGET

### 2013-14

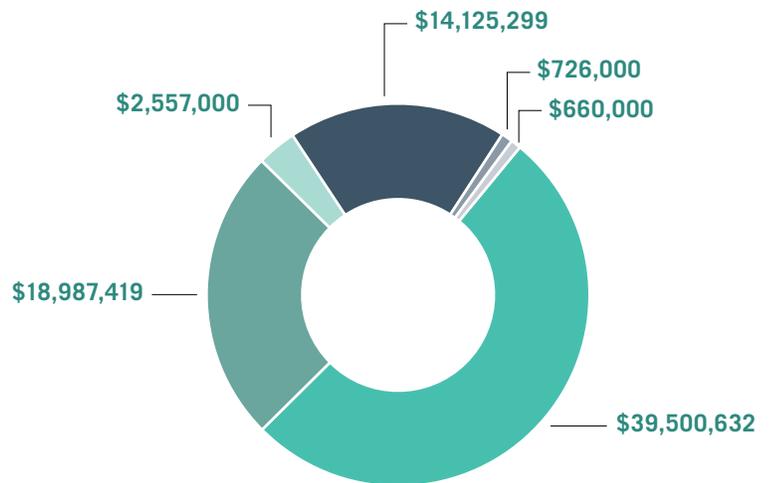
#### REVENUES

- State Trial Court Funding
- Restricted State Funding
- Local/Non-State Funding
- Grants
- Local Reserve



#### EXPENDITURES

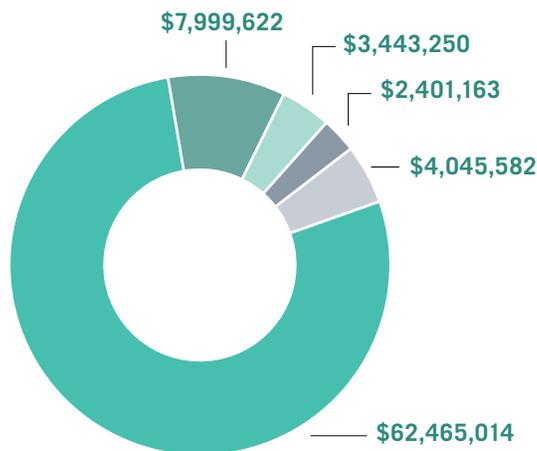
- Salaries
- Employee Benefits
- Information Technology
- Services & Supplies
- Fixed Assets
- Jury Services



### 2014-15

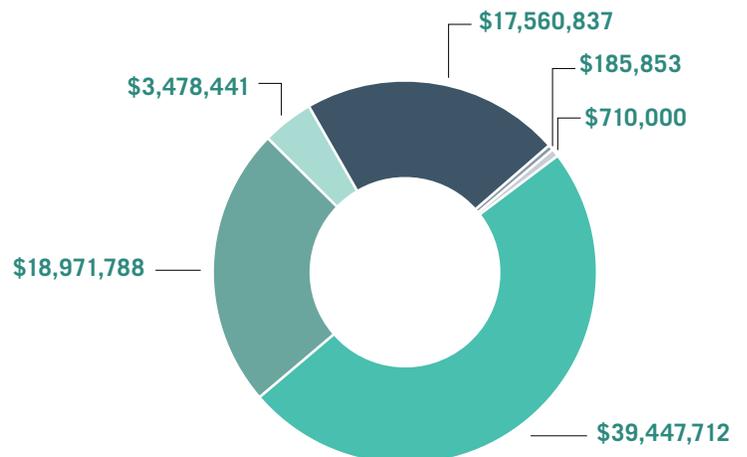
#### REVENUES

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#### EXPENDITURES

- Salaries
- Employee Benefits
- Information Technology
- Services & Supplies
- Fixed Assets
- Jury Services



# SAN FRANCISCO SUPERIOR COURT FILINGS BY CASE TYPE AND FISCAL YEAR: FY 2013-14 AND FY 2014-15

CASE TYPE	FY 2013-2014	FY 2014-2015	CHANGE	
			#	%
<b>Total Criminal Cases</b>	<b>204,899</b>	<b>198,527</b>	<b>-6,372</b>	<b>-3.1%</b>
Felonies	4,039	3,625	-414	-10.3%
Misdemeanors	4,155	3,414	-741	-17.8%
Non-Traffic Misdemeanors	2,619	2,265	-354	-13.5%
Traffic Misdemeanors	1,536	1,149	-387	-25.2%
Infractions	196,578	191,367	-5,211	-2.7%
Criminal Habeas Corpus	127	121	-6	-4.7%
<b>Total Civil Cases</b>	<b>23,663</b>	<b>21,685</b>	<b>-1,978</b>	<b>-8.4%</b>
Unlimited Civil	6,416	6,257	-159	-2.5%
Asbestos	115	161	46	40.0%
Motor Vehicle PI/PD/WD	898	836	-62	-6.9%
Other PI/PD/WD	724	702	-22	-3.0%
Other Civil Complaints/Petitions	4,679	4,558	-121	-2.6%
Unlawful Detainer	3,385	3,585	200	5.9%
Limited Civil	3,971	2,734	-1,237	-31.2%
Small Claims	2,918	2,834	-84	-2.9%
Appellate	337	345	8	2.4%
Civil Appeals, including Small Claims	177	185	8	4.5%
Criminal Appeals	160	160	0	0.0%
Family Law Cases	6,379	5,834	-545	-8.5%
Marital Cases	2,570	2,117	-453	-17.6%
Other Family Law Petitions	3,809	3,717	-92	-2.4%
Mental Health	2,653	2,615	-38	-1.4%
Probate	989	1,066	77	7.8%
<b>Total Juvenile Cases</b>	<b>1,452</b>	<b>1,370</b>	<b>-82</b>	<b>-5.6%</b>
Juvenile Delinquency	616	465	-151	-24.5%
Juvenile Dependency	836	905	69	8.3%

Sources: CMS Management Information Reports 4513, 4515, 4519, and 4541, clerk and supervisor calendar tallies, IJS, and SATS.

# SAN FRANCISCO SUPERIOR COURT DISPOSITIONS BY CASE TYPE AND FISCAL YEAR: FY 2013-14 AND FY 2014-15

CASE TYPE	FY 2013-2014	FY 2014-2015	CHANGE	
			#	%
<b>Total Criminal Cases</b>	<b>137,394</b>	<b>152,239</b>	<b>14,845</b>	<b>10.8%</b>
Felonies	3,576	3,255	-321	-9.0%
Misdemeanors	1,897	2,182	285	15.0%
Non-Traffic Misdemeanors	1,100	1,448	348	31.6%
Traffic Misdemeanors	797	742	-55	-6.9%
Infractions	131,844	146,731	14,887	11.3%
Criminal Habeas Corpus	77	71	-6	-7.8%
<b>Total Civil Cases</b>	<b>22,791</b>	<b>20,133</b>	<b>-2,658</b>	<b>-11.7%</b>
Unlimited Civil	5,831	5,179	-652	-11.2%
Asbestos	105	151	46	43.8%
Motor Vehicle PI/PD/WD	892	849	-43	-4.8%
Other PI/PD/WD	799	536	-263	-32.9%
Other Civil Complaints/Petitions	4,035	3,643	-392	-9.7%
Unlawful Detainer	2,235	2,749	514	23.0%
Limited Civil	4,865	3,442	-1,423	-29.2%
Small Claims	2,472	2,357	-115	-4.7%
Appellate	400	304	-96	-24.0%
Civil Appeals, including Small Claims	169	138	-31	-18.3%
Criminal Appeals	231	166	-65	-28.1%
Family Law Cases	5,965	5,655	-310	-5.2%
Marital Cases	2,208	2,833	625	28.3%
Other Family Law Petitions	3,757	2,822	-935	-24.9%
Mental Health	2,659	2,652	-7	-0.3%
Probate	599	544	-55	-9.2%
<b>Total Juvenile Cases</b>	<b>1,134</b>	<b>1,108</b>	<b>-26</b>	<b>-2.3%</b>
Juvenile Delinquency	512	479	-33	-6.4%
Juvenile Dependency	622	629	7	1.1%

Sources: CMS Management Information Reports 4513, 4515, 4519, and 4541, clerk and supervisor calendar tallies, IJS, and SATS.

# CREDITS

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The San Francisco Superior Court published this report to provide the public with information about the Court's programs, operations and budget in Fiscal Years 2013-14 and 2014-15.

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