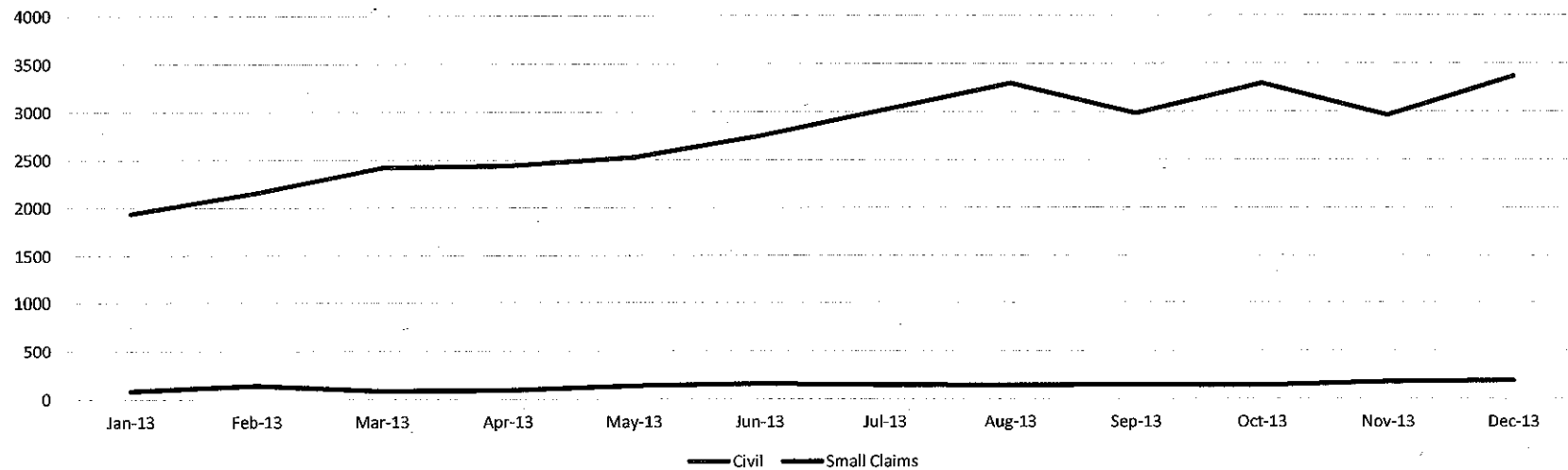



2013 Summary View

Central's Civil & Small Claims
Business Office Backlog
2013



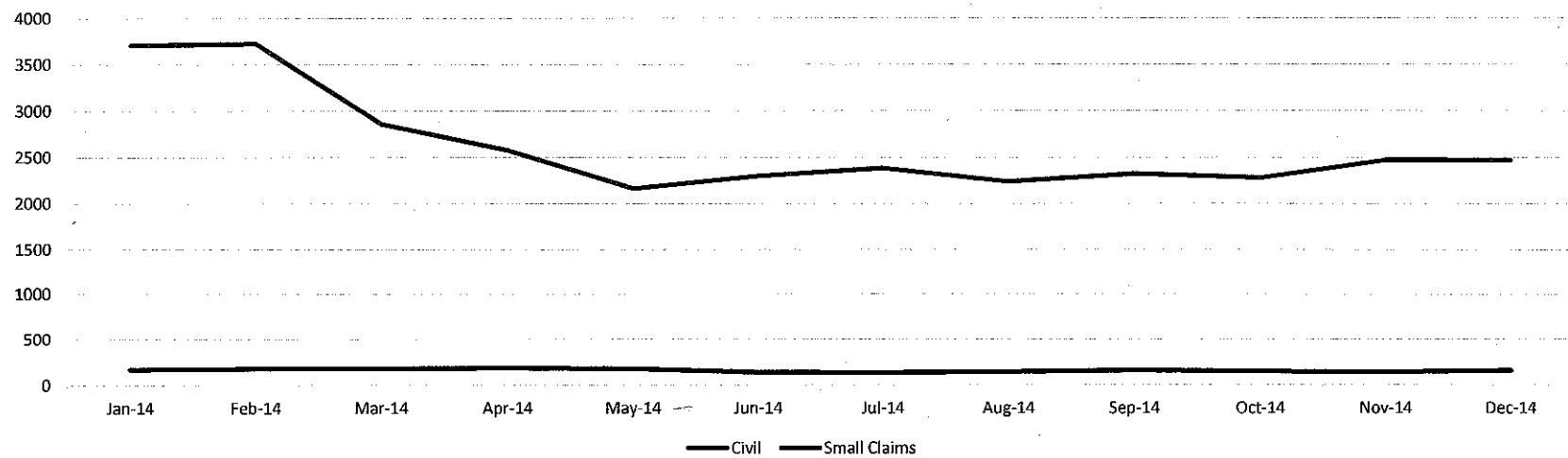
2013 Factors Causing Increases

The backlog steadily grew to record highs in the Central Civil Business Office in 2013 due to the factors stated below.

- Historic budget cut of \$14 million for FY 2012-2013, anticipated elimination of ~250 court employee position and the closure/restructuring of ~40 courtrooms planned for 2012-2014.
 - Closures of Civil & Small Claims Operations in East & South effective 11/19/2012 brought workload to Central
 - Loss of experienced staff in Central due to layoffs and attrition
 - Transferring of staff from other locations who were inexperienced with Civil to the Central location with the closures of East & South Civil/Small Claims Operations, and the restructuring of other locations.
 - Document Drop Policy implemented on 11/19/12 mandated no processing of documents over the counter with the exception of Temporary Restraining Orders and Responses to Unlawful Detainer proceedings.
- 

2014 Summary View

Central's Civil & Small Claims
Business Office Backlog
2014



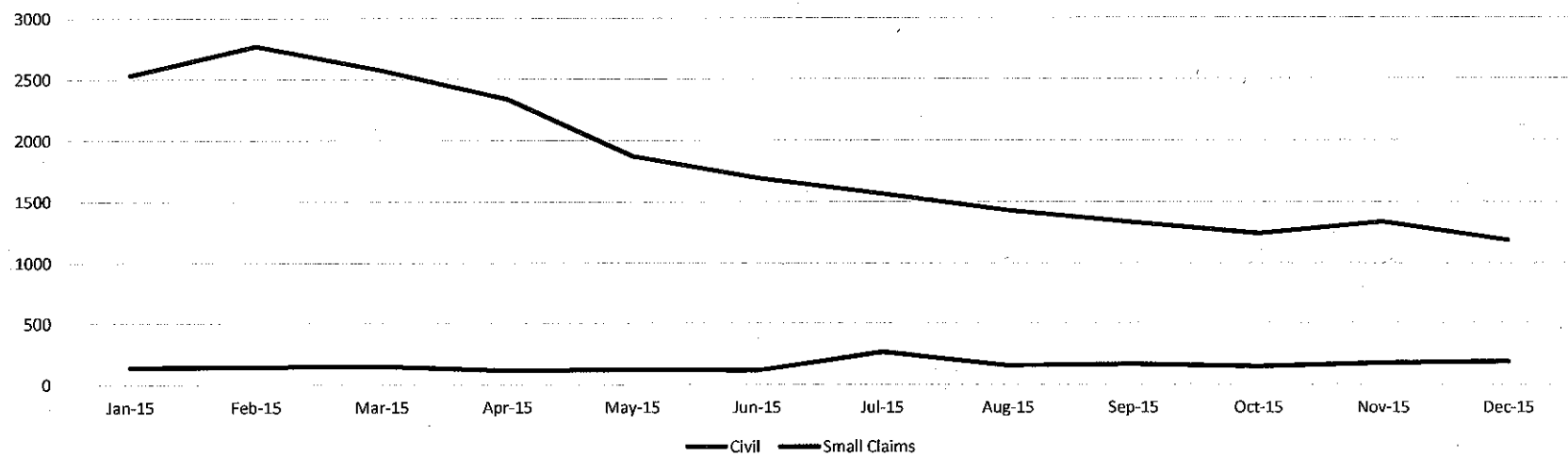
2014 Factors Impacting Backlog

During 2014 the Central Civil Business Office experienced an initial increase, but was then able to create a significant decrease in backlog by focusing on three areas: electronic filing, appeals, and unlawful detainers.

- Effective 6/2/2014 the Central Civil Business Office gained significant efficiencies by implementing an eFiling solution for all Mandatory eFiled cases (JCCP, Construction Defect, Consolidated, and any Complex cases) that was integrated into the Court's Case Management System; thereby saving 30min-1hour for each transaction received.
- Management focused on training staff on Unlawful Detainer procedures and processes, and thereby reduced backlog from 620 hours in February down to less than 50 hours by August.
- The trial court processing for all Appellate Cases was shifted from the Business Offices to the Central Appeals Unit.

2015 Summary View

Central's Civil & Small Claims
Business Office Backlog
2015



2015 Factors Impacting Backlog

During 2015 the Central Civil Business Office experienced an initial increase due to staff reductions, and it was taking months for the public to have documents processed at the height of the backlog

- Default Judgments were 12 months behind (filed and placed on the shelf, and then 12 months later a clerk was able to review the documents)
- Substitutions of Attorney were 6 months behind
- Responses were 3 months behind
- Writs and Abstracts were 8 months behind

The office was then given permission to fill 5 of the 10 vacancies and was able to create a significant decrease in backlog by focusing on four new areas:

➤ instituting a robust training program

- Court closures were used as an opportunity to conduct classroom training for a particular backlogged area, so Friday afternoons could be used as an "all hands on backlog assignment" opportunity

➤ fully utilizing Friday afternoon closures

- Each Friday afternoon was treated as a "Backlog Focus Friday" and staff would receive assigned backlog work to be completed by the end of the day.

➤ redistributing workload

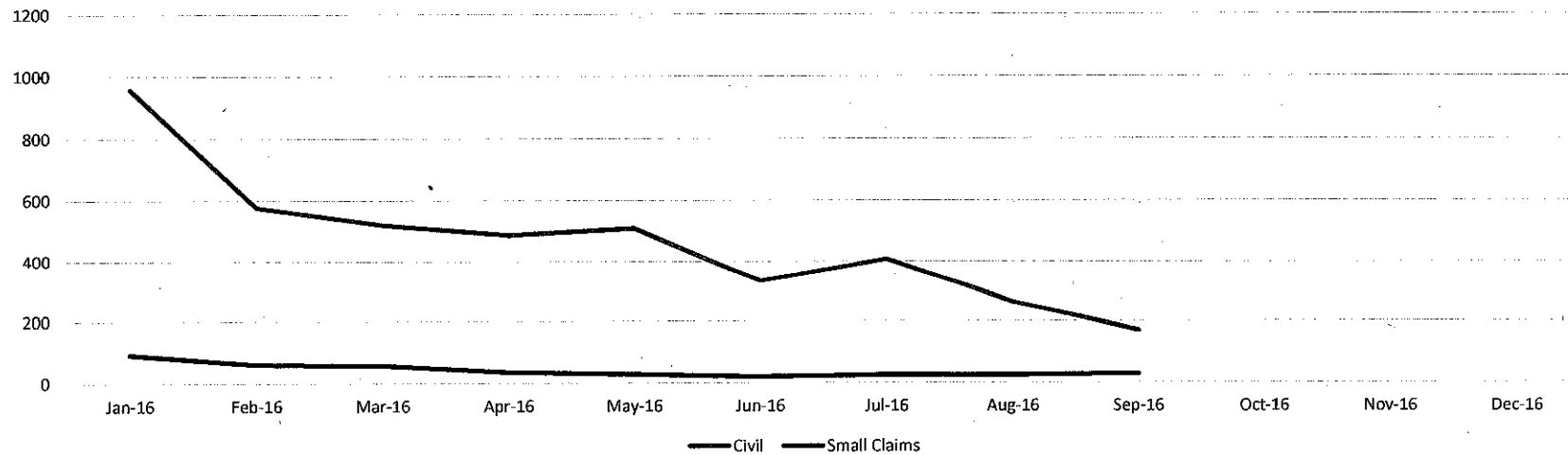
- Units within the Civil Business Office were restructured in August 2015 to create a path to learning Civil Operations by complexity and workload volume, and staffed each team with those with proper skill sets. Created 4 teams outlining tasks: (1) 'Intake' for staff trained on tasks from case initiation to response and all items in between, (2) 'Calendaring & Post-Judgment' for staff who know Intake assignments and ready to learn these new tasks, (3) 'Judgments' including all Judgment tasks for staff who have mastered the tasks in the other two teams, and (4) 'Imaging' requiring staff able to conduct a great deal of quality assurance testing

➤ expanding over-the-counter services

- Effective 12/1/15 the mandatory drop policy was revised to allow all case initiating documents over-the-counter to avoid creating a backlog each day.

2016 Summary View

Central's Civil & Small Claims
Business Office Backlog
2016



2016 Factors Impacting Backlog

During 2016 the Central Civil Business Office was able to create a significant decrease in backlog by focusing on not only on the initiatives created in 2015, but also adding a few more:

- Continuing with the group training program, and implemented much more cross-training wherever possible
 - Court closures were used as an opportunity to conduct classroom training for a particular backlogged area, so Friday afternoons could be used as an “all hands on backlog assignment” opportunity.
- Continued to fully utilizing Friday afternoon closures the first six month of the year
 - Each Friday afternoon was treated as a “Backlog Focus Friday” and staff received assigned backlog work to be completed by the end of the day.
- Increasing the number of documents electronically filed using the ‘Auto Accept’ configuration
 - Our case management system allows documents that are simply a filing to be added to the ROA and do not require a clerk or judicial officer to review be automatically accepted by the system (*eligible filings are those with no fees due, no party updates needed, no orders to consider, or no data entry needed*)
- Taking a closer look at how we process our Imaged Documents
 - When imaging was implemented a great deal of Quality Assurance Testing was required. Our Presiding Judge and E-Filing Steering Committee approved reducing several of the more time-consuming QA procedures so we were able to (1) reduce the amount of time spent conducting the QA, and (2) assign entry-level staff to this assignment so their training and expertise could be used in reducing backlog in the more difficult assignments.

Looking Ahead to 2017

Looking ahead to 2017, we are attempting to anticipate what could add to our backlog in 2017 so have started working on plans to address the following:

➤ **Implementing a strong staff-development training program**

- Approximately 35% of the staff in the Civil Business Office have been with the Court less than 3 years.
- Find opportunities to provide classroom training on procedural and processing topics, and will be continuing with cross-training assignments wherever possible.

➤ **Would like to explore expanding over-the-counter services**

- Effective 12/1/15 the mandatory drop policy was revised to allow all case initiating documents over-the-counter to avoid creating a backlog each day. Would like to add responsive pleadings and motion documents as options to process over-the-counter in 2017 in order to avoid creating a backlog each day.

➤ **Back-scanning 2007 & 2008 Civil Files**

- In the process of vacating the Central Records office in the Downtown Courthouse. This requires our staff box files for the vendor and then QA all images received for both the paper case files (approximately 2,000 boxes + 10,000 reels of microfilmed files) which is estimated to take 18-24 months. We are planning on 16-40 hours each day dedicated to boxing files for 10-12 weeks, and then 16 hours each day dedicated to QA after the boxing for the duration of the project.

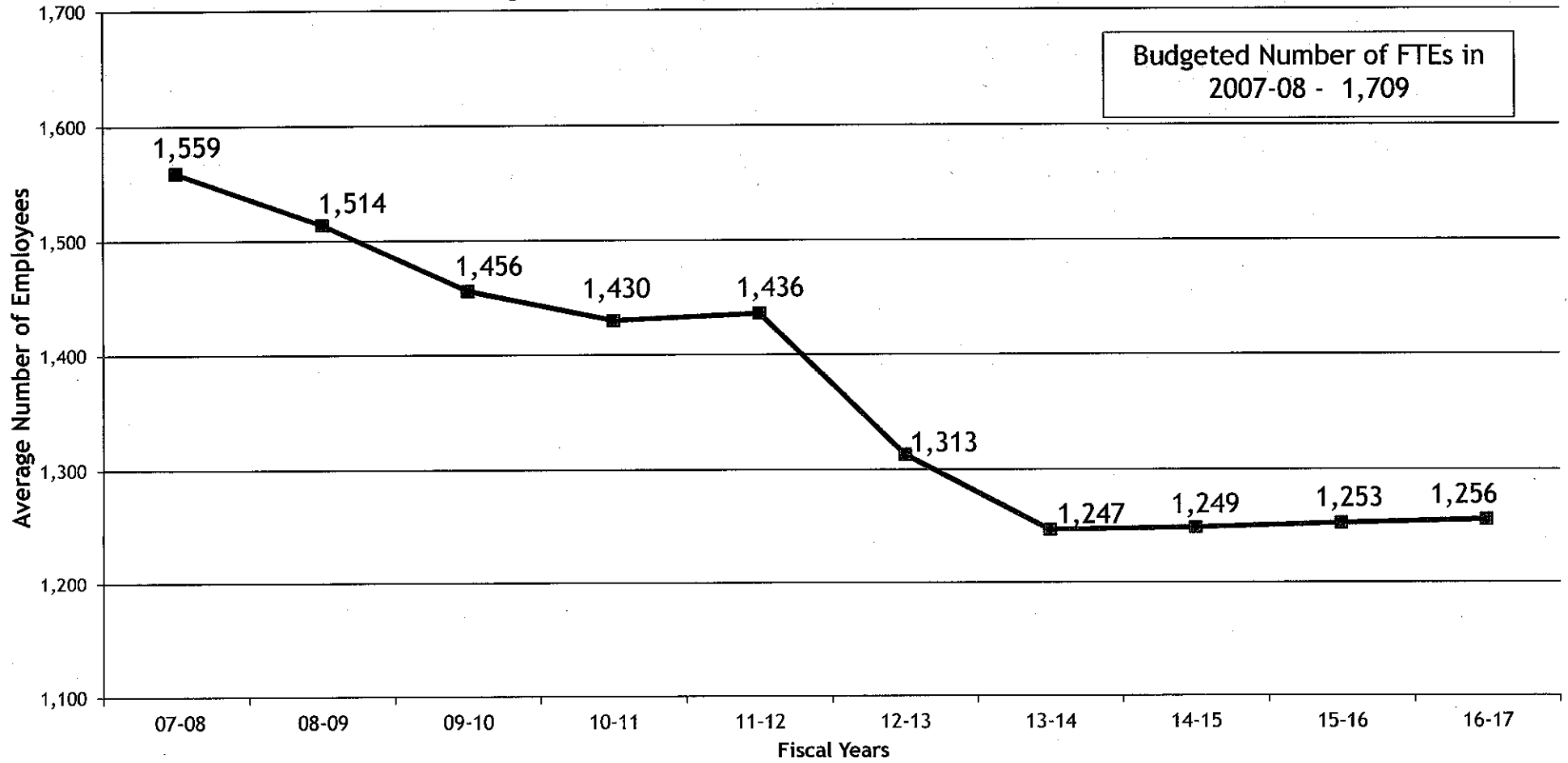
➤ **Tyler Odyssey Participation**

- If converting CCMS V3 to Tyler's Odyssey, then staff will be pulled to participate in Sprint and UAT sessions.

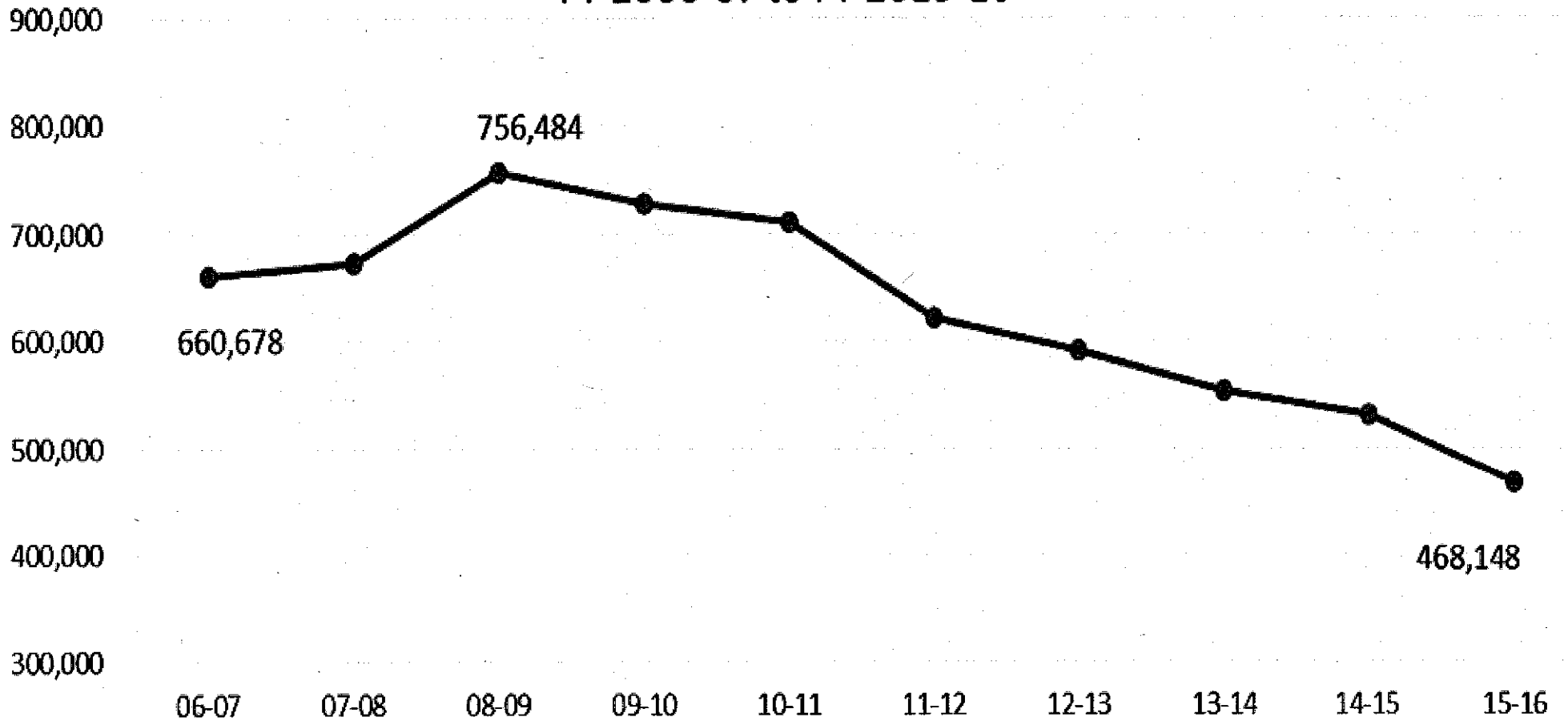
➤ **Small Claims File Storage**

- We are now at maximum capacity for Small Claims & Civil file storage in rooms 225 & 241, so we may need to take a closer look at the proposal to back-scan 2009-2012 Civil files.

San Diego Superior Court Average Number of Employees by Fiscal Year

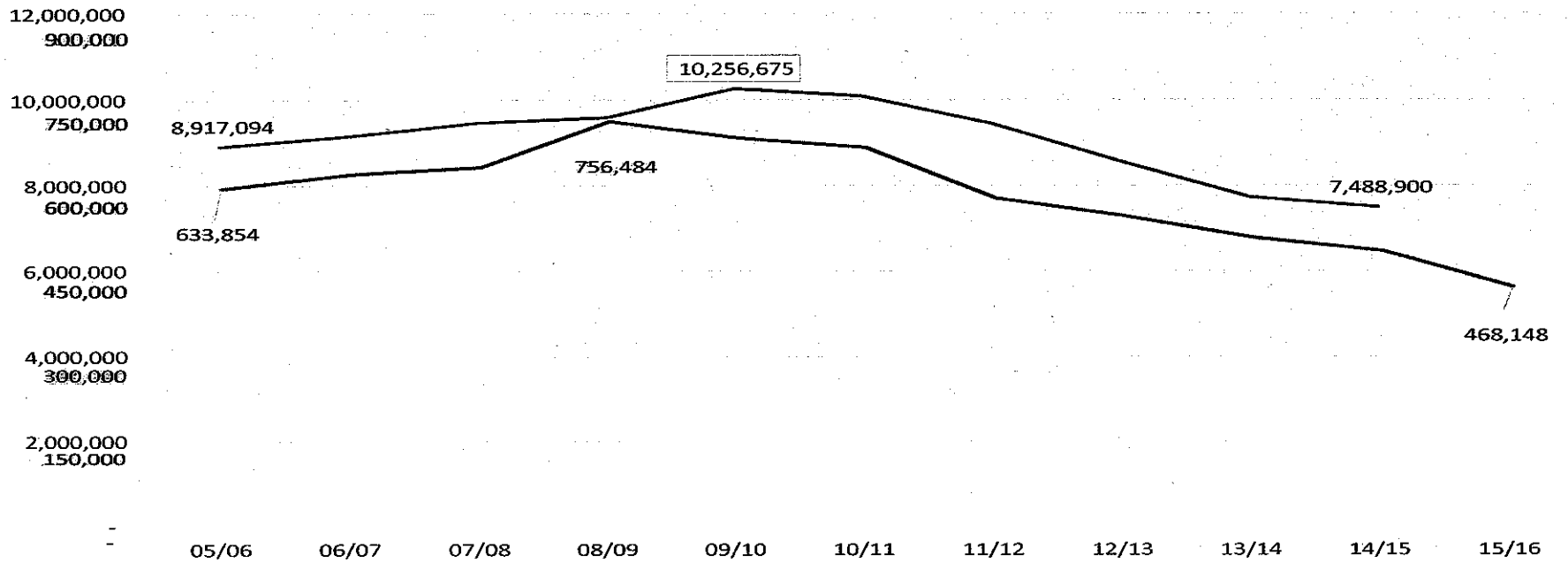


San Diego Superior Court Filings FY 2006-07 to FY 2015-16




CASE CATEGORY	11-12	15-16	Change over
			Last 5 yrs
Limited Felony	16,405	12,151	-25.9%
Misdemeanor - Non Traffic	25,393	31,006	22.1%
Misdemeanor - Traffic	25,774	17,055	-33.8%
Infraction - Non-Traffic	43,331	38,109	-12.1%
Infraction - Traffic	401,866	281,539	-29.9%
Limited General Civil	23,564	13,274	-43.7%
Limited Unlawful Detainer	14,864	10,656	-28.3%
Limited Small Claim	16,400	11,949	-27.1%
Unlimited Civil	17,356	16,699	-3.8%
Probate & Guardianship	2,989	2,801	-6.3%
Family Law	14,573	13,081	-10.2%
Domestic Violence TRO	5,628	7,356	30.7%
Other Family	2,397	2,674	11.6%
Family Support Division	6,577	5,872	-10.7%
Juvenile Delinquency	3,435	2,170	-36.8%
Juvenile Dependency	1,837	1,756	-4.4%
Total with traffic infractions	622,389	468,148	-24.8%
Total without traffic infractions	220,523	186,609	-15.4%

Statewide Filings vs San Diego Filings



Central Civil Business Office Backlog

2013 - 2016



**San Diego Superior Court
Total Revenues vs. Total Expenditures
FY 07-08 thru FY 16-17 (Est.)
(in millions)**

