

Annual Report of the Director

Administrative Office of the United States Courts

James C. Duff, Director

2008



2008

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Activities of the Administrative Office of the U.S. Courts

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Director's Message

2008

This year's message, to be fair, must be a mixed one. To focus on our primary administrative objective for 2008 and Congress' failure to restore judges' salaries to a reasonable level would overshadow significant achievements this past year. To focus instead on our congressional and internal successes might appear to be a diversion from the failed effort to achieve our primary goal. The fact is, in 2008 there was both a disappointing result on salary restoration in the 110th Congress and significant achievements that include matters we have been long pursuing in Congress, cost-containment measures, our budget, accountability and responsiveness within the Branch, partnerships we have forged, and expanded and improved service at the AO. I will attempt to give both the achievements and failures their just due.

In January 2008, the Senate Judiciary Committee voted out the Judicial Salary Restoration Act, as did the House the month before, with significant bipartisan support. The bills would have, among other things, restored salaries to a level they would have been if judges had received General Schedule COLAs since

1989 (i.e. \$218,000 for a district court judge); repealed Section 140 of Public Law No. 97-92, thereby enabling automatic COLAs to be given to judges each year just as they are to all other federal employees, including Congress; and placed judges on the higher General Schedule COLA for future annual adjustments. We then worked with bipartisan leadership in both chambers to include the bills on any other major moving legislation in 2008. Unfortunately, Congress did not pass much legislation in 2008 on which we could have hitched a ride, and the legislation it did pass was deemed at risk by the Leadership. Therefore, the Leadership did not include our bills on the legislation that moved.

We were in a position, however, to have the bills taken up in the lame duck session of Congress. The economic collapse at that time then eliminated any chance of moving our bills. It also complicated authorization of our COLA for 2009. The Senate passed our COLA by unanimous consent before Thanksgiving, but the House failed to do so both then and in the lame duck session. As of this writing, federal judges and senior court employees are

the only members of the federal workforce who are not receiving a COLA in 2009. We will, of course, continue to press for the retroactive application of the Judiciary's COLA for 2009, and, until it is attained, we will pursue reasonable compensation that would restore lost COLAs over the past 20 years.

With regard to our achievements in 2008, Chief Justice John G. Roberts, Jr., provided an excellent summary of the Judiciary's cost-containment efforts in his Year-End Report on January 1, 2009. There is no need to review those again in this message, but we are very grateful to the Chief Justice both for his leadership in these efforts and for bringing them to the attention of Congress and the nation during these economically challenging times. The Judiciary is committed to the responsible and prudent spending of taxpayer funds.

The public's trust and confidence in its Judiciary can be impacted in many ways. Earlier this year, the Judicial Conference adopted the first-ever binding national rules for handling misconduct and disability complaints against judges. The rules bring structure and consistency



to this important process. Today, misconduct rules are on nearly every court's web site.

Also early in 2008, the President signed important legislation to enhance the safety of our judges and their families by, among other things, criminalizing the filing of false and malicious liens against judges. And in the final days of the session, Congress approved and the President signed a court improvements measure with 18 provisions that affect judicial administration and strengthen jury service. The law, among other things, increases case compensation maximum amounts for representation of Criminal Justice Act defendants in non-capital cases. It was the first court improvements bill enacted in nearly eight years.

In September of 2008, the President signed into law a new Rule 502 of the Federal Rules of Evidence. The new rule was the culmination of three years of intense effort by the Judicial Conference Rules Committees and the Advisory Committee on Evidence Rules to protect against inadvertent waiver of the attorney-client privilege or work-product protection. The new rule also will substantially reduce costs during discovery.

Access to the courts was also enhanced in 2008, as was the transparency of court records through the Case Management/Electronic Case Files System. All regional courts of appeals are expected to adopt the system in the coming year, joining the district and bankruptcy courts. Well over three quarters of a million lawyers, litigants, and members of the public now access federal court documents through the popular Public Access to Court Electronic Records system.

In addition to the support and counsel we provide to judges and the Judicial Conference, we have worked hard this past year to build trust

and provide improved support and services to court staff throughout the country. The AO broadened and strengthened our relationship with the courts this year by improving the advisory process. These formal lines of communication with hundreds of judges and court staff at all levels provide AO managers meaningful input on a wide variety of topics from the courts. The revised advisory system was developed from recommendations by a focus group of court and AO representatives, and incorporated numerous comments from the court community.

The AO collaborates with the courts in many ways. We worked closely, for example, with

Cedar Rapids Division, where after the most devastating flood in 500 years, the federal court was closed for only eight working days. The dedicated staff in that court set an example for all public servants to follow. The picture on page 12 demonstrates how remarkable this achievement was. We will continue to refine our emergency preparedness processes, services, and training.

Another coordinated success in 2008 occurred with the retroactive application of new sentencing guidelines for crack cocaine offenses. The guideline change was projected to affect thousands of inmates. Representatives



The AO and the courts have developed an exemplary record of coordinated responses to unexpected issues and events, whether natural or manmade.

the Northern District of New York on a national approach to improve the reliability of courthouse rent calculations. We also are enthused about a court/Administrative Office exchange program designed to increase mutual understanding and build stronger working relationships. And this past year, the AO sponsored a number of forums and conferences to share information with court staff on issues such as bankruptcy operations, information technology developments, and financial management.

The AO and the courts have developed an exemplary record of coordinated responses to unexpected issues and events, whether natural or man-made. Lessons learned in recent years better prepared the Administrative Office to help courts plan for and cope with the impact of the 2008 hurricanes and Midwest flooding. I single out the efforts in Iowa, Northern District,

from the courts and the Administrative Office quickly convened two national summits and successfully addressed this new challenge through careful coordination and planning.

In many instances, innovative technology triggered improved service. Many court staff have begun to enjoy secure and rapid electronic access to their personnel records as a result of our increasingly automated human resources management information system. Additionally, the Bankruptcy Noticing Center, which saves millions of dollars annually by centralizing and automating the printing, processing, and mailing of bankruptcy notices, processed well over one hundred million notices in 2008. And probation and pretrial services officers continue to take advantage of evolving technology to increase their access to documents while in the field and to improve their emergency preparedness.



The AO also collaborated closely with the Federal Judicial Center (FJC) on many projects during 2008. The reactions from the courts to our joint services are most encouraging.

I have mentioned just a few examples of Judiciary and AO activities in 2008 in this message. The following Annual Report provides a more indepth review. Deputy Director Jill Sayenga and I greatly appreciate the constructive input and support we received throughout the

year from the dedicated professionals both at the courts and the AO. Our working partnership enables the Administrative Office to refine and enhance its role in providing services and guidance.

I encourage those who read this report similarly to contact Jill or me and share your thoughts on its content and presentation. We look forward to hearing from you. ■

Jim Duff

Introduction

2008



THE ADMINISTRATIVE OFFICE

The Administrative Office spent considerable effort during fiscal year 2008 on internal improvements that will strengthen services and guidance to the federal courts.

Focus on Service and Internal AO Improvements

The Administrative Office spent considerable effort during fiscal year 2008 on internal improvements that will strengthen services and guidance to the federal courts.

In fiscal year 2007, the Director's Ad Hoc Advisory Committee of judges and court leaders provided recommendations for enhanced Administrative Office services to the Judiciary. In addition to measures aimed at improving service delivery and the AO working relationship with the courts, the Advisory Committee recommended a series of initiatives to increase efficiencies in AO operations and align AO functions and resources more closely with Judiciary interests and priorities. During FY 2008 these initiatives were pursued through development of the AO "Strategic Direction," coupled with efforts to streamline internal decision making, improve communications within the organization, and enhance inter-office coordination.

The Strategic Direction articulates the AO's vision of itself as a first-rate service organization. It provides a framework of mission, values, ongoing responsibilities, goals, and objectives to ensure that AO activities are best aligned with the Judiciary's broader, longer-range requirements. The product of senior-level workshops and discussions among AO executives, the plan also reflects substantial input obtained from mid-level managers and other staff throughout the AO at training programs and town hall meetings, as well as the views expressed by court representatives taking part in the September 2008 advisory council session.

Looking forward to FY 2009, the Strategic Direction will be integrated with the AO's

What recommendations came from the survey of priorities?

AO staff working with court staff recommended a modified advisory structure that reflects a greater AO and court partnership.

existing management planning and review processes; this will ensure that ongoing activities and projects align with the new framework, and that progress toward achievement of longer-range goals is closely monitored and assessed. In addition, a special AO working group will study and recommend changes of policy and practice that will enable the AO to utilize human resources more effectively to accomplish its mission.

Revised Advisory Structure

The Administrative Office relies on advice and recommendations on court matters from a formal advisory structure of judges and court representatives appointed by the Director.

Based on responses to a September 2006 survey on AO priorities sent to all court and unit executives and judges, Director Duff established a focus group of court and AO personnel to fully review how the AO receives input from the courts. The group recommended a modified advisory structure to reflect a greater AO and court partnership, and to ensure that court input is considered in the development of Judiciary policies and procedures. Information about the new advisory structure was posted to the Judiciary's

intranet site for reference by the courts and all advisory committee applicants and members.

By adopting the recommendations, it is expected that the AO will be able to seek and receive advice from the courts at early and significant stages of policy development. Changes to the structure are expected to be in place beginning in early 2009.

Cost-Containment Efforts Continue

In addition, the Judiciary has continued to build cost-containment measures into its business operations, projects, and initiatives. Innovations and actions taken to advance good stewardship of public funds are described throughout this report. They include untiring efforts to control and manage space rental costs, as well as innovative yet cost-effective approaches to the technology and infrastructure management that is central to court business. In addition, long-term efforts to attract and train a well-prepared workforce were balanced with strong efforts to control escalating workforce expenses. These efforts, and more, are detailed in the following pages. ■



ADMINISTRATIVE OFFICE STAFF

Administrative Office staff support the goals and objectives of the Judiciary through regular communications with and outreach to Congress. Staff respond to congressional inquiries regarding legislative proposals and constituent concerns. They also coordinate with the Government Accountability Office (GAO) on congressional studies affecting the Judiciary.

Salary Restoration Initiative

In the lame duck session, AO staff worked closely with congressional leadership to include in end-of-session legislation the repeal of section 140 of P.L. 97-92. That would have given judges an automatic annual COLA (including 2009) instead of having to rely on Congress to pass a COLA for judges in separate legislation each year. COLAs are not pay raises, but are annual salary adjustments that keep salaries constant in relation to inflation. The Senate had passed a COLA for judges by unanimous consent just before Thanksgiving. During the lame duck session, the leadership encountered difficulties moving legislation and adjourned without approving a 2009 COLA for judges.



The 110th Congress acted on a wide range of issues important to the Judiciary, calling for vigilance, cooperation, and communication. At the top of the legislative agenda, was the issue of judicial salary restoration.

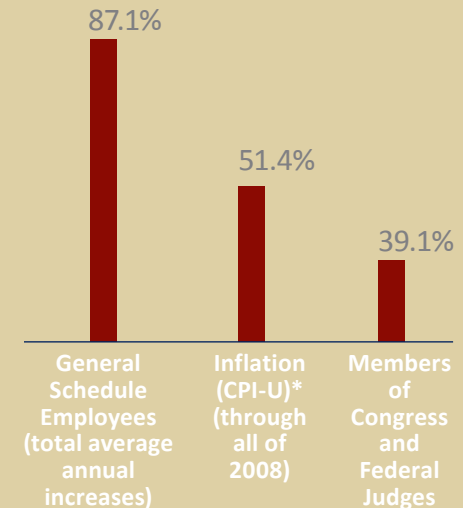
Judicial Salary Restoration and COLA

Efforts to gain federal judicial salary restoration continued throughout the year. Judge D. Brock Hornby, chair of the Ad Hoc Committee on Judicial Salaries, along with other committee members and AO staff, worked tirelessly with the congressional leadership to achieve a significant increase in judges' pay this year.

In addition, many judges devoted enormous time and energy to efforts to restore judicial salaries to a reasonable level. The Chief Justice, Associate Justices, Ad Hoc Committee on Judicial Salary Restoration members, judges, judges' associations, AO staff, numerous and diverse external supporters, and the favorable editorial and media support all contributed greatly to the effort.

Judicial salary restoration bills were passed through the Judiciary Committees of both the House and the Senate. Rep. Howard Berman has been an extraordinary leader in the effort. Bipartisan leadership support was gained for the bills, as was support from the President. Leadership discussions during the flurry of activity in the last two weeks of the congressional session before the November election included frequent discussion of judicial salary restoration. But in the end, Congress failed to authorize salary restoration for judges. It was a very disappointing response to the extraordinary efforts of the Judiciary and so many people and organizations throughout the country.

Salaries of Members of Congress and Federal Judges: Losing ground to both inflation and General Schedule employee pay increases



Cumulative Increases: 1992 – 2009

Assumes 2009 pay adjustment of 2.8% received by judicial officers.

**CPI-U is the Consumer Price Index for all urban consumers.*

The entire Judiciary will continue to fight for fair and reasonable judicial compensation and against declining compensation.

When it became clear that the salary restoration bill would not pass in the 110th Congress, the Judiciary continued to work with the Hill to pass a cost of living adjustment (COLA) for judges.

The Senate leadership decided, under pressure, to remove the judges' COLA from an auto industry rescue bill, but the bill failed in any event for many other reasons. Judges remain the only federal employees, along with senior court staff, who have not received a COLA for 2009. The Judiciary will now seek a COLA in the new session of Congress and will ask for its inclusion in conference on the FY 2009 Judiciary appropriations bill, with retroactive application.

Securing Adequate Funding

FISCAL YEAR 2008 FUNDING. Fiscal year 2008 was a successful year for Judiciary funding. Dedicated work by the Judicial Conference Budget Committee led by Judge Julia Smith Gibbons, judges around the country, and Administrative Office staff, helped secure a 4.5 percent overall increase in congressional appropriations in fiscal year 2008.

The Judicial Administration and Technical Amendments Act of 2008 was enacted after efforts by several Conference committees, individual judges, and AO staff. It addresses 18 important administrative needs, including several provisions relating to jurors and juror service.



Congress also provided the Judiciary with \$25 million in emergency funding to address workload needs associated with immigration enforcement and other law enforcement initiatives.

Similarly, limited staffing increases to address growing caseload were possible in clerk's offices, and in probation and pretrial services offices.

Defender services accounts provided for 207,988 non-capital Criminal Justice Act (CJA) representations to eligible defendants, an all-time high. In addition, Congress approved funding to increase the hourly rates paid to

private CJA panel attorneys, from \$94 to \$100 for noncapital cases, and from \$166 to \$170 for capital representations.

Court security program funding in fiscal year 2008 provided for improved court security staffing and equipment. Congress included funding for a pilot project to evaluate perimeter security duties performed by the U.S. Marshals Service rather than Federal Protective Service at several courthouses.

FISCAL YEAR 2009 FUNDING. Most federal agencies, including the Judiciary, began the fiscal year operating under a continuing resolution (CR) at the 2008 funding level. Courts again began a new fiscal year with interim allotments and spending instructions approved by the Judicial Conference Executive Committee.

The interim financial plan fully funds court salary allotments and provides an increase in authorized work units to address workload

needs, particularly in the bankruptcy courts, which are experiencing a large growth in caseload, and probation and pretrial services units.

The interim plan for the Defender Services account provides an increase of 5.6 percent above the fiscal year 2008 plan, or full funding. This includes an assumed increase in panel attorney rates for non-capital representations from \$100 to \$110 per hour and for capital representations from \$170 to \$175 per hour, pending final congressional action on the Judiciary's fiscal year 2009 appropriations bill.

The interim plan for Fees of Jurors and Commissioners fully funds petit and grand juror requirements.

Court Improvements

Enactment of the Judicial Administration and Technical Amendments Act of 2008 represented the culmination of efforts by several Conference committees, individual judges, and AO staff. The Act addresses 18 important administrative needs, including several provisions relating to jurors and jury service. The law also restores the original composition of the U.S. Sentencing Commission to require no less than three federal judges, which had been changed to specify no more than three judges.

In addition, the Act includes an automatic escalator provision to increase the panel attorney case compensation maximum for non-capital CJA representation by the same percentage as any increases in the hourly panel attorney compensation rates. The Act also allows the chief judge of the court of appeals to delegate to any senior circuit judge, in addition to any active judge as is now permitted, the authority to approve CJA panel attorney and investigative, expert, and other service provider vouchers in excess of the statutory case compensation maximums.

New Federal Rule of Evidence 502

On September 19, 2008, the President signed into law S. 2450, adding new Rule 502 to the Federal Rules of Evidence (P. L. No. 110-322, 122 Stat. 3537). Among other things, the new rule protects against the waiver of the attorney-client privilege or the work-product protection when information is inadvertently

Testifying at House and Senate hearings on cocaine sentencing policies were, left, Judge Ricardo Hinojosa, chair, United States Sentencing Commission, and, center, Judge Reggie B. Walton, member of the Judicial Conference Committee on Criminal Law.



disclosed in a federal proceeding or to a federal office or agency. The new rule is intended to reduce the enormous costs incurred in reviewing documents for privileged material. It provides predictable uniform standards for determining the consequences of disclosing privileged or protected information in discovery.

New Evidence Rule 502 is the culmination of three years of intense work by the Judicial Conference Rules Committees, supporters of the rule, and the Advisory Committee on Evidence Rules. Tireless efforts by Judge Lee H. Rosenthal, chair of the Committee on Rules of Practice and Procedure, helped ensure House passage of the bill containing Rule 502 in September 2008.

Rules concerning evidentiary privileges must be affirmatively approved by an Act of Congress. New Evidence Rule 502 applies to all cases filed after September 19, 2008, and to all pending cases, in so far as is just and practicable. The text of the new rule, statement of congressional intent, and other background information are posted on the Judiciary's Federal Rulemaking web site at <http://www.uscourts.gov/rules/evidence502.html>.

Cameras in the Courtroom

As bills to allow the use of cameras in all federal courts moved out of the Judiciary Committees in both the House and Senate, AO staff conducted educational outreach with congressional staff and Members to express Judicial Conference opposition. The bills would have given the presiding judge in a proceeding in the Supreme Court, courts of appeals, and district courts the discretion to permit electronic media coverage of any court proceeding.

Bill provisions conflicted with Judicial Conference policy that reflects concerns that cameras in the federal trial courts are potentially intimidating to witnesses, litigants, and jurors, and thereby a threat to the fundamental right of defendants to a fair trial. In addition, these bills would have superceded courts of appeal determination about the advisability of cameras within their circuits.

Some protections were adopted to both bills through amendments, such as barring any electronic media coverage of the jury selection process. In the end, an amendment to strike the district courts entirely from the bill's coverage failed on a tie vote, and discussion about the bills ended.

Student Loan Benefits for Federal Defenders

When the Higher Education Opportunity Act of 2008 was enacted, it contained a provision proposed by the Judicial Conference to extend to federal defenders the ability to participate in an existing student loan forgiveness program, previously open to prosecutors, among other law enforcement officers. The Act also contained a separate, new program that will make possible Justice Department repayment of student loans of all fulltime state, local, and federal public and community defenders, and state and local prosecutors—federal prosecutors are already eligible—with a \$10,000 annual cap up to \$60,000 in return for a three-year minimum service commitment.

Judgeships

The 100th Congress did not approve new judgeships. Senate Judiciary Committee Chairman Patrick Leahy and Senator Orrin Hatch introduced a comprehensive Article III judgeships bill that reflected the Judicial Conference judgeship recommendations. The Senate Judiciary Committee voted 15-4 to favorably report the legislation, but a hearing on the bill was canceled and was subsequently conducted in writing. Judge George Z. Singal, Chairman of the Judicial Conference Committee on Judicial Resources, submitted testimony and answered questions for the record.

Despite the efforts of AO staff, budget offsets for the bill's costs to comply with congressional pay-go requirement were not identified. The full Senate did not act on the legislation, and the House Judiciary Committee did not take up any comparable legislation.

What new benefit did Congress approve for federal defenders in 2008?

The Higher Education Opportunity Act of 2008 contained a provision proposed by the Judicial Conference to open an existing student loan forgiveness program to federal defenders.

Government Accountability Office Studies

The Administrative Office, in coordination with Judicial Conference committees and the courts, responds to the Government Accountability Office's (GAO) requests for information on behalf of Congress, and reviews and comments on GAO draft reports. In fiscal year 2008, the GAO conducted 14 studies of the Judiciary, with six pertaining to the impact and effects of the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005 (BAPCPA) on the bankruptcy system. Ten GAO studies were completed or closed in FY 2008. Final reports were issued on the following topics:

- Costs of Implementing BAPCPA
- Transferring Debtor Information to Child Support Enforcement Agencies
- Effects of BAPCPA on Collecting Child Support Obligations
- Bankruptcy Reaffirmations

- Credit Card Penalties and Fees and their Effects on Bankruptcy Filings
- The American Samoa Judicial System
- The Los Angeles Courthouse Project
- The Judicial Survivors' Annuities System
- Challenges Facing the U.S. Asylum System
- Audit of Independent Counsel Expenditures

Currently open are studies on Bankruptcy Data Issues, Treatment of Crime Victims in the Federal Court System, the Superfund Program, and Deferred Prosecution and Non-Prosecution Agreements. ■



KEEPING COURTHOUSE RENTS AFFORDABLE

After a year of negotiations, the Judiciary and the General Services Administration signed a memorandum of agreement that fundamentally changes the way courthouse rents will be priced.

Construction and Space Cost Management

Fiscal Year 2009 Courthouse Construction Program

Congress funded a new courthouse in Cedar Rapids, Iowa, after major flooding in June led the Judicial Conference Executive Committee to designate a space emergency for the existing courthouse. The funding was approved as disaster assistance. Funds to complete the San Diego, California courthouse—also a space emergency—and major renovations of courthouses in Chicago, Illinois and New Bern, North Carolina, were all requested by the General Services Administration (GSA) for the President's FY 2009 budget. Final action on unfinished appropriations bills will likely occur in early 2009. Five other courthouse projects proposed by the Judiciary for FY 2009 on its prioritized plan were not included in the President's budget request this year, and were not funded by Congress.

Economic Stimulus Bill

In response to the current economic crisis, Congress is considering an \$850 billion Economic Stimulus Bill that includes funds for "shovel ready" infrastructure projects. A request from the Judicial Conference, forwarded to congressional leaders, encouraged them to include \$1.5 billion for eight GSA courthouse projects, including Los Angeles, San Diego, and a major renovation project in New York City. By GSA calculations, these eight projects would provide an estimated 7,500 jobs to the local communities.

Congress funded a new courthouse in Cedar Rapids, Iowa, after the worst flooding in 500 years led the Judicial Conference Executive Committee to designate a space emergency for the existing facility.



GAO Study on Los Angeles Courthouse

At the request of Congress, the Government Accountability Office reported to House leaders on the schedule and construction costs of

the Los Angeles courthouse project, another space emergency that has been delayed for years because of rising construction costs. The Los Angeles court managers continue to propose significant compromises, and negotiations with GSA about a solution continue.

A courtroom usage study resulted in a new Judicial Conference policy requiring greater courtroom sharing among judges.



Courtroom Use Study

At its September 2008 meeting, the Judicial Conference adopted new policies regarding courtroom sharing based on a Federal Judicial Center study of courtroom usage. The FJC conducted the study as requested by the Judicial Conference Committee on Court Administration and Case Management in response to a congressional request. The FJC gathered actual use data from 26 judicial districts and sent a questionnaire to all district and magistrate judges to ask for their experiences and views about courtroom sharing.

The new policy calls for courtroom sharing by senior judges and magistrate judges when new construction or future space requests occur. This policy will be reflected in the *U.S. Courts Design Guide*. Further studies will look at the feasibility of sharing courtrooms by non-senior district judges in large courthouses with 10 or more district judge courtrooms, as well as in bankruptcy courts.

GSA Rent Calculation Method Revised

After a year of negotiations between the Judiciary and GSA, a Memorandum of Agreement (MOA) was executed that fundamentally changes the way courthouse rents will be priced. The change will apply Return-on-Investment (ROI) pricing, rather than appraisal-based pricing, to all future courthouses. Because the negotiations resulted in revisions to the ROI method, as well, the change also affects a number of existing courthouses that are already priced in accordance with the ROI model. The MOA is a significant step toward controlling the growth in the Judiciary's future rent bills. The estimated rent savings for new courthouses, compared to appraisal-based pricing, are substantial.

During a March 12, 2008 hearing on the Judiciary's FY 2009 budget request before the House Appropriations Subcommittee on Financial Services and General Government, Director Duff told the Subcommittee, "[b]oth



The Circuit Rent Budget (CRB) process, a new space funding plan, is a major initiative in ongoing Judiciary measures to contain costs.

National Rent Validation Program

The Judiciary National Rent Validation Program, which began in 2006, has resulted in substantial rent credits and long-term savings, as well as improved management controls by the General Services Administration (GSA) for its rent-setting practices. GSA now provides the Judiciary with appraisals to review before rates are set and rent cost information to help courts monitor future expenses. This rent cost information system was developed in collaboration with officials from the District Court of the Northern District of New York, whose help with the program has been invaluable.



the Judiciary and the GSA will benefit from knowing with certainty how much rent the Judiciary has to pay in the future, and how much rent GSA will receive. Judiciary and GSA staff time and resources for contractor support will no longer be used to conduct and validate market appraisals. There will be a return on investment [for GSA], an arrangement that provides stability and predictability.”

Reducing Rent Costs and Improving Rent Budget Planning

AO staff, circuit executives, and assistant circuit executives for space and facilities worked closely together in 2008 to implement the Judicial Conference-approved Circuit Rent Budget (CRB) process—a major initiative in the Judiciary’s cost-containment efforts. Three CRB funding categories were designed to address existing and future expansion space expenses that circuits face.

The Judiciary’s actual GSA rent costs in FY 2008 were lower than expected; costs increased less than 2 percent above 2007 rent obligations, and the introduction of CRB is likely a contributing factor. The CRB program has clearly increased awareness in the circuits and courts of rent, its costs, and the large impact it has on the overall budget.

The CRB effort has also improved communications between the AO and the courts because of increased interactions through meetings, newsletters, conference calls, and e-mails. Additionally, AO and court staff are working together to continue training and guidance for implementing the CRB program.

Asset Management Planning

During 2008, AO facilities staff continued the review of unfunded new courthouse projects subject to the Asset Management Planning Process (AMP).

AMP is a comprehensive approach to long-range facilities planning that integrates costs, space needs, and functionality. Through this process, space needs are identified, strategies to meet those needs are developed, and the costs of implementing those strategies is calculated. The Committee on Space and Facilities will continue to be involved in the review of district AMP plans to determine if, and where, new facilities should be considered for districts.

Thirty-three courthouses on the Five-Year Courthouse Project Plan prior to the space moratorium instituted by the Judicial Conference in September 2004, but without congressional authorizations and/or appropriations, are subject to assessment under the AMP process, as well as all future courthouse projects. ■

Security and Emergency Response

2008

2008 Eagle Horizon Exercise

In May 2008, the Judiciary participated in the Department of Homeland Security's Continuity Exercise Eagle Horizon for federal government departments and agencies in the National Capital Region. It was a scenario-based exercise to assess "mission readiness" in an emergency situation. Departments and agencies in the Washington, DC area activated their continuity of operations plans (COOPs), deployed emergency preparedness teams to alternate sites, and performed essential functions.

The U.S. Court of Appeals for the District of Columbia, the U.S. District and Bankruptcy Courts for the District of Columbia, and the U.S. District Court for the Eastern District of Virginia's Alexandria Division participated in Eagle Horizon, along with the AO.

Emergency Response Team Helps Courts Affected by Natural Disasters

During 2008, court operations were affected by floods in Iowa and hurricanes in Texas, Louisiana, Mississippi, and Florida. The Judiciary Emergency Response Team, with members from AO program offices, came together to provide assistance and response to concerns raised by the courts. They coordinated with the General Services Administration for alternate facilities for continued court operations, with telephone providers and contractors to ensure IT services were available, and with the National Archives and Records Administration to ensure that damaged records were recovered and preserved. Additionally, the team provided guidance on financial, procurement, human resources, security, legislative affairs, court administration, and probation and pretrial services. While these disasters disrupted court operations, courts relied on their continuity of operations plans to continue to provide essential services to the public and to protect the health and safety of employees.

Emergency Notification System

This fiscal year, the AO developed an Emergency Notification System (ENS) for use by courts and AO staff to contact groups of individuals during emergencies. The ENS application was developed to satisfy a significant need for the courts and AO to reach employees and contractors wherever they might be—before, during, or after—an emergency. It also is used for building emergency preparedness drills, and for other critical communications, and proved effective during a water emergency in Washington, DC, that shut down the Thurgood Marshall Federal Judiciary Building, home to the Administrative Office.

When activated, the ENS sends a prepared voice and text message to designated office, home, and cellular telephones; Blackberry devices; and office and home e-mail addresses. By using the system, managers can account for employee safety in emergencies. ■



Support To Judges

2008



JUDGES' PROGRAMS AND SERVICES

The Judicial Conference Committee on International Judicial Relations, shown here, coordinates the Federal Judiciary's relationship with foreign judiciaries, and with agencies and organizations interested in international judicial relations, and in the U.S. rule of law and administration of justice.

Judge Changes

In fiscal year 2008, the AO processed many changes in judicial status for judges. There were 58 new judges welcomed into the Judiciary this year, including seven circuit judges, 20 district judges, nine bankruptcy judges, and 22 magistrate judges. In addition to the 58 new judge appointments, four sitting judges were elevated. The elevations included one district judge elevated to the circuit court and three magistrate judges elevated to Article III judgeships in the district court. There were three circuit judges and 20 district judges who took senior status and two district judges who fully retired from office. In addition, there were four bankruptcy judges and 10 magistrate judges who retired. Sadly, 37 judges passed away in fiscal year 2008, including five circuit judges, 17 district judges, six bankruptcy judges, and nine magistrate judges.



Benefits and Retirement Programs for Judges

Benefits and retirement programs were hosted for over 350 judges and their spouses in 2008. These programs are designed to provide information to judges at all stages of their careers and are offered at a variety of judge meetings and conferences across the country. Programs include information on health, life, dental and vision insurance; the flexible benefits program; long-term care insurance; the Judicial Survivors Annuities System; and the Thrift Savings Plan. In addition, extensive retirement program coverage is provided on the Judges Retirement Systems, the Federal Employees Retirement System, and the Civil Service Retirement System, and also on Social Security and Medicare coverage.

Report to Congress on the Impact of Increased Law Enforcement Activities Along the Southwest Border

The AO completed and transmitted to the Senate and House Appropriations Committees a comprehensive report on the impact of the federal government's crackdown on illegal immigration on the five district courts along the southwest border—District of Arizona, Southern District of California, District of New Mexico, and Southern and Western Districts of Texas. The *Report on the Impact of Law Enforcement Activities Along the Southwest Border* describes how the surge in new immigration cases caused by new law enforcement initiatives, such as Operation Streamline II, has substantially increased the caseload of the district and

magistrate judges in these five districts. It also describes the need for additional court staff, interpreters, defense lawyers, and courtroom space. The report summarizes the current conditions in each of the five districts, provides an overview of the federal criminal justice process, and contains caseload statistics showing the workload of the border courts. It also describes the steps taken by the Judiciary to address the increased caseload in a timely and efficient manner.

The chief judges from each of the southwest border districts, other judges, probation and pretrial services officers, federal defenders, and court clerks provided enormous assistance and invaluable input to the AO in drafting the report.

New and Restyled Civil and Criminal Forms

The AO's Forms Working Group of judges and clerks worked during FY 2008 with AO staff to rewrite the Judiciary's civil and criminal forms in simple, modern English. The effort is modeled on the restyling of the Federal Rules of Civil Procedure that took effect in December 2007 and the earlier restyling of the Federal Rules of Criminal Procedure. In addition, all publicly available national forms have been brought into compliance with the new privacy rules that also took effect in December 2007. The Working Group has prepared several new forms, including tracking warrant forms, witness arrest warrant forms, and a longer version of the application to proceed *in forma pauperis* in the district court, based on Federal Rules of Appellate Procedure Form 4. The new and restyled forms were approved by the Working Group at its October 2008 meeting and are expected to become available early in FY 2009.

How is the issue of financial disclosure addressed?

The Committee on Financial Disclosure and the AO developed a self-audit function in the 2008 release of the reporting software, using feedback from the courts and individual filers.

Intercircuit Assignments

The Committee on Intercircuit Assignments recommended, and the Chief Justice approved, 192 intercircuit assignments for 112 Article III judges—62 senior judges, 49 active judges, and one retired associate justice. The Committee also proposed revisions to the *Guidelines for the Intercircuit Assignment of Article III Judges*, which the Chief Justice approved in September 2008. These revisions and a streamlined communications process developed by AO staff will aid courts in maximizing the use of intercircuit assignments by ensuring prompt assistance and processing of requests for judicial assistance.

A number of high-visibility cases and the need for additional judgeships in many courts have made the intercircuit assignment process essential. To increase use of this resource, the Committee and AO staff made presentations at all orientation programs for new chief Article III judges, and at meetings for chief circuit judges and Judicial Conference district judge representatives. In addition, the Committee published articles in several Judiciary publications.

Financial Disclosure

On January 7, 2008, the President signed the “Court Security Improvement Act of 2007,” P.L. 110-177, which further extended the Judiciary’s authority to redact certain personal and sensitive information from judges’ financial disclosure reports to December 31, 2011. The Committee and AO staff are working in conjunction with other Judicial Conference Committees to make the redaction authority permanent.

The Committee on Financial Disclosure and the AO developed a self-audit function in the February 2008 release of the Financial Disclosure Report (FDR) software, using feedback from courts and individual filers. This feature permits filers to check their reports before submission in order to avoid inadvertent errors, such as missing or incorrect codes. Use of the feature reduced the number of reporting errors requiring communication between the Committee and filers and has been very well-received by users.

Members of the Committee on Financial Disclosure and AO staff made presentations on financial disclosure requirements at various programs for judges, judicial assistants, and senior court staff.

International Judicial Relations

In support of the Judicial Conference’s International Judicial Relations Committee, AO staff coordinated briefings for 50 international delegations, including judges, court administrators, and other officials from 98 countries. United States judges and court administrators participated in some of these briefings via video conference. Additionally, through the Open World Program at the Library of Congress, AO staff hosted six orientation programs for Russian and Ukrainian judges in Washington, DC. The Russian and Ukrainian judges were then hosted in courts and communities throughout the United States.

AO staff provided additional support to the Committee’s work, including requests to assist judges from Thailand with questions regarding case management, conducting oral arguments, and other subjects. A request from the Counselor for Judicial Affairs at the Embassy of the Republic of Korea focused on celebrating the 20th anniversary of the Korean constitutional court, which included addresses from U.S. judges at educational seminars for Korean judges and court administrators.

Case Management Manual for U.S. Bankruptcy Judges

The Judicial Conference Committee on the Administration of the Bankruptcy System requested that the *Case Management Manual for United States Bankruptcy Judges* be revised. Chief Bankruptcy Judge David S. Kennedy, with substantial assistance from AO and Federal Judicial Center staff, is leading the revision process.

Since the *Manual* was first published in 1995, case management practices have changed in response to legislation, amendments to national and local rules, revised court policies, case law, and the increased use of technology. Updating the *Manual* to reflect these changes required significant work, with the *Manual* divided into relatively small segments. At least one bankruptcy judge, one clerk of court, and a member of the AO or FJC staff was assigned to update each segment. Once each drafting team has a final draft, the *Manual* will be reviewed and edited as a whole, before presentation to the Bankruptcy Committee for approval in January 2010.

New Bankruptcy Case Weighting Study

The AO is assisting the Federal Judicial Center in a renewed bankruptcy case weighting study to help determine the number of bankruptcy judgeships needed in the bankruptcy courts. Enough time has passed since the massive bankruptcy legislation reform that it now can be factored into the study's data collection from bankruptcy judges. Results are expected to be available for continuing and additional needs surveys in the 2010 cycle.

Bankruptcy Forms Modernization Project

The Advisory Committee on Bankruptcy Rules, with the support of AO staff, began a complete review of the existing bankruptcy forms this year through its newly-created Forms Modernization Project. The aim is to simplify and improve gathering and presentation of the information required to administer and process

bankruptcy cases and proceedings. The project's projected time frame is five to seven years, with three subgroups assigned different elements of the forms. The subgroup focused on form and question redesign and simplification has met with government agencies well practiced with forms redesign, such as the IRS and the Census Bureau, and the subgroup has begun to interview consultants used by such agencies that specialize in form redesign and simplification.

Changes to Bankruptcy Rules

The Advisory Committee on Bankruptcy Rules, with the support of AO staff, accomplished the monumental task of producing amendments to 36 bankruptcy rules and seven new rules that took effect on December 1, 2008. The date also marks the end of the Interim Bankruptcy Rules adopted by the courts as local rules in October 2005 to implement the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005 (P.L. 109-8) while "permanent" national rules were developed. The Interim Rules and the December 1 amendments represent more than three years of pains-taking work by the Committee and AO staff, including almost 50 conference calls and careful review and consideration of nearly 100 public comments.

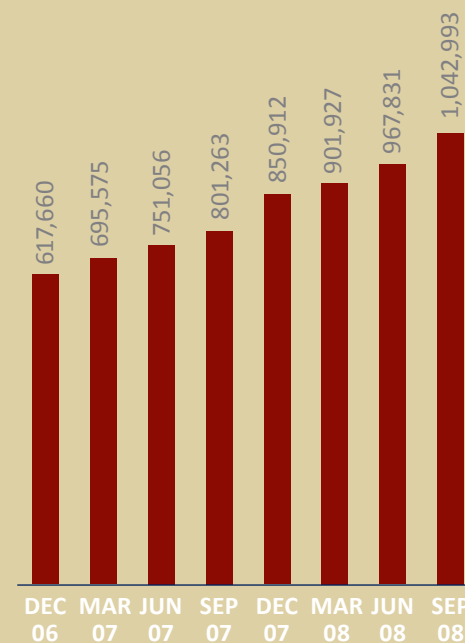
CM/ECF and IT Support for Judges and Chambers

During 2008, the AO focused much attention on the Case Management/Electronic Case Files system (CM/ECF) and other information technology support needs of judges and chambers staff. Working closely with the CM/ECF

BANKRUPTCY FILINGS

Bankruptcy cases filed in federal courts totaled 1,042,993 for fiscal year 2008, up more than 30 percent over fiscal year 2007.

12-Month Periods Ending
December 2006 - September 2008



Working Group, AO staff examined the recommendations of judges to determine those that could be added in the next major releases of CM/ECF, scheduled currently for late 2009.

AO staff also worked closely with judges, clerks of court, and other court staff to examine the potential need to create a successor system to CM/ECF. As a result of the partnership of AO staff with judges and court personnel, this initiative has become a formal project. Efforts to begin documenting requirements for a new system will begin in 2009.

Magistrate Judges 40th Anniversary

President Lyndon Baines Johnson signed the Federal Magistrates Act on October 17, 1968. The legislation built upon and superseded the 175-year old United States commissioner system and created a new system of United States Magistrates. In observance of the 40th anniversary of the Act, Judge Dennis Cavanaugh, Chair of the Judicial Conference Committee on the Administration of the Magistrate Judges System; Magistrate Judge Anthony Battaglia, President of the Federal Magistrate Judges Association; along with Office of Judges Program senior staff leadership, appeared in a FJTN broadcast, “In Camera: Magistrate Judges 40th Anniversary” transmitted to all courts during the weeks following October 17, 2008. The group discussed magistrate judges and how their duties have evolved.

The 40th anniversary of the Act was also commemorated in the October 2008 issue of *The Third Branch*. The publication featured an interview with Judge Cavanaugh, a former magistrate judge. It also included an article on two magistrate judges who were each sworn in early in 1971. Both are now retired, but continue to serve as recalled magistrate judges.

MJSTAR

MJSTAR is an automated function within the district CM/ECF system that collects magistrate judge workload statistics directly from the court’s case management data, replacing the outdated manual system of collecting statistics on paper. To date, 67 of the 93 district courts that have magistrate judges have “gone live” on MJSTAR and are submitting magistrate judge workload statistics through MJSTAR. In FY 2008, 13 courts went live.

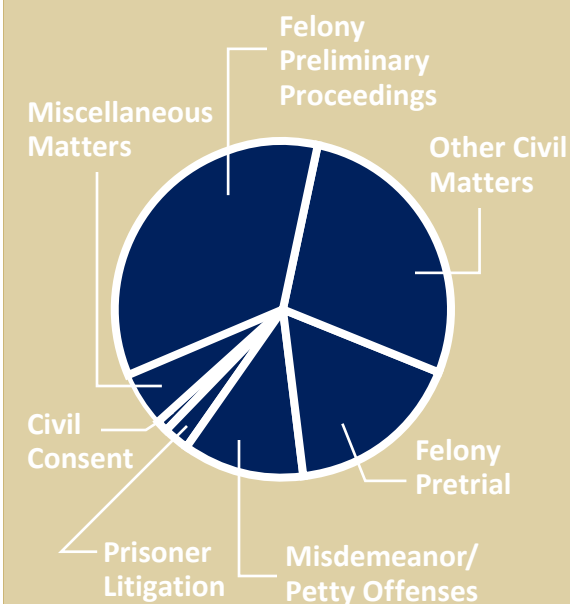
The objective of MJSTAR is to improve the uniformity, reliability, and efficiency of collecting and presenting magistrate judge workload statistics by obtaining the data directly from the courts’ automated case management systems. The acronym MJSTAR stands for Magistrate Judge Statistics Through Automated Records. AO staff continue to work with court and chambers staff on the transition to MJSTAR.

International Prisoner Transfer Program

On occasion, a magistrate judge is needed to conduct proceedings, as authorized by 28 U.S.C. § 636(g), to verify a convicted offender’s voluntary consent to transfer to the country where he or she is a citizen or national to serve the remainder of his or her sentence pursuant to a prisoner transfer treaty.

In FY 2008, magistrate judges have conducted consent verification proceedings for American citizens in Mexico, South Korea, Israel, Sweden, Panama, Costa Rica, Venezuela, Canada, Japan, Hong Kong, and Spain.

Matters Disposed of by U.S. Magistrate Judges



Note: Reflects the 12-month period ending September 30, 2008.

Delayed-Notice Search Warrant Reporting Requirements

In July 2008, the AO submitted its first report to Congress on actions taken by judges on requests for delayed-notice search warrants, pursuant to Section 114(d) of the USA PATRIOT Improvement and Reauthorization Act of 2005. The Act requires judges to inform the AO of their action on any application for a delayed-notice search warrant or for an extension of such a warrant's notice period, within specified time limits. The statute, which took effect on March 9, 2006, requires the AO to submit annual reports to Congress summarizing the information it receives from judges.

The first report to Congress included data for the first full fiscal year, ending September 30, 2007, as well as data for the period after enactment before September 30, 2006. For 2007, judges in 48 districts reported 690 requests for delay, 419 of which were initial requests for delay and 271 of which were requests for extensions. All the requests reported were granted.

Since enactment of the delayed-notice reporting requirement, the AO has developed an electronic reporting system that allows courts to complete the reporting form online and electronically transmit the data to the AO. The AO has taken initial steps toward further simplifying the reporting process by allowing courts to report this data in the future via the case management system, CM/ECF.

Judicial Assistants and Judicial Secretaries

The Judges' Secretaries Advisory Group representatives assisted the AO with developing a three-day training program for judicial assistants and secretaries. In August, 90 judicial assistants from appellate, district, territorial, and bankruptcy courts representing every circuit in the Federal Judiciary attended the program. Advisory group representatives served as peer mentors and provided information on judicial travel regulations, ethics, financial disclosure reporting, personal and courthouse security, computer security, private seminar disclosure reporting, chambers and case management, and electronic case filing.

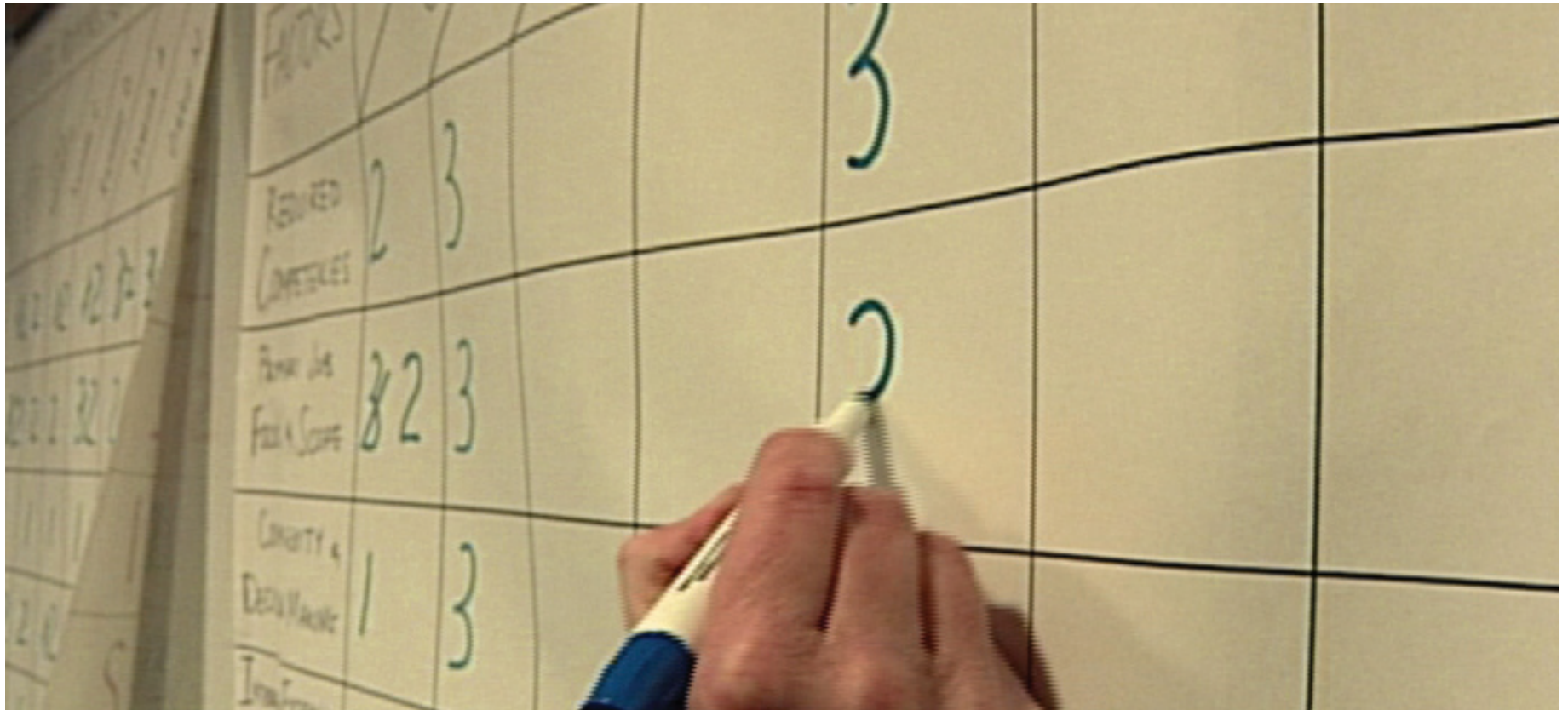
The AO, with reader input, publishes a quarterly bulletin covering a variety of topics of interest to chambers staff, such as Judicial Conference policies, ethics guidance, human resources policies, reporting requirements for judges, and training opportunities.

Law Clerk Assistance Program

The Law Clerk Assistance Program allows judges to obtain support from law clerks employed by other bankruptcy, magistrate, and Article III judges. Without incurring travel costs or other expenses, a borrowing judge can assign electronically legal research and writing tasks to a federal law clerk in another circuit or district with the lending judge's permission. Like the use of intercircuit assignments, this option maximizes the use of existing law clerk resources, which has become increasingly necessary as caseloads increase without the establishment of additional judgeships. ■

Judges needing law clerk assistance can request project-specific support from law clerks working for judges in other locations, via a formal application process coordinated by the Administrative Office.





STRATEGIC PLAN

IT program strategic planning is dynamic in order to acknowledge, respond to, and continually assess internal and external issues, technology advances, legislative requirements, and available resources.

Case Management/ Electronic Case Files

The Judiciary's Case Management/Electronic Case Files (CM/ECF) system moved nearer to full nationwide implementation in 2008, as seven appellate courts and one district court became fully operational in 2008. All 94 district courts, the Court of Federal Claims, the Court of International Trade, 90 bankruptcy courts, nine courts of appeal, and all five Bankruptcy Appellate Panels implemented CM/ECF. The remaining three courts of appeals will reach full implementation by the end of calendar year 2009.

Enhancement of the CM/ECF software continues. As a result of collaboration between the courts and AO, new features are constantly identified and developed for use. There has been particular focus on enhanced functionality for judges and chambers staff. In addition, a new "Next Generation" project has been initiated to take a comprehensive look at the courts' work and identify major improvements that could be included in a successor system to CM/ECF.

NEW PLATFORMS AND UPGRADED REPLICATION CAPABILITY. The Administrative Office moved forward with a new configuration of hardware and software to meet the growing demands of the Judiciary's three CM/ECF systems—appellate, district, and bankruptcy—as well as the Jury Management System. The new platforms are based on the next-generation of servers, the latest operating systems, a new backup capability that includes encryption capabilities for tapes, and the latest versions of software. Additionally, the CM/ECF replication system has been upgraded to the latest technology, and moved to full service data centers located in Reston, VA, and Salt Lake City, UT.

Are there improvements with the new CM/ECF?

The new platforms are based on the next-generation of servers, the latest operating systems, and other upgraded features.

OPERATIONAL PRACTICES FORUMS. CM/ECF Operational Practices Forums have been a valuable way for users to discuss experiences, issues, and practices. AO staff, with faculty assistance from the Federal Judicial Center, held forums for both bankruptcy and district court users. Over 600 judges, case administrators, chambers staff, and systems and operations managers attended district forums.

New this year was a Technology Information Practices and Procedures Sharing Fair where attendees from both forums could review locally-developed tools and applications and meet with subject matter experts from the Administrative Office. Audio files and transcribed notes of these sessions are posted on the J-Net. The Bankruptcy Operational Practices Forum, sponsored by the Administrative Office and the Federal Judicial Center, and hosted by the Utah Bankruptcy Court, was the largest to date, with approximately 450 attendees. Judges, chambers staff, clerks, deputy clerks, and AO staff participated. Thanks to volunteer court personnel who documented the sessions, notes were made available to anyone interested on the Judiciary's intranet site.

The appellate group held two operations workshops geared to promoting the benefits of

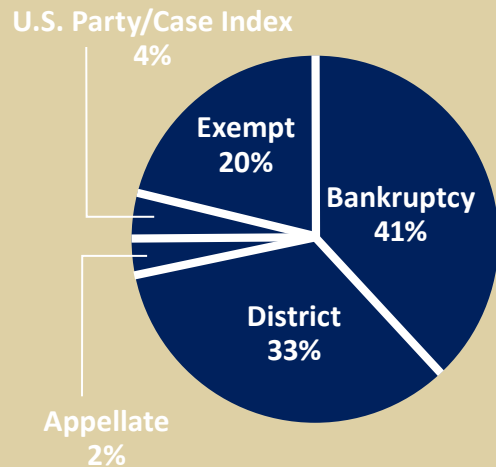
CM/ECF to courts not yet using it. In 2009, a larger symposium will address implementation, training, and best practices for appellate users.

Electronic Public Access Program

The mission of the Electronic Public Access program is to facilitate and improve electronic public access to court information at a reasonable cost, in accordance with legislative and Judiciary policies, security requirements, and user demands. The program office manages the development and maintenance of electronic public access systems in the Judiciary and, through the PACER (Public Access to Court Electronic Records) Service Center, provides centralized billing, registration, and technical support services for the Judiciary and the public.

As mandated by Congress, the program is funded entirely through user fees set by the Judicial Conference. The fees are published in the *Electronic Public Access Fee Schedule*, available on uscourts.gov. In fiscal year 2008, the program generated fee revenue that was used to support ongoing program operations and the costs associated with the CM/ECF systems used by the federal courts throughout the country. Revenue was also used to finance other expenses

Percentage of PACER Usage (By Court Type)



Note: Statistical information gathered from FY 2008.

related to electronic public access to the courts in areas such as courtroom technology and the Bankruptcy Noticing Center.

The program reached a new milestone in registrations last year, surpassing 890,000 user accounts. Besides court staff, customers include members of the bar; city, state and federal employees; and the general public. In addition to collecting fees, support staff established over 130,000 new accounts, fielded more than 135,000 help desk calls, and responded to almost 30,000 support e-mails. These communications, if not handled by the PACER Service Center, would be directed to the courts.

Currently, five courts are participating in a pilot program underway to make digital audio files of court hearings available to the public through PACER. The presiding judge determines which audio files are made available. In fiscal year 2008, approximately 7,400 audio files, consisting of 5,120 bankruptcy hearings, 160 civil hearings, and 2,120 criminal hearings, were made available. Of these, 4,500 audio files were accessed in addition to the copies given to parties in the case free of charge. Litigants, attorneys, and the media have all been active users and the level of public interest is high.

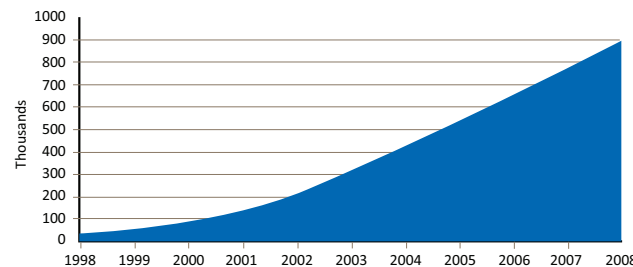
In fiscal year 2009, an assessment of the program's services will be conducted to identify

potential enhancements to existing services and new electronic public access services. The assessment will include conducting focus groups with various users, including representatives from the courts, the media, litigants, attorneys, researchers, and bulk data collectors.

Consolidating Financial Management Systems

In July 2008, consolidation of the courts' 94 accounting applications, each of which resided at a district court, was migrated for hosting at a Judiciary designated data service facility. This effort, in addition to the migration of the AO accounting application to the same hosting facility, completed the consolidation of the Judiciary's financial management systems into one location. This consolidation simplifies support requirements and provides better application performance for the courts and the AO, and avoids millions of dollars in future costs. These efforts are also the first of several steps to position the Judiciary for government-wide accounting modernization initiatives and further technological cost savings in support of financial management.

PACER Accounts by Year



The Electronic Public Access program reached a new milestone in registrations in fiscal year 2008, surpassing 890,000 user accounts.

Civil Criminal Accounting Module and Cash Receipting

The AO continued to implement the Civil Criminal Accounting Module (CCAM) and Cash Receipting. This system is now used by 60 courts to perform civil and criminal accounting and cash receipting functions. The implementation strategy carried out in fiscal year 2008 emphasized data reconciliation and checkpoints for monitoring each court's readiness before moving to the operational state. CCAM is expected to be fully operational in all courts in early fiscal year 2011.

Criminal Justice Act Panel Attorney Payment System Upgrade

The AO is upgrading the CJA payment system to a web-based application to be hosted at the Judiciary's data service facility. The CJA payment system is used by courts to pay court-appointed panel attorneys for representing individuals charged with federal crimes who cannot afford their own attorney. The upgrade modernizes the system's platform to improve reliability, performance, and reporting. Implementation is targeted for the last quarter in fiscal year 2009.

Local Initiatives

The Administrative Office manages a grants program to promote the development of local technology solutions and improvements that may be shared with other court units. Eleven proposals were received for fiscal year 2008.

Some initiatives may be so important that they transition to development as nationally supported systems. To that end, the

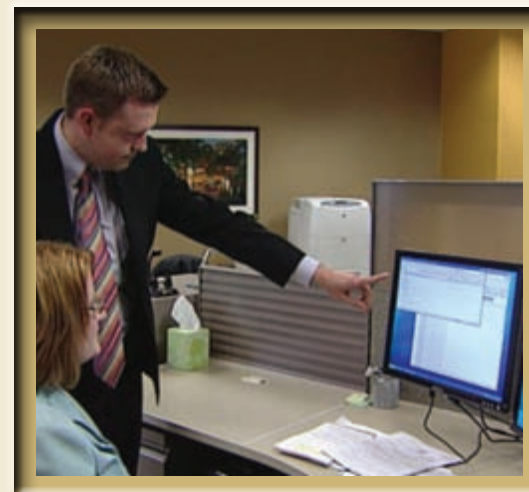
Administrative Office obtained information concerning locally developed calendaring applications used by judges, and invited all courts that had developed such applications to apply for national support. Ten courts requested that their systems be considered for national support. Those courts provided documentation and demonstrations of their systems. As a result, the Administrative Office is working with the Southern District of Texas and the District of Utah Bankruptcy Court to provide national support for their locally developed calendaring systems—Chambers Electronic Organizer (CEO) and Chambers Automation Program (CHAPS). After several months of review and testing, the IT Committee announced its recommendation that the two systems be designated for national funding and support. As a result, the AO is working to make their locally developed systems available to judges and chambers staff throughout the Judiciary.

Data Communications Network Management

The Judiciary's data communications network infrastructure includes a complex wide-area network interconnecting court-based local-area networks and building-area networks. Collaborative and skilled management of the decentralized network and infrastructure is essential to assure uninterrupted availability, integrity, confidentiality, and reliability of Judiciary data and electronic communications. The Administrative Office is implementing a policy establishing the framework for management and cooperation by Judiciary network managers working at all levels. Under the policy, a variety of network management tools and

IT Training for Judges

During FY 2008, the Administrative Office worked with the FJC to revise information technology training for judges. The curriculum has been realigned to correlate the use of information technology with the typical tasks and functions performed by judges. Work also is underway to transition judges' IT training from a national model to a local model in which training would be delivered at the circuit or individual court level by a network of court trainers. The Administrative Office and the Federal Judicial Center are collaborating to provide and support a network of local trainers. They are developing core curriculum modules that may be tailored to accommodate local practices and preferences, offering a train-the-trainer class geared to this curriculum, creating and maintaining web-based material for use by local trainers, and providing help desk support.



strategies will be used to ensure efficient use of network capacity and the integrity of the entire network. These tools are used for activities such as network assessment, performance management, configuration management, problem resolution, and security. Procedures and guidelines will be established and implemented to ensure proper authorization for review of traffic within the wide-area, as well as local- and building-area, networks.

Next-Generation Data Communications Network

The Administrative Office, in collaboration with the courts, is defining requirements to implement the next generation of the Judiciary data communications network. New features are expected to provide improved data traffic management and support emerging technologies in areas such as telecommunications and video communications. It is expected that the shift to an updated network architecture will begin in mid-2009.

Service Delivery Alternatives

The Administrative Office has concluded an effort to reduce the number of servers deployed to run nationally supported systems. This is a component of the Judiciary's overall cost-containment strategy approved by the Judicial Conference. Servers running the national Probation and Pretrial Automated Case Tracking System (PACTS), Financial and Accounting Systems for Tomorrow (FAS₄T), and Jury Management System (JMS) have been consolidated, as have backup servers for the Judiciary's national e-mail system. Collectively, these efforts will result in cost savings or avoidances totaling millions of dollars over the next five years.

Integrated Library System Server Aggregation

In August 2008, the project to migrate all 14 integrated library systems (ILS) installed nationwide to consolidated servers at one hosting site was completed successfully. ILS was the final server consolidation project identified as part of the Judicial Conference Committee on Information Technology effort to reduce server maintenance and support costs. Circuit librarians, circuit IT staff responsible for support of ILS, members of the ILS Working Group, and Administrative Office divisions developed the system server solution. The migrations were completed ahead of schedule and within budget. The hosted consolidated solution provides the courts a reliable ILS, with a more comprehensive support plan for the hardware, operating system, and application.

Judiciary Data Center

The Administrative Office's Judiciary Data Center installed, configured, tested, and secured more than 100 servers in the past year in support of a wide range of mission-critical and high-priority systems used nationally and at the AO in support of Judiciary operations. New HRMIS, Entry-on-Duty, Employee Self-Service NewSTATS, Lotus Notes, Documentum, Automated Court Reporters System, and others have been put into operation at the Thurgood Marshall Federal Judiciary Building and the Court Operations Support Center to support production, development, redundancy, and testing needs. In addition, the staff have set up a new storage area network system and are installing the next-generation automated tape library equipment.

IT Exchange Program

The Administrative Office has implemented an IT exchange program that enables court and Administrative Office managers to identify and utilize, on a temporary basis, the expertise and skills of IT employees from the Administrative Office or courts to accomplish specific tasks or projects. A corollary benefit is promoting better understanding between the courts and the Administrative Office, as court staff will be exposed to a national perspective and Administrative Office staff will learn about local operations and needs. For the initial cycle, applications from highly qualified court personnel were received, and three individuals were selected. They are working on a replacement for the current web site that enables court managers to post and download locally-developed applications, the development of an information systems architecture document for the Judiciary, and an assessment of IT staffing skills.



Database Management Standard

The Administrative Office awarded a new Judiciary-wide Blanket Purchase Agreement for its DB2 database management system (DBMS) software and services. This BPA provides the Judiciary with access to a robust system as the new standard DBMS for nationally developed applications. The BPA accommodates a broad range of application needs for several platforms used by the courts at special pricing, with technical support available. Courts can consider the database software products offered through the BPA to meet requirements for locally developed applications.

Public Key Infrastructure

The Administrative Office began investigating the utility of implementing a Public Key Infrastructure (PKI). A PKI is a cryptographic mechanism for issuing and using secure “certificates” to authenticate electronic transactions among entities holding these certificates. For the Judiciary, PKI applications would include the use of secure certificates for the several hundred CM/ECF servers—resulting in substantial savings over our current use of commercial certificates—and possibly for financial and other Judiciary documents.

Assessment Tool

The Administrative Office revised and updated the Court /Information Technology Program Assessment (C/ITPA). The C/ITPA is a set of self-assessment checklists and an IT user survey that have been used by court managers and judges to assess their information technology programs. The 2008 revision provides updated guidance, background, and policy narratives; updated hyperlinks to documentation; and new Remote Access and Courtroom Technology sections. It contains policy information and checklists in key technology management areas.

The C/ITPA is a discretionary tool administered at the local court level. Courts are free to use all or part of the tool and may modify it for their needs.

Lotus Notes Upgrade

The Judiciary-wide Lotus Notes system upgrade project that began in March 2007 with the replacement of the primary mail servers, was completed in 2008 with the launch of an enterprise e-mail back-up service. Primary mail servers located in approximately 120 court locations have been replaced, all mail backup and hub servers have been consolidated in a 24x7 data center, and an upgrade of the Lotus

Notes software has been installed. The e-mail backup service is the final step in the project, and is designed to relieve court units of the burden and expense of maintaining their own e-mail back-up and tape storage procedures.

Remote Access Improvements

The Administrative Office completed upgrades to both the BlackBerry and Good Mobile Messaging architectures that provide significant feature enhancements to users. The upgrades allow users to read encrypted e-mails from their handheld devices. This upgrade also expanded the handheld operating systems supported by Good Mobile Messaging. Users can now access their Lotus Notes e-mail from many of the newer handheld devices and can make emergency phone calls while the device screen is locked. They also gain better integration with the native “contacts list” application on the handheld devices. With the planned upgrade of Lotus Notes to v.8.02 in early 2009, iPhone users also will be able to access their e-mail.

Guide Redesign

Court and AO teamwork is laying the groundwork for a more user-friendly *Guide to Judiciary Policy and Procedures (Guide)*. During



Remote access improvements allow users to read encrypted e-mail messages on most mobile devices.

fiscal year 2008, progress was made on the overarching goal to develop a standard *Guide* written format that is organized and simple for courts to use, to improve *Guide* search results and search capabilities, to enhance printing capabilities, and ensure that *Guide* content is as accurate as possible. A new numbering scheme maps content to the Judiciary's records management plan. In addition, the *Guide* approval process was automated for quicker review, which helps in publishing content that is more current and accurate.

Records Management

The Judiciary Records Management Strategic Plan advanced this past year with gains toward the overall goal of moving more to electronic processes and away from paper where possible. AO cost-containment efforts this year included directing public record requests—including large scale commercial requests such as Westlaw—to the Federal Records Centers (FRCs), resulting in significant cost-avoidance to the Judiciary. The AO educates the courts about obtaining FRC services efficiently, and, in a cost-containment measure, has negotiated with National Archives and Records Administration for records management services for the courts.

A team of AO staff has developed a plan to contain escalating Judiciary records management costs. The Judicial Conference is considering the plan, which also must be approved by NARA. If approved, the plan would decrease retention times for closed paper case files and save the Judiciary approximately \$38 million over the life of the records. ■

Remote access options in the Judiciary continue to expand so that court business can be conducted securely and promptly from alternate locations following weather and other emergencies.



Exemplary Service Awards

2008

Director's Awards Recognize Outstanding Court Employees

Eight court employees were recognized for exceptional service to the Judiciary with 2008 Director's Awards for Outstanding Leadership, Excellence in Court Operations (Court Technology and Court Administration), and Extraordinary Actions.

Award Category: Outstanding Leadership

Richard W. Crawford, chief U.S. probation officer, District of Hawaii,

led change in the Hawaii probation office during a major restructuring of approach to supervision. He strengthened the officer focus on nationally recognized evidence-based practices in supervision and introduced innovations in a geographically dispersed district.



Charles R. Diard, Jr., clerk, Southern District of Alabama, was recognized for many contributions to the advancement of IT applications in the Judiciary and for generously extending help to other court units around the country.



Sean F. McAvoy, clerk, Northern District of Iowa Bankruptcy Court, was commended for his efforts at leading national efforts in the areas of bankruptcy CM/ECF, training, rent and other cost containment, and for strong financial stewardship.



Award Category: Excellence in Court Operations (Court Technology)

Andrew F. Bach, systems manager, Western District of Wisconsin Bankruptcy Court, was hailed for his outstanding contribution to

Judiciary IT applications and support, especially within his district, but also to court units around the country.



George W. Hoggan, information systems manager, U.S. Probation Office, Southern District of California, was recognized for developing an imaging module that officers use to gain access to key client documents with less paper. The application supports district continuity of operations plan and telework initiatives.



Excellence in Court Operations (Court Administration)

Kathleen L. Peek, assistant circuit executive, Third Circuit Court of Appeals, was recognized in the area of court



NATIONAL RECOGNITION PROGRAM

Courts nominated employees for the national recognition program. After a review by selection panels of court and AO representatives, Director Duff selected the winners.

administration for exceptional contributions to the circuit rent budget program.

Award Category: Extraordinary Actions

Doug Burris, chief U.S. probation officer, Eastern District of Missouri, and Greg Forest, chief U.S. probation officer, Western District of North Carolina, were

recognized for their extraordinary efforts in planning and organizing summits to discuss and address amendments to sentencing guidelines for cocaine-base (“crack”) offenses. At these summits, participants from throughout the federal law enforcement arena discussed how the changes would affect the work of probation officers, clerks of court, federal defenders, and district judges.



Outstanding AO Service to the Courts is Lauded

Three years ago, the Judicial Conference Committee on the Administrative Office instituted an award to recognize AO employees for significant accomplishment on a specific project or effort that has improved court administration, internal controls, program effectiveness, communications, or efficiency in the courts or the AO. The winners of this year’s awards are Ronald Kendall, Space and Facilities Division; Stanley Sargol, Bankruptcy Court Administration Division; and Richard Seidel, AO Information and Technology Services Division. The Committee selected Kendall to receive this award because of his efforts in support of establishing rent management controls and reducing GSA rental charges. Sargol was recognized for his contributions to the bankruptcy court program, including developing a “staffing predictor” spreadsheet used by every bankruptcy clerk to manage funds and staffing levels. Seidel was honored for developing an emergency notification system to ensure continuity of operations for the courts. ■



Ronald Kendall



Stanley Sargol



Richard Seidel



Human Resources Management

2008



COLLABORATION

The Administrative Office collaborates with the federal courts to help them define, recruit, manage, compensate, develop, and retain the workforce they require to fulfill their mission. During fiscal year 2008, the Judiciary continued to apply its human resources strategic plan developed by judges, court volunteers, and AO staff.

Automating Human Resources Records and Functions

Several new human resources automation tools were developed in fiscal year 2008. Based on input from the Human Resources Advisory Council, the Human Resources Specialist Advisory Group, and the Human Resources Management Information System (HRMIS) User Panel, HRMIS II was developed. HRMIS II includes several applications that were delivered to the courts from November 2008 through February 2009. The Administrative Office also is using these applications for its internal personnel processes.



Technology Streamlines HR

ENTRY ON DUTY. EOD is an Internet based tool that enables new hires to complete in-processing paperwork prior to reporting for duty. With online tutorials and other reference materials, new employees can take time to consider and make selections before the first day of work. Forms are completed online and forwarded electronically to the local human resources department for review. This significantly reduces processing time and improves the new employee's on-boarding experience.

REMOTE DATA ENTRY (RDE) III. After HRMIS remote data entry I and II provided the capability to execute most personnel transactions electronically, RDE III added appointments and separations to the suite of automated transactions. Now almost all personnel transactions can be completed quickly via RDE and tracked through completion.

ELECTRONIC OFFICIAL PERSONNEL FOLDER (EOPF). This application, hosted by the Office of Personnel Management, transitions employee personnel records from a paper to a secure, electronic folder. Court human resources staff can now access court employees' official personnel folder via a secure Internet connection. This new capability provides automated notification of any changes to the folder and the opportunity to view and print selected documents.

eSERVICE. Using secure Internet access, employees can review and update personal information, execute several common payroll transactions and view their earning statements.

LEAVE TRACKING. Development of a court compatible version of the leave tracking application was completed in partnership with the District Court of the Eastern District of Michigan as a pilot location. This application provides the automated capability to effectively and efficiently manage a court's leave program. The application is now being offered to other interested courts.

In addition to providing the courts the new technology applications, human resources staff, in partnership with sponsoring courts, provided nationwide training to well over 700 human resources specialists and other HRMIS users, in August through October of 2008. This included two days of HRMIS systems training and one day of personnel policy and process training.

TELEWORK. Administrative Office staff assisted the courts and their colleagues at the AO in developing telework programs as part of Continuity of Operations Plan and pandemic preparations. In calendar year 2007, 21 percent of all Judiciary employees were eligible to telework with 11.5 percent actually participating. This is an overall increase of 20 percent in eligible employees and a 32 percent increase in telework participation in 2007 over 2006.

Work Measurement

A revised work measurement process, approved by the Committee on Judicial Resources and the Judicial Conference, was fully implemented this year. The revised process results in up-to-date formulas and allows for measurement of full staffing requirements, greater transparency, and increased statistical precision, representative data, and court

involvement. Self-measurement was implemented to improve the reliability of the data sampling and collection process. Court and AO program office representatives were involved in the development of the work center descriptions, study plan, data collection, data analysis, and formula review. All interested parties received access to all data and analysis at all stages of the process via an electronic workplace.

During 2008, the Administrative Office completed formulas for the offices of circuit executives, circuit librarians, appellate conference attorneys, and bankruptcy clerks, all of which received approval by the Judicial Conference of the United States in September 2008. A formula option was also developed for probation and pretrial services offices, however, the Conference placed the formula on hold pending synchronization of case weighting with the work measurement results. ■

Judiciary employees and HR managers gained access to secure online time, attendance, and leave records in FY 2008.





WORKFORCE PROFESSIONAL DEVELOPMENT

Diverse training informs and prepares court managers and employees, and offers opportunities for idea sharing among colleagues. At financial forums, court and AO experts describe requirements and best practices in managing court budgets.

Conclusion of National Court Budget Management Training Program

Twenty court unit executives and budget managers worked with AO staff to complete a major milestone: the delivery of the National Court Budget Management Training Program to court units across the country in 2008. Over a three-year period, over 1,000 court unit executives and budget managers completed the training program. In 2008, 460 participants received this mission-critical training. The program was developed to ensure that training to manage local court budgets kept pace with increased authorities delegated to the courts.

The two-and-one-half day program emphasized practical, hands-on budget management business processes, as well as legal authorities, procurement regulations, and maximizing available resources. Training participants from appellate, district, bankruptcy, probation and pretrial services units broke out by court program type in groups to work through a case study that mirrors day-to-day budget practices in the court environment. The final half-day of the course focuses on the responsibilities of court unit executives.

Understanding the Judiciary Budget Process, Revised

The Administrative Office distributed a revised *Understanding the Judiciary Budget Process* on DVD, along with the *Companion Guide to the DVD* to all chief judges and court unit executives this year. Both products provide a comprehensive but succinct overview of the Judiciary budget process, nationally and locally.

What are the newest training tools for use in procurement?

There is self-paced distance learning, in addition to classroom procurement training by AO procurement staff.

Last published in video format in 2002, the new DVD program offers a number of short chapters that can be viewed individually at a stand-alone PC. The new program focuses more on peer-to-peer advice from chief judges and court unit executives who have developed successful budget management strategies in their courts.

Awareness of fiduciary roles and responsibilities at the court level will assist chief judges and court unit executives in making spending decisions.

Procurement Training Initiatives

CONTRACTING OFFICERS CERTIFICATION

CLASSROOM TRAINING. During FY 2008, the AO procurement staff conducted 13 sessions of the two-day classroom procurement training for 312 court unit executives and staff. Along with a series of blended, self-paced distance learning procurement courses available for remote access without the need for travel, this program was developed to meet training requirements for the Contracting Officers Certification Program. The classroom portion of the training includes group and individual exercises based on the Judiciary's procurement program policies and procedures. AO subject matter experts lead the classroom instruction and

encourage meaningful discussions of Judiciary-specific procurement questions and scenarios.

Contracting Officer's Technical Representative (COTR) Training

In April 2008, the AO developed a new two-day course to train AO COTRs on roles and responsibilities, acquisition basics, the acquisition process, effective contract/task order monitoring, standards of conduct, and acquisition systems. The course was first piloted with a group of experienced AO contracting officers, AO COTRs, and the AO Office of General Counsel. As a result of the pilot, course materials were revised and a comprehensive COTR handbook was published. Since successful completion of the pilot, the course has been delivered monthly and over 100 COTRs have completed the required training. The course focuses on proper contract administration and ensuring the maximum return on the Judiciary's contract dollars.

Financial Literacy Education

P.L. 108-469, the Thrift Savings Plan Open Elections Act of 2004, directs federal agencies with the primary task of providing financial education to their employees. Consequently, in

the fall of 2007, the Administrative Office sought input from its Human Resources Specialists Advisory Group and Human Resources Advisory Council on possible training topics, target populations, scope of training sessions, methods of delivering training, and funding and other logistical issues involved in administering a nationwide program. Based on this feedback, the Administrative Office has accomplished several major initiatives to support and communicate information on court human resources management and employee benefits administration. Web and multimedia products were developed as part of that effort.

National Training Spending Plan Initiatives

The National Training Spending Plan was established as the foundation for developing and delivering administrative operational training to Judiciary employees. In 2008, initiatives focused on establishing an infrastructure to support the HR Academy, the structured learning program for HR professionals, while continuing to maximize technology and minimize costs in training delivery.

JUDICIARY ONLINE UNIVERSITY (JOU). JOU added several new features while maintaining a highly cost-effective form of employee education. The Books 24x7 program can be accessed via mobile devices, enabling employee access to resources when they are away from the office. Since JOU's inception in August of 2005, employees have accessed more than 20,407 courses, completed 10,383 online courses, and used JOU as a resource for job aids, skill briefs, and course summaries a total of 86,760 times.

COURTSLEARN. CourtsLearn added new functionality that enables court units to create branded web sites to develop and present web-based training courses for their employees that are tailored to the courts' unique requirements. So far, 10 court units have created individual sites to meet their specific needs. There is no additional cost to the courts for this new feature.

WEB CONFERENCING. Use of the web conferencing tool has increased significantly with 125 court employees completing prerequisite course work to prepare them to deliver web-based training sessions and meetings for other court employees. This fiscal year, 1,161 web-based meetings and training sessions were delivered to 5,910 employees. Web conferencing has been used to connect with teleworking employees, for software application training and support, and a variety of court meetings.

HR ACADEMY. The Academy includes training programs, courses, and resources designed to support HR staff in the Judiciary. The Academy currently consists of the HR Matrix, an instructional plan for HR professionals, and a course catalog in CourtsLearn, the Judiciary's Blackboard-based learning area. The HR Matrix allows a learner to identify their work responsibilities, assess their skill level, and see a list of online resources they can use to support their job. The CourtsLearn catalog consists of Judiciary specific online training courses structured in 12 function-based learning paths. In 2008, three Judiciary specific courses were added to CourtsLearn with links in the HR Matrix.

Staff development includes a mix of web and multimedia products, with strategic use of in-person instruction.



Administrative Office Staff Development

The AO's internal training program focused on leadership development to prepare current and future leaders and staff at all levels to meet the needs of the Judiciary. Programs delivered included leadership institutes for senior and midlevel managers, an aspiring leaders program to develop new leaders, and a new administrative professionals program focusing on communications and professionalism. ■

Key Programs, Efforts, and Studies

2008



PLANNING FOR THE FUTURE

During fiscal year 2008, long-term planning included necessary revisions to the court personnel pay system. The changes should help prevent major budget shortfalls in future years.

Long-Range Planning

During the year, long-range planning meetings of the Executive Committee and committee chairs focused on ways to enhance the Judiciary's strategic planning. An assessment was undertaken of the 1995 *Long-Range Plan for the Federal Courts*, and a report entitled, *Implementation of the Long-Range Plan for the Federal Courts: Status Report*, was published in April 2008. That review examined the Judiciary's achievements and strategies in implementing the *Long-Range Plan's* recommendations, and identified recommendations yet to be addressed. The assessment also reported on changes in trends and conditions since the *Plan* was approved. The Committee will benefit from the April 2008 assessment of the implementation of the *Long-Range Plan*.

An Ad Hoc Advisory Committee on Judiciary Planning was established by the Executive Committee to develop a proposal for an enhanced approach to Judiciary long-range planning. The Committee is composed of seven Judicial Conference committee chairs, the chair of the Budget Committee's Economy Subcommittee, three members of the Executive Committee, two circuit executives, a clerk of court, and the AO Director.

The Committee will recommend an appropriate approach to planning for the Judiciary's committee-based policy-making system. It will also make recommendations about elements of the 1995 *Long-Range Plan for the Federal Courts* that should be carried forth into new Judiciary plans.

Have there been improvements in juror management?

Jurors soon will have 24-hour online access to forms and information they need for jury service.

Jury Management

JURY MANAGEMENT SYSTEM (JMS) WEB PAGE.

Prospective jurors soon will gain the option of providing and obtaining jury service information online via a district court's web page. Jurors will have 24-hour online access to complete qualification questionnaires and other forms, query status and reporting information, request excuses and deferments, and handle other jury-related functions.

JMS Web Page Team members, including clerk's office staff from nine district courts, have been working with the Administrative Office since April 2007 to develop and test the web page.

In addition to providing better and more timely service for jurors, the JMS web page will reduce work requirements for court staff and will decrease postage costs. Three district courts—Western District of Kentucky, Northern District of Illinois, and Middle District of Pennsylvania—will pilot the web page in early fiscal year 2009 before national deployment.

JUROR UTILIZATION. The Judiciary continued its efforts to improve juror management practices and make better use of jurors. Since 2004, the number of jurors reporting for jury

service but not selected, serving or challenged (NSSC) has generally been declining. After peaking at 40 percent for fiscal year 2003, the percentage of jurors NSSC has continued to fluctuate between 36 and 38 percent. For the 12 months ended June 30, 2008, the percentage of jurors NSSC was 37 percent. Efforts at efficient juror utilization continue to be a priority.

District Methods Analysis Program

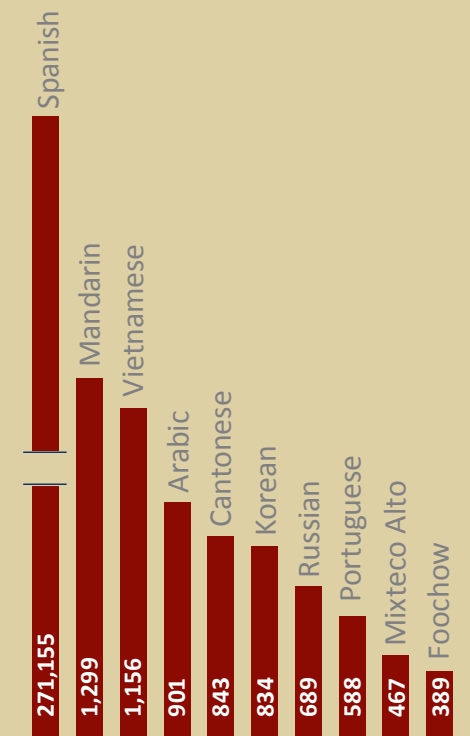
AO court administration staff, as part of the District Methods Analysis Program (DMAP), worked with the defender services staff to establish a DMAP Working Group. Comprised of subject matter experts, these volunteers "map" CJA voucher processing in their respective offices and develop more efficient and effective methods of accomplishing this work. Group representatives came from district and appellate court staff, and federal public defender organizations across the country.

The group met in September 2008 to discuss and develop best practices for voucher processing for CJA forms 20, 21, 22, and 24, a first step in developing an electronic system. Their list will be reviewed by court colleagues via the Judiciary's intranet system before a final list is posted for court use.

COURT INTERPRETING

In fiscal year 2008, there was a 14.9 percent increase in the number of events requiring the use of interpreters in the courts. District courts reported that they used interpreters in 282,721 events, compared to 246,037 events reported in fiscal year 2007.

Fiscal year 2008 events requiring an interpreter



Court Interpreting

INTERPRETER CERTIFICATION. The written examination component of the Spanish/English Federal Court Interpreter Certification Examination was offered in August 2008. The 273 registrants who passed the written exam are eligible to take the oral exam, which will be offered in fiscal year 2009.

NATIONAL COURT INTERPRETER DATABASE. In fiscal year 2008, 77 newly certified interpreters of Spanish were added to the web-based National Court Interpreter Database (NCID). The database contains the names of 896 active certified interpreters and 2,680 otherwise qualified interpreters in 187 languages. The number of otherwise qualified interpreters listed in the NCID grew by 493 in fiscal year 2008.

TELEPHONE INTERPRETING. The Judiciary's Telephone Interpreting Program (TIP) saved an estimated \$1.0 million in interpreter travel and contract costs in fiscal year 2008, and \$6.8 million over the life of the program. More importantly, TIP ensured that qualified interpreters were available for defendants in court proceedings.

The Judiciary's TIP provides remote interpretation in short proceedings where certified or otherwise qualified court interpreters are not locally available. In fiscal year 2008, the Judiciary's TIP services were used in more than 3,330 events in 38 languages, with Spanish used for 89 percent of TIP events. In total, 46 district courts used TIP services. The eight provider courts this year were the Central District of California; District of New Mexico; Northern District of Illinois; Southern District of Florida; District of Columbia; Southern District of

California; District of Nebraska; and the District of Rhode Island. Staff interpreters handled 74 percent of TIP proceedings. The other 26 percent of the proceedings were handled by contract interpreters.

Central Violations Bureau

During fiscal year 2008, the Central Violations Bureau (CVB) processed more than 350,000 citations and collected approximately \$21.5 million in fines and forfeitures that was deposited in the Crime Victims Fund. In addition, approximately \$5.6 million was collected through a \$25 processing fee, and those funds were used to support Judiciary operations. The CVB also fielded approximately a half-million telephone calls and e-mails from the public, courts, and law enforcement agencies.

The CVB provides participating U.S. district courts and federal law enforcement agencies with an efficient processing system for handling petty offenses and some misdemeanor cases initiated by a violation notice.

During FY 2008, the CVB continued to work with the U.S. Forest Service to pilot an electronic ticketing process for quicker, more accurate, and less costly ticket writing and processing. The U.S. Forest Service issued almost 700 violation notices during the year using the electronic process.

New Bankruptcy Noticing Center Contract

The Bankruptcy Noticing Center (BNC), which centralizes and automates the printing, addressing, batching, and mail processing of bankruptcy notices, has saved the Judiciary over \$70 million since its inception in 1994. In June

2008, the AO awarded a new BNC contract with incentives for contractor effectiveness, innovation, and quality that will increase services at a 36 percent cost reduction over the potential life of the contract. Address matching technology will contribute to an estimated \$2 million annual decrease in expenditures. Court personnel worked closely and tirelessly with AO staff for several years to develop requirements for the new contract.

The Bankruptcy Clerk's Manual

This part of *The Guide to Judiciary Policies and Procedures (Guide)*, is a comprehensive resource for the operations of bankruptcy clerks' offices.

First drafted in 1990, *The Manual* was a paper format document, with most text written in standard narrative text.

The Bankruptcy Clerks' Manual (Manual), part of the *Guide to Judiciary Policies and Procedures (Guide)*, is a comprehensive resource

fit to assist with the *Manual* revision. The second was the Bankruptcy Manual Editorial Board, consisting of bankruptcy clerks with many years of experience in court administration. These two groups collaborated with AO staff on all aspects of the revision, from creating a structure for the revised *Manual* to drafting, editing, and reviewing chapters. The revised chapters are in the process of internal AO review; the next step will be posting to the J-Net.

Case Management/Electronic Case Filing Futures

An assessment of the future of CM/ECF for all court types was begun during fiscal year 2008. Bankruptcy courts successfully implemented the Judiciary's Case Management/Electronic Case Filing system (CM/ECF) over the past decade. Following suggestions by many in the bankruptcy community that a plan for a "next generation" version of bankruptcy CM/ECF be

for volunteers, with an enthusiastic response from the courts. They began their work and were trained in documenting IT systems requirements.

The project was approved to begin the Administrative Office's formal life cycle management process. The bankruptcy clerks' office FRG will begin documenting detailed requirements over the next year.

The Director also established a District CM/ECF Futures Working Group that will define the requirements necessary for the future of the district system. District and magistrate judges, chambers staff, clerks of court, and operational and information technology staff comprise the group. Also participating in the group are appellate, bankruptcy, probation and defender services representatives. Liaison judges from the Judicial Conference Committees on Court Administration and Case Management and Information Technology will also participate. The working group will focus on the need to improve CM/ECF functionality, particularly as it relates to the sharing of information between systems such as PACTS, FAS₄T, CJA, etc. In addition, there is a need to make CM/ECF easier and more convenient for judges.

Court Library Reviews and Planning

AO court administration staff conducted comprehensive reviews in two circuit libraries in FY 2008. Requested by the chief judges, these reviews focused on streamlining operations, more efficient use of staffing resources and space, and opportunities to fulfill other areas of need, such as training, in the courts. The new circuit librarians will use the recommendations to steer the future of the library programs.

In addition, AO staff continued working with circuit librarians on strategic planning. During the

Since its inception in 1994, the Bankruptcy Noticing Center has saved the Judiciary over \$70 million.



for the operations of bankruptcy clerks' offices. The Manual, first drafted in 1990, was a paper format document, with most text written in standard narrative text. Several significant changes have occurred since the first printing of the *Manual* that mandate that it be completely re-tooled.

In order to handle this sizable task efficiently, AO staff partnered with two groups of court staff. The first was the Bankruptcy Methods Analysis Working Group; this Group's expertise in operational issues and case administration was a perfect

developed, the AO initiated a formal IT project to address this need. Relying on teamwork between the AO and bankruptcy court community, an ad hoc group of bankruptcy judges, clerks, and a systems manager developed a draft project justification for court comment.

Director Duff appointed a project steering group with court representatives to oversee the project with the AO. Functional requirements groups (FRGs) were established at the steering group's recommendation, and a call was put out

year, the AO and circuit librarians worked with a leading information industry provider and consultant to discuss how to approach user surveys and focus groups, and how to plan for the future.

Procurement

Report to the Senate on Usage of Judiciary Contracting Authorities

Since 2006, the Judiciary has utilized expanded congressionally authorized procurement authorities commensurate with those available to many other agencies. With increased authority to access best prices for some goods and services and to contract for severable services across fiscal years, the Judiciary has taken 427 procurement actions totaling \$39.4 million and generated \$1.08 million in savings since 2006, as was reported to Congress in March 2008. In addition,

- 260 severable service contracts extending across the fiscal year were awarded. The majority of these contracts were for equipment and software maintenance and warranties; and local telecommunication services.
- 25 multi-year contracts were entered into by the Judiciary. The majority of these contracts were for equipment and software maintenance, and warranties. Besides the number of staff hours saved by not negotiating these contracts each year, the Judiciary derived \$670,894 in cost savings.
- 272 advance payments were made for the purchase of commercial items, including equipment and software maintenance and warranties, local telecommunication services, and training. In 34 cases, paying in advance saved the Judiciary \$410,225. There were 238 actions where advanced

pay was required by the vendor as a condition of purchase.

The Judiciary has requested an amendment to its FY 2009 appropriations bill to permanently extend these authorities, which otherwise will sunset in 2010.

AO FAS₄T Acquisitions Module Implementation

AO and other Judiciary users of AO-FAS₄T, the financial management program, completed their first full year using the newest version of FAS₄T. This web-based version can be accessed from anywhere within the Judiciary's Data Communications Network, offering virtual convenience to employees on telework or travel status. The new version combines acquisitions functions with the financial management capabilities already available to the courts. New users include the Court of International Trade, the Court of Appeals for the Federal Circuit, the United States Court of Federal Claims, the Sentencing Commission, and the Judicial Panel on Multi-District Litigation. Program office requisitioners can easily check requisition approvals, ascertain whether an obligation has been issued, see any payments made against the related obligation document, and pick up and include appropriate Judiciary Procurement Program Procedures (JP3) clauses in contracts and purchase orders, without relying on other software programs.

Statistical Reporting

REPORT OF STATISTICS REQUIRED BY BAPCPA.

As a result of the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005 (BAPCPA),

bankruptcy courts must collect statistics on individual debtors with primarily consumer debts who seek relief under chapters 7, 11, or 13 of title 11 of the bankruptcy code. BAPCPA also requires the AO to provide an annual report of those statistics to Congress. To capture all the data elements necessary under BAPCPA, the AO built an entirely new statistical system infrastructure and created a new series of tables. Before the statutory deadline of July 1, 2008, the AO delivered its first annual BAPCPA report to Congress with statistics for calendar year 2007.

BANKRUPTCY CM/ECF STATISTICAL REPORTING

TRAINING. The AO conducted CM/ECF statistical reporting training for bankruptcy court staff from all districts. Over 180 court employees attended training classes, and over 400 court employees and bankruptcy judges attended statistical presentations at the Bankruptcy Operational Practices Forum in July 2008. The training stressed the importance of accuracy and quality assurance in statistical data, taught attendees to use the upgraded case management software, and introduced the NewSTATS data mart platform for the bankruptcy database.

DISTRICT STATISTICAL TRAINING CONFERENCE.

The AO provided training in the submission of statistical data to employees of 84 of the 94 district courts at the District Statistical Training Conference. This conference focused on the importance of consistent data entry practices for all district courts, emphasizing guidelines for improved data quality and new error detection processes.

NEWSTATS. The New Streamline Timely Access to Statistics (NewSTATS) project continues to

Are there any new statistical reporting methods?

In September 2008, NewSTATS became the statistical system of record for all bankruptcy data.

replace the current statistical system components that collect, process, and report caseload data. In June 2008, NewSTATS was used to fulfill the Judiciary's reporting obligations under the BAPCPA and enabled the AO to submit the first annual statutory report to Congress. In September 2008, NewSTATS became the statistical system of record for all bankruptcy data.

STATISTICAL REPORTING FORM FOR JUDICIAL COMPLAINTS. In accordance with the new Rules for Judicial-Conduct and Judicial-Disability Proceedings, the Judicial Conference Committee on Judicial Conduct and Disability, along with the AO, created an interim statistical reporting form to collect detailed data about complaints filed under the Judicial Conduct and Disability Act. This form, which incorporates all of the expanded statistical reporting requirements, was made available to all circuit courts on May 9, 2008, 30 days after the new rules took effect. A permanent form in electronic format was implemented in October 2008.

Audits and Program Reviews

The Administrative Office conducts financial audits, program audits, reviews, assess-

ments, and evaluations to promote effectiveness, efficiency, and economy in both AO and court operations. The AO's Office of Audit carries out a comprehensive program of financial audits covering all court units, Judiciary funds, and financial systems. Court audits are conducted on a four-year cycle for most courts, and on a 30-month cycle for larger courts. In 2008, the Administrative Office issued final reports for 95 cyclical financial audits of the courts. It completed 56 other financial audits, including audits of Chapter 7 trustees, Criminal Justice Act grantees, and audits in response to a change of clerk and to follow up on prior reviews. As a result of Section 603 of the BAPCPA, required audits of randomly selected debtors began in 2007 to determine the accuracy, veracity, and completeness of the information contained in the petitions, schedules, and statements filed by individual Chapter 7 and 13 debtors; 232 debtor audits were conducted in 2008.

Each year, on-site management assistance and program reviews of various kinds are conducted in the courts. Reviews may cover jury administration, court reporting, program operations and management, human resources management, property management, procurement, information technology operations,

Formal audits, along with program and management reviews, help support sound court business practices.



security, and continuity of operations plans and disaster preparedness. Review procedures generally include observations of office operations, interviews with key staff, and the evaluation of appropriate court records and files. An exit interview to discuss preliminary findings and recommendations is held with either the chief judge or the court unit executive. During fiscal year 2008, onsite reviews were conducted involving two appellate courts, two district courts, seven bankruptcy courts, one bankruptcy administrator office, 20 federal defender organizations, and 20 probation/pretrial services offices. ■

Defender Services

2008

Federal Defender Organization Management Assessments

In conducting management assessments of 20 federal defender organizations during FY 2008, the AO assisted federal defenders in complying with administrative and statutory requirements. The assessments often result in a useful exchange of information between the defender and the assessment team on management practices. The AO's goal is to perform a management assessment for each organization approximately every four years.

Defender Services Management Information System (DSMIS)

During FY 2008, the AO implemented a new management information system for federal defender organizations. DSMIS is a data system containing relevant summary statistical information from multiple Judiciary systems. To accomplish the national rollout of the application, the AO

conducted numerous distance-learning training classes for federal defender organization personnel on the functionality and use of DSMIS. Approximately 200 staff from the 79 federal defender organizations serving 90 judicial districts are now able to access DSMIS to obtain multi-year workload, staffing, and financial information for their districts, as well as summary data for their circuit and the national program.

Criminal Justice Act Training

Training is offered to enhance the quality of representation services provided under the Criminal Justice Act. The AO presented and supported more than 30 training events for federal defender staff, CJA panel attorneys, and other CJA practitioners in FY 2008. Hundreds of federal defender organization staff accessed the Judiciary Online University web-based training. In addition, a web site for CJA practitioners is an expanding resource for information and educational materials. ■

Administrative support to public and community defenders included in-person and online training opportunities completed by hundreds of Criminal Justice Act attorneys and staff.



Probation and Pretrial Services

2008



BEST PRACTICES

Federal probation and pretrial services offices across the country are emphasizing supervision practices supported by research and results.

New Sentencing Guideline for Crack Cocaine Offenses

In November 2007, the U.S. Sentencing Commission revised the guideline for cocaine base (“crack”) offenses by adjusting the penalties downward. On December 11, 2007, the Commission voted to make this amendment retroactive, with an effective date of March 3, 2008. Estimates indicated that the retroactive application of the amendment could potentially affect approximately 20,000 offenders in Bureau of Prisons custody. Through coordination and planning, courts have been able to issue sentencing modification orders expeditiously in many cases.

The AO participated in several events and activities to help courts address this major change to the sentencing guidelines. AO and probation staff convened two “crack sentencing summits” to provide an opportunity for judges, probation officers, prosecutors, and defenders to develop local strategies and responses to the retroactive application of the new crack guideline. The two-day sentencing summits, which included presentations by the Sentencing Commission, Bureau of Prisons, the U.S. Marshals Service, a panel of prosecutors and defenders, a panel of judges, and a panel of probation officers, were well received.

After the sentencing summits, AO staff worked with the Criminal Law Committee and the Sentencing Commission to draft a joint memorandum providing preliminary guidance on retroactive cases and transmitting a copy of a model order for sentence reduction. This model order was designed to be less burdensome than the 24-page amended judgment in a criminal case form, while still capturing data needed by the Sentencing Commission. AO staff also:

- Met with a focus group of officers from six high-impact districts to discuss the resource and workload requirements related to crack retroactive resentencings;
- Participated in a Federal Judicial Television Network program on how to access and interpret data from the Sentry system, a Bureau of Prisons database, which includes projected prisoner release dates, institutional assignments, institutional behavior, and related information;
- Responded to questions from judges, probation officers, and court staff that were posted on an electronic bulletin board established by the Federal Judicial Center;
- Coordinated the provision of substantive guidance to Criminal Justice Act attorneys representing individuals eligible for relief through a web site, hotline, and national and local training programs.

Technology Advances

Through advances in technology this year, the AO made progress in helping probation and pretrial services officers do their work and in measuring the success of that work. To enhance officers’ effectiveness in the field, the AO extended mobile technology capabilities to more than three-quarters of the approximately 5,000 officers nationwide. These officers now can access their current caseload information as needed in the field. To gain better insight into the situations officers face daily when working with defendants and offenders, the AO developed and began to pilot test the Safety and Information Reporting System. The system tracks officer training, hazardous and signifi-

cant incidents, and search-and-seized property data. To facilitate continuity of operations and to further remote access, the AO implemented an electronic document management system. The system, which has captured nearly 2 million case-related documents, provides officers a wealth of information about the defendants and offenders they investigate and supervise.

To further the probation and pretrial services system’s objective to become an outcome-based organization, the AO implemented a decision support system (DSS) to help identify best practices through analysis of outcomes. This system integrates data from other agencies with probation and pretrial services data for thorough analysis and comparison of practices and outcomes among districts. Furthermore, the AO made significant enhancements to the primary case management system, the Probation and Pretrial Services Automated Case Tracking System (PACTS), to facilitate data analysis tasks performed by DSS.

National Training Academy

Since the U.S. Probation and Pretrial Services Training Academy opened in Charleston, South Carolina, in January 2005, 874 new officers and 802 officers serving as firearms and safety instructors in their districts have been trained there, for a grand total of 1,676 officers trained. For the U.S. probation and pretrial services system, a centralized focus on training has enhanced uniformity and cohesiveness in policy and program implementation. Officers who have completed training at the academy overwhelmingly report that they are better prepared to perform their jobs.

The six-week new officer training program provides officers with in-depth training on the core responsibilities of pretrial services investigations, presentence reports, and various supervision responsibilities. The program offers specialized classes on mental health, sex offenders, domestic violence, location monitoring, officer ethics, and legal liability. Practical exercises, where students interact with role players, provide realistic training opportunities. The new officers also are trained in defensive tactics, firearms, non-emergency driving, and other important areas.

Officers serving as their district's firearms and safety instructors are certified in a two-week training program and receive re-certification in a one-week program. These programs are designed to provide firearms and safety instructors with the tools necessary to instruct staff on safety and defensive tactics and to provide firearms training in their respective districts.

Judiciary Law Enforcement Integrity Program

The Judiciary Law Enforcement Integrity Program consists of three major components: officer workplace drug testing, applicant medical examinations, and evaluations and background investigations. As required by Judicial Conference policy, everyone in Judiciary law enforcement positions must undergo drug testing and a background investigation. A medical examination also is required before hires. In 2008, the integrity program staff completed over 1,500 reinvestigations of officers on duty, while processing over 300 new officer background investigations.

The integrity program helps chief judges and chief probation and pretrial services officers

make and regularly review employment suitability determinations for law enforcement positions.

Evidence-Based Practices

The federal probation and pretrial services system strives to reduce the likelihood of future crime through the use of supervision techniques that research has proven to work. These evidence-based supervision strategies include objectively identifying which defendants and offenders are most likely to commit future crimes, targeting these individuals with the correct set of services, and responding to their success and failure throughout the supervision process. The implementation of specific evidence-based techniques is complex and requires a significant investment to train probation and pretrial services officers in the skills necessary to produce successful outcomes.

The AO established the Research-to-Results (R2R) grant program in 2007 to assist districts with implementing evidence-based practices. During 2008, probation and pretrial services offices in 16 districts continued their partnership with the AO in this effort. Not only has this partnership allowed the R2R-funded districts to become more effective, but it also has generated knowledge and experience that will help the entire system to more effectively implement evidence-based techniques into their supervision practices.

Policy Updates

Revising policies to provide probation and pretrial services officers with up-to-date guidance was a priority for the AO this year. The revised *Supervision of Federal Offenders*, Monograph 109, the primary policy resource for

probation officers in the supervision of offenders, was approved by the Judicial Conference in March 2008. The updated guidance in substance abuse treatment and mental health treatment brings the monograph in line with current knowledge about treatment and approaches that yield positive results in post-conviction supervision. The AO and the Federal Judicial Center have teamed up to conduct four monograph training sessions to help districts implement the new policy changes.

The Federal Home Confinement Program for Defendants and Offenders was modified and approved by the Judicial Conference in June 2008. The revised monograph updates policies on the use of location monitoring technology to enforce curfews, home detention/confinement, and other restrictive conditions. The new title for Monograph 113 is *The Location Monitoring Program for Federal Defendants and Offenders*, which reflects new guidance in the monograph about the use of GPS technology to monitor the whereabouts of defendants and offenders outside the home and in the community. ■



APPROACH

Judiciary videos document innovations and stewardship in the federal courts.

Media Relations

The Public Affairs staff hosted the Paul Miller Fellows, a group of Washington-based regional journalists, for a discussion of federal court coverage. They also helped coordinate the latest installment of a 10-year series of Justice and Journalism seminars among federal judges and news media representatives, jointly sponsored by the Judicial Conference Committee on the Judicial Branch and the First Amendment Center. Fulfilling its role as the primary liaison between the Judiciary and the news media, The Office of Public Affairs responded to more than 400 queries from reporters nationwide during FY 2008.



A Supreme Court Fellow leads an in-court simulation of jury service as part of the AO's outreach to national and international students. Such programs, which are piloted at the D.C. District Court, bring thousands of high school students and their teachers into courthouses across the nation every year.



Educational Outreach

In 2008, the outreach function of the Office of Public Affairs began a partnership with the Leonore Annenberg Institute for Civics to produce a series of interactive videos and web resources dealing with the structure of the federal court system, separation of powers, jury service, and pathways to the Supreme Court. For

several years, Annenberg has worked with the Supreme Court to produce popular Constitution Day videos of Supreme Court justices discussing the Constitution with high school students.

AO outreach programs are structured to take place in the courtroom and feature a jury component to motivate participants to serve willingly when called. Topics are based on recent Supreme Court cases that can be adapted to

teen concerns regarding First Amendment and Fourth Amendment issues. The cornerstone of the AO's educational outreach effort continues to be the annual Open Doors to Federal Courts initiative and the teachers' institute that supports it. The theme for the 2008-2009 academic year is Federal Courts: Guardians of the Constitution. Other national initiatives throughout the year include Juror Appreciation Month and Law Day—both in May—and Constitution Day in September. Original outreach materials and programs are regularly added to the federal courts' web site at uscourts.gov, Educational Outreach.

Video Communications

Public Affairs staff completed 46 video projects in FY 2008, covering a variety of news and educational topics ranging from the implementation of new Judiciary-wide initiatives, highlights of congressional hearings, the release of new IT applications, and the status of courts recovering from this summer's floods in the Midwest. These videos were distributed through one or more of three primary formats: "streaming" programs for desktop viewing via the Judiciary's intranet or public web sites, Federal Judiciary Television Network (FJTN) broadcasts, and DVD packages.

Thirty-eight streaming videos received a total of 64,381 "plays" by Judiciary employees. These videos included both short clips of three to five minutes, and longer programs divided into segments for viewing at convenient intervals.

Seventeen projects in FY 2008 were FJTN broadcasts. Topics for these programs included coverage of congressional hearings, updates on the national IT program, in-depth training for IT managers on a new software program, and the release of new applications designed

to streamline the work of judges and court employees. Most of these broadcasts were subsequently made available in segmented streaming format for desktop viewing.

Web Communications

Site enhancements to the Judiciary's public web site, uscourts.gov, include e-mail subscription services to conveniently alert users to news and other content updates. A redesign of the site was launched, for completion by the end of 2009.

J-Net, the Judiciary intranet site, launched a customer satisfaction survey in FY 2008 that displays randomly to site users. Users were asked about their level of satisfaction with searches and could share comments. Survey user feedback is measured against web industry benchmarks to help identify and incorporate search improvements most useful to Judiciary users. A user poll on the J-Net search function ranked user preferences for changes. As a result, 30,000 J-Net pages were tagged with data that improves search results. The top searched terms were reviewed regularly to make sure the most relevant search results display first and links to recommended J-Net pages are provided. Content was expanded during the year to include information for federal public defenders. In addition, Judiciary news highlights were posted to the home page each week.

Newsletters

Readers of *The Third Branch*, the Judiciary's public newsletter, include judges, court managers, and members of the legal profession and public. The newsletter received a facelift to its online presence during 2008, making it easier to navigate at uscourts.gov/ttb.

In addition, the Judiciary publishes a court management bulletin and several specialty bulletins aimed at niche audiences of court managers and employees. All are designed to keep them informed and allow an exchange of ideas and best practices. ■

In Profile: The Administrative Office of the U.S. Courts

STATUTORY AUTHORITY. 28 U.S.C. § 601-612. Congress established the Administrative Office of the U.S. Courts in 1939 to provide administrative support to federal courts.

SUPERVISION. The Director of the Administrative Office carries out statutory responsibilities and other duties under the supervision and direction of the principal policy-making body of the Judiciary, the Judicial Conference of the United States.

RESPONSIBILITIES. All responsibility for the Administrative Office of the U.S. Courts is vested in the Director, who is the chief administrative officer for the federal courts. Under his direction, the agency carries out the following functions:

- Implements the policies of the Judicial Conference of the United States and supports its network of 24 committees

(including advisory and special committees) by providing staff to plan meetings, develop agendas, prepare reports, and provide substantive analytical support to the development of issues, projects, and recommendations.

- Supports about 2,000 judicial officers, including active and senior appellate and district court judges, bankruptcy judges, and magistrate judges.
- Advises court administrators regarding procedural and administrative matters.
- Provides program leadership and support for circuit executives, clerks of court, staff attorneys, probation and pretrial services officers, federal defenders, panel attorneys, circuit librarians, conference attorneys/circuit mediators, bankruptcy administrators, and other court employees.
- Provides centralized core administrative functions such as payroll, personnel, and accounting services.

- Administers the Judiciary's unique personnel systems and monitors its fair employment practices program.
- Develops and executes the budget and provides guidance to courts for local budget execution.
- Defines resource requirements through forecasts of caseloads, work-measurement analyses, assessment of program changes, and reviews of individual court requirements.
- Provides legislative counsel and services to the Judiciary; acts as liaison with the legislative and executive branches.
- Prepares manuals and a variety of other publications.
- Collects and analyzes detailed statistics on the workload of the courts.
- Monitors and reviews the performance of programs and use of resources.
- Conducts education and training programs on administrative responsibilities.



- Audits court financial operations and provides guidance on management oversight and stewardship issues.
- Handles public affairs for the Judiciary, responding to numerous inquiries from Congress, the media, and the public.
- Develops new ways for handling court business, and provides assistance to court employees to help them implement programs and improve operations.
- Develops and supports automated systems and technologies used throughout the courts.
- Coordinates with the General Services Administration the construction and management of the Judiciary's space and facilities.
- Monitors the U.S. Marshals Service's implementation of the Judicial Facilities Security Program, including court security officers, and executes security policy for the Judiciary.

Organization

Director

James C. Duff

Serves as the chief executive of the Administrative Office, Secretary to the Judicial Conference and ex officio member of the Executive Committee of the Judicial Conference, and ex officio member of the Board of Directors of the Federal Judicial Center.

Deputy Director

Jill C. Sayenga

Chief advisor to the Director on day-to-day management, strategic, and tactical planning, and operational matters; ensures that activities of all agency elements are functioning in support of stated management goals.

Associate Director and General Counsel

William R. Burchill, Jr.

Robert K. Loesche, Deputy

Provides legal counsel and services to the Director and staff of the Administrative Office and to the Judicial Conference; responds to legal inquiries from judges and other court officials regarding court operations; represents agency in bid protests and other administrative litigation.

Judicial Conference Executive Secretariat

Laura C. Minor, Assistant Director

Wendy Jennis, Jeffrey A. Hennemuth, Deputies

Coordinates the agency's performance of the staff functions required by the Judicial Conference and its committees; maintains the official records of the Judicial Conference; and responds to judges and other court personnel regarding Conference activities; and coordinates the advisory group process.

Legislative Affairs

Cordia A. Strom, Assistant Director

Daniel Cunningham, Deputy

Provides legislative counsel and services to the Judiciary; maintains liaison with the legislative branch; manages the coordination of matters affecting the Judiciary with the states, legal entities, and other organizations; develops and produces judicial impact statements.

Public Affairs

David A. Sellers, Assistant Director

Carries out public information, community outreach, and communications programs for the federal Judiciary; manages publishing efforts for the Administrative Office.

Court Administration

Noel J. Augustyn, Assistant Director

Glen K. Palman, Deputy

Provides support to the courts for clerks of court, circuit executives, court librarians, staff attorneys, conference attorneys, court reporters, and interpreters, including the development of budgets, allocation of resources, and management of national programs.

Defender Services

Theodore J. Lidz, Assistant Director

Steven G. Asin, Deputy

Provides policy guidance and administrative, analytical, training, and evaluative services relating to the Criminal Justice Act and support to federal public and community defender organizations.

Facilities and Security

Ross Eisenman, Assistant Director

William J. Lehman, Deputy

Manages services provided to the courts in the areas of court security and space and facilities, and serves as the primary contact on real property administration matters with the General Services Administration and on court security matters with the U.S. Marshals Service.

Finance and Budget

George H. Schafer, Assistant Director

Manages the budget, accounting, and financial systems of the Judiciary; prepares financial analyses of Judiciary programs; manages relocation and travel services for the courts; and serves as the Judiciary's point of contact for Congress on budget matters.

Human Resources

Charlotte G. Peddicord, Assistant Director

Nancy E. Ward, Deputy

Manages services provided to the courts in the areas of personnel, payroll, health and retirement benefits, workforce development, and employee dispute resolution.

Information Technology

Howard Grandier, Acting Assistant Director

Joseph R. Peters, Jr., Deputy

Administers the information resources management program of the Judiciary; oversees the development, delivery/deployment, security, and management of all national IT systems.

Internal Services

Doreen G.B. Bydume, Assistant Director

Manages the Judiciary's procurement function; provides administrative support and services to the Administrative Office in areas such as budget, facilities, personnel, information technology and information management; and administers the Administrative Office's Equal Employment Opportunity programs.

Judges Programs

Peter G. McCabe, Assistant Director

R. Townsend Robinson, Deputy

Provides support and services for judges in program management and policy development, and assists judges and chambers staff in obtaining support and services from other components of the Administrative Office; gathers, analyzes, and reports statistical data.

Probation and Pretrial Services

John M. Hughes, Assistant Director

Matthew Rowland, Deputy

Determines the resource and program requirements of the probation and pretrial services system, and provides policy guidance, program evaluation services, management and technical assistance, and training to probation and pretrial services officers. ■

A Strategic Direction for the Administrative Office of The United States Courts: Fiscal Years 2009-2013

Our Vision

To be the most effective service organization in government—a team that is trusted, respected, and accountable.

Our Mission

Under the supervision and direction of the Judicial Conference of the United States, the Administrative Office of the United States Courts supports the constitutional and statutory mission of the Judicial Branch of Government—to provide equal justice under law. Working in partnership with the federal courts, we:

- Aid the development and implementation of Judiciary policies and procedures;
- Deliver administrative, legal, and technological services to the courts;
- Seek, on behalf of the Judiciary, needed resources, legislation, and other assistance from Congress and the Executive Branch; and
- Promote accountability to the public and perform required oversight.

Our Values

We strive for:

A dynamic, diverse culture of creativity and accomplishment, defined and supported by trust, open communication, and clear priorities.

We are committed to:

- Service** • Leadership, responsiveness, timeliness, consistency
- Excellence** • Expertise, critical thinking, attention to detail, results
- Integrity** • Honesty, accountability, reliability, fairness
- Teamwork** • Transparency, openness, respect, collaboration
- People** • Empowerment, development, opportunity, recognition.



Administrative Office of the United States Courts
Washington, D.C. 20544

www.uscourts.gov