

Public Service and Trust Commission Focus Group Information

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Appellate Court Judges – 11/8/2007

TRENDS	IMPACT	STRATEGIES	
Impact of economy on the Judicial Branch	<ul style="list-style-type: none"> ▪ Foreclosures and bankruptcy ▪ Various consequences of financial downturns (foreclosures, evictions, more pro ses, unemployment, etc.) 	<ul style="list-style-type: none"> ▪ -- 	
Specialization in the judicial system	<ul style="list-style-type: none"> ▪ More specialized courts (domestic violence courts) ▪ Should trial judges do everything or specialists? 	<ul style="list-style-type: none"> ▪ Less flexibility in assignments ▪ Less diversity of judges in different courts ▪ Better administration of justice in specialized area ▪ Impact within system – perception of hierarchy of courts/judges ▪ Disparate workloads 	<ul style="list-style-type: none"> ▪ Better education ▪ Intense training prior to assignments ▪ Study of policy of rotation of judges – Bar perception as well
Competition of non-core functions	<ul style="list-style-type: none"> ▪ Moving away from our core mission- hearing and deciding cases ▪ Greater involvement in non-core running of jails and detention centers ▪ Increasing trend toward disciplinary dismissals 	<ul style="list-style-type: none"> ▪ Increase in Court Support Services Division to accomplish goals of Legislative and Executive Branches ▪ Increased pressure on core function personnel and resources ▪ Jails – subjects Branch to criticism on non core functions 	<ul style="list-style-type: none"> ▪ Divest Judicial of detention functions
Non-court resolution of disputes	<ul style="list-style-type: none"> ▪ Fewer case filings ▪ Increased alternative dispute resolution (ADR) ▪ ADR strategies 	<ul style="list-style-type: none"> ▪ Fewer trials ▪ Fewer appeals / precedents 	<ul style="list-style-type: none"> ▪ --
Increase in diversity of people who use the courts	<ul style="list-style-type: none"> ▪ Increased and increasing ethnic diversity of the general population ▪ Increasing need for various interpreters ▪ Aging population 	<ul style="list-style-type: none"> ▪ -- 	<ul style="list-style-type: none"> ▪ --

Appellate Court Judges – 11/8/2007

TRENDS	IMPACT	STRATEGIES
Increase in Pro Ses	<ul style="list-style-type: none"> ▪ Need for more minority judges, prosecutors, defense lawyers, etc. ▪ Increase in pro ses ▪ Poorly educated pro ses 	<ul style="list-style-type: none"> ▪ Frivolous motions ▪ Takes more time ▪ More personnel time ▪ Harder to settle on appeal ▪ Increased stress on bench, bar, staff and litigants ▪ Increased costs
Decreasing confidence in government institutions, including judiciary	<ul style="list-style-type: none"> ▪ Personal attacks on judges for their judicial decisions ▪ Inter-branch relations ▪ Dissatisfaction with all public institutions ▪ Decreasing confidence and trust in government in general ▪ We need to know who approved the level sealing policy- some of the judges didn't but are blamed as a group for doing so ▪ Misinformation in the press ▪ Creating mechanism for judges to correct inaccuracies in the media ▪ Suits against judges by disappointed litigants 	<ul style="list-style-type: none"> ▪ Morale of judges / staff – Judicial independence ▪ Less respect for decisions themselves ▪ Personal attacks for performing job
Deteriorating inter-branch relations	<ul style="list-style-type: none"> ▪ Inter-branch relations 	<ul style="list-style-type: none"> ▪ Misunderstanding of function of each branch ▪ Lack of communication

Appellate Court Judges – 11/8/2007

TRENDS	IMPACT	STRATEGIES
Impact of technology on Branch's core functions	<ul style="list-style-type: none"> ▪ Proliferation of the Internet ▪ Increased use of internet for public demand for on-line access ▪ Increased electronic filing, etc. ▪ Training of judges to adjust to what's available to them regarding technology 	<ul style="list-style-type: none"> ▪ Improves efficiency ▪ Increases intrusion ▪ Increases costs ▪ Loss of personal communication between Judicial Branch and attorneys ▪ Privacy issue
Public demand to know vs. the right to privacy	<ul style="list-style-type: none"> ▪ Concerns dealing with bloggers and other non-traditional media ▪ Increasing demand of public access to courts-cameras ▪ Many issues regarding broadcasting of various court proceedings ▪ Training of judges to adjust to new media environment ▪ Should all inquiries from media go through External Affairs and Chief Court Administrator ▪ Loss of protection of jurors' privacy on high profile criminal cases 	<ul style="list-style-type: none"> ▪ Juror /witness reluctance / protection from danger ▪ Invasion of privacy ▪ Public knowledge increase as to judicial system
Greater competition for limited funds	<ul style="list-style-type: none"> ▪ Increased need for Marshals ▪ Increased need for Clerks ▪ Energy cost for commuting ▪ Lack of space for all Judicial activities ▪ Increased need for various interpreters ▪ Loss of exhibits which are then not available when appeal is heard ▪ Security issues ▪ Increased pressure on funding of 	<ul style="list-style-type: none"> ▪ Non-criminal functions suffering ▪ Less complaints against judges ▪ Legislature determining Branch's allocation

Appellate Court Judges – 11/8/2007

TRENDS		IMPACT	STRATEGIES
	<ul style="list-style-type: none"> core court functions ▪ Loss of privacy in Internet world as it relates to court documents and proceedings 		
<p>Growing number of retired judges</p>	<ul style="list-style-type: none"> ▪ Growing number of retired judges ▪ Job satisfaction for aging and senior judges 	<ul style="list-style-type: none"> ▪ Is there enough work? ▪ Not enough space 	<ul style="list-style-type: none"> ▪ Re-allocation of judicial resources ▪ encourage retired judges to diversify

Family Support Magistrates – 09/14/2007

TRENDS	IMPACT	STRATEGIES
<p>More pro se litigants</p>	<ul style="list-style-type: none"> ▪ Increase court programs resulting in decrease in percentage of cases with lawyers ▪ More pro se litigants 	<ul style="list-style-type: none"> ▪ Resources (buildings, paper, clerks) ▪ Personnel ▪ Time constraints ▪ Vulnerability of judiciary ▪ Affects how we communicate ▪ Resources ▪ Require more training uneducated angry pro ses ▪ More Family Support Magistrates ▪ More continuances
<p>Increase of public scrutiny affects privacy and Judicial independence</p>	<ul style="list-style-type: none"> ▪ Increased public scrutiny ▪ Increased accountability for Judicial Branch ▪ Effect of cameras in court ▪ Press ▪ Disclosure of private information of bench ▪ Increased expectations by public as to what courts can do ▪ MADD (Mothers Against Drunk Driving) ▪ Negative press about Judges/Magistrates ▪ Grievance real or imagined ▪ Connecticut Post headlines (jurors article) ▪ Better public relations ▪ More legislative interference ▪ Increased authority administration of agencies ▪ Increased news media interference 	<ul style="list-style-type: none"> ▪ Requires more training on the psychology of dealing with more angry (frustrated) untrained pro ses ▪ Handouts, etc. in other languages ▪ Small card to inform litigants of next court date ▪ Instructions / "how-to" manuals to navigate court system

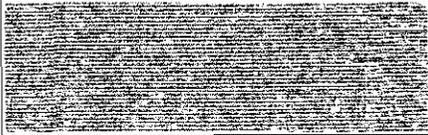
Family Support Magistrates – 09/14/2007

TRENDS	IMPACT	STRATEGIES	
Socio-economic trends	<ul style="list-style-type: none"> ▪ Increased job losses ▪ Continued socio-economic decline in urban areas ▪ Rebirth of urban areas ▪ Increased unemployment ▪ Welfare changes ▪ More out-of-wedlock births ▪ More or bigger casinos ▪ Increase of immigrants ▪ Public demand for more programs ▪ High property taxes 	<ul style="list-style-type: none"> ▪ Increased need for information ▪ Increase in workload ▪ Increased number of people who need services ▪ Increased number of pro ses 	<ul style="list-style-type: none"> ▪ Need for better tax rates ▪ Better job training ▪ Court buildings with better access
Increased workload and an increase in complexity	<ul style="list-style-type: none"> ▪ Civil unions ▪ More criminal trials ▪ Three strikes and you're out ▪ More restrictions on probationers ▪ Continuances – exponential growth of dockets ▪ Need more Family Support Magistrates ▪ More births ▪ Juvenile age more ▪ More attorneys ▪ Increase juvenile 	<ul style="list-style-type: none"> ▪ More stress ▪ Strain on resources ▪ Unfair/bad decisions ▪ More mistakes ▪ More appeals ▪ Taxes resources we do have 	<ul style="list-style-type: none"> ▪ More state money ▪ More Family Support Magistrates, judges, courtrooms ▪ More pay increases to attract quality candidates
Alternatives to traditional court services	<ul style="list-style-type: none"> ▪ Alternative dispute resolutions (ADRs) ▪ Need more family relations officers ▪ Resources to serve clients ▪ Interstate ▪ Increased mediation ▪ Public demand for more programs ▪ Need training for attorneys 	<ul style="list-style-type: none"> ▪ Strain on resources ▪ Possible reduction in resources ▪ Possible shifting of resources 	<ul style="list-style-type: none"> ▪ More training for judges ▪ Night/weekend court
Access	<ul style="list-style-type: none"> ▪ Digital divide ▪ Night court ▪ Limited English Proficiency (LEP) 	<ul style="list-style-type: none"> ▪ Need more resources 	<ul style="list-style-type: none"> ▪ Need more guidelines ▪ Need more Family Support Magistrates

Family Support Magistrates – 09/14/2007

TRENDS	IMPACT	STRATEGIES	
<ul style="list-style-type: none"> ▪ The third wave ▪ Additional minority (Spanish) interpreters ▪ Need more Family Support Magistrates ▪ Need bilingual handouts ▪ Privacy vs. access ▪ Deaf parties (need for more interpreters) ▪ A/V (audio/visual) ▪ Superannuation ▪ Crowding in courthouses ▪ Increased accessibility 		<ul style="list-style-type: none"> ▪ Night/weekend court ▪ Written as well as electronic instructions ▪ Outreach programs 	
Competition for State funds	<ul style="list-style-type: none"> ▪ No money ▪ Increased traffic congestion ▪ No raises ▪ State medical coverage ▪ Bad roads and bridges ▪ Courthouse construction ▪ Global warming 	<ul style="list-style-type: none"> ▪ Stress ▪ Bad decisions ▪ Increase in dockets ▪ Poor working facilities ▪ Low morale for employees 	<ul style="list-style-type: none"> ▪ More money ▪ Need more Family Support Magistrates ▪ Better public relations ▪ More outreach
Growing disrespect for civil authority	<ul style="list-style-type: none"> ▪ Effect of cameras in court ▪ Increased Jerry Springer mentality ▪ Disrespect for court authority ▪ 	<ul style="list-style-type: none"> ▪ Stress ▪ More people not willing to serve jury duty ▪ More grievances ▪ Security 	<ul style="list-style-type: none"> ▪ Public relations ▪ Stress management classes ▪ Better maintenance and facilities ▪ More marshals ▪ More training for employees
Greater demand for specialty courts	<ul style="list-style-type: none"> ▪ Unified family ▪ More specialty courts 	<ul style="list-style-type: none"> ▪ Positive relationships for CT/Judiciary ▪ Competition for resources (i.e. drug court, truancy docket) 	<ul style="list-style-type: none"> ▪ More Family Support Magistrates ▪ More training
Increased demand for security	<ul style="list-style-type: none"> ▪ COOP ▪ Cell phones with cameras ▪ Security problems with terrorism ▪ Security concerns 	<ul style="list-style-type: none"> ▪ Court delays ▪ Stress ▪ Accessibility 	<ul style="list-style-type: none"> ▪ More marshals ▪ More trained personnel for security ▪ More security equipment (i.e.,

Family Support Magistrates – 09/14/2007

TRENDS	IMPACT	STRATEGIES
		metal detectors) ▪ Training on how to deal with increased security risks ▪ Contingency plans

Motor Vehicle and Small Claims Magistrates - October 31, 2007

Inadequate Facilities and Staffing	Trends	Impacts	Strategies
	<ul style="list-style-type: none"> • Shortage of courtrooms • Empty (ownership) Courtroom • Longer commute to SC Locations • Decrease in funding SC • \$ Small Claims needs more help • Uneducated, unprepared litigants • Clerks not empowered to refuse to accept a writ • Loss of files or filed contents • Caseload often too much – SC • Too many "Individual" case management styles – Jud. • SC – Increase in language barrier – Interpreters • Money – SC needs more help • The trend of allowing a case to be continued several times affects SC • Housing cases no longer given own day • SC uneven docket #s • SC – long wait for disposition • Traffic court – unknown docket #s (case distribution) • Traffic court – delay for day in court 	<ul style="list-style-type: none"> • Less respect for Judicial system • Frustrates litigants • Unequal access to courts/discourage pro ses • Slower dockets 	<ul style="list-style-type: none"> • Provide courtroom clerk and security • Provide robe • Provide interpreters • Referrals to Court Service Centers
Greater Demand for Info Delivered Electronically	<ul style="list-style-type: none"> • "How to": 1) HIA, 2) Wages – Illegal Alien • Technology – Ability to access SC writs/answers online • Electronic filing in Small Claims 	<ul style="list-style-type: none"> • Less prepared litigants • Delayed dispositions • Slows down disposition 	<ul style="list-style-type: none"> • Expand Frequently Asked Questions on Web, upload info • Refer to Court Service Center • Make info available electronically
Lack of Appreciation of Magistrate's Role	<ul style="list-style-type: none"> • Decrease in recognition of the importance of SC by JD • Decreased Magistrate morale (\$) • The decrease in funding the Small Claims system will greatly impact the JD • Robe = respect • No longer assigning multiple magistrates to move cases (fewer magistrates assigned) • No pay increase in 22 years 	<ul style="list-style-type: none"> • Lower morale • Productivity • Dual Roles (small claims and motor vehicle) • Lack of uniformity • M.V. – no control 	<ul style="list-style-type: none"> • Magistrates should control the court • Increase per diem amount • Uniformity of operation / rules • Wear robes – mirror solemnity of Superior Court decorum • Utilize cost / benefit analysis

Motor Vehicle and Small Claims Magistrates - October 31, 2007

	Trends	Impacts	Strategies
Changing Nature of Litigants and Complexity of Small Claims Case	<ul style="list-style-type: none"> • More question on post judgment collection 	<ul style="list-style-type: none"> • Increase: Jurisdictional limits • Backlogs (less cases can be put on docket) • Lack in uniformity. • Greater duties w/ less time to do them • More time spent in controlling environment 	<ul style="list-style-type: none"> • ADR required when 2 attorneys involved and before moving to Superior Court • Specialty docket by case type/TI
Decrease in Security and Decorum	<ul style="list-style-type: none"> • Trend for decrease in observation of decorum • The increased lack of security – no marshal, no buzzer, poor hearing room • Increased need for marshal in courtroom • Increase in litigant hostility – not testimony, but arguing with each other • Decrease in personnel will affect the JD • SC – no security in hearing room 	<ul style="list-style-type: none"> • Less secure for magistrates & litigants • Less respect • Intimidation of pro ses • No parking for magistrates • Liability of Judicial – “on notice” • No marshals 	<ul style="list-style-type: none"> • Training – handling difficult people (e.g. sensitivity) • Marshal presence / opening court • Provide parking in secure location • Wear robe
Simplicity of Small Claims Process Has Become More Complex	<ul style="list-style-type: none"> • Fewer non-collection litigants in SC • Small claim increase P/I cases – 2 lawyers • Increased complexity – higher stakes • Increase in purchased debt by creditors w/less than adequate proof • Removal to Superior Court • Multiple pleadings not authorized by PB • The increase of large debt collectors demanding special accommodations • Collection work – “Little Guy” 	<ul style="list-style-type: none"> • Longer dockets • Confusion/frustration by litigants • Unequal justice 	<ul style="list-style-type: none"> • 2-tier small claims process up to \$2500 & > \$2500 • Sample writs • Separate collection of PI dockets • Screening cases for complexity • Magistrate sets procedures / uniform opening statement

Judges Focus Group Bridgeport – November 14, 2007

TRENDS	IMPACT	STRATEGIES
Increasing number of pro ses	<ul style="list-style-type: none"> ▪ More pro ses ▪ Self represented Individuals (SRIs) 	<ul style="list-style-type: none"> ▪ Longer trials and proceedings ▪ More appeals ▪ Quality of paperwork ▪ More grievances ▪ Everything on the record ▪ Cost-increasing
Demand for stricter/stiffer sentences	<ul style="list-style-type: none"> ▪ Violence ▪ Sentencing guidelines ▪ Overcrowded jails ▪ Death penalty ▪ Maintaining judicial independence ▪ Demands for long-term incarceration ▪ Prison overcrowding ▪ Fines, costs and fees 	<ul style="list-style-type: none"> ▪ Prison overcrowding ▪ More trials ▪ Loss of judicial discretion ▪ Loss of parole ▪ Diversion of resources to supervision ▪ Negative impact on minorities
Changing litigant demographics	<ul style="list-style-type: none"> ▪ More youth ▪ Increasing diversity in population ▪ Lack of medical insurance ▪ Inadequate road and rail transportation ▪ Cost of oil/gas ▪ Mortgage defaults ▪ Undocumented immigrants ▪ Lack of services for 16-18 youth ▪ Female president impact on federal judiciary 	<ul style="list-style-type: none"> ▪ More failures to appear (FTA) ▪ Wasted time and money ▪ Meetings – increases in cases ▪ Increase in juvenile court staff ▪ Need for more services – 16 and 17 year olds ▪ Less efficiency ▪ More collateral consequences for immigrants to deal with
Increased time to select jurors	<ul style="list-style-type: none"> ▪ Time consumed by individual voir dire ▪ Voir dire jury selection 	<ul style="list-style-type: none"> ▪ Increased cost of litigation ▪ Increased delay ▪ Decreased productivity ▪ Inconvenient to jurors ▪ Reluctant to serve ▪ Juror anger

Judges Focus Group Bridgeport – November 14, 2007

TRENDS	IMPACT	STRATEGIES
Increased deterioration of infrastructure	<ul style="list-style-type: none"> ▪ Inadequacy of facilities ▪ Outdated equipment ▪ Court facilities ▪ Older courthouses ▪ Security ▪ Parking and transportation to courthouse ▪ New courthouses 	<ul style="list-style-type: none"> ▪ Too hot or too cold ▪ Increased sickness ▪ Irritability ▪ Less productivity ▪ Less public confidence ▪ Lack of security
Increased need for more flexible work schedules	<ul style="list-style-type: none"> ▪ Split work shift for judge ▪ Night court; Saturday court ▪ Lengthy commutes faced by judges ▪ Night court 	<ul style="list-style-type: none"> ▪ Judges don't want to go to Stamford ▪ Decreased judge morale
Increased pressure towards openness	<ul style="list-style-type: none"> ▪ Court openness ▪ Cameras ▪ Media coverage 	<ul style="list-style-type: none"> ▪ Additional costs (i.e., for equipment possibly; electricity) ▪ Added security ▪ Added staffing ▪ Need compliance staff (viewing tapes from day) ▪ Increased pressure on the judges ▪ Additional time (to explain things) ▪ More difficult depending on courthouse ▪ Could lead to inconsistency from one judicial district to another
Increased lack of civility on the part of the bar	<ul style="list-style-type: none"> ▪ Increasing lack of civility on the part of bar 	<ul style="list-style-type: none"> ▪ Lengthier proceedings ▪ Increase stress ▪ Increased legal costs ▪ Lead to more pro ses ▪ Abuse of discovery ▪ Fewer settlements

Judges Focus Group Bridgeport – November 14, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ More difficult trials 	<ul style="list-style-type: none"> focus on civility without imposing fines/citing for contempt ▪ Increase more formal mentoring 	
Increased scrutiny of and hostility toward judiciary	<ul style="list-style-type: none"> ▪ Raises ▪ Increasing criticism from media ▪ Performance feedback to judges ▪ Legislative criticism ▪ Maintaining judicial independence ▪ Deteriorating relations with legislature 	<ul style="list-style-type: none"> ▪ Increased defensiveness ▪ Fearful and stressed judges ▪ Negative affect on the fairness of decisions ▪ Loss of public confidence in judges ▪ Increased loss of civility ▪ Creates a lack of security ▪ Reluctance to make controversial decisions or to take on difficult cases ▪ More demand for comment from judges (i.e., bloggers) ▪ Helplessness on part of judges because of inability to respond ▪ More judges (anonymously) speaking to media 	<ul style="list-style-type: none"> ▪ Rapid response to inaccurate information through the Branch ▪ Increase openness of/access to court to counter suspicion by public ▪ Do away with eight-year appointment and implement lifetime appointment ▪ Term of appointment should coincide with vesting of pension ▪ <u>Peer</u> feedback on how judge conducts self in courtroom
Increased staffing shortage	<ul style="list-style-type: none"> ▪ Temporary employees ▪ Stress ▪ More cases need more judges ▪ Overworked staff ▪ More staff ▪ Court staff for judges ▪ Shortage of staff 	<ul style="list-style-type: none"> ▪ Lack of services/efficiency ▪ Stress ▪ Greater opportunity for mistakes/errors ▪ Greater bar/litigant frustration ▪ Security issues (lack of marshals) ▪ Insufficient staff for all courtrooms ▪ Need to juggle dockets to accommodate size and staff ▪ Staff turnover; constant need 	<ul style="list-style-type: none"> ▪ Make temporary employees eligible to apply for permanent jobs ▪ Funding for more full time positions ▪ Increased use of technology in the courtroom (clerks, FTR (For the Record), etc.) ▪ Expansion of FTR ▪ Expanded use of video conferencing

Judges Focus Group Bridgeport – November 14, 2007

TRENDS	IMPACT	STRATEGIES
Increased use of ever-changing technology	<ul style="list-style-type: none"> ▪ E-discovery ▪ E-filing ▪ Video conferencing ▪ More use of computers ▪ Cameras ▪ Technology 	<ul style="list-style-type: none"> ▪ to retrain ▪ “Robbing Peter to pay Paul” ▪ Huge cost ▪ Training ▪ More efficiency ▪ Techno-phobia ▪ Overkill of information (too much/overwhelming) ▪ Reluctant judges ▪ Duplication of filings (i.e., fax/fax/paper)
More invasion of juror privacy	<ul style="list-style-type: none"> ▪ Lack of juror privacy ▪ Juror apathy ▪ Publication of juror names 	<ul style="list-style-type: none"> ▪ Reluctance of public to serve on juries ▪ Harder to get jurors to show up
Unequal distribution of judge trial referees	<ul style="list-style-type: none"> ▪ Older judges ▪ Travel problems with judges 	<ul style="list-style-type: none"> ▪ Some districts have too many; others, not enough
Lack of consistency across courts	<ul style="list-style-type: none"> ▪ Lack of consistency across courts 	

Judges Focus Group Hartford –November 6, 2007

TRENDS		IMPACT	STRATEGIES
Less Support for Judges	<ul style="list-style-type: none"> ▪ Need for professional clerks instead of TACs. ▪ >120 – day rule consequences. 	<ul style="list-style-type: none"> ▪ Burn out. ▪ Decreased morale. ▪ Quality of Judicial Product declining. ▪ Negative impact on demeanor. 	<ul style="list-style-type: none"> ▪ Judges' newsletter. ▪ More researchers. ▪ Bring in outside faculty to train judges. ▪ Ongoing updating of judges material. ▪ Need for professional clerks. ▪ Make more out of state programs available. ▪ Quality mentors. ▪ Paid staff in each division to point out changes in statutes.
Public's Right to Know vs. Privacy	<ul style="list-style-type: none"> ▪ Seal all files in family. ▪ Privacy rights when there is increased access to information ▪ Judicial more subject to FOIA. ▪ Public access to more info. ▪ Sealing financial affidavits. 	<ul style="list-style-type: none"> ▪ Private information available. ▪ Public more upset over process. ▪ Greater threat of identity theft. ▪ Public humiliation. ▪ Stigmatization. 	<ul style="list-style-type: none"> ▪ Collaboration with groups to protect identity. ▪ Define private rights.
Increased volatility in Family and Criminal Court	<ul style="list-style-type: none"> ▪ Judge safety. ▪ Increased volatility in family court. 	<ul style="list-style-type: none"> ▪ Impact of safety of judges, staff and public. 	<ul style="list-style-type: none"> ▪ More collaboration between law enforcement and Judicial. ▪ More marshals. ▪ Training for judges and staff to identify aggressive behavior.
More Pro Ses	<ul style="list-style-type: none"> ▪ Increase in pro ses. ▪ Use of court personnel to advise the public. ▪ Costs of litigation rising. 	<ul style="list-style-type: none"> ▪ More demand for services. ▪ Overwhelmed. ▪ Stressed. ▪ More complaints against judges. ▪ Longer trials. 	<ul style="list-style-type: none"> ▪ More court service centers. ▪ More pro bono. ▪ More money for court appointed lawyers.
Change in Nature of Caseloads	<ul style="list-style-type: none"> ▪ Increased foreclosures. ▪ Rise in juvenile jurisdictional age. ▪ Increased sentences – parole/probation issues. 	<ul style="list-style-type: none"> ▪ Demand to re-allocate resources. 	<ul style="list-style-type: none"> ▪ Re-assessment of the allocation and burden judges. ▪ More flexible skill sets in judges.

Judges Focus Group Hartford –November 6, 2007

TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none"> ▪ More specialization? ▪ Less specialization? ▪ Streamline procedures.
Rising Cost of Litigation	<ul style="list-style-type: none"> ▪ More pro ses. ▪ More court mediation. ▪ Fear of judges to impose sanctions. 	<ul style="list-style-type: none"> ▪ Re-assess allocation of judges and resources. ▪ Mandated mediation / arbitration. ▪ Training of judges to identify cases that are susceptible to mediation.
Increasing Number of Available Judicial Resources (Judges/JTRs)	<ul style="list-style-type: none"> ▪ More downtime. ▪ Not enough space. ▪ Discussion of limiting age (JTR). ▪ Loss of quality referees (less 	<ul style="list-style-type: none"> ▪ Analysis of re-allocation of judges and JTRs. ▪ Statutorily amend JTR provision.

Judges Focus Group Hartford –November 6, 2007

TRENDS	IMPACT	STRATEGIES
More Media Interest in Court Activity	<ul style="list-style-type: none"> ▪ Media obsession. ▪ Broadcasting of proceedings. ▪ Media accuracy and comprehensiveness. 	<p>to do).</p> <ul style="list-style-type: none"> ▪ Prolongation of time it takes to try a case (<i>longer trials</i>). ▪ Potential for disruption. ▪ Media telling courts how to run trial.
Greater Demand for More Technology in the Courtrooms	<ul style="list-style-type: none"> ▪ Video. 	<ul style="list-style-type: none"> ▪ Problems with presenting evidence. ▪ Increased demands for video-conferencing. ▪ Need for infrastructure. ▪ Discovery issues. ▪ Lawyers want more electronic access.
Increased Scrutiny of Judges and Judicial	<ul style="list-style-type: none"> ▪ Too much legislative oversight (“advisory” panels). ▪ Judiciary committee “oversight.” ▪ Political involvement in judicial decision making. <i>Perception of “political correctness” being a bottom line requirement.</i> ▪ Public evaluation of judge. ▪ Unsealed Judicial Review complaints. ▪ Status of judges. ▪ Judges compensation. ▪ 120 day rule. ▪ Speaker’s bureau. 	<ul style="list-style-type: none"> ▪ More careful judges. ▪ More intimidated judges. ▪ Fewer people willing to become judges.
Lack of Changing Face of Judiciary	<ul style="list-style-type: none"> ▪ Fewer new judges from private sector. ▪ Bench diversity. 	<ul style="list-style-type: none"> ▪ Public perception on how they make judicial decisions. ▪ Decreasing respect for judicial decisions.

Judges Focus Group Hartford –November 6, 2007

TRENDS	IMPACT	STRATEGIES
Increased Demand for Court Based Community Programs	<ul style="list-style-type: none"> ▪ Reunification parent/child. ▪ Need more community resources. ▪ Domestic violence programs in Polish, Spanish and for women. ▪ Quality of life issues regarding business community. ▪ Limited English Proficiency. ▪ Available <i>guardians ad litem</i> (GALs) decreasing. 	<ul style="list-style-type: none"> ▪ Less money for core functions (i.e. legal research clerks, etc).
More and more difficulty in getting jurors to serve.	<ul style="list-style-type: none"> ▪ -- 	<ul style="list-style-type: none"> ▪ Program assessment. ▪ Best practices. ▪ Develop strategies for better communication with the public.

Judges' Focus Group Middletown 2 – 11/15/2007

TRENDS	IMPACT	STRATEGIES
Increased demand for access to information	<ul style="list-style-type: none"> ▪ Growth of technology ▪ Increased comparison of case resolutions 	<ul style="list-style-type: none"> ▪ More scrutiny and criticism ▪ More demand for our resources ▪ More pressure to have accurate and complete information ▪ Right to privacy ▪ Too much information can lead to unfair comparisons and inaccurate conclusions
Getting harder to get to court	<ul style="list-style-type: none"> ▪ Congested highways 	<ul style="list-style-type: none"> ▪ Late arrival or no arrival results in Failure to Appear ▪ Lawyers delay in start time of trial ▪ Greater strain on resources ▪ Frazzled staff ▪ Increased stress for all
Changing demographics	<ul style="list-style-type: none"> ▪ Illegal immigration ▪ Retirement of baby boomers 	<ul style="list-style-type: none"> ▪ Elderly court ▪ Determine what resources are available for the problem ▪ Ombudsman within the Branch ▪ Wellness programs for employees ▪ Active recruitment (i.e., job fairs) by Judicial

Judges' Focus Group Middletown 2 – 11/15/2007

TRENDS	IMPACT	STRATEGIES
Increasing number of lawyers in certain areas	<ul style="list-style-type: none"> ▪ More motor vehicle cases (i.e., operating without insurance) ▪ More activity in probate court 	<ul style="list-style-type: none"> ▪ Appeal to Bar to think about neglected practice areas like juvenile ▪ Increase fees for representing juveniles ▪ Sanctions imposed on plaintiff for failure to accept final offer at pretrial if final judgment is lower than offer ▪ Eliminate individual voir dire ▪ Encourage box voir dire
Growing lack of resources and infrastructure	<ul style="list-style-type: none"> ▪ Need to hire more Marshals and staff ▪ Need to build new facilities ▪ Stamford court understaffed ▪ Increase in pre-sentence investigations 	<ul style="list-style-type: none"> ▪ Things not done timely ▪ Increased danger to staff and public ▪ Delay in sentencing and dispositions ▪ Negative impact on morale- lack of safety and comfort ▪ Frustrated public ▪ Lack of respect for the whole system
Growing outside pressures to effect changes in Judicial	<ul style="list-style-type: none"> ▪ Prison overcrowding v. increased pressure to sentences ▪ Trend to criminalize everything ▪ Putting 16 and 17 year olds in juvenile courts ▪ Parole issues ▪ Increase in youthful offenders ▪ Pressure to increase sentences 	<ul style="list-style-type: none"> ▪ Less Judicial discretion (i.e., prison overcrowding) ▪ Strain on resources ▪ Influence what judges do by criticizing what was done in the past leads to decreased Judicial independence ▪ Chilling of Judicial independence

Judges' Focus Group Middletown 2 – 11/15/2007

TRENDS	IMPACT	STRATEGIES
<p>Growing mistrust of public officials in general</p>	<ul style="list-style-type: none"> ▪ Mistrust of public officials in general ▪ Belief that system is racially biased ▪ Public distrust of court system ▪ Public scrutiny ▪ Criticism of unpopular decisions ▪ Legislative reduction of Judicial discretion ▪ Legislative inquiry 	<ul style="list-style-type: none"> ▪ Greater scrutiny and pressure to make changes in how we do things, including legislation ▪ Decreased Judicial independence ▪ Increased defensiveness and polarization between Branch and public ▪ Lower morale
<p>Economic trends</p>	<ul style="list-style-type: none"> ▪ Increase in foreclosures ▪ Increase in divorces ▪ Economic issues- more GA defendants are pro ses 	<ul style="list-style-type: none"> ▪ Regular opportunities for interaction, bonding and communication among judges <ul style="list-style-type: none"> ▪ Better utilization of resources in foreclosure area (i.e., Better use of technology) ▪ Fewer court dates so that people are able to be at their jobs ▪ Sliding scale, progressive fee scale

Judges Focus Group (Middletown) – October 25, 2007

TRENDS	IMPACT	STRATEGIES
Increased security concerns	<ul style="list-style-type: none"> ▪ COOP 	<ul style="list-style-type: none"> ▪ Longer lines to get into building ▪ Anger/frustration ▪ Delays process ▪ More disruption of court day
Lack of interdisciplinary contact	<ul style="list-style-type: none"> ▪ More interaction between judges ▪ Collegiality 	<ul style="list-style-type: none"> ▪ Isolation ▪ Diminished capabilities ▪ Exhausted self worth ▪ Lack of <i>uniformity</i> (in rulings) ▪ Reluctance to take different assignments
Meeting the needs of specialized population	<ul style="list-style-type: none"> ▪ More elderly population ▪ Soldier post-traumatic stress disorder (PTSD) ▪ Kids with "guns" ▪ Interpreters ▪ Domestic violence prevention and adjudication ▪ Dual diagnosis in criminal cases ▪ Mental health ▪ Addiction 	<ul style="list-style-type: none"> ▪ Turning judicial branch into social service agency ▪ Greater demand on resources ▪ People who can't speak English (frightened, humiliated, etc.)
Increased media scrutiny	<ul style="list-style-type: none"> ▪ TV coverage ▪ More judicial scrutiny by media ▪ Responding to unfair criticism ▪ Open juvenile court hearings ▪ Judges' personal (home address) information should be protected from public ▪ Need for trust in confidentiality 	<ul style="list-style-type: none"> ▪ Reduced judicial independence ▪ Creation of wrong perceptions ▪ More stress on judges ▪ Anything you do may be publicized (not necessarily a bad thing)

Judges Focus Group (Middletown) – October 25, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> aspects of family evaluations ▪ How to let public know what we do behind closed doors ▪ Sealing certain family documents re: custody evaluations ▪ Open juvenile court hearings 		
Increased cost of litigation	<ul style="list-style-type: none"> ▪ Never ending discovery (civil) ▪ Expense of litigation ▪ Box voir dire? ▪ Public perception that civil cases less than 100K are too expensive ▪ Litigation expense too high 	<ul style="list-style-type: none"> ▪ More pro se litigants ▪ Two tiers of justice ▪ Increased access to system ▪ Disappointed public ▪ Waste of resources ▪ More demand for alternative dispute resolution (ADR) ▪ Perception of system diminishing 	<ul style="list-style-type: none"> ▪ Handle smaller cases more efficiently ▪ Earlier and better ADR intervention ▪ Tracking ▪ Separate mediation track
Decline in professionalism and decline in civility	<ul style="list-style-type: none"> ▪ Lawyers less professional ▪ Lawyer incompetence ▪ Lawyer defalcation 	<ul style="list-style-type: none"> ▪ More unpleasant working conditions ▪ Take more time ▪ More inaccuracies ▪ Diminish judicial respect 	<ul style="list-style-type: none"> ▪ Education by bar and branch ▪ Expand existing code of conduct ▪ Enforce rules (i.e. send people to grievance committee)
Expanded Juvenile Jurisdiction	<ul style="list-style-type: none"> ▪ Expanded juvenile delinquency jurisdiction ▪ Juvenile court expansion 	<ul style="list-style-type: none"> ▪ More cases ▪ More youthful offenders dockets ▪ Lack of resources to expand ▪ Expense of security needs ▪ More probation officers, etc. ▪ Need for more attorneys (for parents) 	<ul style="list-style-type: none"> ▪ Adequate funding ▪ Training for judges ▪ More judges needed
More competition for limited funding and resources	<ul style="list-style-type: none"> ▪ Staffing shortage ▪ Staff clerks office ▪ Public perception that family evaluations take too long ▪ More family relations officers needed 	<ul style="list-style-type: none"> ▪ Less staff ▪ Decreased efficiency ▪ Bad decisions (i.e. no staff, etc.) ▪ More stress 	<ul style="list-style-type: none"> ▪ Increase funding ▪ Do more with less ▪ Scrutinize where we are spending money

Judges Focus Group (Middletown) – October 25, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ More marshals ▪ Interpreters ▪ Interpreters for civil cases ▪ Hiring staff from "outside" ▪ Facilities too restrictive 	
Increase in technology	<ul style="list-style-type: none"> ▪ Internet access ▪ Decisions rendered electronically ▪ More digital/electronic ways of doing business ▪ Electronic information ▪ Working phone numbers ▪ Digital courtroom ▪ Technology – live testimony via video in courtroom ▪ Information real time on bench ▪ Jurors not used to receipt of oral instructions 	<ul style="list-style-type: none"> ▪ People want more information / and faster ▪ Behind the world ▪ Grumpier staff/longer wait for transcripts ▪ Delays decisions ▪ Limited resources in libraries
More pro se litigants	<ul style="list-style-type: none"> ▪ Pro se ▪ Pro se litigants ▪ More pro se litigants ▪ More poverty 	<ul style="list-style-type: none"> ▪ Strategic plan (technology) – Integrated technology plan ▪ Update courtrooms/update technology ▪ Video-conferencing ▪ Uniformity
	<ul style="list-style-type: none"> ▪ More time of judge and staff (slows down process) ▪ Requires more staff ▪ Changes role of judge ▪ Hostility – don't like the answers ▪ No cost of doing business ▪ Easier to control 	<ul style="list-style-type: none"> ▪ Learn how to talk to them ▪ Educate them on process ▪ Training judges ▪ More court service centers/public information desks ▪ More on Internet ▪ Use CTN
Greater public demand for professionalism and courtesy	<ul style="list-style-type: none"> ▪ Courtesy within branch generally ▪ Courtesy among marshals to the public 	<ul style="list-style-type: none"> ▪ Public criticism ▪ More complaints ▪ Diminished respect for supervisor ▪ More stress on litigants, etc.
	<ul style="list-style-type: none"> ▪ More training for staff ▪ Public education/explain process on things like why we take recesses ▪ Self evaluations ▪ Mechanism for judicial branch response to scrutiny/complaints 	
Erosion of respect by public and bar	<ul style="list-style-type: none"> ▪ Judges loss of status ▪ Lawyers specialize – does public 	<ul style="list-style-type: none"> ▪ Resistance to accepting court rulings/orders by lawyers, pro ▪ Need more judicial staff ▪ Involve External Affairs to

Judges Focus Group (Middletown) – October 25, 2007

TRENDS	IMPACT	STRATEGIES
Change in the judges perception about who they are and what they do	expect a specialized judge? <ul style="list-style-type: none"> ▪ Less judicial independence ▪ Judicial independence 	ses, media <ul style="list-style-type: none"> ▪ Unfair to litigants who do respect rulings/orders ▪ Takes more time ▪ Takes more judicial courage ▪ Job dissatisfaction
More alternative dispute resolutions (ADRs)	<ul style="list-style-type: none"> ▪ More mediation ▪ Privatizing disputes ▪ Adjudication v. fact finding 	<ul style="list-style-type: none"> ▪ Leaves more specialized population and less of regular ▪ Two tiers of justice – private/public ▪ Changes role of judge ▪ Judges spend more time on mediation ▪ Fewer trials ▪ Some people (public) like it
Public demand for higher sentences	<ul style="list-style-type: none"> ▪ Prison overcrowding post-Cheshire ▪ Prison overcrowding ▪ Alternatives to incarceration ▪ Judicial independence 	<ul style="list-style-type: none"> ▪ Makes harder to settle cases ▪ More habeas petitions ▪ Public, prosecutors demanding higher sentences ▪ Challenge to judicial independence ▪ Judge burnout ▪ More Part A trials
Increased federal mandates	<ul style="list-style-type: none"> ▪ Federal regulations ▪ LEP 	<ul style="list-style-type: none"> ▪ Mandates our priorities and allocation of resources ▪ Wouldn't have some specialty courts without funding

Judges Focus Group (Middletown) – October 25, 2007

TRENDS	IMPACT	STRATEGIES
Decreased interest in jury service	<ul style="list-style-type: none"> ▪ Jury duty – travel, military ▪ Less participation (jurors) ▪ Jurors resent small civil cases 	<ul style="list-style-type: none"> ▪ Certain segments of population underrepresented – lack of diversity ▪ Fewer available jurors ▪ Delay in jury selection ▪ Jurors impatient/bored with trials – they think it takes too long ▪ Lawyers treat them like they're "stupid" ▪ Reluctance to serve
Changing population	<ul style="list-style-type: none"> ▪ Diversity – staff, judges, administration 	<ul style="list-style-type: none"> ▪ Pay more ▪ Enforce sanctions for no shows ▪ Better facilities ▪ Weed out small cases ▪ Better communication about process before they show up
Increased debt and poverty	<ul style="list-style-type: none"> ▪ More demand for specialized services ▪ Must be more sensitive ▪ Will increase public trust if our staff is diversified 	<ul style="list-style-type: none"> ▪ Staff diversity ▪ More interpreters, including technology ▪ Bench diversity
Increased debt and poverty	<ul style="list-style-type: none"> ▪ Foreclosures ▪ More poverty ▪ Debt 	<ul style="list-style-type: none"> ▪ Increased divorces ▪ Increased domestic violence ▪ Increased substance abuse ▪ Increased children taken away ▪ Increased fee waivers
Increased debt and poverty	<ul style="list-style-type: none"> ▪ Encourage pro bono lawyers ▪ Partnership with state agencies ▪ Get title companies involved to counteract foreclosures 	

Judges' Focus Group New Haven 2 – 11/27/2007

TRENDS	IMPACT	STRATEGIES	
Increase in continuing Judicial Education	<ul style="list-style-type: none"> ▪ Increase in continuing Judicial education programming 	---	
Declining respect and confidence in the Judiciary	<ul style="list-style-type: none"> ▪ Attack on Judicial independence ▪ Disrespect for the Judicial system and Branch ▪ Judges' salaries ▪ Decline in judicial independence ▪ Lack of support for CT judges to be involved in Bar activities, i.e. ABA, etc. ▪ Fear of judges to make an unpopular decision ▪ Declining confidence of public in governmental institutions ▪ Labeling of honest decision-making as "Judicial Activism" ▪ Attacks by the media ▪ Diminishing faculties 	<ul style="list-style-type: none"> ▪ Unfair and inaccurate attacks ▪ Increasing tougher re-nominations ▪ Closer scrutiny ▪ Fear of judges to make unpopular decisions 	<ul style="list-style-type: none"> ▪ Provide internal information- Chief Court Administrator to establish a policy and procedure to address diminished faculties ▪ Use Lawyers Concerned for Lawyers ▪ Quick response team ▪ Use the bar ▪ Training of judges on cameras in the courtroom
Increased reliance on technology	<ul style="list-style-type: none"> ▪ Increase in society's dependency on the Internet for news ▪ Increased technology 	<ul style="list-style-type: none"> ▪ Less informed public due to pre-self selected sources of information ▪ Efficiency of judicial work product ▪ Spending more on technology 	<ul style="list-style-type: none"> ▪ More money ▪ Cameras in the courtroom ▪ Public information/External Affairs needs to be aware of issue and promote awareness ▪ Long range technological plan
Demographic changes	<ul style="list-style-type: none"> ▪ Aging population ▪ More high school dropouts ▪ Increase in mental health problems ▪ Increased number of people who don't speak English well or at all ▪ Increase in family filings ▪ Increase in unmarried parents 	<ul style="list-style-type: none"> ▪ Stress on judges, staff and judicial resources ▪ Slows proceedings down ▪ Poor quality justice ▪ Bigger population more vulnerable to being victimized 	<ul style="list-style-type: none"> ▪ More money- lobby legislature ▪ Increase Judicial Branch services, i.e. family relations

Judges' Focus Group New Haven 2 – 11/27/2007

TRENDS	IMPACT	STRATEGIES	
Effects of a fluctuating economy	<ul style="list-style-type: none"> ▪ Economy- financial difficulties of public ▪ Less affordable and subsidized housing ▪ Impact of foreclosures on rental market 	<ul style="list-style-type: none"> ▪ Fewer tax money available ▪ Increase in foreclosures and property crime ▪ More family violence cases 	<ul style="list-style-type: none"> ▪ Reallocation of resources ▪ Think outside the box; non-traditional approaches regarding assignment dockets
More non-traditional role of legal process	<ul style="list-style-type: none"> ▪ Decrease in clearly defined roles in system ▪ More specialized courts ▪ Rise of ADR and the incredible disappearing jury trial ▪ Increased mediation and arbitration in family courts 	<ul style="list-style-type: none"> ▪ Fewer jury trials ▪ Increase rate of resolution of civil cases ▪ Only those who can't afford ADR litigate 	<ul style="list-style-type: none"> ▪ Training for judges to be skilled mediators to deal with mediating pro ses
Inadequacy of facilities	<ul style="list-style-type: none"> ▪ Security issues ▪ Inadequate courthouse space ▪ Cold courthouses 	<ul style="list-style-type: none"> ▪ Fear by Judicial Branch staff and families ▪ Increased likelihood of disaster ▪ Lawyers have free access to secured areas 	<ul style="list-style-type: none"> ▪ Make security one of the top priorities
Judges under stress	<ul style="list-style-type: none"> ▪ More stress and learning how to deal with it ▪ Declining morale of judges ▪ Increased negative attitude of judges towards each other and parties 	<ul style="list-style-type: none"> ▪ Impacts health, security and quality of life ▪ Less productivity ▪ Lower civility in courtroom ▪ Less public satisfaction 	<ul style="list-style-type: none"> ▪ Wellness program for judges ▪ Flexible court time ▪ Assessment of assignments (rotation, balance, etc.)
Political response to public concerns	<ul style="list-style-type: none"> ▪ Prison overcrowding ▪ Elimination of status offender detainment ▪ Increase in adult prison population fed by juvenile detention population 	---	---
Increased demand on judicial resources	<ul style="list-style-type: none"> ▪ Fewer resources outside Judicial Branch to help people, families and children in crisis ▪ Increased cost of services 	---	---

Judges' Focus Group New Haven 2 – 11/27/2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Lack of court interpreters ▪ More children who need a voice in family proceedings but whose parents can't afford to pay 	
Increase in pro se parties	<ul style="list-style-type: none"> ▪ Increase in self-represented parties 	---
Disparate treatment	<ul style="list-style-type: none"> ▪ More bias regarding race, class, ethnicity and immigrant status 	---
Increase in lawyer concerns	<ul style="list-style-type: none"> ▪ Increase lawyer malfeasance ▪ Growth (numerical not emotional) of the Bar- is one lawyer for every 175 citizens enough or too much? 	---

Judges Focus Group New Haven – November 8, 2007

TRENDS	IMPACT	STRATEGIES	
Growing incivility and alienation	<ul style="list-style-type: none"> ▪ Lack of respect ▪ Anti-judge attitude – helped by media ▪ Lack of civility ▪ Lack of civility among lawyers 	<ul style="list-style-type: none"> ▪ Longer more expensive trials ▪ Inefficiency ▪ Judicial stress ▪ Causing increase in judicial supervision of lawyers ▪ Misallocation of judge time ▪ Fertile ground for people to criticize judicial ▪ Increase in litigation costs 	<ul style="list-style-type: none"> ▪ More seminars between bench and bar ▪ Enhanced bench/bar relations ▪ Mandatory continuing legal education (CLE) ▪ Courses in law school on civility
Increasing need for self-policing by judicial branch	<ul style="list-style-type: none"> ▪ Tendency of judicial branch to cover up problems 	<ul style="list-style-type: none"> ▪ Bad press ▪ Lack of respect for judges resolving cases ▪ Harder to get resources from legislation 	<ul style="list-style-type: none"> ▪ Mentoring ▪ Peer review ▪ Meetings in judicial districts among judges regarding issues and how to handle them
Erosion of judicial independence	<ul style="list-style-type: none"> ▪ Legislative attempt to control judiciary ▪ Judicial non-independence ▪ Do pets fit under abuse and restraining orders? ▪ Lack of ombudsman to speak for judges ▪ Challenges to how courts deal with sex offenders, etc. ▪ Increase of critical examination of courts by media ▪ Judicial independence / legislative intervention ▪ Judge salaries ▪ Continued attack by press 	<ul style="list-style-type: none"> ▪ Bad decisions ▪ Fearful judges ▪ Loss of discretion ▪ Legislature runs courts 	<ul style="list-style-type: none"> ▪ Increased length of judicial terms ▪ Better liaison between judges and legislature ▪ Increased use of speakers' bureau ▪ More public education ▪ Ombudsman to speak for judiciary-bar
Growing conflict: openness vs. privacy	<ul style="list-style-type: none"> ▪ Jurors' concerns about exposure in press ▪ Jurors fearful of invasion of their privacy by media ▪ So much openness you don't want 	<ul style="list-style-type: none"> ▪ Court's core functions are inhibited ▪ Identity theft ▪ Reluctance to be a juror or witness or report crime 	<ul style="list-style-type: none"> ▪ Better liaison with media ▪ Rules/legislation protecting jurors/witnesses' privacy

Judges Focus Group New Haven – November 8, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> to see ▪ Conflict between right to know and right to privacy ▪ Demand for easier access to court files 	<ul style="list-style-type: none"> ▪ Impact on fair trials ▪ More confidence in the court system ▪ Possible intimidation of witnesses 	
Growing inadequacy of judicial infrastructure	<ul style="list-style-type: none"> ▪ Poor accommodations for jurors (parking issues, waiting time, etc.) ▪ Bad elevators ▪ Rising cost of transportation ▪ Sub par facilities ▪ Growing security concerns ▪ Facilities ▪ Lack of adequate parking ▪ Personnel ▪ COOP ▪ Security concerns ▪ Congestion in roads 	<ul style="list-style-type: none"> ▪ Generates disrespect for system ▪ Frustrated jurors, staff, litigants, lawyers 	<ul style="list-style-type: none"> ▪ Better public relations
Increasing number of pro se litigants	<ul style="list-style-type: none"> ▪ More pro ses ▪ Family court / more pro ses ▪ Family court / overcrowding ▪ Abuse of fee waivers ▪ <i>Guardian ad litem</i> (GAL) pay ▪ Attorney for minor children ▪ Increasing legal fees ▪ Pro se 	<ul style="list-style-type: none"> ▪ Longer trials ▪ Judicial stress ▪ Decreased efficiency of courts ▪ Insufficient relevant evidence presented to court ▪ Delayed resolution ▪ Inability to hear cases on the merits 	<ul style="list-style-type: none"> ▪ More court service centers ▪ Encourage pro bono work ▪ Greater availability of forms online ▪ More education/training for pro ses ▪ Non-English forms and publications ▪ Computerized forms/ interactive program to assist pro ses in negotiating through the courts
Growing use of alternative dispute resolution (ADR)	<ul style="list-style-type: none"> ▪ Using lawyers to do judicial functions ▪ Mediation ADR 	<ul style="list-style-type: none"> ▪ More people going out of the system, paying more for less ▪ Decreases the case load (a good thing) ▪ Erosion of public confidence in judiciary 	<ul style="list-style-type: none"> ▪ Emphasize existence of court-annexed mediation program ▪ Firm up special masters program

Judges Focus Group New Haven – November 8, 2007

TRENDS	IMPACT	STRATEGIES
Changes in user demographics	<ul style="list-style-type: none"> ▪ Limited English Proficiency ▪ Aging population ▪ Diversity ▪ Most G.A. defendant's unable to pay program fees and costs ▪ Poverty ▪ Homelessness and veterans ▪ Increases in pro se litigants ▪ Increase of non-English speaking users 	<ul style="list-style-type: none"> ▪ Only available to rich; leaves only poor in court system ▪ Lack of user satisfaction ▪ Disgruntled users ▪ Patrons not being served ▪ Need more interpreters ▪ Greater injustice
Greater competition for limited court resources	<ul style="list-style-type: none"> ▪ Number of judge trial referees ▪ Should the judicial branch set an age limit for judge trial referees ▪ Foreclosures! Galore! ▪ Increased demand for specialty courts ▪ Lack of court resources ▪ Need for more court service persons 	<ul style="list-style-type: none"> ▪ Unable to service court dockets ▪ Delayed decision ▪ Frustration/lower judicial morale ▪ Lack of public confidence
Increasing use of technology	<ul style="list-style-type: none"> ▪ Internet ▪ Need for better technology 	<ul style="list-style-type: none"> ▪ Better service ▪ Increase/decrease costs ▪ Better presentation of evidence

Judges' Focus Group Norwich – 10/31/2007

TRENDS		IMPACT	STRATEGIES
Increasing assaults on judicial independence	<ul style="list-style-type: none"> ▪ Judicial independence ▪ Reappointment procedures ▪ Judicial, Executive and Legislative relations ▪ Respect for the rule of law vs. popular demand ▪ Public perception of judiciary ▪ Demand for judiciary to solve social ills vs. role of adjudication 	<ul style="list-style-type: none"> ▪ Affects decision making ▪ Harder to do the right thing ▪ Tilts the playing field ▪ Alters public perception ▪ Undermines and diminishes public confidence and trust ▪ Perception that we are precluded from fighting back 	<ul style="list-style-type: none"> ▪ Use bar association- collaborate with groups to address independence issues that judicial cannot ▪ Do our job well-explicate and communicate ▪ Training for judges- subject matter, not touchy-feely ▪ Judicial stand together- assertiveness about judicial role ▪ Public education about judicial role
Growing Privatization of Justice	<ul style="list-style-type: none"> ▪ Political and social pressures to influence judges' decisions in a politically correct matter than a legally correct way ▪ Accountability- who decides? Newspapers or judicial? ▪ Respect for the rule of law vs. popular demand ▪ Reappointment procedures ▪ Judicial independence with decisions ▪ Private dispute resolution 	<ul style="list-style-type: none"> ▪ Decreased civil caseload ▪ 2 rules of justice- with money vs. without money ▪ Loss of rule of law (precedents no longer created) ▪ Decreased access to court (i.e. forced privatization of process) ▪ Ownership of process and outcome ▪ Role of judges (mediators vs. adjudicators) 	<ul style="list-style-type: none"> ▪ Promote court annexed mediation ▪ Authorize attorney mediators to file <i>amicus curiae</i> appearances in divorce cases ▪ Deal with it - it is a reality ▪ Train judges in mediation techniques
Increased pressure on courts to solve social ills	<ul style="list-style-type: none"> ▪ Mental health issues- inmates who should be in hospitals ▪ Demand for judiciary to solve social ills vs. role of adjudication ▪ Prison overcrowding ▪ Lack of public transportation to remote courthouses ▪ Illegal aliens; non-citizens ▪ Social net for 16 and 17 year olds 	<ul style="list-style-type: none"> ▪ Dilution of the unique adjudication function ▪ Diminution of resources for core functions ▪ Organization of Branch- turns into burglary ▪ Creates/alters public perception of role of judiciary ▪ Creates inherent conflicts 	<ul style="list-style-type: none"> ▪ Discussion needed for social service vs. adjudication role of the courts ▪ Assert our core role with other branches of govt ▪ Education of others about the court's proper role ▪ Prioritize resources

Judges' Focus Group Norwich – 10/31/2007

TRENDS	IMPACT	STRATEGIES
<p>Growing media impact on juror and public expectation of courts</p>	<ul style="list-style-type: none"> ▪ Ex-parte orders on Temporary Restraining Orders- how can we smell a lie? ▪ Aging population 	<ul style="list-style-type: none"> ▪ Fills void of closing mental health facilities- Judicial becomes social service provider
<p>Need for greater management of workload/assignment of judges to preserve job satisfaction</p>	<ul style="list-style-type: none"> ▪ CSI issue ▪ Jury indoctrination 	<ul style="list-style-type: none"> ▪ Potential distortion of the process ▪ 13th juror problem ▪ Jury nullification ▪ <i>Jurors expecting CSI</i> evidence in all cases ▪ Implicates trial mgmt by judge
<p>Need for greater management of workload/assignment of judges to preserve job satisfaction</p>	<ul style="list-style-type: none"> ▪ More pay for judge trial referees ▪ Assignment of judges ▪ Complex litigation- Part A Civil Docket ▪ Housing out of criminal to civil ▪ <i>Allocation of judicial resources</i> ▪ Judge's treated like salaried/hourly employees ▪ Managing infractions ▪ Diminishing stature of Superior Court judges ▪ More pay=better judges 	<ul style="list-style-type: none"> ▪ Unhappy judges- low morale ▪ Judges perceive themselves as hourly employees ▪ Disempowerment ▪ Reluctance to speak out on part of judges ▪ Specialization forced on new judges ▪ Harms recruitment of potential judges
<p>Need for greater management of workload/assignment of judges to preserve job satisfaction</p>		<ul style="list-style-type: none"> ▪ Update jury indoctrination film ▪ Juror education in court ▪ Directly address these elevated expectations re: evidence ▪ Explore use of website for education purposes
<p>Need for greater management of workload/assignment of judges to preserve job satisfaction</p>		<ul style="list-style-type: none"> ▪ Rotate new judges so they learn all areas first ▪ More individual judge participation in assignment process ▪ Promote more collegial and open discussion of issues (mgmt, assignments and stature) ▪ Be serious about the executive committee ▪ More block assignments ▪ More backing of administrative judges (AJs) in making block assignments ▪ Seniority should be a basis for assignment choices ▪ Pay AJs more money ▪ Provide more managerial training for AJs ▪ Select AJs with regard to his/her managerial ability and potential

Judges' Focus Group Norwich – 10/31/2007

TRENDS	IMPACT	STRATEGIES
Increased diversity of the population	<ul style="list-style-type: none"> ▪ Qualified interpreters ▪ English as a second language ▪ Racial integration of bench and bar ▪ Languages other than Spanish spoken in the court 	<ul style="list-style-type: none"> ▪ Access to court ▪ Cultural disconnect ▪ Lack of public confidence ▪ Slows down process for judges ▪ Greater demand for resources
Greater disconnect between quality/ability of litigants and complexity of law	<ul style="list-style-type: none"> ▪ Self representation of litigants ▪ Disparity between complexity of issues and waning advocacy (even down to pro se inarticulateness) 	<ul style="list-style-type: none"> ▪ Judges become more active managers of the process-perilous for judge ▪ Impacts quality of decision making because facts do not come forward ▪ Incomplete or erroneous decisions due to lack of facts put in evidence ▪ Staff often asked to give legal advice
Media and Public demand for openness and transparency vs. right to privacy	<ul style="list-style-type: none"> ▪ Public accessibility of records ▪ Technical ways to improve making of record ▪ FTR- why do we want to keep a tape of everything ▪ Security issues with identity theft ▪ Cameras in court 	<ul style="list-style-type: none"> ▪ Due process rights of litigants and privacy rights of witnesses ▪ Greater understanding of what happens ▪ Impacts confidence of public in judiciary ▪ Accountability ▪ Effective as to trial process
More difficult access to courts	<ul style="list-style-type: none"> ▪ Aging facilities ▪ Planning for disasters, floods, fires, etc. ▪ Retirement of marshals who reach 10-year mark ▪ Increasing population in remote areas where judicial facilities are limited as to how many people can 	<ul style="list-style-type: none"> ▪ Access to justice ▪ Impacts workload (re-arrests and issuance of bonds) ▪ Marshal shortage

Judges' Focus Group Norwich – 10/31/2007

	TRENDS	IMPACT	STRATEGIES
<p>Increased pressure to use technology</p>	<ul style="list-style-type: none"> ▪ be accommodated ▪ Bottleneck at the front doors due to security ▪ Need for technology ▪ Keeping up with technology ▪ Video conferencing ▪ New ways of learning the law 	<ul style="list-style-type: none"> ▪ "sound bite" approach to legal research ▪ Disinterest in judicial opinions ▪ E-filing ▪ Identity theft and privacy issues ▪ Tension between public desire for access ▪ Custodian of records vs. publisher of records ▪ Impact on trials 	<ul style="list-style-type: none"> ▪ Controlled access to judicial data online ▪ Legislative training on changes ▪ Policy implications re: use of technology ▪ Instant transcripts ▪ Video conferencing for pre trials ▪ Interactive web site

Judges Focus Group Waterbury – November 2, 2007

TRENDS	IMPACT	STRATEGIES	
Growing demand for specialty courts	<ul style="list-style-type: none"> ▪ Demand for specialty courts 	<ul style="list-style-type: none"> ▪ Risk of loss of federal funds ▪ Fight for limited funds ▪ More staff/training ▪ Siphons off state social work staff ▪ Less support for judges on regular docket ▪ Reduction in regular docket ▪ More competition for funds and resources 	<ul style="list-style-type: none"> ▪ Evaluate specialty courts we have
Growth in use of technology	<ul style="list-style-type: none"> ▪ Technology ▪ Technology in the courtroom ▪ Sharing information between branches in criminal justice “system” ▪ Delay in rollout of e-filing 	<ul style="list-style-type: none"> ▪ More efficient courtrooms ▪ Better presentation / more effective presentation of cases ▪ Lack of sophisticated users ▪ Lack of safeguards – misuse of technical presentation of evidence ▪ Entire cases posted on the internet ▪ Storage of technology equipment ▪ Technology support needed 	<ul style="list-style-type: none"> ▪ Start and finish a trial in a block – in/out ▪ New modern-technology courtrooms ▪ Keep up with developments in technology
More illegal immigrants as litigants	<ul style="list-style-type: none"> ▪ Illegal immigrants as defendants 	<ul style="list-style-type: none"> ▪ Not discussed 	<ul style="list-style-type: none"> ▪ Not discussed
Increased blurring of legislative and judicial roles	<ul style="list-style-type: none"> ▪ Sentencing : (Disparate) ▪ Legislative oversight ▪ Increasing scrutiny by legislature ▪ Mandatory sentencing ▪ Prison overcrowding 	<ul style="list-style-type: none"> ▪ Negative legislation ▪ Erosion of judicial independence ▪ Distortion of “checks and balances” ▪ Attack on judicial discretion 	<ul style="list-style-type: none"> ▪ Look to the federal experience in dealing with issue of mandatory sentencing ▪ More effective lobbying at the legislature ▪ More cooperation between branches ▪ Educate legislature ▪ Keep our own house in order

Judges Focus Group Waterbury – November 2, 2007

TRENDS	IMPACT	STRATEGIES
<p>Growing conflict between public's right to know and interests in privacy</p>	<ul style="list-style-type: none"> ▪ Freedom of Information (FOI) ▪ Sealed financial affidavit?? ▪ Conflict between right of privacy and public's right to know ▪ Public hearings in juvenile matters ▪ Presence of children in courts determining custody 	<ul style="list-style-type: none"> ▪ People unwilling to serve as jurors, witnesses ▪ Puts judicial in position of protecting privacy rights of people who are not parties or not represented ▪ Identity theft ▪ Victim impact – reluctance to come forward/involve self in process ▪ Change practice of keeping kids out of courtroom
<p>Increased demand for judicial accountability</p>	<ul style="list-style-type: none"> ▪ Internet discussion of judges ▪ Public scrutiny ▪ Media ▪ Rating judicial performance in non-trial matters ▪ Problems of judges ▪ Media coverage re: judicial response ▪ Cameras in the courtroom ▪ Making judge's complaints public ▪ Increasing public criticism of judges ▪ Non-victim's attempt to influence crime cases 	<ul style="list-style-type: none"> ▪ Fearful judges ▪ Affects judicial independence ▪ Effect on decisions ▪ Broader and constant evaluation of judges (not formal evaluation) ▪ Erosion of respect for judges/demeaning the judge ▪ Discourages qualified candidates from becoming judges
<p>Growing lack of attorney professionalism</p>	<ul style="list-style-type: none"> ▪ Lack of civility – attorneys ▪ Increase in number of attorneys ▪ Defalcations ▪ Verification of status of attorneys as being licensed by state/bar ▪ Increase of attorney disciplinary actions 	<ul style="list-style-type: none"> ▪ Increased stress on judges ▪ Inadequate representation of clients ▪ Erosion of judicial system ▪ Prolongs trial ▪ Makes settlement more difficult ▪ Puts judges in uncomfortable position (embarrassing in

Judges Focus Group Waterbury – November 2, 2007

TRENDS		IMPACT	STRATEGIES
		front of jury)	<ul style="list-style-type: none"> ▪ More options to address lack of professionalism ▪ Lawyers concerned for Lawyers
Growing demand to do more with less	<ul style="list-style-type: none"> ▪ New courthouses ▪ Increasing cost of fuel ▪ Aging facilities ▪ Money ▪ Inadequate number of marshals ▪ Support staff ▪ COOP ▪ Mental health services (expansion) 	<ul style="list-style-type: none"> ▪ Inadequate number of marshals ▪ Security/safety issues ▪ Lack of clerks ▪ Fewer full-time employees / more TACs / increases turnover ▪ Reduced access / longer time to get <u>into</u> court ▪ Danger to judges / open hallways 	<ul style="list-style-type: none"> ▪ Reallocate funds ▪ Educate the public about issues (as well as the legislature) ▪ Get more money ▪ Cut down on court appearances ▪ Operate with greater efficiency
Growing need for increased judicial support	<ul style="list-style-type: none"> ▪ Mentoring judges ▪ 120 day issue ▪ Need for greater training of judges ▪ Distribution of judicial workload in courthouse and district 		
Increasing pressure to address needs of an aging population	<ul style="list-style-type: none"> ▪ Aging population 		
Increasing disparity between judges' pay and economic conditions	<ul style="list-style-type: none"> ▪ Pay raises 		
Expanding jurisdiction of juvenile court	<ul style="list-style-type: none"> ▪ 16-17 juvenile court 	<ul style="list-style-type: none"> ▪ New courthouses/facilities needed ▪ Siphon huge amounts of money from other areas ▪ Staff, marshals, judges taken from other areas 	<ul style="list-style-type: none"> ▪ Plan

Judges Focus Group Waterbury – November 2, 2007

TRENDS	IMPACT	STRATEGIES
<p>Greater demand for services to address needs of increasing number of pro se litigants</p>	<ul style="list-style-type: none"> ▪ Family pro se ▪ Pro se because money ▪ Increase of complaints against judges by litigants as number of pro ses increase ▪ Improve quality of representation of indigents ▪ LEP (Limited English Proficiency) 	<ul style="list-style-type: none"> ▪ Slows/extends proceedings ▪ Lawyer/judge – fine line ▪ Level of fair field
<p>Increasing use of ADR</p>	<ul style="list-style-type: none"> ▪ Family pro se ▪ Pro se because money ▪ Increase of complaints against judges by litigants as number of pro ses increase ▪ Improve quality of representation of indigents ▪ LEP (Limited English Proficiency) 	<ul style="list-style-type: none"> ▪ Slows/extends proceedings ▪ Lawyer/judge – fine line ▪ Level of fair field
<p>Increase in road congestion</p>	<ul style="list-style-type: none"> ▪ Increase in length of trials/hearings due to continued expansion of procedural/ substantive safeguards ▪ Increase of ADR 	<ul style="list-style-type: none"> ▪ Fewer trials but longer trials that go forward
<p>Extension of probate courts into superior court jurisdiction</p>	<ul style="list-style-type: none"> ▪ Congested roads 	<ul style="list-style-type: none"> ▪ Difficulties ▪ Increase in number of non appearing parties ▪ Delay in court proceedings ▪ Increased stress for judges who are driving ▪ Difficulty in filling assignments ▪ Juror problems ▪ Transport problems
<p>Extension of probate courts into superior court jurisdiction</p>	<ul style="list-style-type: none"> ▪ Extension of probate courts into superior court jurisdiction 	<ul style="list-style-type: none"> ▪ Less funding for judicial ▪ Less cases for judicial ▪ More cases for judicial ▪ Loss of federal funds
<p>Extension of probate courts into superior court jurisdiction</p>	<ul style="list-style-type: none"> ▪ Extension of probate courts into superior court jurisdiction 	<ul style="list-style-type: none"> ▪ Teleconferencing, videoconferencing ▪ Night court ▪ Decrease number of court appearances
<p>Extension of probate courts into superior court jurisdiction</p>	<ul style="list-style-type: none"> ▪ Extension of probate courts into superior court jurisdiction 	<ul style="list-style-type: none"> ▪ Put under legislation/ legislature should clarify roles of judicial and probate court

Administrative Judges' Secretaries Focus Group– October 18, 2007

	TRENDS	IMPACT	STRATEGIES
NEED TO MODERNIZE COURTHOUSES	<ul style="list-style-type: none"> ▪ Courthouse parking ▪ Recycling employees' plastics, disposables, newspapers ▪ Old courthouses not getting new things: furniture ▪ Office space – more judges becoming referees ▪ Update old courthouses, public mixes with staff 	<ul style="list-style-type: none"> ▪ Living with inefficiencies ▪ Lowers staff morale ▪ Inefficient courthouse security ▪ No access or limited access – need to be ADA compliant ▪ Frustration/inconvenience to public, bar, employees 	<ul style="list-style-type: none"> ▪ Offer different types of recycling bins and additional recycling bins (cans, glass, etc.) ▪ Update facilities ▪ Comply with ADA rules, regulations (e.g., elevators) ▪ Separate staff from public
DEMAND FOR BETTER SECURITY	<ul style="list-style-type: none"> ▪ Lack of security ▪ Protecting judges ▪ Public mixes with staff ▪ Better security to protect juror identities from press ▪ Need more marshals for family courtrooms ▪ No access for public to secure hallways through courtrooms ▪ Pretrials (family and civil) held in resident chambers – tempers flair – glass not bullet-proof – no marshal ▪ How much accessibility to judges by letter/phone in person 	<ul style="list-style-type: none"> ▪ Different treatment by marshals ▪ Inconsistencies in security policies ▪ Disagreement with security policies for bar and public ▪ Fearful environment – distracting to employees ▪ Increased absenteeism ▪ Court shutdowns – slows workflow, system gets backed up 	<ul style="list-style-type: none"> ▪ Improve safety – more marshals/better trained ▪ Improve use of equipment ▪ Ensure separate entrances for Judicial Branch employees ▪ Establish and ensure compliance with uniform policies ▪ Install security cameras
DECLINING PROFESSIONALISM AND RESPECT	<ul style="list-style-type: none"> ▪ Supervisory respect for staff ▪ Staff respect ▪ Lax attitude of some court employees to public ▪ Abusive phone calls ▪ Jurors and public – no respect for bench 	<ul style="list-style-type: none"> ▪ Negative perception by public of courts/judges ▪ Morale down ▪ <i>Dissatisfaction among employees</i> ▪ Greater turnover ▪ Workload impacted – too 	<ul style="list-style-type: none"> ▪ Have staff meetings ▪ Provide training ▪ Conduct surveys and implement suggestions ▪ Try to diffuse situations ▪ Transfer employees ▪ Address problems

Administrative Judges' Secretaries Focus Group– October 18, 2007

	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Clerks office – personnel attitude ▪ Public sensitivity to illegal immigrants 	<ul style="list-style-type: none"> ▪ much drama ▪ Hard to come to work (negative attitudes) 	<ul style="list-style-type: none"> ▪ Need supervisory involvement ▪ Enforce the dress code – need to look professional ▪ Change floor plans (public sees people at desks and think they are not being helpful if they do not come to window) ▪ Improve phone system
INCREASING DEMAND FOR PUBLIC ACCESS	<ul style="list-style-type: none"> ▪ Access to clerk's office ▪ Information desk open 9-5, more hours needed for general info, forms ▪ English/Spanish translators ▪ Computer access to public ▪ Phone directory: courthouse departments update "internet", department phone numbers ▪ Better phone systems – communications between public and agencies ▪ Court service centers – benefits to public and court staff ▪ Court service centers 	<ul style="list-style-type: none"> ▪ Public and staff frustrated ▪ Public perception of Judicial employees not being helpful, hostile ▪ Expectation of instantaneous information ▪ Poor image of "state employees" ▪ Wrong information posted on web ▪ No one to help non-English speakers 	<ul style="list-style-type: none"> ▪ Hire more interpreters/more bi-lingual staff ▪ Have a court service center in every courthouse ▪ Have a central phone directory ▪ Post directory in every courthouse of offices/departments/locations ▪ Provide information recorded in other languages (i.e., Spanish, Polish, etc.) ▪ Assess local cultural needs ▪ Improve waiting areas for children in court locations
INCREASING NUMBER OF PRO SES	<ul style="list-style-type: none"> ▪ Pro se issues ▪ Pro ses ▪ Pro ses taking time of employees asking legal questions 	<ul style="list-style-type: none"> ▪ Takes tremendous amount of time ▪ Demanding ▪ Liability – can't give legal advice ▪ Slows down cases / court proceedings ▪ Looking for more help/ more 	<ul style="list-style-type: none"> ▪ Establish more court service centers ▪ Hire extra staff ▪ Direct pro ses to law libraries ▪ Produce more self-help guides (e.g., foreclosures, civil matters) ▪ Utilize more legal "masters"

Administrative Judges' Secretaries Focus Group– October 18, 2007

	TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none"> ▪ than we can provide ▪ Expectation that court employees will do work for them 	<ul style="list-style-type: none"> ▪ Encourage more <i>pro bono</i> ▪ Print more publications in different languages ▪ Market self-help information better ▪ Provide more public access to computers ▪ Provide/offer training ▪ Inform of legal options, avenues
NEED TO ENSURE PRIVACY	<ul style="list-style-type: none"> ▪ How open are “open” policies ▪ Identity theft – Internet – how to protect – new laws needed to keep info safe ▪ If we follow “open” trend, how open?? 	<ul style="list-style-type: none"> ▪ Staff confusion as to what is public ▪ Ensure data is protected ▪ Need to protect information from getting on Internet 	<ul style="list-style-type: none"> ▪ Ensure proper shredding (info is shredded) ▪ Publish guidelines for employees re: procedures ▪ Publish guidelines for public re: expectations ▪ Ensure information is password protected ▪ Train employees as to what’s public
CHANGES IN COURT DOCKETS	<ul style="list-style-type: none"> ▪ Divorce on the rise ▪ Foreclosures on rise ▪ Same sex marriages 	<ul style="list-style-type: none"> ▪ Increasing dockets ▪ Need for more security ▪ More paperwork ▪ Greater workflow on staff ▪ Greater tension/more emotional cases ▪ Last minute “filings” – impacts court staff who have to stay late 	<ul style="list-style-type: none"> ▪ Offer sensitivity training – same sex marriages ▪ Need more marshals in family matters/foreclosures ▪ Provide flexible hours to staff ▪ Expand/extend court hours
CHANGES IN HANDLING OF CRIMINAL AND	<ul style="list-style-type: none"> ▪ Tougher laws on parolees ▪ Prison overcrowding ▪ Change in youthful offenders and 	<ul style="list-style-type: none"> ▪ Bad public image of courts and judges – not tough enough/not consistent in 	<ul style="list-style-type: none"> ▪ Create sentencing guidelines ▪ Improve public relations – improve community outreach

Administrative Judges' Secretaries Focus Group– October 18, 2007

	TRENDS	IMPACT	STRATEGIES
JUVENILE MATTERS	<ul style="list-style-type: none"> juveniles ▪ Inequality of punishment re: motor vehicle violations ▪ Prison shortage and overcrowding 	<ul style="list-style-type: none"> sentencing ▪ Under microscope by media, legislature, general public ▪ Pressure on judges to improve tougher sentences ▪ Decrease in feeling of public safety ▪ Accountability 	<ul style="list-style-type: none"> ▪ Educate public, media, legislative and executive branches about judicial authority
NEED FOR BETTER UTILIZATION OF STAFF	<ul style="list-style-type: none"> ▪ Judge Trial Referees' (JTR) work hours ▪ Staffing issues, especially for clerks' offices, not enough help ▪ Brain drain re: retirements ▪ Only being able to hire from within 	<ul style="list-style-type: none"> ▪ Limited pool of qualified individuals ▪ Moving people to fill gaps but leaving other gaps ▪ Low morale ▪ No incentive for temporary assistant clerks (TACS)/ Temps ▪ Draining "staff" ▪ Union contracts impact promotions 	<ul style="list-style-type: none"> ▪ Recruit from outside – new ideas ▪ Increase pay/salaries for TACs ▪ Open employment opportunities for TACS/Temps ▪ Establish career ladder, career opportunities ▪ Re-examine/re-evaluate contract limitations (promotions)
NEED TO STAY CURRENT WITH TECHNOLOGY	<ul style="list-style-type: none"> ▪ Ergonomics: our workstations- some are uncomfortable ▪ Updating our computers so we are compatible with the judges, computer programs, etc 	<ul style="list-style-type: none"> ▪ Old equipment slows down work ▪ Inefficiencies ▪ Physical impairments caused by non-ergonomic equipment ▪ Inconsistencies in applications ▪ Incompatibility of applications ▪ Fall behind in work 	<ul style="list-style-type: none"> ▪ More training/take advantage of existing training ▪ Make training more accessible/more local ▪ Provide greater support by supervisors, judges, etc. for staff training ▪ Ensure compatibility between judges and secretaries of certain/selected programs ▪ Need to get better fax machines Need to get/fix office equipment (i.e., copiers, scanners)

Supreme Court Justices – November 15, 2007

TRENDS	IMPACT	STRATEGIES
Increase in Post Conviction Cases	<ul style="list-style-type: none"> ▪ More Habeas cases. ▪ Wrongful conviction cases 	<ul style="list-style-type: none"> ▪ Demand on resources ▪ Great effect on public perception of Branch ▪ More traveling time for bar and judges ▪ Questions traditional decision making process
Judicial Independence	<ul style="list-style-type: none"> ▪ Changing view of legislature as to its role vis à vis judiciary ▪ Expansion of non core functions in branch 	<ul style="list-style-type: none"> ▪ Loss of confidence in the judiciary ▪ Financial impact on core function ▪ Less resources for core functions ▪ Loss of morale among judges ▪ Increased paranoia
Effect of Anti-Crime Issues on Judicial	<ul style="list-style-type: none"> ▪ Delays in death penalty cases ▪ Loss of staff to department of probation ▪ Prison overcrowding ▪ Sentencing discretion ▪ Anti-crime and parole initiatives 	<ul style="list-style-type: none"> ▪ Eliminate sentencing discretion ▪ More discretion on prosecutors ▪ More demand on resources to respond ▪ Loss of morale ▪ Too simplistic ▪ Leads to more litigation due to misapplication of guidelines
Heightened Scrutiny	<ul style="list-style-type: none"> ▪ Delays in death penalty cases ▪ Televising judicial proceedings ▪ Increased media scrutiny ▪ Continuing perception of institutional racism ▪ Poor public perception of judges 	<ul style="list-style-type: none"> ▪ Unfavorable perception of Judiciary ▪ Loss of confidence in Judiciary ▪ Loss of independence in Judiciary ▪ More interference by other branches

Supreme Court Justices – November 15, 2007

TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none"> ▪ Unwillingness to act independently ▪ Increases lack of civility
Changing Economic Trends Driving Judicial Caseload	<ul style="list-style-type: none"> ▪ Economic trends changing ▪ Increased voting challenges ▪ Foreclosures increasing ▪ More small claims cases 	<ul style="list-style-type: none"> ▪ More support for judges in high profile cases ▪ Communicate more with judges that they will have administrative support regarding Judicial independence
Increase in Privacy Issues	<ul style="list-style-type: none"> ▪ Identity theft ▪ Protecting jurors' privacy ▪ Privacy of victims of abuse 	<ul style="list-style-type: none"> ▪ More monitoring of caseloads ▪ Reassignment of judges and staff ▪ Keeping clerk's offices open ▪ Night court
Increased Security Risks	<ul style="list-style-type: none"> ▪ Pandemic concern ▪ Continued terrorism anxiety 	<ul style="list-style-type: none"> ▪ Educate the media ▪ Branch should take steps to protect privacy
Increased Pressure on the Legal Profession	<ul style="list-style-type: none"> ▪ Need continued plan for operation ▪ Pressure on individual rights due to security concerns Need different practice book and statutes (<i>procedural impact</i>) 	<ul style="list-style-type: none"> ▪ Implement plan ▪ Training
	<ul style="list-style-type: none"> ▪ Rising cost of education (Law School) ▪ Less training of Associates by law firms ▪ Increased appellate work not a specialty ▪ Lawyer defalcations increasing ▪ Cultural trends changing ethical behavior of attorneys ▪ Lack of civility by the Bar ▪ Impact of marshals security issues on Bar 	<ul style="list-style-type: none"> ▪ Process takes longer ▪ Lack of civility, training, etc. ▪ More work for judges ▪ Increased cost of legal services ▪ Effects meaningful access to courts ▪ Abuse of process (by attorneys)
		<ul style="list-style-type: none"> ▪ More discovery oversight ▪ Mandatory continuing legal education ▪ More effective pretrial proceedings

Supreme Court Justices – November 15, 2007

TRENDS	IMPACT	STRATEGIES
Increased Cost of Legal Services	<ul style="list-style-type: none"> ▪ Escalating attorney's fees ▪ Increased pro ses ▪ More pro ses ▪ Reliance on private alternative dispute resolution ▪ More alternative dispute resolution 	<ul style="list-style-type: none"> ▪ Increase in pro ses ▪ Poor lawyering ▪ Time delay (takes longer to do the cases) ▪ Less experienced trial lawyers ▪ Less precedents
Impact of science and Technology Revolution	<ul style="list-style-type: none"> ▪ Neuroscience developments ▪ Increased use of technology ▪ Need for more technological knowledge to resolve cases ▪ More expert witnesses 	<ul style="list-style-type: none"> ▪ Demand for judicial knowledge / expertise in specialized field ▪ Increase in allowing more experts in ▪ Issues on appeal
Increasing Social and Cultural Diversity	<ul style="list-style-type: none"> ▪ Greater alien population ▪ Greater population with mental health needs ▪ Increased caseload regarding immigration related matters ▪ More diversity ▪ More language diversity 	<ul style="list-style-type: none"> ▪ Greater interpreter services needed ▪ Increased use of resources ▪ Greater social services needed from Branch (technical) and non-Judicial Branch agencies ▪ More arrests ▪ Fewer pleas due to immigration consequences
More DCF cases – Less Resources	<ul style="list-style-type: none"> ▪ More DCF cases – Less resources 	<ul style="list-style-type: none"> ▪ --
Increasing the Use of Efficiency of Judge Trial Referees	<ul style="list-style-type: none"> ▪ Utilization of Judge Trial referees ▪ Alternative Dispute Resolution use non-judicial ▪ Assignment of Judges 	<ul style="list-style-type: none"> ▪ --
Global Economy	<ul style="list-style-type: none"> ▪ Global business – Multi-jurisdictional concerns 	<ul style="list-style-type: none"> ▪ --
Greater Demand for Specialty Courts	<ul style="list-style-type: none"> ▪ More specialty courts 	<ul style="list-style-type: none"> ▪ --

Administrative Services Division 1 – September 28, 2007

TRENDS	IMPACT	STRATEGIES
<p>Existing process not meeting growing demand on facilities</p>	<ul style="list-style-type: none"> ▪ Unsafe courts ▪ Overcrowded courts ▪ Courts closing unexpectedly ▪ Building dictates court process ▪ Form driving function ▪ Creative accounting 	<ul style="list-style-type: none"> ▪ Review existing lease and construction process ▪ Reviewing statutory parameters ▪ Creative scheduling (am/pm, nights/weekends) ▪ Venue flexibility (business can be adjusted) ▪ Technological alternatives (i.e. video conferencing)
<p>Meeting the needs of a more diverse population</p>	<ul style="list-style-type: none"> ▪ Court business slows down because you can't communicate with the people ▪ Equal protection problem – people can't use the process the way it is supposed to be used ▪ More difficult to provide our services ▪ Lack of respect/confidence for the court by those people 	<ul style="list-style-type: none"> ▪ Hire more interpreters ▪ Recruit more multi-lingual staff ▪ Mandatory foreign language classes for staff ▪ Hiring so work force better reflects the people that are using the court (face of the system) ▪ Cultural sensitivity training ▪ Website – different languages
<p>Increasing demand for interactive information system</p>	<ul style="list-style-type: none"> ▪ Public safety – can't share information with other entities ▪ Poor decision making on court level (don't have all the information that you should have) ▪ Inability to respond effectively to legislators and others (can't pull appropriate data out fast enough) 	<ul style="list-style-type: none"> ▪ Increase / determine data accessibility ▪ Periodic need to review data that is necessary ▪ Ensuring that you have staff with appropriate skills ▪ Reach out for solutions that already exists (re-examine process – take advantage of existing software/data that is there)

Administrative Services Division 1 – September 28, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Outdated information systems ▪ Infrastructural systems without walls (demand for actions/results without going to court i.e. e-filing) ▪ Expectation of instantaneous response ▪ Keeping employee skills current with changes in technology 	
Fairfield County problems	<ul style="list-style-type: none"> ▪ Fairfield County problems (continued problem of traffic / money disparity) 	<ul style="list-style-type: none"> ▪ Resources needed to do business ▪ Not enough judges, marshals ▪ Staff with long traveling; can't afford to live there
Increased safety and security demands	<ul style="list-style-type: none"> ▪ Increased security needs internal/external ▪ Decreased respect for authority ▪ Accountable for public safety ▪ Increased concern for safety and security ▪ Increased security concerns 	<ul style="list-style-type: none"> ▪ Increased probability of a bad event occurring ▪ Need to provide heightened security at entrance for public and bar ▪ More disgruntled patrons ▪ Need to restrict movement within building
Growing trend of privatized government roles	<ul style="list-style-type: none"> ▪ Privatization of traditional government roles (i.e. probation is a trend, emissions) ▪ Creative accounting (public statements / real mission something) ▪ Increasing disparity between state employment / private sector 	<ul style="list-style-type: none"> ▪ Limitation of resources for traditional court roles ▪ Lack of control over outcomes ▪ Security becomes an issue – people in building are not working for you
Increasing shift towards Social Security Service	<ul style="list-style-type: none"> ▪ Continued lack of staff in the courts ▪ Reliance on consultants 	<ul style="list-style-type: none"> ▪ Takes away from our ability to meet traditional core functions

Administrative Services Division 1 – September 28, 2007

TRENDS	IMPACT	STRATEGIES
<p>mission</p>	<ul style="list-style-type: none"> ▪ Specialty adjudication ▪ Localization of dispute resolutions ▪ Intersecting with Executive Branch goals ▪ Growth in Court Support Services Division (CSSD) ▪ Emergence of multiple missions ▪ Continued movement toward social service focus ▪ Accountability for public safety ▪ Responding to activist legislature ▪ Continuous expansion of CSSD services ▪ Re-evaluation of “core” mission ▪ Structural response of branch to changing society demands ▪ Increasing pressure on independence of branch ▪ Increase crime ▪ Continued view as weakest of the three branches 	<ul style="list-style-type: none"> ▪ Insights a re-evaluation of what core function is ▪ Increasing demand on court facilities ▪ Increase partnerships with executive branch agencies ▪ Increasing definition of court’s responsibilities / separation of power / pluming
<p>Greater demand on accountability on Judicial Branch</p>	<ul style="list-style-type: none"> ▪ Disgruntled public ▪ Decreasing respect for authority ▪ Demanding public 	<ul style="list-style-type: none"> ▪ Increasingly negative public perceptions of the courts ▪ Less time to devote to core responsibilities ▪ Greater need to be able to justify decisions / actions ▪ Impacts us (what type of information is private – employee privacy). Public information vs. confidential information (us).
<p>Aging workforce</p>	<ul style="list-style-type: none"> ▪ Aging workforce – retirements – 	<ul style="list-style-type: none"> ▪ Loss of institutional

Administrative Services Division 1 – September 28, 2007

TRENDS

IMPACT

STRATEGIES

	<ul style="list-style-type: none"> ▪ attrition ▪ Aging workforce ▪ Turnover in senior management 	<ul style="list-style-type: none"> ▪ knowledge and expertise ▪ Lack of turnover ▪ Potential increasing disconnect of people who are running "it" and people coming in ▪ Workforce less reflective of public ▪ Potential lack of current skills ▪ Less recognition of validity of change 	<ul style="list-style-type: none"> ▪ existing employees ▪ Managerial as well as non-managerial employee mentoring ▪ Need strategies to keep employees (face of the branch) engaged ▪ Training incentives
<p>Need for management to continually assess/evolve to their environment</p>	<ul style="list-style-type: none"> ▪ Duplication of managerial functions ▪ Clear and consistent communication ▪ Paralysis through analysis ▪ Erosion of chain of command ▪ Inconsistent administrative practices ▪ Increasing complexity of supervisors' responsibilities ▪ Inconsistent administrative practices ▪ Management need to provide incentive vs. union need for equality ▪ "No value added" steps in processes (continue to re-evaluate process) ▪ Disgruntled staff ▪ Balance between employer and employee needs ▪ Increased employee rights (leaves, privacy, job rights) 	<ul style="list-style-type: none"> ▪ Lack of productivity ▪ Uninformed decision-making ▪ Disgruntled, unmotivated staff ▪ <i>Don't do a good job meeting our mission – don't meet expectations people have of court system</i> ▪ Organization not meeting requirements fact enough ▪ Lack of human capital 	<ul style="list-style-type: none"> ▪ Ongoing training in management skills ▪ Process from top to re-evaluate process (management structure) ▪ Strategic planning

Administrative Services Division 1 – September 28, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none">▪ Political hiring pressures▪ Maintaining equity in employee relations▪ Decreasing respect for authority▪ Increased diversity▪ Increasing difficulty in selecting, hiring and promoting quality workers	

Administrative Services Division 2 – November 20, 2007

TRENDS	IMPACT	STRATEGIES
<p>Increased demand for improved security services</p>	<ul style="list-style-type: none"> ▪ GPS tracking vehicles ▪ RFID (radio frequency identification) tracking of inmates ▪ Video conferencing vs. appearances ▪ Video conferencing to corrections to cut transportation costs ▪ Security technology ▪ Increased use of court security personnel for customer service functions ▪ Lack of security upon employee re-entrance after fire drills – no swiping required ▪ Marshal staffing 	<ul style="list-style-type: none"> ▪ Increase costs ▪ Press coverage of data/security losses ▪ More secure environment ▪ improved public perception <ul style="list-style-type: none"> ▪ Utilize new technology ▪ Hire qualified individuals ▪ Provide adequate training ▪ Examine and replicate best practices
<p>Increased demand for more and better services</p>	<ul style="list-style-type: none"> ▪ Night court ▪ Immigration court ▪ Amend court docket to provide a schedule ▪ Afternoon dockets ▪ Prosecutors driving train ▪ Electronic transfer to pay court fees and fines ▪ Increase in e-commerce (online payments) ▪ Increase of public access to data ▪ Jury administration ▪ Increase in varied foreign languages ▪ More “one stop” shopping ▪ Video conferencing vs. appearances (or electronic adjudication) ▪ Increase in services for indigent persons ▪ Judges solely determine court 	<ul style="list-style-type: none"> ▪ More staffing ▪ More funding ▪ Changes in needs for technology ▪ Puts strain on existing resources <ul style="list-style-type: none"> ▪ Review staff allocation vs. privacy areas ▪ Smarter use of technology ▪ Increase the time judges are in court

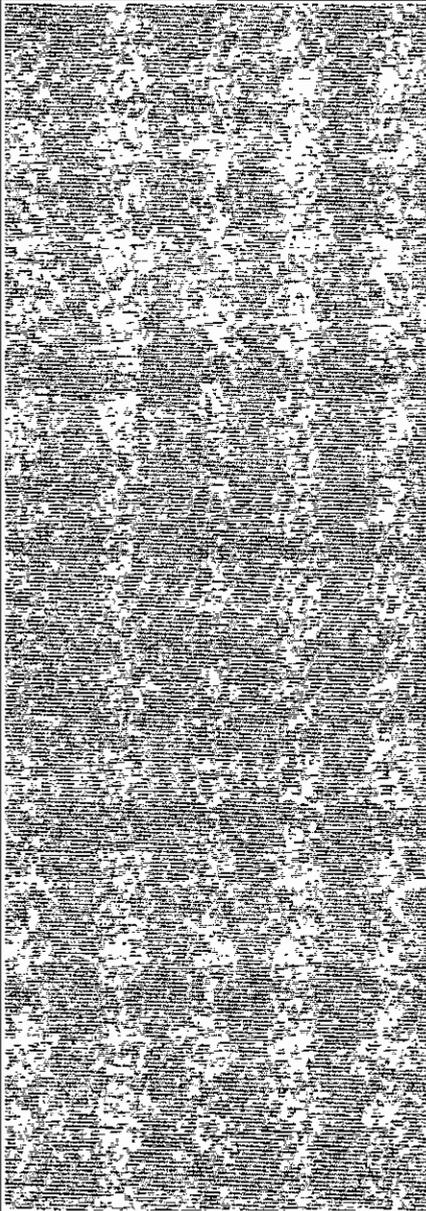
Administrative Services Division 2 – November 20, 2007

TRENDS	IMPACT	STRATEGIES	
usage	<ul style="list-style-type: none"> ▪ Better court scheduling ▪ Elder law court 		
Need to make appropriate data available to employees so they can better perform their functions	<ul style="list-style-type: none"> ▪ Accuracy of data/files ▪ Best way to communicate to employees ▪ Increase in use of electronic – email – less phone ▪ Better control over data owned by each division ▪ Limit access information to those who need to know ▪ Expand access to information ▪ Internet abuse / personal email ▪ Inter-divisional communication ▪ Ways to know the right people have the right information ▪ "Self service" for employee data and resulting problems 	<ul style="list-style-type: none"> ▪ More and consistent centralization of data (eliminate multiple systems) ▪ Reallocate access to employees ▪ Standardize data 	
Need for consideration of all options before implementing projects	<ul style="list-style-type: none"> ▪ R.O.I. (return on investment) concerning technical investigations ▪ Follow through of strategic plan ▪ Increase costs vs. benefit of systems ▪ Less stringent legislation requiring more oversight 	<ul style="list-style-type: none"> ▪ Implement better project management techniques ▪ Perform cost/benefit analysis ▪ Better identify priorities regarding needs of branch 	
The branch will need to adapt to changing technology	<ul style="list-style-type: none"> ▪ More electronic forms ▪ Security technology ▪ Unified technology effort ▪ Access to data ▪ Telecommuting ▪ Increase in returned checks (payments to courts) ▪ Risk of not replacing JASMIN ▪ RFID (radio frequency 	<ul style="list-style-type: none"> ▪ More efficient court system ▪ Better access to data ▪ More strain on existing staff/systems ▪ Improved customer service ▪ Increased costs – equipment/staffing 	<ul style="list-style-type: none"> ▪ Develop branch wide technology plan ▪ Train staff on use of current technology ▪ Examine and replicate best practices

Administrative Services Division 2 – November 20, 2007

TRENDS	IMPACT	STRATEGIES	
<ul style="list-style-type: none"> identification) for equipment ▪ Touch screen computers ▪ Use of technology ▪ Wireless networks ▪ Replacement of JASMIN ▪ Paperless vs. paper storage space ▪ Self service for employee data ▪ V.O.I.P. (voice over Internet protocol) ▪ Growth of technology 			
<p>Increased demand on existing facilities</p> <ul style="list-style-type: none"> ▪ Number of 70+ judges increasing ▪ Space limitations – employees, archives ▪ Availability of funds ▪ Length of time to acquire space ▪ More green buildings and vehicles ▪ Deterioration of infrastructure ▪ Programmatic changes vs. space requirements ▪ 16/17 year old jurisdiction ▪ Offer more services to the public with little increase in personnel ▪ More accommodations for disabled employees and clients ▪ Use of land – parking – courts ▪ Amenities for public ▪ Increased public use of court facilities ▪ Public finding their courtroom ▪ Ease of use of court facilities ▪ More public parking 	<ul style="list-style-type: none"> ▪ Higher costs ▪ Overcrowding ▪ Public dissatisfaction ▪ Further deterioration ▪ Backlog in cases ▪ Increased security issues 	<ul style="list-style-type: none"> ▪ Build more courthouses ▪ Scheduling – expanding hours ▪ Increase in videoconferencing 	
<p>Branch need to respond/adjust to changing workforce</p>	<ul style="list-style-type: none"> ▪ Impact of increased employee rights (absenteeism) ▪ Golden handshake 	<ul style="list-style-type: none"> ▪ Employee turnover ▪ Loss of knowledge base ▪ More strained human 	<ul style="list-style-type: none"> ▪ Re-evaluation of policy/practices to meet equal employment opportunity

Administrative Services Division 2 – November 20, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Aging workforce ▪ All executive directors and most administrative services directors are eligible for retirement (also many clerks) ▪ Aging of policy makers ▪ Cross training of jobs ▪ Telecommunications ▪ Increase in ADR (alternative dispute resolution) requests ▪ More accommodation of disabled employees ▪ Staff training ▪ Background checks for employees that can access sensitive data ▪ Increase in EE (equal employment opportunity) litigation ▪ Lower employee turnover ▪ Decrease in education abilities – writing/speaking ▪ Expanding use of private contractors ▪ Impact of criminal checks on hiring ▪ Difficulty in finding employees in certain geographic areas of state (example, Fairfield County) ▪ Refine job postings to be more specific to actual job duties ▪ Redefine job descriptions ▪ Conflicts with executive branch over benefits offerings ▪ Increase in nepotism ▪ Day after Thanksgiving becoming a holiday ▪ Growth potential for employees ▪ Work ethic and change in 	<ul style="list-style-type: none"> resource system ▪ Employee dissatisfaction/low morale ▪ Recruitment/retention of skilled workforce <ul style="list-style-type: none"> needs ▪ Review minimum educational requirements for jobs ▪ Better evaluation of employee performance

Administrative Services Division 2 – November 20, 2007

TRENDS	IMPACT	STRATEGIES
<p>expectations?</p> <ul style="list-style-type: none"> ▪ Development of in house capability – takeover from consultants ▪ Traffic issues as more employees live longer distances from work 		
<p>Need to reallocate branch budget to better serve needs</p>	<ul style="list-style-type: none"> ▪ Ability to reallocate resources ▪ Branch allocation of resources ▪ Expanding use of private contractors ▪ Prison overcrowding – impact on probation ▪ Move of adult probation officers (APOs) into field via cars, cell phones and wireless laptop computers ▪ Accountability for financial resources ▪ Compliance with federal laws: expense ▪ Outsourcing ▪ Outsourcing of CORE technology services network/PC maintenance ▪ Shifting of judicial positions to technology based positions ▪ Consolidate/conform to some activities of executive branch (statewide cost savings) ▪ Money constraints?! ▪ Availability of capital funding ▪ Economic impact on branch 	<ul style="list-style-type: none"> ▪ More equitable treatment of divisions ▪ Better serve/fund priorities of branch
<p>Decentralization of branch functions</p>	<ul style="list-style-type: none"> ▪ Needs assessment of divisions ▪ Allocation based on outcome of needs assessment 	
<ul style="list-style-type: none"> ▪ Overlapping meetings and purpose ▪ Reduce autonomy between divisions ▪ Written standardized policy and 	<ul style="list-style-type: none"> ▪ Lack of coordination between divisions ▪ Duplication of effort/project ▪ Higher costs – duplicate staffing 	<ul style="list-style-type: none"> ▪ Identifying functions that can be centralized ▪ Improve communication between divisions

Administrative Services Division 2 – November 20, 2007

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> ▪ procedure for unit functions ▪ Further duplication of efforts by divisions ▪ Centralization of court management ▪ Increasing divisional redundancy ▪ Realignment of divisions ▪ Incongruity of divisional visions 	<ul style="list-style-type: none"> ▪ Rivalry between divisions ▪ Inconsistency of handling similar issues ▪ Lack of employee identity to branch ▪ Inaccurate data 	
<p>Increased public expectations will increase scrutiny of branch activities</p>	<ul style="list-style-type: none"> ▪ Image of justices ▪ Branch credibility with legislators ▪ General/negative reaction to public opinion ▪ Increase public perception of branch accuracy ▪ Court security – customer service functions vs. prisoner security ▪ Increase of public access to data ▪ More customer friendly ▪ Increased accountability in contracting ▪ Juror compliance ▪ Additional public/executive oversight ▪ Equity of justice regardless of income ▪ Continued deterioration of separation of branch autonomy ▪ F.O.I. ▪ Increase in lawsuits against the branch 	<ul style="list-style-type: none"> ▪ Strategic planning ▪ Responding positively ▪ More transparency

Appellate Court Administration – November 13, 2007

TRENDS	IMPACT	STRATEGIES	
Erosion of constitutional rights	<ul style="list-style-type: none"> ▪ Political polarization ▪ Erosion of constitutional rights 	<ul style="list-style-type: none"> ▪ Loss of confidence in court system ▪ More litigation ▪ More conflict with Legislative and Executive Branches ▪ Loss of employee morale 	<ul style="list-style-type: none"> ▪ Communicate with other branches and public re: Judicial's role ▪ Public hearings
Employees wanting more flexibility	<ul style="list-style-type: none"> ▪ Increase in need for family friendly policies ▪ Work at home ▪ Work productivity 	<ul style="list-style-type: none"> ▪ Impact on morale ▪ Effect on productivity ▪ Harder to recruit qualified candidates ▪ Harder to retain good employees 	<ul style="list-style-type: none"> ▪ Offer more options ▪ Offer flex time ▪ Offer comp time ▪ Offer more money ▪ More family friendly sick policies ▪ Telecommuting
Competing interest between right to privacy and public's right to know	<ul style="list-style-type: none"> ▪ Privacy ▪ Loss of privacy ▪ Homeland security 	<ul style="list-style-type: none"> ▪ Increased demand to provide information ▪ Increased demand to not provide information ▪ Increased scrutiny on what we provide ▪ Increased demand on court staff on what to present ▪ Impact on how we communicate to public ▪ Disclosure of private information ▪ Lack of consistency within Branch 	<ul style="list-style-type: none"> ▪ Develop guidelines ▪ Seek legislative changes for inconsistency ▪ Appellate ombudsman
Greater demand for increased judicial accountability pertaining to punishment of defendants	<ul style="list-style-type: none"> ▪ Criminal punishments ▪ Increase in inmate population ▪ Increase juvenile crime 	<ul style="list-style-type: none"> ▪ Damages public perception ▪ More habeas petitions ▪ Increase in pro ses leading to more demands on staff time ▪ Pressure on bench to give longer sentences 	<ul style="list-style-type: none"> ▪ Make resources available to pro ses and indigent litigants ▪ Expand video conferences in trial and appellate court

Appellate Court Administration – November 13, 2007

TRENDS	IMPACT	STRATEGIES
Increasingly outdated facilities	<ul style="list-style-type: none"> ▪ Crumbling infrastructure ▪ Health conscious workplace – gym, showers, etc. 	<ul style="list-style-type: none"> ▪ Morale ▪ Health ▪ Recruitment – harder ▪ Loss of productivity ▪ Ability to meet security needs ▪ Hard to install new technology
Growing demand for specialty courts	<ul style="list-style-type: none"> ▪ Boutique courts ▪ Demand for faster turnaround of court cases ▪ Increase in Connecticut Environmental Acts claims ▪ More Alternative Dispute Resolution ▪ Public interest appeals ▪ More foreclosures ▪ Increase ADA claims ▪ Evictions ▪ More election disputes ▪ School desegregation ▪ Increase demand on court resources ▪ Loss of federal grant money ▪ Pro se prisoners 	<ul style="list-style-type: none"> ▪ Diversion of resources ▪ Doing more with less – staff, everything ▪ Duplication of resources ▪ Increase in volume in “specialized” cases ▪ More litigants
Increasing demand on, and for, technology	<ul style="list-style-type: none"> ▪ E-filing ▪ How people get information ▪ Privacy ▪ Demand for public access ▪ Internet publication ▪ Increased technology (paperless calendars) ▪ Technology advancement ▪ Paperless courts ▪ Increase demand on court resources 	<ul style="list-style-type: none"> ▪ Use of technology – resulted in loss of privacy ▪ Difficult to search briefs – “not searchable” ▪ Technology not available to do what would make job easier ▪ Getting technology ▪ Increased reliance ▪ People “not” able to use technology

Appellate Court Administration – November 13, 2007

TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none"> ▪ Frustration by employees, attorneys, public ▪ Lack of access to information that could be on website ▪ Impact of home grown applications used in response to lack of technology
Loss of experienced personnel and declining number of qualified candidates	<ul style="list-style-type: none"> ▪ Connecticut brain drain ▪ Early retirement ▪ Aging workforce 	<ul style="list-style-type: none"> ▪ Loss of productivity ▪ Decrease in morale ▪ Lose institutional memory ▪ Need more qualified candidates ▪ Divisions raiding other divisions – internal competition ▪ Need more training
Increased diversity in people who use the system	<ul style="list-style-type: none"> ▪ Immigration ▪ Language barriers – understanding ▪ Multi-lingual litigants ▪ Perception of disparate treatment by courts 	<ul style="list-style-type: none"> ▪ Loss of confidence by public, litigants ▪ Miscommunication ▪ Expectation of multi-lingual staff to provide interpretation
Increased global competition	<ul style="list-style-type: none"> ▪ Increased global competition 	<ul style="list-style-type: none"> ▪ Provide greater training opportunities ▪ Educate/promote educational opportunities ▪ “Cross training” ▪ Provide on the job training with “person who is leaving”
		<ul style="list-style-type: none"> ▪ Provide information in other languages ▪ More interpreters ▪ Explore technology that provides interpretation ▪ Explore to what extent interpretation services should be provided
		<ul style="list-style-type: none"> ▪ Overseas research ▪ Increased pro hoc ▪ Impact the quality of litigation ▪ More specialization

Appellate Court Law Clerks 1 – 11/9/2007

TRENDS	IMPACT	STRATEGIES
Demand for increased access	<ul style="list-style-type: none"> ▪ Increase in pro se litigants 	<ul style="list-style-type: none"> ▪ Consumes time and resources ▪ Decline in quality of motions and briefs filed ▪ Increased level of frustration for staff and litigants ▪ Difficult when you can't give legal advice ▪ Increased hostility toward Branch if pro se is not successful in court
Loss of common sense	<ul style="list-style-type: none"> ▪ Loss of discretion by authority figures ▪ Loss of individualism at work 	<ul style="list-style-type: none"> ▪ Psychological help for pro ses- they may need family counseling ▪ Determine what is the goal- are we anti pro se or not? ▪ Have fixed fees or legal aide for pro ses (expand role of legal aid) ▪ Direct pro ses to other sources for help ▪ Private ADR and mediation- expand it and make available in other courts
Continued dissatisfaction with government	<ul style="list-style-type: none"> ▪ Loss of morale ▪ Alienation and anger ▪ Rigid application of rules ▪ Failure to address issues before they become problems ▪ Failure to treat professional adults as such 	<ul style="list-style-type: none"> ▪ Look at individuals on a case-by-case basis ▪ Train managers to increase confidence and competence ▪ Increase professional managers ▪ Foster more communication between managers and employees
Continued dissatisfaction with government	<ul style="list-style-type: none"> ▪ Education of public ▪ Openness (media) ▪ Media portrayal/depiction ▪ Dissatisfaction with government overall 	<ul style="list-style-type: none"> ▪ Lack of decorum in the courtroom, clerks office, etc by pro ses and attorneys ▪ People come in with expectation of losing- we don't see justice as the goal ▪ Increase danger and fear by staff ▪ Increase alienation- lose sight of our values and morals
Continued dissatisfaction with government		<ul style="list-style-type: none"> ▪ Open courts (supreme and appellate) for schools ▪ Make pro bono work mandatory ▪ Publicize pro bono work ▪ Public education in schools, speakers, etc. so that public gets good and accurate news about us ▪ More informed media to stop inaccuracies ▪ Put major cases in common language for all to

Appellate Court Law Clerks 1 – 11/9/2007

TRENDS	IMPACT	STRATEGIES	
		<ul style="list-style-type: none"> understand ▪ Publicize all of our good work- marketing ▪ Develop partnerships with state and local Boards to encourage public to take advantage of our services and programs ▪ Campaign finance reform 	
Increased fear	<ul style="list-style-type: none"> ▪ Security ▪ Courtroom safety 	<ul style="list-style-type: none"> ▪ Increased cost ▪ Inconvenience ▪ Loss of openness ▪ Lack of trust 	
Changing demographics	<ul style="list-style-type: none"> ▪ Multi-cultural world ▪ Increase in Spanish speaking population ▪ Shifting demographics in general population ▪ Sexuality/openness at work ▪ Increase in economic disparities ▪ Immigration and alien issues 	<ul style="list-style-type: none"> ▪ Alienates people of different cultures ▪ Takes more time on everyone's part ▪ More resentment ▪ Less willingness to accept court rulings because of difference in cultural backgrounds ▪ Some cultures automatically accept authority ▪ Miscommunication/misunderstanding of what is said ▪ May have more family or housing cases (shifts the caseload) 	<ul style="list-style-type: none"> ▪ More interpreters ▪ More cultural diversity training for staff ▪ Encourage change of high school curriculum- how does the Branch work? ▪ Encourage diversity in law school, staff, etc. ▪ Multi-language forms ▪ Multi-language web site ▪ Greater cooperation with federal system- share ideas and resources with each other
Increased need for flexibility in the workplace	<ul style="list-style-type: none"> ▪ High cost of fuel ▪ Multiple careers over a lifetime ▪ Number of older judges ▪ Job security- concern if we're run more like a business ▪ Demand for better quality of life 	<ul style="list-style-type: none"> ▪ Decreased morale if not flexible ▪ High turnover ▪ Loss of institutional memory 	<ul style="list-style-type: none"> ▪ Flexible work schedules ▪ Expand hours of operation ▪ Job sharing ▪ Encourage public transit/carpools ▪ Telecommute

Appellate Court Law Clerks 1 – 11/9/2007

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> ▪ More women entering the legal field ▪ Working from home/adjustable schedules 		<ul style="list-style-type: none"> ▪ Job-based workplace flexibility
<p>Increased competition for resolving disputes</p> <ul style="list-style-type: none"> ▪ More private mediation and arbitration ▪ Rise in ADR services ▪ Increased cost of litigation 	<ul style="list-style-type: none"> ▪ Less need for Judicial resources ▪ Fewer people participating in Judicial process (juries) ▪ Non-litigating attorneys become less experienced attorneys ▪ Quality of record on appeal ▪ Loss of democratic ideal of method of dispute resolution ▪ Changes overall Branch case mix 	<ul style="list-style-type: none"> ▪ Streamline litigation cost ▪ Enforce existing rules ▪ “rocket docket”
<p>Growing availability of personal information</p> <ul style="list-style-type: none"> ▪ Identity theft ▪ Increased oversight of daily life 	<ul style="list-style-type: none"> ▪ Paranoia ▪ Limits work options- where you can work ▪ Use of social security number or job id number ▪ Resistance to changes in technology ▪ May improve security access to information ▪ Loss of privacy 	<ul style="list-style-type: none"> ▪ Stop using social security numbers inappropriately to identify people ▪ Structures for access to information/block inappropriate access

Appellate Court Law Clerks 1 – 11/9/2007

TRENDS	IMPACT	STRATEGIES	
Greater competition for limited resources	<ul style="list-style-type: none"> ▪ Declining revenue ▪ Need to run Branch more like a business ▪ Shifting demographics in general population ▪ Sign-in procedures for litigants ▪ Death penalty as cruel and unusual ▪ We kill many trees- efficiency ▪ Allocation of Judicial resources ▪ Rise in juvenile crime ▪ Merit-based promotions ▪ Increased focus on health to decrease insurance costs ▪ Lack of feedback loops/responsiveness of government ▪ Focus on local products ▪ Decrease in the quality of court appointed lawyers and special public defenders ▪ Foreclosures ▪ Bankruptcy 	<ul style="list-style-type: none"> ▪ Need to be efficient in all realms- intake and holding of prisoners ▪ Increased distraction from fulfilling our mission ▪ May lose sight of our real purpose as we try to be more like a business ▪ Increase politicization of the Branch ▪ Increased stress trying to accomplish without necessary resources ▪ Benefit- focus on resources where needed (better allocation of resources) ▪ Increased benefit will boost morale 	<ul style="list-style-type: none"> ▪ Raise taxes ▪ Prioritize what's important ▪ Assess personnel needs (link plan to budget) ▪ Every department does an annual report ▪ All employees get annual reviews on performance ▪ Assess hours of work- do we need to work 40 hours to complete our jobs?
Changing and competing values	<ul style="list-style-type: none"> ▪ Technology ▪ Reliance on the Internet ▪ Less paper filing ▪ Advances in technology ▪ Internet/case access by cell phone ▪ We kill many trees ▪ Recycling 	<ul style="list-style-type: none"> ▪ More alienation between groups with and without access to technology ▪ Decreased attention span ▪ Resistance by older people ▪ Difficult communicating with you have to adjust the method of communicating 	<ul style="list-style-type: none"> ▪ Education across generations ▪ Trial programs with video conferencing ▪ Don't let anyone opt out of preferred mode of communication ▪ Upgrade technology ▪ Look for new technology that we can actually use and need to operate ▪ Consider needs of end point user

Appellate Court Law Clerks 1 – 11/9/2007

TRENDS	IMPACT	STRATEGIES
<p>Erosion of separation of powers</p>	<ul style="list-style-type: none"> ▪ Separation of powers ▪ Judicial accountability 	<ul style="list-style-type: none"> ▪ Recycle and properly dispose of equipment ▪ Re-design Lois Law and PITA to help with research ▪ Lose favoritism and hierarchy attitude ▪ Get our own legal department instead of using AG's office ▪ Depoliticize ▪ Get more members of public involved- feedback from litigants ▪ Foster better relationships with other Branches- create public task groups

Court Support Services Division – November 1, 2007 – Administration

TRENDS	IMPACT	STRATEGIES
Increased Emphasis on Collaboration (Inter/Intra Agency)	<ul style="list-style-type: none"> ▪ More integration of interagency services for clients ▪ Confidentiality challenges ▪ Increase in communication throughout the Branch and to the public ▪ Impact of Parole changes ▪ "Treat in silos": compartmentalization of clients involved in multiple systems ▪ Increased demands for sharing information across agencies (i.e. SDE, DOC, SS) 	<ul style="list-style-type: none"> ▪ Develop/disseminate Relational organizational charts: inter/intra Branch, CSSD, sister agencies ▪ Improve awareness among staff of resources ▪ Improve opportunities for teaming (inter/intra branch and agencies) ▪ Increase Top down investment in collaborative efforts i.e., solicit executive level support ▪ Increase better communication on projects (inter agency, among Branch Divisions)
Increased awareness/impact of Culture and Social Trends	<ul style="list-style-type: none"> ▪ Bilingual services ▪ Confidentiality ▪ Impact of more/changing Cultures and breakdown of family units ▪ Increased/continued Diversity in hiring ▪ Over representation of minorities ▪ Public's diminished willingness to participate in jury duty ▪ Cost/ benefit of crime - \$1,000 a day selling drugs verses \$7.10 an hour ▪ Shift in cultural composition of population 	<ul style="list-style-type: none"> ▪ Inability to meet needs ▪ Need for new skill sets ▪ We do not know how to deal with cultural changes ▪ Staff not matched with client's culture ▪ Over representation of minorities <ul style="list-style-type: none"> ▪ Become aware of and implement adaptive strategies for cultural/societal changes ▪ Enhance resources and funding for resources that will address emerging needs ▪ Identify the composition of populations and tailor services based on those populations ▪ Cultural competency training ▪ Ensure staff composition is closer to that of the clients <p>Enhance Multicultural diversity of staff within Branch</p>

Court Support Services Division – November 1, 2007 – Administration

TRENDS	IMPACT	STRATEGIES	
Impact of Fiscal Considerations	<ul style="list-style-type: none"> ▪ Budget/tax challenges ▪ Impact of state and national tax and funding policies 	<ul style="list-style-type: none"> ▪ limited resources to provide needed services (personnel, equipment) ▪ Decreased/depressed economy coupled with/resulting in increased need for services ▪ Increasing need, diminished resources 	<ul style="list-style-type: none"> ▪ United (Judicial) approach for funding requests ▪ Evaluate outcomes and effectiveness of programs, services, and tie them to spending decisions ▪ Educate fiscal decision makers ▪ Ensure services match/support Judicial vision/mission ▪ Implement Resource mapping tools
Impact of Human Resources (Workforce Development)	<ul style="list-style-type: none"> ▪ Lack of advancement opportunities for staff ▪ Increased staff burnout ▪ Lack of communication throughout the agency ▪ Need to hire more dual language staff ▪ Increase in demand for services but no increase in facility space ▪ Increased leadership training needs and opportunities ▪ Retention/recruitment ▪ Retirement and workforce turnover ▪ New skills needed ▪ Increase in restrictive hiring ▪ Work/life balance issues for all staff 	<ul style="list-style-type: none"> ▪ Moral issues: job opportunities ▪ Disconnect between field/administration, staff/management ▪ Loss of staff talent (retirement) ▪ Loss of organizational/institutional knowledge ▪ Stress/job stress effecting family and work productivity and leading to increased burnout 	<ul style="list-style-type: none"> ▪ Enhance job selection process protocols (longer intervals) ▪ Increase dissemination of job opportunities to ensure more staff can take advantage ▪ Increase training of leaders, including succession planning ▪ Explore employee incentives (flex hours, telecommuting, job rotation) ▪ Encourage employee skill development (independent professional development) ▪ Increase staff recognition/motivational strategies ▪ Develop merit based incentives (pay, other rewards) ▪ Longer term, more efficient facility planning
Impact of Organizational	<ul style="list-style-type: none"> ▪ Heightened awareness of the 	<ul style="list-style-type: none"> ▪ Decrease effectiveness of 	<ul style="list-style-type: none"> ▪ Identify/implement better

Court Support Services Division – November 1, 2007 – Administration

TRENDS	IMPACT	STRATEGIES	
Culture on effectiveness/efficiency	<p>need for alignment of daily work with Agency/Branch policy</p> <ul style="list-style-type: none"> ▪ Continued and increased cooperation between divisions ▪ Increased awareness of need for cross training between units ▪ Emphasis on “Do more with what you have” culture ▪ Efforts at identifying who is our client ▪ Need for improved communication within respective divisions of the Branch ▪ Required to do more/better integration of inter unit/interdisciplinary teams in planning and projects implementation ▪ Required to work together, inter department within CSSD/inter division within Judicial more effectively 	<p>projects</p> <ul style="list-style-type: none"> ▪ Increase duplication of efforts because of poor communication ▪ Increase competition for money ▪ Accountability – Who is in charge? ▪ Mixed voices – credibility ▪ Affects decision making – don't have all information ▪ Decreases morale 	<p>project planning procedures</p> <ul style="list-style-type: none"> ▪ Increase cross training: inter/intra Branch, Division ▪ Increase education of public on our efforts ▪ Develop clear role identification of divisions within Branch and establish communication links, increase public perception of the Branch and its Divisions. ▪ Create stronger connection of projects to agency vision/mission ▪ Ensure consistency of activities/contracts within branch ▪ Cultivate incentives for change and innovation in delivery of services to the courts, public and clients
Increasing impact /importance of engaging in Research and Evaluation efforts	<ul style="list-style-type: none"> ▪ Heightened accountability pressures: cost/benefit issues ▪ Need evaluation of effectiveness of Contract Services: How do we know what's working? ▪ Increased need for basic understanding of research/statistics ▪ More demand for Measuring intangibles ▪ Use of data statistics outside Judicial to steer goals 	<ul style="list-style-type: none"> ▪ Inability to stay current on research ▪ Lack of knowledge impacts effectiveness of decision-making in management, service implementation ▪ Unknown effectiveness of programs decreases effectiveness and wise use of resources ▪ Public perception of effectiveness decreases if research is not available 	<ul style="list-style-type: none"> ▪ Hire/cultivate more analysts ▪ Training staff on data collection ▪ Increase ability to measure outcomes ▪ Money and staff for data collection and management in contracts

Court Support Services Division – November 1, 2007 – Administration

TRENDS	IMPACT	STRATEGIES	
Increasing impact /importance of engaging in Research & Evaluation - continued	<ul style="list-style-type: none"> ▪ Shift in reporting of data: how this is done, tailored to audience ▪ Increased needs/skill-sets (increased need for analysts) 	<ul style="list-style-type: none"> ▪ Develop data-sharing policies ▪ Identify what data is important ▪ Ensure decisions are data-driven for information based management 	
Services and Resources	<ul style="list-style-type: none"> ▪ Demand for access to services beyond 9 – 5 ▪ Education issues for Adult and Juvenile clients ▪ Demand for affordable housing ▪ Demand for better client resources ▪ Use of experiential education to meet different learning needs ▪ Healthcare cost on the rise but reduction in quality of services ▪ Lack of job opportunities for convicted felons ▪ Need for positive incentives for troubled youth ▪ Need for vocational training to meet need for high tech staff 	<ul style="list-style-type: none"> ▪ Increased recidivism for lack of services ▪ Increase in other judicial areas of responsibility ▪ Increase stress of providing supervision because of inability to meet client needs-- decrease effectiveness to provide public safety ▪ Limits options of court if services and resources aren't available 	<ul style="list-style-type: none"> ▪ Increase understanding of existing services with other agencies, community based services: use service mapping, resource gap analysis statewide ▪ Increase outreach to Community Based Organizations (faith based) ▪ Investigate expanding procurement process to widen the net ▪ Investigate changes in service delivery patterns (after hours) ▪ Evaluate program effectiveness for funding decisions ▪ Teaming with other agencies for collaborative contracting, increase access to services
Impact of Public	<ul style="list-style-type: none"> ▪ Public misconception: "TV Court" 	<ul style="list-style-type: none"> ▪ Public feels we are not 	<ul style="list-style-type: none"> ▪ "Tell the true story" getting

Court Support Services Division – November 1, 2007 – Administration

TREND	TRENDS	IMPACT	STRATEGIES
<p>Perception</p>	<ul style="list-style-type: none"> images vs. reality ▪ Capability of systems vs. expectations of public ▪ Need to understand Branch (Justice) function within larger social/political context; "Put the human back into Judicial" ▪ Public perceives lack of enforcement of current laws: Reactionary responses to Cheshire - Three strikes and you are still not out! ▪ Image of Branch as old fashioned ▪ Increased "blame" of government for social problems ▪ Lack of prison space and impact on community supervision ▪ Concern for public safety: response to Cheshire ▪ Demand for quality customer service (phone and in person) ▪ Rights of clients vs. public safety ▪ Perception of lesser white collar crime punishment verses other crimes ▪ Increased demand for confidentiality: What is public information? 	<ul style="list-style-type: none"> meeting mandates for public safety ▪ Decreased confidence in criminal justice system ▪ Increase in combative interactions between members of criminal justice system, with public, other stakeholders ▪ Negative outlook toward judicial process ▪ Unrealistic expectations of judicial system, criminal justice system as being able to provide all services 	<ul style="list-style-type: none"> the story out to the public (on crime rates, effectiveness rates of services, supervision techniques) – backed by data ▪ External Affairs marketing should focus on positive – localizing Judicial impact ▪ Implement more efforts/increase opportunities to educate the public on what we do ▪ Increase training for customer service skills – front-line staff ▪ Enhance education efforts in schools
<p>Impact of Special Populations</p>	<ul style="list-style-type: none"> ▪ Combating increased gang activity ▪ Demand to remove (mental health) MH delivery from community corrections ▪ Outreach to youth in effort to prevent/reduce their involvement in the Criminal Justice system ▪ Dealing with Sex Offenders: what 	<ul style="list-style-type: none"> ▪ Increase in special populations are placing strain on Judicial which does not have services and staff ▪ Increase in workforce needs ▪ Increase in specialized training needs for staff ▪ Increase in Branch 	<ul style="list-style-type: none"> ▪ Collaborate with educational institutions to enhance curriculums (certificate programs) ▪ Collaboration with other agencies already working with special populations ▪ Develop training

Court Support Services Division – November 1, 2007 – Administration

	TRENDS	IMPACT	STRATEGIES
Populations -- continued	<p>do we do with them after they complete their sentence?</p> <ul style="list-style-type: none"> ▪ 16 – 17 year olds 	<p>responsibilities and costs for doing business</p> <ul style="list-style-type: none"> ▪ Public expectation of how Judicial will handle special groups 	<ul style="list-style-type: none"> ▪ Select/recruit officers with skill sets ▪ Continuous updates to legislature on impact/progress of our work with special populations ▪ Develop collaborative relationships with universities to enhance knowledge with (schools, education, DOE) ▪ Research and evaluate outcomes to determine Best Practice for special populations
Technology Enhancements	<ul style="list-style-type: none"> ▪ Increased accountability of actions by IT staff ▪ Need for additional technology support such as 24/7 ▪ Increased use of laptops ▪ Confidentiality requirements ▪ Increase use of electronic monitoring (GPS) ▪ Use of GPS tracking of sex offenders (SOs) ▪ Constant advancement of IT technology ▪ Telecommuting job opportunities ▪ Increased use of technology: Video conferencing instead of client transportation 	<ul style="list-style-type: none"> ▪ Lack of technology documentation (poor development of tech-databases) ▪ Increase on workload for current IT staff ▪ Funding shortages ▪ Restriction of new technology ▪ Over-reliance on new technology ▪ Need for training for field staff, IT staff, management 	<ul style="list-style-type: none"> ▪ Integrate existing systems ▪ Integrate business and technology ▪ Better project planning for IT projects ▪ More training ▪ Increase number of IT staff ▪ Build systems that are marketable (i.e. includes documentation, design, specs, etc.)

Court Support Services Division – October 17, 2007

TRENDS	IMPACT	STRATEGIES	
Increasing need for awareness of and responsiveness to cultural diversity	<ul style="list-style-type: none"> ▪ Minority issues ▪ Diversity ▪ Diversity of staff and manager ▪ Language barrier ▪ Disparity in defendants' Judicial outcome ▪ Minority overrepresentation ▪ DMC (Disproportionate Minority Contact) ▪ Limited English Proficiency (LEP) ▪ Gender specific practices in Juvenile and Adult ▪ Gender issues ▪ Gender specific services for males and females ▪ Crimes against aging population 	<ul style="list-style-type: none"> ▪ Issues of communication ▪ Impact on quality of services ▪ Access to services ▪ Discrimination ▪ Public perception ▪ Staff perception ▪ Inequity in sentencing 	<ul style="list-style-type: none"> ▪ Compliance with Limited English Proficiency (LEP) ▪ Examine practices for equity and research and educate staff on area cultural populations ▪ Recruit more diverse staff ▪ Educate employees with data on cultural diversity ▪ Training on cultural awareness ▪ Education private providers ▪ Insure that services provided by private contractors are "culturally diverse" ▪ "Neutral" services – provide same services to all regardless of language, gender, race, culture, etc.
Greater demand for specialty courts	<ul style="list-style-type: none"> ▪ Increased case management for clients in multiple courts ▪ Increased specialized court dockets ▪ Specialized courts 	<ul style="list-style-type: none"> ▪ Resource impact ▪ Staffing needs increased ▪ Services (depend on contract services) ▪ Space issues/facilities ▪ More judges and court personnel ▪ Training ▪ Impact on other dockets and case flow ▪ Increased confusion ▪ Judicial oversight ▪ Public perception of "special treatment" ▪ Investment vs. outcome (cost effective?) 	<ul style="list-style-type: none"> ▪ Slower expansion ▪ Research and analysis of effectiveness by independent group ▪ Piloted, focused... followed by evaluation ▪ Increase resource (community opportunity) without adding court structure

Court Support Services Division – October 17, 2007

TRENDS	IMPACT	STRATEGIES
Greater competition for limited funds	<ul style="list-style-type: none"> ▪ Presidential election → federal funding priorities ▪ Budget 	<ul style="list-style-type: none"> ▪ Federal funds dried up so little development and experimentation with new programs ▪ Need to use more state funds ▪ Reduces innovation in programs ▪ Less grant money ▪ Competition for funds for staffing
Higher professional standards for staff	<ul style="list-style-type: none"> ▪ Having data to support what you seek ▪ Solicit more private/foundation funding ▪ Marketing ▪ Approach federal government/OPM equivalent ▪ More reliance on the private sector ▪ IRB boards will be needed 	<ul style="list-style-type: none"> ▪ Better quality services to courts, clients, and public ▪ Attracting higher quality staff/recruitment ▪ Impact on public safety ▪ Better outcomes from case management ▪ Fewer kids coming into adult system
Provide more appropriate and effective services to	<ul style="list-style-type: none"> ▪ 16 and 17 year old moving to Juvenile Court 	<ul style="list-style-type: none"> ▪ Enhance training of staff/manager ▪ Mentoring/case conferencing ▪ Feedback re outcomes of work for staff ▪ Provide best in necessary resources for staff ▪ Review/revise job descriptions ▪ Evaluate job descriptions ▪ Expand "training academy" concept within the Branch ▪ Holistic development perspective – all aspects should fit together – training, feedback/performance appraisals ▪ Identify individuals trained in a specific field to interact in specific area with clientele ▪ Skill-building ▪ Pooling resources among divisions
Provide more appropriate and effective services to	<ul style="list-style-type: none"> ▪ 16 and 17 year old moving to Juvenile Court 	<ul style="list-style-type: none"> ▪ Less crime, less recidivism ▪ Fewer adult offenders
Provide more appropriate and effective services to	<ul style="list-style-type: none"> ▪ Implement support centers ▪ Move toward a time when all 	<ul style="list-style-type: none"> ▪ Implement support centers ▪ Move toward a time when all

Court Support Services Division – October 17, 2007

TRENDS	IMPACT	STRATEGIES	
children and families	<ul style="list-style-type: none"> ▪ 16 and 17 ▪ 16 and 17 year olds in JJS ▪ FWSN ▪ Moving Families with Service Needs (FWSNs) out of court and into Family Support Center ▪ Mental health issues in juvenile population ▪ Mental health needs of juveniles and families 	<ul style="list-style-type: none"> ▪ More kids graduate ▪ Higher family function 	<ul style="list-style-type: none"> ▪ status offenders will go there (support centers) ▪ Hire more staff ▪ More/improved facilities ▪ Interagency collaboration ▪ Identification/implementation of services ▪ Enhanced information sharing ▪ Improve screening and assessment of needs
Increasing quality of supervision to achieve greater public safety	<ul style="list-style-type: none"> ▪ Demand for greater public safety post-Cheshire incident ▪ Prison overcrowding increasing ▪ Probation caseloads must be more manageable ▪ Public safety ▪ Police function in probation supervision "equipment" ▪ More accountability in community based sanctions ▪ Sentencing reform ▪ More demand for more pre-trial release prison crowding ▪ Sex offender management ▪ Warrant service with police 	<ul style="list-style-type: none"> ▪ Greater public safety ▪ Negative view of probation ▪ More satisfactory outcomes to case management ▪ Lower recidivism for clients ▪ Less violence/victimization ▪ Better use of tax dollars ▪ "NIMBY" ▪ More effective organizationally ▪ More PSIs ▪ Case focused vs. system focused (because of Cheshire) ▪ Dealing with legislative community ▪ Policy and procedural changes ▪ Spending more time assisting other agencies (Parole, etc.) ▪ Increased security in technology area ▪ Effect on morale of line staff 	<ul style="list-style-type: none"> ▪ Reduced caseloads ▪ Motivational interviewing ▪ Implementing more evidence based services ▪ Marketing quality of services we do provide and educating public as to what we can and cannot do ▪ Develop bridges in systems to share technology with other state agencies (reduces burden on line staff) ▪ Create reports from information technology to assist in caseload management ▪ Develop system for more timely arrest of VOP (Violation of Probation)
Larger sharing of	<ul style="list-style-type: none"> ▪ Legislative changes for sharing 	<ul style="list-style-type: none"> ▪ Poor decision-making based 	<ul style="list-style-type: none"> ▪ Public web-based system for

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TRENDS	IMPACT	STRATEGIES	
information with other agencies and public	medical mental health information, etc. <ul style="list-style-type: none"> ▪ Interagency collaboration ▪ Information available to public. confidentiality? ▪ Clarifying what data can be shared – through legislation ▪ Education system cooperation with Juvenile Court and Probation ▪ Demands for sharing information : case specific ▪ Interagency data sharing ▪ What happens to DCF? ▪ Sharing data consistently in Judicial / in state agency ▪ COOP ▪ Warrant service with police ▪ Fulfill promise of CJIS ▪ Increase collaboration with other state agencies 	on lack of information <ul style="list-style-type: none"> ▪ Duplication of efforts ▪ Credibility suffers / public perception that we “hide” information ▪ Confusion among staff re what can be shared ▪ Different databases can’t “talk” together (age/incompatibility) (no mechanism to coordinate sharing) 	sharing of all “judicial” information <ul style="list-style-type: none"> ▪ Development of web-based victim notification system Statewide Automated Victim Information and Notification (SAVIN) ▪ Interagency collaboration ▪ Invest in existing technology to solve problems
Expectations of public and staff to have updated technology solutions for data sharing, hardware and software	<ul style="list-style-type: none"> ▪ Fulfill promise of CJIS ▪ Portability of computers ▪ Infrastructure for IT – employees’ hardware/software ▪ Public information via technology ▪ Information technology upgrades ▪ Automation ▪ Keeping up with new technology 	<ul style="list-style-type: none"> ▪ Financial impact ▪ Competition of limited resources, resources have no mechanism for new technology ▪ Inefficient operations ▪ Judicial not wanting to share information - public perception ▪ Limited data sharing ▪ Greater demand on CJIS 	<ul style="list-style-type: none"> ▪ More money ▪ More staff ▪ Training coordination ▪ More awareness of what resources are available ▪ Interagency coordination and planning ▪ Low range planning ▪ Strengthen CJIS
Public relations and accountability	<ul style="list-style-type: none"> ▪ New leadership ▪ Lawsuits ▪ More victim rights, input, information 	<ul style="list-style-type: none"> ▪ Increased scrutiny ▪ Slows process down ▪ Brings attention to issues that can result in solutions 	<ul style="list-style-type: none"> ▪ Provide more information to media and public ▪ Practice openness ▪ Reduce confidentiality to an

Court Support Services Division – October 17, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Greater openness of Judicial process ▪ Increase media interaction ▪ Demand for greater public safety post Cheshire incident ▪ High-profile crimes/cases ▪ Greater exposure in press 	<ul style="list-style-type: none"> ▪ Sound bites bigger than facts (press looking for sensational rather than facts) ▪ Branch loses control over its organizational destiny 	<p style="text-align: center;">appropriate level</p> <ul style="list-style-type: none"> ▪ Willingness to talk about problems before reaching critical (level/masses) ▪ Highlight positive work done – share information so reporters will want to cover ▪ Expand External Affairs capability – proactive information flow to press and public (in a way that is useful to them, put things out that people can relate to)
Increased need for staff and infrastructure to support staff	<ul style="list-style-type: none"> ▪ Facilities shortage ▪ Facilities to meet growing staff resources ▪ Increase in staffing ▪ More professional staff – less clerical staff 	<ul style="list-style-type: none"> ▪ Quality decreases ▪ Employees can't get their work done / sharing workstations ▪ Impacts timeliness of important information getting out to other agencies ▪ Creates unsafe work conditions ▪ Decrease in staff cohesion ▪ Impacts public relations / slowness in addressing public needs ▪ Impacts dignity 	<ul style="list-style-type: none"> ▪ Judicial runs its own leases ▪ Quality resource analysis / conduct independently ▪ Need for more marketing ▪ Night court / non-traditional hours of operation
Movement toward accountability through measuring outcomes	<ul style="list-style-type: none"> ▪ Evidence based services ▪ Move towards accountability through measuring outcomes ▪ Internal program management ▪ Cost-benefit of services – strategic use of dollars ▪ Recidivism reduction ▪ Need for infrastructure staff to 	<ul style="list-style-type: none"> ▪ Better quality services ▪ More pressure on us to have outcomes for internal resources (i.e. staffing/ specialists) ▪ Clarify where outcomes are supposed to be ▪ Disconnect / redefining 	<ul style="list-style-type: none"> ▪ Requires more strategic planning ▪ More collaboration (with social services agencies) approach ▪ Bring outside providers into planning process ▪ Requires us to become more

Court Support Services Division – October 17, 2007

TRENDS	IMPACT	STRATEGIES	
<ul style="list-style-type: none"> ▪ support programs ▪ Substance abuse among clients/juvenile and parents ▪ Quality assurance ▪ Quality assurance of contracted services ▪ Evidence based programs ▪ Specialization ▪ Measuring outcomes 	<ul style="list-style-type: none"> ▪ Spending more than we ever did for evaluations (diverting resources to evaluations) ▪ Increased demand on line staff to input data ▪ Increased awareness of how work is done, not if it's done 	<ul style="list-style-type: none"> ▪ research informed ▪ Sharing technology with providers ▪ Determine strategy for long term research planning capacity (internal vs. contracted capacity) 	
<p>Increasing pressure of social/economic issues on offender rehabilitation</p>	<ul style="list-style-type: none"> ▪ Sex offender housing ▪ Residential services ▪ Zoning ▪ Education employment ▪ Offender discrimination (against them) ▪ Poverty ▪ Housing 	<ul style="list-style-type: none"> ▪ Increased recidivism ▪ Potential for increasing failure ▪ Makes implementation of best practices more difficult ▪ Decreasing general standard of quality of life ▪ Exposing public to more offenders 	<ul style="list-style-type: none"> ▪ Provide information to legislature so they can be preventative ▪ Enhance collaboration and outreach ▪ Need legislation re: ___ting of juvenile/adult ▪ Increase requirement of collaboration on our part because we are dependent on other agencies (i.e. resources, etc.)

Court Support Services Division – October 30, 2007 – Field/Direct Staff

TRENDS	IMPACT	STRATEGIES
Increasing demands for Services Supporting Behavior Change	<ul style="list-style-type: none"> ▪ # of incidents increase with lack of services ▪ Impact on Recidivism ▪ Lack of behavior change services increases "Frequent flyers" in family services ▪ Negative influence of peers is increased if there are no services that provide behavior change models 	<ul style="list-style-type: none"> ▪ Provide Parenting education (court, kids) – support therapy ▪ Need for co-parenting education (long-term) ▪ Develop/implement interventions to acknowledge client's success and encourage behavior change
Treatment and Services for Special Populations	<ul style="list-style-type: none"> ▪ Separation of these populations for services/treatment ▪ Special population clients get lost on general caseloads ▪ Lack of knowledge about best practice services for special populations can result in lower quality non-specific services (i.e., 16-17 year DV services) ▪ Lack of residential beds for females ▪ Lack of treatment programs for special populations ▪ Lack of mental health (MH) services for special populations (i.e. schizophrenia) ▪ Provision of MH services to children in detention ▪ Increased MH diagnosis/treatment (RX) for younger children 	<ul style="list-style-type: none"> ▪ Develop web-based resource guide ▪ Implement Age/gender/need specific services caseloads ▪ Implement Team approach to Case Management ▪ Expand adult behavior services network including gender specific services for women ▪ Improve assessment process ▪ Encourage community organizations to address multi-diagnosis

Court Support Services Division – October 30, 2007 – Field/Direct Staff

TRENDS	IMPACT	STRATEGIES	
Treatment and Services for Special Populations - continued	<ul style="list-style-type: none"> ▪ More DV cases involving parents/teens ▪ Use of intensive pre-trial supervision ▪ Increase in number of severe mental health diagnoses ▪ More pro se parties in court ▪ Programs not taking IV drug users or clients taking certain medications ▪ Specialized probation caseloads ▪ Unmarried parents ▪ Increasing number of women in the Criminal Justice system 		
Increased need for Specialized Training for judicial and criminal justice staff	<ul style="list-style-type: none"> ▪ Increased demand for officer safety training ▪ Need for more training for Judges ▪ Need for more training for State's Attorneys ▪ Need for training for Guardians Ad litem (GALs) 	<ul style="list-style-type: none"> ▪ Efforts to Improve access to knowledge base training ▪ Easier transitions for judges ▪ Enhanced collaboration amongst court personnel ▪ Improved skill sets 	<ul style="list-style-type: none"> ▪ Provide more in-service training ▪ Establish universal criteria for GALs ▪ Provide more cross-training for court personnel ▪ Encourage cross agency educations (i.e., with DCF)
Staff Recognition	<ul style="list-style-type: none"> ▪ Staff asking for acknowledgement of successes ▪ Demand for flexible schedules ▪ Need for more field officers ▪ More volatile custody cases has increased risk to Family Relations officers ▪ Increase in job opportunities in CSSD ▪ Quicker filling of empty positions (Family) 	<ul style="list-style-type: none"> ▪ Job satisfaction/morale/safety concerns can lead to increase staff negativity. ▪ High turnover ▪ More manageable workloads ▪ More promotional opportunities 	<ul style="list-style-type: none"> ▪ H R Newsletter/H R Intern ▪ Flexible scheduling ▪ More positions in hazard duty class ▪ Better posting of jobs ▪ More agency vehicles ▪ More opportunities for specialization/lower workloads ▪ Employee of the month awards

Court Support Services Division – October 30, 2007 – Field/Direct Staff

TRENDS	IMPACT	STRATEGIES	
Increased Demand for Vocational Education (Voc/ed)	<ul style="list-style-type: none"> ▪ School programs implemented for certain ages of pre-trial clients ▪ Increase in dropout rates ▪ Need for employment services ▪ Lack of voc/ed teachers for children in different grades levels ▪ Lack of mentoring programs for children 	<ul style="list-style-type: none"> ▪ Lack of social mobility leads to criminal justice involvement ▪ Recidivism increases ▪ Not meeting educational needs ▪ Behavior problems ▪ Whole family becomes involved, lack of training, job opportunities creates “revolving criminal justice door” for many family members 	<ul style="list-style-type: none"> ▪ Regular staff meetings ▪ Hire Voc/ed resource coordinator to create collaborations with community resources ▪ Educate in school on how to get a job (speakers, courses, emphasize finishing) ▪ Create separate space in Detention for classes (by grade) ▪ Contract for mentoring services
Technology	<ul style="list-style-type: none"> ▪ Paperless systems implemented ▪ Scanners ▪ Shared computer systems (support, enforcement, family, probation and parole) ▪ Handheld computers ▪ Impact of using GPS 	<ul style="list-style-type: none"> ▪ Need to keep up with confidentiality requirements ▪ Communication gaps between/within criminal justice agencies ▪ Increased training needs of staff ▪ Need for resources to provide technology ▪ Increased access to case notes in the field ▪ False sense of perfect security with technology (GPS makes you “safe”) ▪ Legal implications; problems within/without: info sharing with other agencies (DCF) ▪ Technology “glitches” can cause problems 	<ul style="list-style-type: none"> ▪ System should be 24/7 ▪ Develop universal release of information – statewide ▪ Develop universal investment in technology – update old systems ▪ Develop universal standards of confidentiality – statewide ▪ Provide universal technology training (discipline specific) ▪ Universal investment in underlying technology ▪ Provide laptops in the field

Court Support Services Division – October 30, 2007 – Field/Direct Staff

	TRENDS	IMPACT	STRATEGIES
<p>Social Economic/Legislative Impact</p>	<ul style="list-style-type: none"> ▪ Budget cuts ▪ Falling Economic trends ▪ Lack of affordable public housing ▪ Increase in demand for legal aid for Pro Se clients ▪ More Pre-trial supervision clients ▪ Need to merge pre-trial with probation ▪ New Detention center in Bridgeport (new facilities create impact) ▪ Prison overcrowding 	<ul style="list-style-type: none"> ▪ Creates job pressures and low morale ▪ Increase in duplication of work (probation/bail) ▪ Increase in unemployment results in increase in criminal justice involvement ▪ Increase in recidivism ▪ Increased pressure on probation officers to connect with resources that might not be there ▪ Increase in homelessness ▪ More reductions in programs and staff 	<ul style="list-style-type: none"> ▪ Increase employment opportunities, job training : connections with schools ▪ Increase CSSD staff recruitment at colleges ▪ Increase efforts to prove programs work: educate the legislature/funders ▪ Increase support for legal aid services ▪ Recognize regional differences in economic/social problems and resources to address these more effectively
<p>Greater Need for internal/external Collaboration</p>	<ul style="list-style-type: none"> ▪ Increased communication with local police ▪ Different agendas that creates lack of collaboration in CSSD ▪ Need for relationship between probation and parole – probation transition program (PTP) 	<ul style="list-style-type: none"> ▪ Transmittal of misinformation, no information, missing information ▪ Frustration with police – unwillingness to be involved with civil affairs ▪ Lack of knowledge of families about system → confusion → decreased outcomes 	<ul style="list-style-type: none"> ▪ Outreach to police and DCF: name a Judicial point person ▪ Enhance collaboration between courts ▪ Attend community collaborative meetings with city and all stakeholders (police, parole, AIC, treatment) ▪ Decrease caseloads so that officers have more time to communicate with families, work with clients to increase cooperation ▪ Combine intake/supervision in Adult Services ▪ Better coordination of pre-trial services ▪ More meetings with pre-trial players and court staff

Court Support Services Division – October 30, 2007 – Field/Direct Staff

TRENDS	IMPACT	STRATEGIES	
<p>Increasing importance of Public Perception</p>	<ul style="list-style-type: none"> ▪ Public calls for knowledge of successes and failures ▪ Reaction to the Cheshire home invasion ▪ Denial of parole for violent offenders ▪ Detention does not intimidate juveniles ▪ Making the court process understandable to clients; Lack of interpreters ▪ Demands for stiff penalty of home invasion crime 	<ul style="list-style-type: none"> ▪ Public fear ▪ Increased expectations of Judicial ▪ Lack of confidence in systems ▪ Frustration and stresses on fulfilling expectations ▪ "Unfortunate norm": public assumes the worst ▪ Detention is not a deterrent to re-offending – revolving door ▪ Negative view of work ethic of public employees 	<ul style="list-style-type: none"> ▪ Improve system of accountability for the state ▪ Develop strategies to improve employee retention, increase consistency of employee performance ▪ Provide better resources for external affairs – positive press ▪ Improve information desks at the courts: make more staff/information available ▪ Hire more interpreters: provide classes to staff to enable more to become bilingual.

Court Support Services Division – October 31, 2007 – Supervisory Staff

TRENDS	IMPACT	STRATEGIES
Increasing Awareness of Cultural Competency	<ul style="list-style-type: none"> ▪ Call for more interpreters for many languages of clients ▪ More diverse staff ▪ Challenge of increasing cultural competency within the branch 	<ul style="list-style-type: none"> ▪ Disconnect between the offender and services/staff ▪ Delays in court system ▪ Discrimination ▪ Stereotyping ▪ Outcomes suffer <ul style="list-style-type: none"> ○ Trust/perception ○ Engagement ▪ Staff who speak a second language are overburdened
Increasing Importance of Staff Enhancement efforts	<ul style="list-style-type: none"> ▪ Lower quality of Detention staff (per diem) because of salary restrictions ▪ Lack of latitude for staff ▪ Lack of staff retention strategies leading to high turnover ▪ Lack of productivity/work ethics ▪ Insufficient staffing levels and professional quality skills of staff result in decreased public safety ▪ Safety issues in workplace so some standards suffer ▪ Low morale 	<ul style="list-style-type: none"> ▪ Increase funding for interpreter services (staff & forms) ▪ Make telephone language service available to all offices ▪ Hiring/recruitment/job fairs/Interns – Advertisement should promote diversity ▪ Work study/Social Work Internship Program (ex: DCF's SWIP) ▪ More cultural competency training
Increasing Importance of Staff Enhancement efforts	<ul style="list-style-type: none"> ▪ Need for improvement in some basic professional skills i.e., writing styles ▪ Need additional training for Detention staff ▪ Flex time for field staff - ▪ Juvenile Probation Officers have gotten away from visiting their kids – why? ▪ Staffing issue – Probation Officer caseload restriction ▪ Higher demands on supervisors ▪ Need for proper staffing levels in facilities ▪ Need for improved facilities/space ▪ Need for more night reporting opportunities for clients ▪ Need for increased support for supervisors running large offices ▪ Need more attention to Juvenile Detention Officers (JDOs) level (currently two steps from supervisors) 	<ul style="list-style-type: none"> ▪ Involve Supervisors in hiring decisions ▪ Provide training for basic skills i.e., writing skills ▪ Obtain more facility space ▪ Improve pay scale for per diem staff (Detention) ▪ Provide exercise/stress relief opportunities for staff ▪ Provide more retreat/development days for staff interaction opportunities ▪ Increase pay for shift supervisors, we are only one step from Lead ▪ Consider flex time ▪ Consider providing training classes for some basic skills with retirees as instructors

Court Support Services Division – October 31, 2007 – Supervisory Staff

TRENDS	IMPACT	STRATEGIES
Increasing Importance of Staff Enhancement efforts - Continued	<ul style="list-style-type: none"> ▪ Need more cars available to staff - field work ▪ Awareness of need for staffing increases ▪ Reduction in staff workloads to allow for better outcomes ▪ Retirement and loss of experienced staff ▪ Attention to health needs (Stress relief for staff) 	<ul style="list-style-type: none"> ▪ Protocol to protect/ensure channels of communication between staff and administration concerning program services
Increasing Awareness of Safety Issues	<ul style="list-style-type: none"> ▪ Increasing gang organizations, activities ▪ More training for safety available to officers ▪ Safety issues with clients and staff ▪ Violence in the community 	<ul style="list-style-type: none"> ▪ Impacts other areas of work ▪ Impacts worker's compensation ▪ Impacts Staff/client relationships ▪ Officers/staff do not go out to the field as much ▪ Policy standard compliance can suffer due to safety concerns ▪ Impact on warrant service ▪ Liability concerns
Greater Demands on Courts to Address Specialized Population	<ul style="list-style-type: none"> ▪ Gender Specific Services ▪ Mental health needs of juveniles ▪ People living longer ▪ Kids start offending younger/younger offenders ▪ Specialized caseloads 	<ul style="list-style-type: none"> ▪ Provide vehicles/cell phones/teaming opportunities with other Judicial employees ▪ Develop specialized warrant teams with appropriate skills, supports to ensure safety ▪ Improve communication with police and other agencies ▪ Provide safety equipment ▪ Provide more in-house training to keep staff current on safety techniques (Detention)
Greater Need for Technology Infrastructure to Support Staff	<ul style="list-style-type: none"> ▪ Increased demand for accountability ▪ Not having services in place ▪ Work force impact: not enough staff ▪ Need resources for services ▪ Need for training ▪ Too much specialization ignores mainstream 	<ul style="list-style-type: none"> ▪ More contracted services targeted to these populations ▪ Increase Academy staff ▪ Increase research resources and to train in Best Practices ▪ Provide more staff facilities
Greater Need for Technology Infrastructure to Support Staff	<ul style="list-style-type: none"> ▪ Use of new equipment: Bail – Notebook ▪ Improved sex offender monitoring ability ▪ More cell phones assigned to field 	<ul style="list-style-type: none"> ▪ Electronic monitoring/GPS/Web Patrol – poor quality, poor supervision, decrease in accountability
Greater Need for Technology Infrastructure to Support Staff	<ul style="list-style-type: none"> ▪ Scanning of Bail interview sheets into Case Management Information System (CMIS) – time saver, efficiency 	

Court Support Services Division – October 31, 2007 – Supervisory Staff

TRENDS	IMPACT	STRATEGIES
<p>Greater Need for Technology Infrastructure to Support Staff – Continued</p>	<p>staff</p> <ul style="list-style-type: none"> ▪ More laptops and wireless capabilities for field staff ▪ Need to sync personal wireless devices with CSSD systems ▪ “Real time” GPS ▪ Access can be available to information across state agencies ▪ Wireless connection 	<ul style="list-style-type: none"> ▪ Need for increased resources to buy equipment to more effectively monitor clients and deal with increased recidivism and public safety concerns ▪ Less efficiency can result from increased technology: computers can't “talk” ▪ Calls to help desk decrease efficiency ▪ Impact of Inefficient equipment: <i>poor quality</i> equipment and software can result in poorer outcomes
<p>Increased need for targeted Services</p>	<ul style="list-style-type: none"> ▪ Need for a well-defined risk assessment tool for Families With Service Needs (FWSN) ▪ Community Education on DV and parenting ▪ Confidential groups for children sex offenders such as AA groups to address the signs ▪ Need for female services ▪ Need for housing services for sex offenders ▪ Need for more residential programs ▪ Housing issues for all criminal justice (CJ) clients ▪ Increased need for Hispanic services ▪ Increase in extremely low 	<ul style="list-style-type: none"> ▪ Impact visitation, access and reunification services ▪ Lack of low cost visitation services ▪ Lower cost parenting programs not available ▪ Need to prioritize basic needs services versus court ordered conditions ▪ Not enough current resources to address service needs ▪ Increased recidivism in clients, decrease in staff moral
<p>Increased need for</p>		<ul style="list-style-type: none"> ▪ Notebooks for real time entries will increase efficiency, free time for other duties ▪ Resources to invest in better monitoring services ▪ Sync Personal Data Assistant (PDA's) – allow calendar function ▪ Night time/weekend access to CMIS (Bail), increase laptops, increase VPNs ▪ Shift supervisors in Detention need wireless computers (laptops) ▪ Laptops and wireless connection for Bail and Domestic Violence staff in court ▪ Increase funding for programs, services to decrease recidivism, increase engagement ▪ Increase Branch collaboration between agencies and legislature to address NIMBY ▪ Increase mental health/psych evaluations, SA, Voc/Ed parenting services needs ▪ Reach out to more diverse Community Based Organizations (CBOs) for contracting of specialized service needs

Court Support Services Division – October 31, 2007 – Supervisory Staff

targeted Services – continued	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ functioning juveniles coming into the system ▪ Legal services for low income families more in demand ▪ Need for more direct contact with services for referral sources – easier referrals ▪ More contracted services for supervised access/transitions in parenting (reunification) ▪ More Pro Se parties in the system ▪ Need for mental health services ▪ NIMBY (Not In My Backyard) ▪ Need for “up front” Parenting Support – to educate and support parents ▪ Services for siblings and family ▪ Services for the elderly and disabled ▪ Services for teen offenders ▪ Need for services for low income families ▪ Need for family re entry support services ▪ High unemployment rates for clients ▪ Increased demand for vocational training 	<ul style="list-style-type: none"> ▪ Clients cannot engage, comply with conditions if basic needs are not addressed leading to violations, higher recidivism ▪ Lack of services, provision of basic needs impacts staff compliance with supervision standards ▪ NIMBY: no places to site programs; impact on sex offender (SO) supervision, inpatient treatment, reentry services ▪ Increased pro se services make demands on staff time, pressure on staff, increase of clients acting out 	<ul style="list-style-type: none"> ▪ Increase focus on basic needs services – housing, employment, job training
Greater Branch Involvement with Policy/Legislative issues and Decisions	<ul style="list-style-type: none"> ▪ Continued fiscal and legislative changes that impact the duties of line staff ▪ Impact of getting 16 – 17 year olds in Juvenile Detention ▪ How are we going to handle 16 – 17 year olds in Detention ▪ How violent offenders are being sentenced/supervised 	<ul style="list-style-type: none"> ▪ Need for specialized training for 16 – 17 year olds among judicial and program staff ▪ Major changes need increased resources/staff ready and on line (need increased) ▪ Adult Probation caseloads decreased: what will be the 	<ul style="list-style-type: none"> ▪ Identify needs and create new policies and procedures (ex.: 16/17 youthful offenders (YOs)) ▪ Work with the legislature to educate on what and how much increased resources are needed to address service needs for 16/17 and

Court Support Services Division – October 31, 2007 – Supervisory Staff

TRENDS	IMPACT	STRATEGIES
<p>Greater Branch Involvement with Policy/Legislative issues and Decisions – Continued</p>	<p>impact?</p> <ul style="list-style-type: none"> ▪ Youth Offenders (YO) will not be seen by Family – will increase information gap between Juvenile Probation and Family: where will YOs be processed ▪ 16 – 17 year YOs in Detention can drop out of school – can cause increased dropouts, increased issues with education systems, increased need for remedial services 	<p>FWSN</p> <ul style="list-style-type: none"> ▪ Increase staff training opportunities for staff and increase staffing levels to address legislative mandates (16/17, FWSN) ▪ Develop a committee and examine Youthful offender issues for Youthful Offender Family Relations Counselors ▪ Secure services prior to major legislatively mandated changes in populations to be served (16/17, FWSN)
<p>Greater Need to Improve Collaboration</p>	<ul style="list-style-type: none"> ▪ Increased needs of confidentiality ▪ When implemented, collaboration results in better delivery of services, exchange of information ▪ Increased trust between line and administration, increased moral ▪ Clients will not fall through cracks, decrease duplication of services ▪ Clients will be better able to reintegrate and make connections with services – <i>recidivism will decrease</i> 	<ul style="list-style-type: none"> ▪ Develop more opportunities for dialogue between line and administration staff within CSSD ▪ Develop universal ROI forms, confidentiality standards within Branch and outside stakeholders ▪ Increase dialogue between all stakeholders (external/internal) for development of more uniform policies to address conflicting client conditions for those involved in multiple systems

External Affairs Division – October 3, 2007

TRENDS	IMPACT	STRATEGIES
INCREASED NUMBER OF SENIOR CITIZENS	<ul style="list-style-type: none"> ▪ Increase in the number of Senior Citizens 	<ul style="list-style-type: none"> ▪ Need for courts to be handicapped accessible ▪ Need for increased hearing assistance devices ▪ Need for more large print publications/materials/signs
INCREASED PRESSURE ON THE COURTS TO SOLVE ALL PROBLEMS	<ul style="list-style-type: none"> ▪ Pressure by society on the courts to solve all problems ▪ Increased number of defendants with mental illness ▪ Increased demand for specialty courts 	<ul style="list-style-type: none"> ▪ More and more groups will want special services ▪ Specialized staff will be needed ▪ More funding will be needed ▪ New programs/services will be needed ▪ Strain on staff
INCREASED OPENNESS AND TRANSPARENCY	<ul style="list-style-type: none"> ▪ Increased openness and transparency ▪ The court system is more visible ▪ Increased use of cameras in courtrooms 	<ul style="list-style-type: none"> ▪ Demand for more information ▪ Confusion about what information is public ▪ Need to deal with the logistics of cameras in the courtroom ▪ More staffing will be needed to address the public's demand for information ▪ Greater use of public access TV ▪ Need to balance privacy interests against the desire for information ▪ Potential for other security risks (i.e., identity theft)

External Affairs Division – October 3, 2007

TRENDS	IMPACT	STRATEGIES	
INCREASED DEMAND ON JUDICIAL BRANCH STAFF	<ul style="list-style-type: none"> ▪ Increased demand on judicial branch staff ▪ Increased emphasis on political correctness ▪ Increased demand for inter-agency communication ▪ Need for more “courtesy” in the courthouses, especially upfront ▪ Public demands better manners from court personnel ▪ Results-based accountability looks at outcomes to justify funding 	<ul style="list-style-type: none"> ▪ Unhappy and stressed-out staff (crabby) ▪ Staff does not have time to do other tasks (i.e., don’t update website, no time for training) ▪ Quality of work suffers ▪ Low morale among staff ▪ Public dissatisfaction with inadequate service ▪ Employees need different skill sets to meet the demands 	<ul style="list-style-type: none"> ▪ Increase staff ▪ Increase training ▪ Look at different ways to conduct business ▪ Staff will need to manage/reorganize time differently ▪ Improve organizational skills ▪ Provide better/extended hours to the public ▪ Look for balance ▪ Prioritize responsibilities
INCREASED COMMUNITY EXPECTATIONS	<ul style="list-style-type: none"> ▪ See “Increased demand on judicial branch staff” trends 	<ul style="list-style-type: none"> ▪ Night court – expanded hours ▪ Ability to conduct more business on the Internet ▪ Send Branch publications to community-based organizations (i.e., public libraries, etc.) so they are available there ▪ Have better signage ▪ Make greeters available at the courts to assist the public 	
INCREASED SCRUTINY AND REACH OF THE MEDIA	<ul style="list-style-type: none"> ▪ Increased scrutiny of the press ▪ Increased presence of cameras in the courtroom ▪ Bloggers are using the Internet to attack judges ▪ Definition of “media” is becoming blurred 	<ul style="list-style-type: none"> ▪ More work for staff ▪ More appeals ▪ More confrontation ▪ Need to educate the media about the mechanics of the court system 	<ul style="list-style-type: none"> ▪ TV coverage of the courts will increase the public’s understanding of process – they will see it firsthand ▪ Better use of the media to educate the public about the courts ▪ Reach out to media to report positive stories ▪ Educate the media ▪ Develop a way to get info about positive stories to External Affairs

External Affairs Division – October 3, 2007

TRENDS

IMPACT

STRATEGIES

TRENDS		IMPACT	STRATEGIES
<p>INCREASED PUBLIC EXPECTATIONS OF HOW THE JUDICIAL BRANCH ADDRESSES CRIME</p>	<ul style="list-style-type: none"> ▪ Tough on crime trend ▪ More use of electronic surveillance methods ▪ Prison overcrowding ▪ Increased public condemnation of sex offenders – isolating them ▪ Outcry by public for tougher sentences ▪ Lack of confidence in <i>criminal justice process</i> ▪ Changes in parole process 	<ul style="list-style-type: none"> ▪ Increased prison overcrowding ▪ More complaints about judges' decisions (public is second-guessing) ▪ Increased scrutiny of probation and bail ▪ Need for more funding for global positioning system devices ▪ Need for more funding for programs for offenders 	<ul style="list-style-type: none"> ▪ Increase technology to monitor offenders ▪ Educate the public about limitations – can't control human behavior ▪ Look at alternatives to incarceration ▪ Get defense bar to be more vocal outside of court ▪ Increased monitoring by probation officers ▪ Look at how we sentence and who we sentence – split sentences
<p>INCREASED DEMAND FOR INSTANT ACCESS TO COURT INFORMATION (TECHNOLOGY)</p>	<ul style="list-style-type: none"> ▪ Demand for instant access to court info through technology ▪ Changes within traditional media – the Internet ▪ Developments in technology ▪ Increased reliance of society on the Internet ▪ Increased judicial branch website use ▪ Increased availability of on-line forms ▪ Expanded information from <i>court files</i> that is available on the website 	<ul style="list-style-type: none"> ▪ Strain on staff to get information on the website ▪ Need to continuously update staff skills and knowledge ▪ Security must be addressed (identity theft, firewalls) ▪ Must balance privacy interests vs. public access 	<ul style="list-style-type: none"> ▪ Use the website to provide info (reducing staff time) ▪ Allow more functions to be done on-line (pay motor vehicle (MV) tickets, jury postponements) ▪ Obtain hardware and software and hire staff to do web enhancements ▪ Make access to computers available to the public in courthouses

External Affairs Division – October 3, 2007

TRENDS	IMPACT	STRATEGIES
<p>MORE DIVERSE SOCIETY</p>	<ul style="list-style-type: none"> ▪ New immigrants groups ▪ Increased need for interpreters ▪ Increased need for foreign language forms ▪ More immigration issues may arise 	<ul style="list-style-type: none"> ▪ Maintain diverse, well-qualified staff ▪ Need to update staff on immigration issues ▪ More discrimination complaints ▪ People don't understand language or process ▪ More interpreters needed
<p>KEEPING JUVENILES OUT OF THE CRIMINAL JUSTICE SYSTEM</p>	<ul style="list-style-type: none"> ▪ Increased number of juvenile offenders ▪ 16 & 17 year olds will be juveniles ▪ Keeping cameras out of juvenile court 	<ul style="list-style-type: none"> ▪ Create/fund more community-based agencies and organizations to help address needs of diverse society ▪ Increase number of bilingual staff ▪ Increase number of publications translated into Spanish and other languages ▪ Translate website to other languages ▪ Distribute publications to appropriate locations/agencies ▪ Use TV, newspapers, radio to assist in explaining the process ▪ Create multi-media publications, such as publications on CD, for those who are less literate ▪ More planning
<p>KEEPING JUVENILES OUT OF THE CRIMINAL JUSTICE SYSTEM</p>	<ul style="list-style-type: none"> ▪ Need for more facilities ▪ Redirecting staff ▪ Activities required to implement the law raising the age of juvenile jurisdiction 	<ul style="list-style-type: none"> ▪ Create new programs ▪ Reach out to parents ▪ Expand services ▪ Funding of juvenile review boards ▪ Speakers bureau – focus on speaking to schools ▪ Work with educational organizations to educate parents and students about criminal records ▪ Create one agency for juveniles ▪ Update jury tape – educational video about court system ▪ Public educational films ▪ Go to educational forums in the community

External Affairs Division – October 3, 2007

TRENDS

IMPACT

STRATEGIES

TRENDS		IMPACT	STRATEGIES
INCREASED NUMBER OF SELF-REPRESENTED LITIGANTS	<ul style="list-style-type: none"> ▪ More litigants are pro se ▪ Improvement in education resources for the public ▪ Strong attempts to inform the public of all ages ▪ Court resources being used more frequently ▪ Increased public knowledge concerning learning opportunities offered by the Branch ▪ Moves to make the courts more user-friendly 	<ul style="list-style-type: none"> ▪ More time spent in clerk's office and court service centers ▪ Longer lines ▪ Can we provide advice? Is it legal advice? ▪ Need for forms/paperwork that eliminate complex legal terms, so that members of the public who are not attorneys can understand them 	<ul style="list-style-type: none"> ▪ Increase the resources for legal aid attorneys/ organizations ▪ Create more self-help publications ▪ Legal profession-unbundling of services ▪ Create legal clinics for public ▪ Implement E-filing for pro se litigants ▪ Make court-based law libraries more proactive in providing service/information to pro-se litigants ▪ Connect with public libraries ▪ Law librarians could run seminars and law clinics ▪ Encourage public input – "ideas", "complaints"
INCREASED PRESSURE ON JUDICIAL BRANCH TO JUSTIFY HOW IT SPENDS ITS FUNDING	<ul style="list-style-type: none"> ▪ Judicial branch will have to justify how funds are expended ▪ Legislature is implementing results-based accountability in some areas 	<ul style="list-style-type: none"> ▪ Branch will need to track the results of its spending more carefully 	<ul style="list-style-type: none"> ▪ Start thinking about keeping track of areas where we can show results ▪ Get info out to public in meaningful ways
INCREASED FOCUS ON SECURITY & RECOVERY AFTER DISASTER	<ul style="list-style-type: none"> ▪ Demand for increased security in all areas ▪ Need to maintain secure courthouses ▪ Intolerance of any breach in security ▪ Need to prepare for natural disasters/terrorist attacks 	<ul style="list-style-type: none"> ▪ Courts are seen as targets ▪ It takes more time for the public/attorneys to get to courtroom ▪ More judicial marshals needed ▪ Additional x-ray machines needed for scanning 	<ul style="list-style-type: none"> ▪ Obtain funding to hire additional judicial marshals and purchase additional equipment ▪ Provide more training for Judicial Branch staff ▪ Conduct exercises (drills) on a more frequent basis ▪ Judicial districts need to use their security committees

External Affairs Division – October 3, 2007

TRENDS

IMPACT

STRATEGIES

ONGOING THREATS TO JUDICIAL INDEPENDENCE	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Increased threats to judicial independence ▪ Increased Legislature interference in Judicial Branch operations 	<ul style="list-style-type: none"> ▪ Detrimental effect on how judges rule 	<ul style="list-style-type: none"> ▪ Explain the importance of judicial independence in a way the public will understand ▪ Install cameras in the courtrooms ▪ Create hotlines for public to vent ▪ Engage the Bar Associations to respond to threats of independence

Information Technology Division 1 – 11/2/2007

TRENDS	IMPACT	STRATEGIES
Need for streamlining the court process	<ul style="list-style-type: none"> ▪ Streamline process for public CT is one of 6-7 fact-pleading states ▪ Changing laws 	
Increased need for funding to support initiatives	<ul style="list-style-type: none"> ▪ No money for new technology ▪ Greater need for strategic plan funding from legislature ▪ More staff and money to support openness initiatives ▪ How will we measure success and cost justify programs? 	
Better inter-agency communication will be necessary	<ul style="list-style-type: none"> ▪ Better communication with other state agencies ▪ Balancing judicial openness with possible lack of openness by other state agencies 	<ul style="list-style-type: none"> ▪ Increase public safety ▪ Redundancy of efforts ▪ Lack of accountability for functions ▪ Costing more than necessary and applications not shared or built upon ▪ Mistrust between agencies ▪ Increased responsiveness ▪ Risk that information may be released without authorization
Increased demand on the criminal justice system	<ul style="list-style-type: none"> ▪ Higher crime ▪ Expanding population growth ▪ Burgeoning prison population ▪ Need to address parole/probation problems ▪ Increase need for measurements of successful prisoner rehab programs 	<ul style="list-style-type: none"> ▪ Enhance alternative programs ▪ Identify successful programs across the U.S. ▪ Increase death penalty ▪ Enhance alternative incarceration center (AIC) programs ▪ Support having a State of Connecticut best practices program ▪ Reallocation of funds

Information Technology Division 1 – 11/2/2007

TRENDS	IMPACT	STRATEGIES
<p>Greater demand for public access to information increases privacy risks</p>	<ul style="list-style-type: none"> ▪ More distrust ▪ Confidentiality concerns ▪ Eagerness to open everything can hurt vulnerable people- ID theft ▪ No privacy ▪ Balancing “open” demands with a person’s right to privacy ▪ More accessibility to court records ▪ Keeping technology up with openness demand ▪ Balancing security with technology ▪ Greater risks of identity theft with public information ▪ Deciding what is candidate for openness and what is not 	<ul style="list-style-type: none"> ▪ Creates poor public image ▪ Compromise systems by accommodating media ▪ May release incorrect information or info that is confidential ▪ Forces updates of older applications ▪ Increased infrastructure and development costs
<p>Aging and deteriorating facilities will not meet needs of public and staff</p>	<ul style="list-style-type: none"> ▪ Courts located in dangerous areas of cities ▪ Clean and efficient court facilities ▪ Emergency preparedness ▪ Mobile population with 2 or 3 homes out of state ▪ Concerns growing about terrorist attacks in public buildings ▪ More space for growing staff 	<ul style="list-style-type: none"> ▪ Lawsuits ▪ People don’t want to be in there – staff or public ▪ Increased health issues ▪ Increased workers compensation ▪ More ADA complaints ▪ Bad publicity ▪ More staff absences due to health ▪ Can’t wire some facilities (high cost or impossible) ▪ Can’t hire new staff (unattractive) ▪ Equipment security ▪ Older buildings not built for space/people ▪ Different established telecommunications in older facilities

Information Technology Division 1 – 11/2/2007

TRENDS	IMPACT	STRATEGIES	
<p>Need for more and better trained staff</p>	<ul style="list-style-type: none"> ▪ Dust on equipment damaging ▪ Lose available space due to process of bidding for space ▪ No parking for staff/clients 	<ul style="list-style-type: none"> ▪ Ongoing training ▪ Allow staff to telecommunicate ▪ More flexible work environment ▪ Re-write job descriptions so they're current and relevant ▪ Competitive salaries ▪ Market benefits of working here ▪ Skills development plan to keep up with technology ▪ Simplify/review process for hiring consultants ▪ Match/review Branch processes 	
<p>Need for more and better trained staff</p>	<ul style="list-style-type: none"> ▪ Can't respond to public need ▪ Can't keep up with technology ▪ Greater risk of critical systems to break/fail without trained staff ▪ Inability to respond to disaster ▪ We get stale or candidates for employment that want job security 	<ul style="list-style-type: none"> ▪ Ongoing training ▪ Allow staff to telecommunicate ▪ More flexible work environment ▪ Re-write job descriptions so they're current and relevant ▪ Competitive salaries ▪ Market benefits of working here ▪ Skills development plan to keep up with technology ▪ Simplify/review process for hiring consultants ▪ Match/review Branch processes 	
<p>Need for more and better trained staff</p>	<ul style="list-style-type: none"> ▪ Telecommuting issues ▪ Branch reorganization ▪ Need for funding and staffing of business continuity and disaster recovery support ▪ No more COBOL programmers to replace staff ▪ Night court ▪ Experienced staff will retire ▪ Less staff ▪ More flexibility for staff work schedules ▪ Higher gas prices impacts commuting ▪ Employment issues and demands ▪ Continuous training for technical staff ▪ Management and supervisor training ▪ Function redundancy within state and Judicial Branch ▪ Exploding technology- not enough resources today ▪ 24 hour work access due to work at home populations outside time zones ▪ Training users- public and staff ▪ Find ways to measure increase in productivity ▪ Need for office procedure manuals ▪ Lack of knowledgeable business 	<ul style="list-style-type: none"> ▪ Can't respond to public need ▪ Can't keep up with technology ▪ Greater risk of critical systems to break/fail without trained staff ▪ Inability to respond to disaster ▪ We get stale or candidates for employment that want job security 	<ul style="list-style-type: none"> ▪ Ongoing training ▪ Allow staff to telecommunicate ▪ More flexible work environment ▪ Re-write job descriptions so they're current and relevant ▪ Competitive salaries ▪ Market benefits of working here ▪ Skills development plan to keep up with technology ▪ Simplify/review process for hiring consultants ▪ Match/review Branch processes

Information Technology Division 1 – 11/2/2007

TRENDS	IMPACT	STRATEGIES
<p>support with time for projects</p> <ul style="list-style-type: none"> ▪ Growth of diversity ▪ Judicial Branch management structure does not reflect the convergence of voice and data technology ▪ Rapid demand for changes to published information 		
<p>Responding to public demand for access through technology</p> <ul style="list-style-type: none"> ▪ Internet usage on alternative devices ▪ Public internet access to everything ▪ Staff to be able to get info just in time when needed ▪ Expanding video conferencing to reduce risk of prisoner transport ▪ Web transactions ▪ Video live streaming ▪ Keeping up with software and hardware upgrades ▪ Keeping pace with web demands ▪ Increased use of mobile technologies ▪ Greater access to legacy applications information by public ▪ Keep web material current ▪ Dealing with hard copy records and converting to electronic records ▪ Keeping networks robust and unclogged ▪ Greater need for video arraignment to increase public safety and reduce transport costs ▪ Explosive growth in need for 	<ul style="list-style-type: none"> ▪ Improve public image ▪ Streamline operation ▪ Clean-up facilities ▪ Put strain on technology staff and technical infrastructure ▪ Expedite processes ▪ Reduce demand on court staff by using self-service ▪ Reduce volume of media inquiries ▪ More examination of rules and legal procedures ▪ Strain on legal to move more quickly with decisions 	<ul style="list-style-type: none"> ▪ Increase expediency of communication between business to technology ▪ Survey public for needs and measure demands ▪ Expand court service centers ▪ Look to other jurisdictions for examples ▪ Attend more conferences ▪ Increase more and highly skilled staff ▪ Better interagency information-sharing between agencies ▪ Better public relations and marketing to public

Information Technology Division 1 – 11/2/2007

TRENDS	IMPACT	STRATEGIES
	<p>storage of information</p> <ul style="list-style-type: none"> ▪ Aging computer equipment- not Vista ready ▪ As storage media changes how to convert or access data on old media ▪ Video in courts ▪ More demand for growing online transactions 	
<p>Providing a court that's accessible to all</p>	<ul style="list-style-type: none"> ▪ More elderly with ADA needs ▪ Publications need more language translation ▪ Growing Spanish speaking population ▪ Speed of getting court decisions to involved participants ▪ Growth in diversity ▪ Night court to help public 	<ul style="list-style-type: none"> ▪ Improve public image ▪ More cost ▪ More accessible ▪ Avoid lawsuits ▪ Increased need for multi-lingual skills ▪ Impact facilities

Information Technology Division 2 – 11/05/2007

TRENDS	IMPACT	STRATEGIES
Increased expectation for greater availability of support (e.g. 24 hour day)	<ul style="list-style-type: none"> ▪ Staff always connected and accessible wherever they go ▪ Work from home ▪ Increase in client base (attorneys) ▪ Instant messaging ▪ 24 hour a day service (full support) 	<ul style="list-style-type: none"> ▪ More reliance on consultants = greater expense ▪ Fewer people available during court hours ▪ More overtime ▪ Takes funds away from other areas ▪ Delay in support response time ▪ Take people away from developing ▪ Management of office space ▪ Conflict between need for system maintenance and other group's needs for support time of systems
Increased expectation for more flexible court access	<ul style="list-style-type: none"> ▪ Night – Saturday court ▪ More specialty courts 	<ul style="list-style-type: none"> ▪ Shifting hours of workforce to cover needs ▪ Hire more staff ▪ Improve time management and productivity ▪ Work from home ▪ More redundancy of systems ▪ More redundancy in staff (cross training) ▪ Flexible scheduling (i.e. longer workday/fewer day/week)
Increased demand for alternatives to going to	<ul style="list-style-type: none"> ▪ Better customer service ▪ Energy costs ▪ More staff ▪ Keep systems available ▪ Increased need for more applications ▪ Lose "batch windows" 	<ul style="list-style-type: none"> ▪ More staff ▪ Change work schedule ▪ Use the existing applications See strategies for #1 ▪ Shifting hours of workforce to cover needs ▪ Hire more staff ▪ Improve time management and productivity ▪ Work from home ▪ More redundancy of systems ▪ More redundancy in staff (cross training) • Flexible scheduling (i.e. longer workday/fewer day/week)
Increased demand for alternatives to going to	<ul style="list-style-type: none"> ▪ Interactive video court for infirm/disabled persons 	<ul style="list-style-type: none"> ▪ Technology costs/funds ▪ Increased public safety

Information Technology Division 2 – 11/05/2007

TRENDS	IMPACT	STRATEGIES
court (physically going to court)	<ul style="list-style-type: none"> ▪ Video court ▪ More technology in the courtroom 	<ul style="list-style-type: none"> ▪ More specialists ▪ More equipment ▪ More support ▪ More training
Increased demand for use of the Internet for access to data and services	<ul style="list-style-type: none"> ▪ Online access to all case data ▪ More access to information over the web ▪ Address needs of pro ses to use technology to e-file, etc. ▪ Judicial self service ▪ Smooth court process for public ▪ E-court small claims without <i>setting foot in a courthouse</i> ▪ User friendly access to court services ▪ Streaming video of trials ▪ More business conducted over the internet ▪ <i>Easier to use judicial website</i> 	<ul style="list-style-type: none"> ▪ Need new web programmers ▪ Rewrite old systems/ migrating off legacy system ▪ Slow down in development – because of competition for resources
Increased requirement for online retrieval of archived material	<ul style="list-style-type: none"> ▪ Automated document retention management ▪ Electronic retention of spoken, written words ▪ <i>Archiving and streaming of court audio/video</i> ▪ Quick access to old data 	<ul style="list-style-type: none"> ▪ Re-examine retention schedules ▪ Automating retention policies ▪ Develop retention policies for JIS projects and documentation
Increasing demand for sharing information between branches of	<ul style="list-style-type: none"> ▪ Increased judicial – executive data sharing ▪ Intra state integration (IT) ▪ Interstate international data 	<ul style="list-style-type: none"> ▪ Competes with need to develop own systems for inside ▪ Delaying everything

Information Technology Division 2 – 11/05/2007

TRENDS	IMPACT	STRATEGIES	
government	<ul style="list-style-type: none"> ▪ sharing ▪ Better integrated and useful criminal information systems across executive and judicial branches ▪ Adoption of statewide computer based ticket system for law enforcement ▪ Increase in inter department systems and inter branch systems 	<ul style="list-style-type: none"> ▪ May require changes to systems we have ▪ Lack of cooperation will lead to delay or inadequate product ▪ We end up doing things other agencies should be doing (i.e., PRAWN (Paperless Rearrest Warrant Network)) ▪ Disparate standards in architecture slows development 	<ul style="list-style-type: none"> ▪ governing board some muscle/authority ▪ Include legislature in CJIS governing board ▪ CIDRIS (Connecticut Impaired Driving Records Information System) should get directive from CJIS governing board
Greater demand for faster IT project turnaround	<ul style="list-style-type: none"> ▪ Increased importance of system documentation ▪ Business analyst critical ▪ Service oriented architecture (SOA) web services ▪ Increased importance of reliable testing methodology ▪ Faster IT project turnaround ▪ Faster turnaround of legislative changes ▪ Increased importance of project management ▪ Web systems – new ▪ Testing automation 	<ul style="list-style-type: none"> ▪ Frustration/lower morale ▪ Other projects slowed because of competition for limited resources ▪ Impacts ability to be successful 	<ul style="list-style-type: none"> ▪ Automated testing tool ▪ Agile software and application development ▪ Project sponsorship ▪ Projects should include subject matter experts in development phase ▪ More collaborations with business users in developing projects ▪ Evaluation of projects by independent source and determining the measurements ▪ Training in developing metrics/performance measures
Public demand for more data vs. right to privacy	<ul style="list-style-type: none"> ▪ Better scrutiny of judicial data – both archived and real-time (technology and staff) ▪ Privacy concerns ▪ Protecting personal identifying information 	<ul style="list-style-type: none"> ▪ Readjustment/reallocation of resources ▪ Trying to establish policies vs. legal issues ▪ Research on how to protect information (redaction/ 	<ul style="list-style-type: none"> ▪ Review data being captured ▪ Better communication

Information Technology Division 2 – 11/05/2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Identify theft issues with greater access to information 	<ul style="list-style-type: none"> encrypting) ▪ Fear of ID theft is a hindrance (i.e., use of social security number in jury selection) ▪ Encrypting software = expense 	
Changing demographics	<ul style="list-style-type: none"> ▪ More non-English speaking clients ▪ Rapidly changing demographics ▪ Older COBOL programmers retiring ▪ Baby boomers retiring ▪ Multi-lingual document handling ▪ Multi-lingual proceedings 	<ul style="list-style-type: none"> ▪ Loss of a good knowledge base and subject matter experts ▪ Duplicating storage to handle additional language ▪ Change in standards because of multiple languages ▪ Delays cause by migration from one system to another 	<ul style="list-style-type: none"> ▪ Rewrite COBOL applications ▪ Write public facing applications in Spanish
Social computing preparing for the next generation	<ul style="list-style-type: none"> ▪ Social networking Web 2.0 	<ul style="list-style-type: none"> ▪ We are not reaching next generation ▪ Public will look for alternatives (i.e. Google instead of us) ▪ Can't plan/look ahead because trying to keep up with today's changes 	<ul style="list-style-type: none"> ▪ Design for people and build for change ▪ Become more proactive ▪ Make state employment more attractive to younger generation ▪ Train/attitude change for current staff ▪ More research and development into new technologies so we can anticipate
Need for better alignment between business process and IT	<ul style="list-style-type: none"> ▪ Consistency in branch operations ▪ Change in laws/statutes ▪ Business drives IT ▪ Improved communications with clerks 	<ul style="list-style-type: none"> ▪ Systems designed don't meet users' needs ▪ Costs increase because of redo ▪ Reactive; can't plan for statute/rule changes 	<ul style="list-style-type: none"> ▪ Coordinate better with rules changes ▪ Dedicated user with decision-making power in the systems-development lifecycle ▪ Better communication

Information Technology Division 2 – 11/05/2007

TRENDS	IMPACT	STRATEGIES
<p>Greater demand on infrastructure to meeting growing needs</p>	<ul style="list-style-type: none"> ▪ Wireless everywhere ▪ Faster network connections to all judicial buildings ▪ Voice over IP 	<p>between user/management and IT</p> <ul style="list-style-type: none"> ▪ Prioritization of business needs vis à vis IT ▪ Communication/training re: process development to increase realistic user expectations
<p>Greater competition for funds</p>	<ul style="list-style-type: none"> ▪ Direct communication to the Internet – no longer through DOIT ▪ Increased need for web programmers requiring higher salaries ▪ Increasing energy costs ▪ Replacement of legacy systems ▪ Reduced resources as enticements increase ▪ Outsource IT ▪ Consistent revenue stream for technology infrastructure 	<ul style="list-style-type: none"> ▪ We'll be able to do our job anywhere ▪ Increased costs ▪ Lack of infrastructure kills/frustrates projects (vicious cycle → users get upset)
<p>Increased dependence on technology for business process</p>	<ul style="list-style-type: none"> ▪ Work from home ▪ Disaster recovery ▪ Fully redundant alternative processing center ▪ Continuity of operations 	<ul style="list-style-type: none"> ▪ More focus on return on investment (cost/benefits analysis)
<p>Increased dependence on technology for business process</p>	<ul style="list-style-type: none"> ▪ More with less ▪ No dedicated budget ▪ Normal replacement of infrastructure can't be scheduled (no reliable funding source) ▪ Can't replace legacy systems because staff is otherwise engaged. ▪ Constantly spending time executive efforts to fund day to day needs and not enough on future (putting our fires, not looking to future) 	<ul style="list-style-type: none"> ▪ Establish IT fees that we keep ▪ Doing plan with emphasis on <u>how</u> it impacts on the <u>public</u> to take to <u>legislature</u> ▪ Need to develop and identify a constituency and collaborators ▪ Develop partnerships with other agencies ▪ CJIS as a partner ▪ Reduce cost in all areas
<p>Increased dependence on technology for business process</p>	<ul style="list-style-type: none"> ▪ People not taking you seriously enough regarding potential for disaster/loss ▪ Not ready to handle/accommodate disaster ▪ Costs of updating archived 	<ul style="list-style-type: none"> ▪ Need alternate processing site ▪ Need business process and prioritization so we know what to do ▪ Buy-in regarding importance

Information Technology Division 2 – 11/05/2007

TRENDS	IMPACT	STRATEGIES
Greater need for upper management to prioritize IT needs	<ul style="list-style-type: none"> ▪ Increased "executive sponsorship" ▪ Increased direction from the "top" ▪ Better prioritization of activities ▪ Improved branch-wide communication ▪ Consistency in branch communication 	<ul style="list-style-type: none"> ▪ data ▪ Impact on public safety (i.e., Protective Order Registry) ▪ Frustration – don't know what to do ▪ Projects falter, take too long and die ▪ Projects don't meet needs of business ▪ Projects develop a life of their own ▪ Damage to image of courts, IT and management
Greater oversight of court by the legislature	<ul style="list-style-type: none"> ▪ Greater oversight of court by legislature 	<ul style="list-style-type: none"> ▪ Have IT plan ▪ Evaluate and reassess projects ▪ Metrics that describe/measure value of project ▪ Sponsorship ▪ Prioritization from top ▪ Fact-based decision-making in terms of projects ▪ Rapid response team – a few key people on project ▪ An effective governing board of members that are excited about projects and have overall interest of judicial in mind as well
Greater oversight of court by the legislature	<ul style="list-style-type: none"> ▪ Need to rewrite systems or make changes to system because of legislation/legislative pressure ▪ Judicial independence 	<ul style="list-style-type: none"> ▪ Having a PLAN in place ▪ Lobbyists

Court Operations Administration Unit – Building Maintenance - 11/20/07

TRENDS	IMPACT	STRATEGIES	
Increased Privatization	<ul style="list-style-type: none"> ▪ Political influence ▪ Waste taxpayers money ▪ Cost of outsourcing vs. quality ▪ Training/education ▪ Lack of background checks ▪ Unknown persons in sensitive areas ▪ Cost benefits analysis ▪ Lack of oversight ▪ Change of workforce ▪ Shift to outsourcing 	<ul style="list-style-type: none"> ▪ Loss of quality ▪ Job security ▪ Personal security ▪ Less control of work ▪ Less control of environment ▪ Less jobs ▪ More unemployment ▪ Lower morale ▪ Loss of initiative ▪ Cost to the branch ▪ Dirty employees ▪ Less accountability ▪ Going to privatized buildings to work ▪ Increased travel & expenses to go to work ▪ Less oversight ▪ Building & court staff not knowing who to call in emergency 	<ul style="list-style-type: none"> ▪ Review privatization policy with neutral committee ▪ Create value in keeping work in house ▪ Plan & develop a real maintenance department ▪ Real security not just policy & manuals ▪ Show economic cost vs. having control ▪ Don't do it! ▪ Independent study of cost analysis
Increased Safety In Workplace	<ul style="list-style-type: none"> ▪ More sensitive to employee health & safety issues ▪ Building codes – new standards ▪ Identity protection ▪ Safety in workplace ▪ Impact on national security ▪ Stress of job security ▪ Terrorism threats ▪ Increased security 	<ul style="list-style-type: none"> ▪ Lack of safety in lock-up ▪ All lock-up issues called into question ▪ No OSHA fines ▪ No loss of work ▪ Danger to staff & public ▪ Fewer accidents ▪ Sleeping on the job ▪ Less workers comp claims ▪ No emergency equipment or experienced people to work it ▪ Increase attention to safety ▪ Construction materials ▪ Energy efficient 	<ul style="list-style-type: none"> ▪ Drug testing of private contractors ▪ Observe workplace for safety issues ▪ Keep maintenance involved ▪ Training & safety issues ▪ Subscription to safety magazines ▪ Creating a safety mindset ▪ Get it done! ▪ High priority ▪ Smarter attorneys on our side ▪ Better security on complex buildings

Court Operations Administration Unit – Building Maintenance - 11/20/07

TRENDS	IMPACT	STRATEGIES	
	heating/cooling <ul style="list-style-type: none"> ▪ Green chemical regulations ▪ Importance of background checks 	<ul style="list-style-type: none"> ▪ Safety committees meeting & inspections ▪ Opening & closing of buildings issues ▪ Create a safe workplace ▪ Better lighting ▪ Provide tools resources to get job done ▪ Emergency planning 	
Changing Economic Demographics	<ul style="list-style-type: none"> ▪ Increased court uses/cases ▪ Casino crimes on increase ▪ People on the move ▪ Illegal aliens & crime ▪ Hiring trends ▪ Service industry; aliens already on the payroll 	<ul style="list-style-type: none"> ▪ Need for more maintenance work, hours ▪ Lack of space for more people/cases ▪ Language barriers ▪ Lack of security 	<ul style="list-style-type: none"> ▪ Longer working hours/overtime ▪ More programs ▪ More education/training, language ▪ Better jobs ▪ Need to open courts earlier
Job Pressure	<ul style="list-style-type: none"> ▪ Magically planning to do more with less ▪ Human Resources needs to be more assertive ▪ Increased political influence in Judicial Branch ▪ Disregard for policy & procedure manual on all levels ▪ Multiple reporting to many bosses ▪ Question of "who do we work for?" ▪ Lack of responsiveness by facilities ▪ Less cooperation from other depts. ▪ Less job security ▪ Reduction of employee benefits ▪ Working longer hours ▪ More paperwork less hands-on ▪ Do more with less 	<ul style="list-style-type: none"> ▪ Increase pressure on other employee's ▪ Fear of lay-offs ▪ Golden handshake ▪ Collapse of dept. ▪ Not getting work done ▪ Lost time at work ▪ Loss of motivation ▪ Low morale ▪ EAP (employee assistance program) ▪ Training employees on the impact of outsourcing ▪ Knowing job is secure 	<ul style="list-style-type: none"> ▪ Increase funding ▪ Decrease employee to supervisor ratio ▪ Take time off ▪ Conflict resolution meetings ▪ Attend talks on loyalty, anger mgmt, working as a team ▪ Improve communication with HRM ▪ Eliminate conflicting directions and orders from various depts. ▪ Increase usage of EAP services ▪ Dealing with pressure/training if necessary ▪ How to prioritize work ▪ Improve communications

Court Operations Administration Unit – Building Maintenance - 11/20/07

TRENDS	IMPACT	STRATEGIES	
Environmental Issues	<ul style="list-style-type: none"> ▪ Increase in quality/quality of service ▪ Increased recycling ▪ Aging buildings ▪ Stricter building codes & standards ▪ Creating healthy work environment ▪ Increased ergonomics ▪ Removing asbestos from all buildings ▪ Increase in automation controls ▪ Going green ▪ Energy conservation ▪ Global warming ▪ Air quality 	<ul style="list-style-type: none"> ▪ Cost of going green to taxpayers ▪ Less sick time usage ▪ Better comfort/better relations ▪ Green friendly ▪ Happier employee's ▪ Healthier workplace ▪ Easier to clean (buildings) ▪ Better chemicals/products ▪ Better air quality 	<ul style="list-style-type: none"> ▪ Don't rely on others to do your job ▪ Keeping up with trends of going green ▪ Making sound environmental changes ▪ Making green a priority ▪ Keeping documentation updated ▪ Know all systems cross train ▪ Close the loop system on HVAC
Changing Employee Relations	<ul style="list-style-type: none"> ▪ Changes in labor laws ▪ Easier access to courts ▪ Diversity in workplace ▪ Older workforce 	<ul style="list-style-type: none"> ▪ Easier hiring & keeping employees ▪ Job retention ▪ Greater/less productivity ▪ More time on the job ▪ Better attendance ▪ Increase productivity ▪ Better work environment ▪ Better morale sick employees ▪ More illnesses /sick time ▪ Creating ownership of job ▪ Accountability ▪ Language barriers ▪ Better attitudes ▪ Lack of employee initiative 	<ul style="list-style-type: none"> ▪ Make human resources' job easier ▪ Having enough employees ▪ One standard for all ▪ More meetings ▪ Listen to employees ▪ Need for more education/training
Technology	<ul style="list-style-type: none"> ▪ Increase paper flow ▪ Paperless office ▪ Use of technology in workforce 	<ul style="list-style-type: none"> ▪ Pros & cons of technology ▪ Waste time surfing the net ▪ Loss of productivity by using 	<ul style="list-style-type: none"> ▪ Need for training ▪ Ability to budget time & resources

Court Operations Administration Unit – Building Maintenance - 11/20/07

TRENDS

IMPACT

STRATEGIES



- Increase need for information
- Increased need to keep up with technology and not be left behind

- computer for other things
- No printers/computers in some offices
- Better communications
- Saves time
- Energy expense
- Hard copy paper trail
- More time behind desk
- Waste time for people lacking the training to use systems efficiently
- Makes more work (time)

- Tracking info easier
- Need for cross training and cooperation from supervisors

Court Operations Administration Unit – Technology Support 11/27/07

TRENDS	IMPACT	STRATEGIES
<p>Diversification of Court Access</p>	<ul style="list-style-type: none"> ▪ Wireless access ▪ Demand for inclusion ▪ Increased need to arbitrate disputes ▪ Greater cost of support ▪ Public becomes quality watchdog for courts ▪ More people will use courts ▪ Greater confusion ▪ Increased use of court service centers ▪ More crowded courthouses ▪ Need for more specialized services ▪ Greater case load ▪ Increased need for education ▪ Increased need to keep up with technology ▪ Slow down development 	<ul style="list-style-type: none"> ▪ Increase of employees where most needed ▪ Increase of culturally diverse staff ▪ Need for staff flexibility ▪ Prioritize access ▪ Need to think of all avenues of access and address them ▪ Training & education of all support units aimed at certain goals

Court Operations Administration Unit – Technology Support 11/27/07

	TRENDS	IMPACT	STRATEGIES
<p>Technology - Business Processes</p>	<p>technology</p> <ul style="list-style-type: none"> ▪ Electronic notice & service ▪ Virtual tours of court locations ▪ Increase volume of pro se litigants ▪ Secure courthouses 	<ul style="list-style-type: none"> ▪ Increased work load for court staff ▪ More accountability of court staff ▪ Increased expectation of speed of processing cases ▪ Increased expectation of access to information ▪ More cost to maintain data ▪ Increase of appeals ▪ More outside consultants ▪ Shortfall in management skills ▪ Greater workload on staff during transitions ▪ Group processes ▪ Judges & upper management process review 	<ul style="list-style-type: none"> ▪ Cross training of jobs ▪ Court staff should be able to do job more efficiently ▪ Shift in focus on what is valuable to court/ measure to determine success ▪ Need for disaster recovery ▪ Document processes ▪ Impose standards ▪ Find similar processes ▪ Centralize processes
<p>Security – Technology</p>	<ul style="list-style-type: none"> ▪ Time required to update software due to changes in Microsoft ▪ Increase of incidents of data theft/loss stored on small portable 	<ul style="list-style-type: none"> ▪ Invisibility of security to end users & managers ▪ Need for increased communications between 	<ul style="list-style-type: none"> ▪ Data inside firewall ▪ Define extent of public/other access to data benefit to others vs. safety to judicial

Court Operations Administration Unit – Technology Support 11/27/07

	TRENDS	IMPACT	STRATEGIES
<p>Socio-Economic Demographics</p>	<ul style="list-style-type: none"> ▪ data storage devices ▪ Risk of release of confidential data – loss of practical obscurity of paper file ▪ PC security restrictions ▪ Hacking into court systems ▪ Open source ▪ Judicial copyright video/audio 	<ul style="list-style-type: none"> ▪ responsible parties ▪ Increase cost to secure data ▪ Potential for small breaches to result in large losses ▪ Applications errors ▪ Need for expertise that did not exist before ▪ Improved data integrity ▪ Difficult access data 	<ul style="list-style-type: none"> ▪ Encrypt passwords ▪ Business managers need technology expertise ▪ Reliable & secure systems ▪ Security must meet legal standards (both statute & case law) ▪ Tie E-security managers to end users & managers ▪ Software review of application by peers ▪ Good passwords ▪ Keep software updated ▪ Store data on server back-up data ▪ Keep in touch with latest trends in electronic security issues ▪ Node testing ▪ Frequent password changes ▪ Encrypt all data
	<ul style="list-style-type: none"> ▪ People can't pay fuel bills ▪ Mediation services ▪ More bankruptcy ▪ Increase in retirement of baby boomers ▪ Healthcare issues elder care ▪ More homelessness ▪ Drug/alcohol rehab centers ▪ Need for child care services ▪ Lack of enforcement of orders ▪ Gambling crimes ▪ More vigilance in child protection ▪ Increase in crimes against children 	<ul style="list-style-type: none"> ▪ Impact of personal issues on work productivity ▪ Increase stress level of affected population ▪ Diversity of customers ▪ Increase in juvenile cases ▪ Increased demands on courts ▪ Flexible data processes ▪ Types of issues litigated ▪ Need for non traditional services ▪ Volumes of cases filed 	<ul style="list-style-type: none"> ▪ Diversity of workforce ▪ Increase in counseling services ▪ Legal representation & accountability ▪ Attracting younger educated workers ▪ Increase communication with public

Court Operations Administration Unit – Technology Support 11/27/07

TRENDS	IMPACT	STRATEGIES
Filings Changes/ Trends	<ul style="list-style-type: none"> ▪ Advocacy for elderly, abuse victims ▪ Aging population 	
Security for courthouses	<ul style="list-style-type: none"> ▪ More bank foreclosures ▪ Increase in volume of foreclosures ▪ Child court representation ▪ Increase in technology crimes ▪ Collection courts ▪ Increase in elder law cases ▪ Legal challenges increase ▪ Over burdened courts 	<ul style="list-style-type: none"> ▪ Disadvantage of people without computer knowledge ▪ Expertise relevant to case load ▪ Tools relevant to case load ▪ Programs relevant to caseload ▪ Backlogs ▪ Shift in burden on individual courts ▪ Likelihood of cases going to trial ▪ Court space
Organization & Management	<ul style="list-style-type: none"> ▪ Courthouse access for public ▪ Continuation of courts in case of emergency ▪ Court security 	<ul style="list-style-type: none"> ▪ Determine responsibility for parking lots ▪ Security training ▪ Train marshals & keep current ▪ Courts open earlier
Organization & Management	<ul style="list-style-type: none"> ▪ Tribal issues ▪ Technical liaison to other dept/agencies 	<ul style="list-style-type: none"> ▪ Increased workload for court staff ▪ Data privacy issues

Court Operations Administration Unit – Technology Support 11/27/07

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> ▪ Multiple system interfaces ▪ Improved public safety (pardon & parole) ▪ Partnership w/private institutions ▪ Budget shortfalls impacting initiatives ▪ Improved mgmt of courts through quality assurance & accountability ▪ More technology savvy attorneys & firms ▪ Failure to coordinate efforts to achieve maximum return from investments 	<ul style="list-style-type: none"> ▪ Open source ▪ Interagency communication ▪ Management to coordinate with other agency's ▪ Communication bottlenecks 	<ul style="list-style-type: none"> ▪ Include reps from all agencies at meetings ▪ Continuous quality improvement tools ▪ Judges head meetings ▪ Job swap between organizations to gain experience/understanding ▪ Hardware share between agencies ▪ Measurement of progress ▪ Financial gain ▪ Increase perception of team players
<p>Need for Education</p> <ul style="list-style-type: none"> ▪ Loss of institutional knowledge due to retirement ▪ Video technology will require new skills for staff ▪ Online training & education of employees ▪ Increase in technology literacy ▪ Video information from leadership to public & employers ▪ Court forms on Internet w/ instructions ▪ Improve understanding of procedures for public ▪ Educating public on court processes 	<ul style="list-style-type: none"> ▪ Refusal to change ▪ Expertise needed to teach is different than to manage 	<ul style="list-style-type: none"> ▪ Productivity will increase ▪ Understand courts as learning institutions ▪ Partner w/customers to share knowledge ▪ Need to develop outreach components ▪ Define courses required ▪ Identify user needs ▪ Allocate enough funds for quality education

Court Operations Interpreters 1 – 10/1/2007

TRENDS	IMPACT	STRATEGIES
<p>More Gang Related Crimes</p>	<ul style="list-style-type: none"> ▪ More foreign gangs; "M13" ▪ Gang related crime 	<ul style="list-style-type: none"> ▪ Murder ▪ Increase in violence ▪ More victims ▪ More explosive tattoos ▪ More work ▪ More frightened people ▪ More stress in community ▪ More strain on resources (money) ▪ More juveniles involved ▪ More cases ▪ Less resources ▪ Prison overcrowding
<p>Increased demand in customer service</p>	<ul style="list-style-type: none"> ▪ Poor follow-up in procedures and communication of dispositions ▪ Inadequate determination of needs for interpreter services ▪ Court liaisons, information providers ▪ Better customer service approach ▪ Increase in languages for which there are no qualified interpreters ▪ Lack of quality control for service accountability ▪ More kindness for public ▪ More people pressed to leave courts quickly to return to work /kids ▪ As the number of cases increases, there will not be enough employees to handle load (job done in a hurry and not well enough) ▪ Decreasing educational level in defendants 	<ul style="list-style-type: none"> ▪ After school Youth Programs ▪ Counseling ▪ Segregated incarceration ▪ Prevention campaigns ▪ Create more Educational Programs ▪ Improved witness protection ▪ Professional development/staff education ▪ More education on gangs ▪ Stiffer penalties, punishment

Court Operations Interpreters 1 – 10/1/2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Need to keep up with language jargon ▪ Different departments not understanding how other departments work, lack of communication ▪ Lack of link between employee performance and quality of services provided 		
Increase in substance abuse	<ul style="list-style-type: none"> ▪ Drugs ▪ More illegal prescriptions ▪ More drug dependent children ▪ More demands for illegal drugs on the street ▪ Overmedicated population ▪ More drug traffic, possessions, convictions in Connecticut 	<ul style="list-style-type: none"> ▪ Increase in violent crimes ▪ Increase in teen casualty ▪ More people in jails ▪ More theft/assault/burglary cases ▪ More addiction ▪ Costly drug programs ▪ Increase in Judicial workload ▪ More repeat offenders 	<ul style="list-style-type: none"> ▪ Working with towns' programs ▪ Need treatment centers accessible without insurance coverage ▪ More need to work with outside service providers ▪ Stiffer penalties ▪ Early intervention ▪ Increase education, re: effects of drugs ▪ Outsourcing services for probation ▪ Decriminalize some drugs ▪ More drug education programs
Decrease in public resources	<ul style="list-style-type: none"> ▪ Less tax dollars ▪ More money for employees ▪ Less money for rehabilitation 	<ul style="list-style-type: none"> ▪ More crime ▪ Less personnel ▪ Heavier caseloads for Judicial employees ▪ Fewer employees for courts ▪ More confusion of Judicial; less understanding ▪ Less services ▪ Less training 	<ul style="list-style-type: none"> ▪ Improve allocation of resources ▪ Grants ▪ Service oriented quality control accountability ▪ Economize unnecessary staff ▪ Identify another agency for intervention

Court Operations Interpreters 1 – 10/1/2007

TRENDS	IMPACT	STRATEGIES
<p>Deprivation of due process</p>	<ul style="list-style-type: none"> ▪ Due process accessibility ▪ More people in system ▪ More homeless people incarcerated ▪ Increased number of litigants ▪ Need for more facilities, personnel ▪ More LEPs in the courts ▪ More mentally ill people in court system ▪ More guns/violent crime ▪ Disregard for prevention ▪ Not hesitant to impose sanctions ▪ More “criminalizing” of undocumented persons due to motor vehicle violations ▪ More illegal aliens who don’t understand how system works ▪ More discrimination: need more training, increase of interpreter needs ▪ More deportation 	<ul style="list-style-type: none"> ▪ More wrong incriminations ▪ More appeals ▪ More waste of resources ▪ More mental patients placed in jail ▪ Discrimination due to class/economics ▪ Increased discrimination based on education, LEP, mental illness ▪ Increase in incarcerated population ▪ Illegal aliens – when does CT need to contact consulate ▪ More scrutiny of Judges, lawyers, interpreters
<p>More online crime</p>	<ul style="list-style-type: none"> ▪ Assaults on minors ▪ ID theft ▪ Inappropriate site-visiting by state employees ▪ More criminals far away ▪ Hackers ▪ Crimes harder to track ▪ Greater anonymity 	<ul style="list-style-type: none"> ▪ More training for all judicial personnel ▪ More scrutiny of Judges, lawyers, interpreters ▪ Increase in community interpreting (Grace) ▪ Provide a language hotline

Court Operations Interpreters 2 – 10/2/2007

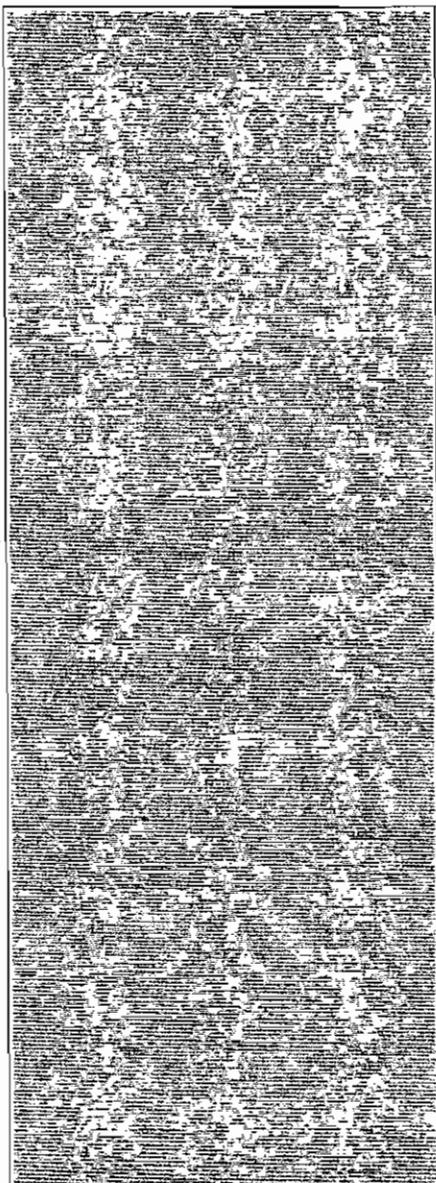
TRENDS	IMPACT	STRATEGIES
<p>More involvement by minors in the Judicial system</p>	<ul style="list-style-type: none"> • Increase in teenage aggressive behavior • Increase in immorality, lack of moral education in schools • Teenage pregnancies • Increase in juveniles using and distributing drugs • Increase of youth using Internet without supervision of parent • More female youthful offenders • Increase of teenagers exposed to electronics without supervision • Increase in discrimination • Increase in population dependent on behavioral drugs • Increase in teenagers having access to guns • Increase in crimes committed by younger children • More children without guardians • Increase in children (at a younger age) engaging in sexual activity • Increase in children engaging in violent behaviors 	<ul style="list-style-type: none"> ▪ Segregation of juveniles and adults in lock ups ▪ Backlog of juvenile cases ▪ Higher demand for skilled employees. ▪ Increase of transportation ▪ Increase in social service needs ▪ Increase in appointments of public defenders ▪ Increase of caseload through different courts ▪ Need for role models
<p>Greater participation by LEPs in the Judicial system</p>	<ul style="list-style-type: none"> ▪ Demand for bilingual programs for children and parents ▪ Increasing need for interpreters and translators ▪ Need to educate LEPs ▪ Backlog of adult cases ▪ Increase in disparity – sanctions not given equally – 	<ul style="list-style-type: none"> ▪ Need for more services and programs ▪ Need for additional staff ▪ Increase of supervision ▪ Need for additional facilities ▪ More foster homes ▪ Need to cooperate with the school system to prevent and address student/parent needs ▪ Need to educate parents on parenting issues ▪ More school involvement in crime prevention

Court Operations Interpreters 2 – 10/2/2007

TRENDS

IMPACT

STRATEGIES

	<p>services for LEPs</p> <ul style="list-style-type: none"> ▪ Increasing number of LEPs ▪ More defendants from Latin and South America ▪ More LEPs involved in motor vehicle offences ▪ Increase in DWI, DUI cases by LEPs ▪ Increased forms of communication between LEPs and courts ▪ Higher crime rates among minorities ▪ More LEPs involved in courts ▪ Growing demand for services by LEPs ▪ Increase in discrimination ▪ Increased awareness and appreciation of court interpreter services ▪ Increase in motor vehicle cases due to drivers' license policy ▪ More reverse immigration to Puerto Rico by families ▪ Moving towards a bi-lingual society 	<p>the more LEPs the more disparity</p> <ul style="list-style-type: none"> ▪ Mistreatment of defendant ▪ Lack of qualified interpreter candidates ▪ Lack of education for LEPs regarding the function of the court interpreter ▪ Perception that court system is biased against certain groups 	<p>languages</p> <ul style="list-style-type: none"> ▪ Creating a 1-800 information line for all languages ▪ More information for LEPs through TV/radio on Judicial services ▪ Increase in outreach organizations ▪ Prosecutors need to be culturally sensitive ▪ Additional Judge orientations ▪ Additional cultural education for Judicial Branch ▪ Increase in cultural awareness - consequence of more LEPs ▪ Need of more bilingual employees in courts ▪ Spanish community of Wallingford created organization placed in different parts of state to assist LEPs; these are not located in Judicial Branch ▪ Certification of interpreters ▪ Education of prosecutors on what constitutes illegal status ▪ Increase in need to educate court personnel who use interpreter and translator services ▪ Understanding that LEPs lack education and or mental ability
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Court Operations Interpreters 2 – 10/2/2007

TRENDS	IMPACT	STRATEGIES	
Changing nature of crime	<ul style="list-style-type: none"> ▪ Younger victims ▪ Lack of sensitivity ▪ Lack of sensitivity by DCF and prosecutors ▪ Unreported sex crimes among minorities ▪ Understanding primitive societies' sexual behavior and lack of moral rules 	<ul style="list-style-type: none"> ▪ Educate parents on predators to teach children and youth ▪ Gender match interpreters ▪ Inform interpreter on case type 	
Better application of modern technology in the Judicial process	<ul style="list-style-type: none"> ▪ Increase in DUIs ▪ Decrease in immigration due to global economy (decreasing value of \$) and securing of borders ▪ Increase in domestic violence cases ▪ Fights among roommates ▪ Increase of ID theft ▪ Increase of soliciting minors through internet ▪ Increase of teenagers exposed to electronics without supervision ▪ More laws needed against high tech crimes ▪ Increase in crimes against the aging by care givers ▪ Increase of mental health related crimes ▪ More sexual assault ▪ Increase in sex offenders due to cultural differences ▪ More laws to prevent internet sexual assault offenders ▪ Increase in discrimination ▪ More laws to prevent people convicted of sexual assault of using internet 	<ul style="list-style-type: none"> ▪ Time consuming ▪ Differences in access ▪ Insatiable demand for automation ▪ Doubly handicapped language technology ▪ Requires special knowledge 	<ul style="list-style-type: none"> ▪ Education and training of personnel ▪ Easy public access for information, library, etc. ▪ Kiosks ▪ Improve access for LEPs to use Judicial web page

Court Operations Interpreters 2 – 10/2/2007

TRENDS	IMPACT	STRATEGIES	
<ul style="list-style-type: none"> trial coverage ▪ Computer translations ▪ Decrease of privacy 	<ul style="list-style-type: none"> ▪ Ongoing continuing education ▪ Faster completion of data processing results in additional end work (e.g., scheduling cases) for staff ▪ Creation of obstacles ▪ Increase in depersonalization of clients due to the use of computers 	<ul style="list-style-type: none"> ▪ Voice activated computer in various languages ▪ Provide user-friendly information computers in a variety of languages ▪ Touch screen information desk in multilingual setting ▪ Hold cross-departmental education seminars at each court site ▪ Install telephone lines and acquire conference phones in courtrooms for telephone interpreting of short-duration proceedings 	
<p>Growing needs of a vulnerable, dependent population</p>	<ul style="list-style-type: none"> ▪ More awareness of victims' rights ▪ Increase in number of people with untreated psychological conditions ▪ Decrease of independence of older population ▪ Increase in number of people living in poverty ▪ Increase in low income defendants ▪ Increase in population dependent on behavioral drugs ▪ Increase of seniors - understanding US laws ▪ Increase in discrimination ▪ More trials called on the spot – Judges preoccupied by numbers 	<ul style="list-style-type: none"> ▪ Lack of assistance on all levels for people of the third age ▪ Difficult access to courts ▪ Transportation issues ▪ Lack of daycare ▪ Lack of daycare for litigants ▪ Lack of support services ▪ Safety in court facilities - concerns of public and staff ▪ More information on inmate or defendant's health issues 	<ul style="list-style-type: none"> ▪ In-house medical/psych personnel ▪ On-site medical assistance ▪ Complete handicap accessible courts and transportation ▪ Court house bussing ▪ Commuting parking lots/shuttles ▪ Portable legal services for elderly and handicapped ▪ Expand video conferencing to reduce transporting prisoners/litigants

Court Operations Administration Unit, Staff – 9/6/2007

TRENDS	IMPACT	STRATEGIES
Maximizing information technology	<ul style="list-style-type: none"> • Demand for greater security • Less duplication of resources • Less people entering the courts • Greater strains on utilities • More interaction with vendors 	<ul style="list-style-type: none"> • Provide more services via the Internet • Provide more on-site computer access for the public • Evaluate new products to increase and enhance security
Greater need to justify funding needs	<ul style="list-style-type: none"> • Accountability of staff • Legislative awareness of funding needs • More appearances before the legislatures • Work not getting done timely for lack of staff • Stress increases and morale of staff affected because of 	<ul style="list-style-type: none"> • Provide funding to increase staff • More oversight of lobbying activities • More legislative proposals

Court Operations Administration Unit, Staff – 9/6/2007

TRENDS	IMPACT	STRATEGIES	
Increase in security concerns	<ul style="list-style-type: none"> • Juror and public parking security • Electronic gear; cell phones and cameras • Security for court staff • Identity theft • Non-discloseable records • Video cameras in the courts • Security of confidential information • Electronic IDs for non-discloseable records • Electronic signatures • Transportation of inmates • Security awareness 	<ul style="list-style-type: none"> • Staff shortage ▪ Lack of needed equipment affects final product • Safety of staff and public in jeopardy • People won't show up to court • People will bring weapons to court • Public, media, legislative and executive demand for improvement • Longer lines in courthouses • Need for more secure storage space 	<ul style="list-style-type: none"> • Provide marshals with more training and workshops • More marshals in courthouses • More secure parking areas • More surveillance cameras • Network with other states on their methods, successes and failures regarding security • Increase cases that can be heard via video conference
Distrust of the court system	<ul style="list-style-type: none"> • Perceptions of bias • Speedy resolutions • Religious groups that feel discriminated against • Victims' rights • Angrier people entering courts • Inappropriate attire worn by employees and public • Movement away from sealed files • Accountability of staff • Ability of public to be heard about complaints in courts • Speedier trials • Sealed files- what should or shouldn't be sealed? 	<ul style="list-style-type: none"> • Negative press • Civil unrest • Uncooperative pro se parties • Angry people • Public, media, legislative, executive demand for improvement • People won't use courts- more failures to appear 	<ul style="list-style-type: none"> • Increase methods to allow public to voice complaints • Provide more documents to describe court process • Increase outreach to the public via focus groups • More positive media
Provision of more diverse specialized services	<ul style="list-style-type: none"> • Juvenile 16-18 year olds • More info on jury duty • Satellite court offices/services • Need for outreach programs 	<ul style="list-style-type: none"> • Less copy revenue coming in • Less request for copies because people can't afford them 	<ul style="list-style-type: none"> • Increase certified and copy fees • Network with other states on their methods

Court Operations Administration Unit, Staff – 9/6/2007

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> • More Pro Se cases • Expedited court processes • Crimes by youthful offenders • Specialized courts • Civil unions vs. marriages • Hours of service • Electronic signatures • Centralized/regionalized dockets; small claims, Centralized Infractions Bureau (CIB), etc. • Speedy resolution • Pro Se assistance • New statutes requiring entering of additional information • Availability of legal aid • Pro bono services 	<ul style="list-style-type: none"> • Injustice- unfair treatment of public 	<ul style="list-style-type: none"> • Involve external customers in focus groups
<p>Need for upgraded infrastructure</p>	<ul style="list-style-type: none"> • New buildings vs. old buildings • Lack of storage space • Lack of parking • Combined JD/GA criminal courthouses 	<ul style="list-style-type: none"> • Environmental limitations • Public, media, and legislative demand for improved facilities • Morale of staff affected when there is lack of work space • Need for space
<p>Meeting the needs and providing access to a more diverse population</p>	<ul style="list-style-type: none"> • Non-English communication • Transportation for court attendees • Limited English Proficiency (LEP) • American Disabilities Act • Bilingual taped information regarding services • Staff training • Bilingual staff • Taped translations • Expansion of information centers • Bicultural training • Bilingual services 	<ul style="list-style-type: none"> • Insufficient number of interpreters • Insufficient number of translators • Unfair treatment • Increase in discrimination claims • More cases appealed

Court Operations Administration Unit, Staff – 9/6/2007

TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none">with community• Develop interpreting course with colleges• Network with other states on their methods.

Court Operations Central Office – 9/4/2007

TRENDS	IMPACT	STRATEGIES	
<p>Alternatives to traditional court services</p>	<ul style="list-style-type: none"> • Increase in Specialty Courts- i.e., expand Complex Litigation Docket (CLD). • More services in a central location. • Increase Social Services and Programs. • Services centers for Domestic Violence (DV) cases. • Unbundle Legal Services. • New scheduling system for court defendants, plaintiffs, etc.-1st come 1st serve. • Courts providing services to clients. • More community courts. • Video conferencing. • Better accommodations for jurors (Internet access for working wireless access) • Courts open evenings: • Alternative to traditional litigation, i.e. Court-Annexed, alternative dispute resolution (ADR), etc. • Jurors- increase in services-flexibility. • Mobile court unit. • Payment by credit card- inline for infractions. • ProSe hotline after hours. 	<ul style="list-style-type: none"> • Broader staff skills. • Need to reallocate staff. • Change labor agreements. • Will require more or different case processing options of clerks. • Paradigm shifts from court-based everything. • Increased collaboration with other agencies. • Will require changes to or new automated systems. • Limited availability of staff to work non-traditional hours. • New with different equipment. • Need for resources staff, facilities, equipment. • Increase in prison capacity for serious offenders. • Need to review facility/lease agreements. • Need for legislative and Practice Book (P.B.) changes. • Need for more facilities/space and equipment. • Need for courts to collaborate with cities/towns to establish community diversion programs. • More Staff training. • More Exceptions processing. • Greater ability to work from home aka telecommuting. • More Off-site court proceeding mediation, etc. 	<ul style="list-style-type: none"> • Improve Public Relations. • Increase Public Awareness of available services. • Increase the number and type of Transactions processed at Centralized Infractions Bureau (CIB). • Create one stop shopping courts. • Create Work Incentives. • More Budget Increases. • Develop Integrated Information Systems. • Provide Intensive Customer/Stakeholder Service Training. • Offer Staff more pay/shift differentials. • Create Clerk Adjudicators. • Increase staff training. • Renegotiate Collective Bargaining. • Increase Hiring. • More Outreach. • Increase monetary incentives for Juror Services • Increase ability to measure performance of alternatives. • Online/Electronic adjudications that allow for payment of fines in appropriate cases. • Pilot a special after hours docket in 1 location. • Flex court hours on certain days.

Court Operations Central Office – 9/4/2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> • Need buy-in of bar association. • Negative impact on traditional Court Services. • Need for different management skills. • More specialized training for Judges. • Increase flex time options, 4 day work weeks, 10-12 hours per day. • Need for increased security. • Required changes to old DP system. • More stressed disgruntled jurors who serve weekends. • More dependent accountability. • Change in work areas if used by various staff. • More sentencing options for Judges. • Need for varying staff skill sets. 	<ul style="list-style-type: none"> • Expand use of special masters/magistrates. • Provide machines for fees to be paid by credit card. • Increase the number of focus groups. • Increase interaction with other agencies. • Enhance automated systems. • More changes in legislation/Practice Book. • Improve legislative response to Branch concerns. 	
<p>Greater Demand for Collaboration and Outreach</p>	<ul style="list-style-type: none"> • Increased demand from Credit Reporting Agencies. • More Public outreach. • Purchasers of information for business purposes. • More collaborative funding allocations. • Selling of data to private company. • Collaboration with other agencies. • More stakeholder involvement in systemic change. 	<ul style="list-style-type: none"> • Need for accurate data. • Need to know our audience. • Judicial Branch & Executive branch conflicts. • Our info/data will have to be accurate. • Need to plan and collaborate with other divisions on funding needs. • More meeting, more work outside office. 	<ul style="list-style-type: none"> • More legislative oversight on what information is shared. • Hire staff consultants to improve data analysis. • More quality assurance (Q/A) assessments to ensure accuracy of data to be shared. • Create more public outreach coordinators. • More liaisons with other

Court Operations Central Office – 9/4/2007

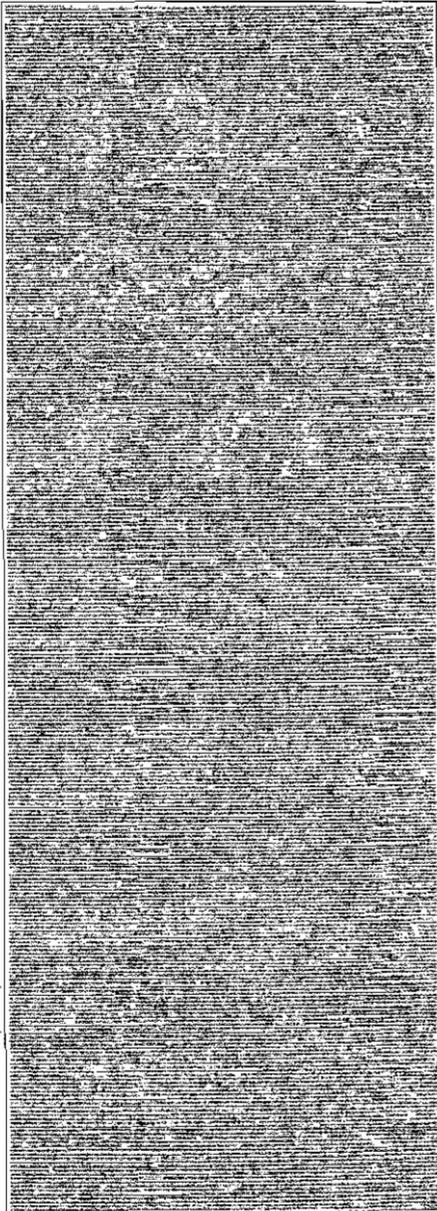
TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> • Reduce repetitive actions by agencies. • Increase in data sharing and dumping. • Interface of info among agencies, i.e., link case information (Restraining Orders (ROs), Juvenile (JV), Criminal (CR) & Civil (CV)) • Increase relationships with Bar Association. 	<ul style="list-style-type: none"> • Technical revisions to our system. • More customized reports and stats. • Need a means to remedy "inaccurate" data sale. • Need to reduce proprietary interests/attitudes. • Coordinate collection of info so agencies don't duplicate work product. • Need to address complaints re: data sold. • Need to rethink court's role. • Need for coordination of reports, programs, and systems to ensure consistent reliable data. • Increased data sharing demands. • Increase in system interfaces. • Increased for in house Legal advice. • Need for new skills. • Increase in data requests. 	<ul style="list-style-type: none"> • entities. • Lobby the legislature for money and support. • Increase collaboration with other agencies. • Create customer service unit. • Price sale of data fairly. • Expand public education programs. • Enter Memorandum of Understanding (MOU's) with other agencies. • More MOU's • More Education training
Expectation for more openness	<ul style="list-style-type: none"> • Public education on jury selection process. • Increasing frustration with the court process. • Promotional campaign to apprise public of volume and nature of actions filed each year. • Increase public awareness of court proceedings. 	<ul style="list-style-type: none"> • Need to give as much info as permitted not based on time restraints. • Need to publicize Court statistics. • Need to inform public about what we can/cannot tell them. • Need to adjust to increased traffic flow. 	<ul style="list-style-type: none"> • More Training to handle irate Customers. • Improve & increase Maintenance contracts. • Improve communication with stakeholders. • Develop materials for "Special Dockets" for public distribution.

Court Operations Central Office – 9/4/2007

TRENDS

IMPACT

STRATEGIES



- Webcasting court proceedings.
- More court hearings on TV.
- Impact of "Judge" shows.
- Increased media coverage.
- Increased scrutiny.

- Need for staff training on relaying info to press.
- Demand for access to employee's personal records.
- Need to make sure courtrooms and courthouses are clean.
- Need for cooperation from prosecutors, bar, public defenders, etc.
- Compliance with federal requirements, i.e., HIPAA, FOI.
- Need to ensure accuracy of info to minimize liability.
- Need to survey Public (provide suggestion form?)
- Handling requests for access to hearings/info that will not be open.
- Teach staff how to interact with media.
- Need to document responses to public.
- Need for dress code enforcement.
- Need for accurate real time info.
- Increased demand for press interviews.
- Access to juror info.
- Need for better information coming in (e.g., Police)
- Negative impact of TV shows, i.e. Judge Judy, CSI.
- Need for clarity and accuracy

- Increase training.
- Increase technology in the courtroom.
- Improve Judicial Branch website.
- Hold media forums.
- Increase marketing.
- Develop centralized call center.
- Increase maintenance staff.
- Increase of employees skilled to create and manage web casts and videos.
- Establish policy to inform staff about policy.
- More legislation and Practice Book rules to clarify disclosure and non-disclosure issues.
- Increase court educational tutorials.
- Create Ombudsman
- Improve information sharing up and down the Branch.
- Create information video or program for schools or cable access on role of courts.
- Hire more marshals for security.

Court Operations Central Office – 9/4/2007

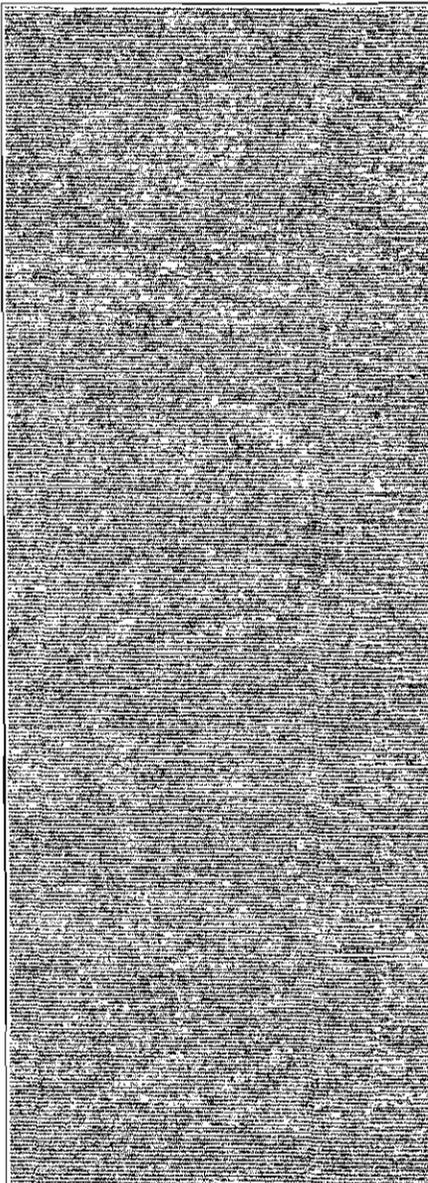
TRENDS	IMPACT	STRATEGIES
<p>Increased Demand for Accountability</p>	<ul style="list-style-type: none"> • in recording orders. • Need for campaign- court awareness. • Need to revise statutes, Practice Book & forms. • Need to change staff attitudes. • More demands for videoconferencing. • Need to educate public re: Disclosure Issues • More courteous and responsive to public (be polite). • Need for public education. • Cameras in the court room. • Need for increased courthouse security. • Accountability. • More balancing of private and public interests. 	<ul style="list-style-type: none"> • Development of performance Measures. • Better Technology. • Increase cross-training. • Enhance Judicial Internet. • More process evaluation. • Flexible time and hours to accommodate Public. • Improve oversight of courts. • Increase statewide standards. • Improve legislative review and proposal process to help accomplish goals.
<p>Increased Demand for Accountability</p>	<ul style="list-style-type: none"> • Increase in National standards (like Protection Order Registry (POR). • Create data warehouse. • Creation of more user friendly statistics. • Identify and establish new case processing standards. • Uniformity of Statewide court standards and procedures. • More technology leads to more access therefore QA of records. • Increase requests for statistical measures- how are courts 	<ul style="list-style-type: none"> • Increased data collection. • Real time processing. • More personal. • Standard procedures. • More statistics. • Measuring outcomes with lots of follow-up. • Possible new technology needed to report stats in new way. • Simplified Procedures and Legal Practices. • Ongoing technical upgrades. • Potential to re-invent work

Court Operations Central Office – 9/4/2007

TRENDS

IMPACT

STRATEGIES



- performing.
- Time standards are we keeping pace? (public trust and confidence)
- More standardized risk assessments.
- Disaster recovery.
- Measurement of enforcement of monetary orders.
- Better tools for maintaining statistical data.
- Proposed 3 strikes law.
- Use of measurement to manage clerk's office.
- Increase access to statistical info on service outcomes.
- Data driven decision making.
- More evidence based outcomes.
- Connecting court process to stakeholder satisfy.
- Quality Assurance.
- Develop outcomes to measure performance.
- More oversight evaluated of adjudicators.
- Emphasis on time frames for disposition.
- Fed. Requirements tied to funds.
- More accountability law/rules.
- Program evaluation.
- Judicial oversight of child protection cases.
- Use of evaluation surveys from public.

- already being done.
- Correcting or reviewing OLD STUFF.
- More existing technology.
- More transparency.
- Need to be more proactive.
- More information available in "layperson's" terms.
- Need for expanded knowledge of federal law and grant requirements.
- Expansion of types of data collected.
- More public information.
- Increased productivity.
- Pressure for timely entries.
- Improve accuracy.
- More reports.

- More services for citizenry.
- Improve use of existing data.
- Enhance staff capacity.
- More Performance evaluations.
- More consistency in practices.
- More training.
- Establishment of citizen oversight committees.
- Improve accuracy of data Collection.
- Development of case flow Timelines.

Court Operations Central Office – 9/4/2007

TRENDS

IMPACT

STRATEGIES

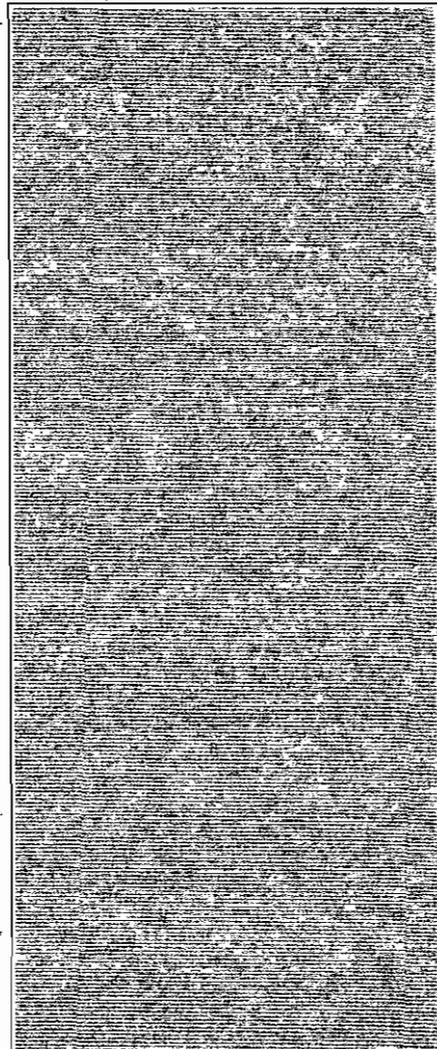
Demands of Changing Demographics

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Increase in pro se parties. • Baby boomers reaching retirement. • Expectation of more pro se assistance. • Services to people with unique needs (i.e. interpreters, Americans with Disabilities (ADA), elderly) • Community transportation information. • Diversity Sensitivity. • Treat 16 & 17 year old as juveniles. • Juvenile transition to Adulthood. • Increase need for outreach programs. • Provide greater voice for victims. | <ul style="list-style-type: none"> • Reduced revenue due to more fee waivers. • Difficulty in determining demographics. • Need for Do-It-Yourself Guides for ProSe Parties. • Shift in certain kinds of litigation. • Different/or increase alternative dispute resolution (ADR) services for shift in types of litigation. • Need for gender specific services. • Need to provide access to those who can't read or write. • Need for adaptive software. • More ADA requests. • Non-English speaking or LEP jurors. • Greater need for individual attention to stake holders. • Need for Diversity Training. • Multi-lingual tutorials. • Demand for Victim Services and staff. • More demand for data from FEDS/State agencies. • Fee waivers with fixed income. • More handicapped parking. • Reduces value of web, computers, etc. • Improve services for elderly jurors, i.e. transport. • Increased need for skills | <ul style="list-style-type: none"> • Increase in number of Bilingual Judges. • Enhance coordination with Municipalities re: transportation. • Periodic program evaluations to ensure public need is met. • Courthouse signs also Bilingual. • Decrease time for previous Service of jurors. • Improve technology-enter non-English language convert to English. • More diversity in hiring. • Update information on court • Dates sent to cell phones i.e. changes in court dates. • Improve technology to keep with the times i.e. text notice. • Contract for bilingual Educational Opportunities for staff. • Increase in Adaptive software. More interpreters on site. • Increase bilingual training/Educational opportunities for staff. • Increase sensitivity training of staff. • Improve recruitment & hiring Strategies. • Hire more multi-cultural staff (not just bilingual). • Gather information regarding |
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Court Operations Central Office – 9/4/2007

TRENDS	IMPACT	STRATEGIES
	<p>transfer.</p> <ul style="list-style-type: none"> • Need for more handicapped access to courts/offices. • More bi-lingual employees. • Greater usage of Court Service Center. • Mobile Court environment. • More victim notification requirements. • Less jurors in the pool. • All court need forms bi-lingual. • Access for those who cannot attend court (shut-ins). • Need to address issues of elderly. • Multilingual forms. • Demand for language diversity. • Multilingual web info. 	<p>demographics in each court area.</p> <ul style="list-style-type: none"> • Increase age requirement for Juror disqualification. • Increase number and size of Court Service centers. • Increase bilingual staff. • Improve ability to capture data from source.
<p>Increased Demand for Access to Court Information (through technology)</p>	<ul style="list-style-type: none"> • Better signage and clocks in lobbies. • Electronic access and information. • Easier ways to contact court (email, phone, etc.) • Enhance/improve Judicial Branch website- provide additional information. • Electronic communication boards. • Info line. • E-Filing. • Elimination of paper file. • ProSe access to e-filing/e-service applications. 	<ul style="list-style-type: none"> • Increase in customer services resources, staff/equipment. • Need to provide info in electronic format. • Sensitivity to stakeholder needs. • Need to explain court information. • Reduced paper storage needs & capacity. • Report writing becomes job function for many. • Requires more balancing of
		<ul style="list-style-type: none"> • Need for more computers in Courthouse for pro se parties. • Increase multi-lingual capability. • More self-help tools. • Improved collaboration with other agencies to provide public info that is consistent. • More video conferencing. • Develop user friendly space based on access. • Surveys of public regarding information desired.

Court Operations Central Office – 9/4/2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> • Use of technology. 	<ul style="list-style-type: none"> • private and public interests. • Keep pace with new technology. • Demands on physical space. • Costs related to transporting prisoners to court. • Need for on-line noticing. • Need for info line. • Increased demand for written material. • Need to ensure info is accurate. • Need for statutory revisions i.e., confidentiality. • Greater demand for cross division training. • Need for more information on internet. • More info means more accountability. • Need to have info available sooner. • 24/7 availability. • 24 x 7 JIS support of systems. • Need to keep pace with Technical capability of our users. • Need for staff to know what information may be given.
<p>Increased Expectations for Quality Services</p>	<ul style="list-style-type: none"> • Need to create Legacy training. • Develop leadership and mentoring programs. • Use of technology for 	<ul style="list-style-type: none"> • Designate public information committees for each division: criminal, juvenile, civil and family • Enhance data system interface. • Improve training programs re: types of information that Stakeholders can have access to. • Increase data sharing across systems. • Establish alternate data processing capacities for Judicial Systems. • Existing Technology in relation to greater demand. • Real time processing. • Personalized web pages for Users. <i>Develop public info. tools.</i> • Need to develop alternative means to disseminate info, i.e., kiosks. • Access space needs of Education division.

Court Operations Central Office – 9/4/2007

TRENDS

IMPACT

STRATEGIES

	<p>learning/training.</p> <ul style="list-style-type: none"> • Increase in Training (subject match). • Staff training on Customer service. • More assistance (not advice) to litigants. • Absorb & develop new programs with existing staff. • Keep up with demands of filings. 	<p>liability.</p> <ul style="list-style-type: none"> • Need for expertise in programs and procedures. • Need for system technology safeguards- edit messages. • Need for well educated staff- re: current law. • Need for more forms for pro se parties. • Need to evaluate funding and staffing using existing resources first. • Need staff training. • Need performance measures. • Need for courteous and respectful staff. • Sooner, better information. • Need for professional appearance (e.g., dress code). • Need for recruitment of hires from Customer Service fields. • Need to improve our current practices. • Need mentors/coaching. • Need for better communication of information to staff members. • Need the Quality Assurance Pyramid. 	<ul style="list-style-type: none"> • Establish standing policy Committees. • More effective disciplinary process.-Provide incentives for providing quality service. • Annual staff certification. • Hire and/or mentor for supervisory & mandatory skills. • Increase staff buy in to court's goal. • More training to address changing trends. • Draw upon employee strengths v. focus on weaknesses. • Enhance training with use of National experts. • Performance review. • Strategic Training plan. • Improve Management and Oversight of staff. • Increase staff training. • Invest in state of the art tools. • Increase enforcement of policies.
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Court Operations Civil/Family Line Staff – 11/7/2007

	Trends	Impacts	Strategies
Increased Demand by non-English speaking customers	<ul style="list-style-type: none"> • More people not speaking English • Increasing Demand for Interpreters • More people moving into the area – non-English speaking 	<ul style="list-style-type: none"> • Can't help people • Frustration increased • Takes more time to transact with customer • Limits access to Court System • Misunderstanding 	<ul style="list-style-type: none"> • Increase number of interpreters • Need more language lines • Online translation needed • Hiring more diverse workforce • Provide opportunities for staff to learn second language
Negative Impact of Socioeconomic Changes	<ul style="list-style-type: none"> • Increase in out-of-country service – understanding • Increase # of support cases w/one party out of state • 2 distinct kinds of divorce – super rich and all others • Increase of out of state judgments being filed with the court • Increasing amount of magistrate (support and paternity cases) affects AAG, DSS, SES/Clerk's office • Increase in # of fee waivers filed • Increasing number of modification motions in Magistrate Court • More foreclosures filed • More small claims transferred to Hartford JD since Centralized Small Claims • Divorce rate seems to have leveled off • 	<ul style="list-style-type: none"> • Workload increased • Type of workload more labor intensive • State losing revenue from fees • Backlogs • Frustration, anxiety • More mistakes • More questions 	<ul style="list-style-type: none"> • Hire more permanent staff • Prepare instruction booklets • <i>Setting reasonable expectations</i> of what staff can do. • Better training of staff • More control over scheduling • Video conferencing • Have baby boomers as volunteers
Increased Dependency by Attorneys and Pro ses on the Courts	<ul style="list-style-type: none"> • Pro ses want to E-file • Pro se parties not marking cases ready • More duplicate motions • More attorney questions on Short Calendar markings – Arg/non-Arg/Ready/Ready-Arg • Parties ask <u>a lot</u> of questions 	<ul style="list-style-type: none"> • Increased expectations • More frustration • More work • Inconsistent Answers • Slows Process • Cases rescheduled 	<ul style="list-style-type: none"> • Uniform practices • Eliminate marking line • Give pro ses parties access to electronic marking • Internal and external training • Technology for training • Fax use for emergency • Uniform headings on short calendar

Court Operations Civil/Family Line Staff – 11/7/2007

	Trends	Impacts	Strategies
Decrease in the Number of Permanent Employees	<ul style="list-style-type: none"> • When people enter the courthouse, they do not know where to go • Maintain human contact – tend to rely on email and voicemail • Last opportunity for outside people • Office help shortage • TACs do not stay • Clerks office relying on TACs • Rely on temps 	<ul style="list-style-type: none"> • Constant training • More problems/errors • Losing human contract thru email and voicemail • Morale • Unfinished work • No time for training 	<ul style="list-style-type: none"> • Hire from outside • Increase in pay and benefits for TACs • If uniform, practices could have centralized training
Decreased Communications between the Courts and other Agencies	<ul style="list-style-type: none"> • TRO (temporary restraining order) applications coming in w/no relation • Multiple systems to work with • No consistency of procedures throughout the state 	<ul style="list-style-type: none"> • Frustrated person arriving at court because passed from agency to agency • Don't know procedure when go to another court • Challenge staff • No consistency in system – time consuming moving between systems 	<ul style="list-style-type: none"> • Change (temporary restraining order) TRO statute – change language or work w/police • Mandatory E-filing • More specific docket/legend codes • Better communication between levels of management • Accountability • Uniform business practices • Systems match and be displayed the same • Interface should appear seamless
Aging Facilities	<ul style="list-style-type: none"> • Aging facilities 	<ul style="list-style-type: none"> • Not enough room for files • Flooding – resulting in damaged files • Depressing • Lack of good air • Parking issues • Sick employees • Professionalism affected • Image of Courts 	<ul style="list-style-type: none"> • More money • No fee waivers • Re-allocation of space – more for staff
Increase in Marshals not wanting to do all types of service	<ul style="list-style-type: none"> • Decrease in marshal availability and accountability 	<ul style="list-style-type: none"> • Re-scheduling • Papers not served in time • Returns not received in time • Large write-on list • Frustrated pro se parties 	<ul style="list-style-type: none"> • Training • Put State Marshals under Judicial • Judicial complaint line (pro ses who can't obtain service)

Court Operations Civil/Family Line Staff – 11/7/2007

	Trends	Impacts	Strategies
Decrease in Public Trust	<ul style="list-style-type: none"> • Decrease in public trust 	<ul style="list-style-type: none"> • Marshals frustrated when not paid • No accountability – no one to correct the issue • Frustration in having to explain something don't have control over • Skeptical of answers 	<ul style="list-style-type: none"> • Accountability for service – not paid if not properly served • Communication • Be sure everyone in system made aware of what is happening • Educate public • Feedback from staff regarding issues they deal with

Court Ops Complex Litigation Court Officers – 12-14-07

	Trends	Impact	Strategies
<p>Increased abuse of court procedures by attorneys</p>	<ul style="list-style-type: none"> • Increased incivility of bar • Consent to confidential vs. sealing requested • Requests for multiple conference with judge • Increased Pro Hac Vice • Failure to follow Practice Book rules and case management orders • Increased attorney phone calls • More copy requests • Waste-too many documents attached to pleadings • Multiple requests to modify schedule order – interfering with trial dates • Court annexed mediation (C.A.M.) requests • People filing papers at wrong location • Ignoring scheduling orders • Demanding attorneys – want instant results • Requests for continuances • Inexperienced attorneys • Incomplete requests for adjudication • Multi-motions in 1 pleading 	<ul style="list-style-type: none"> • Wasted time & resources • Morale crusher • Frustrated litigants • Legal advice vs. legal procedure • Delays 	<ul style="list-style-type: none"> • Stricter adherence to rules • Increased support of staff by judges • Develop consequences for non-compliance • Increase access to information • Need for training & education
<p>Increase inadequacies of facilities, infrastructure and personnel</p>	<ul style="list-style-type: none"> • Public transportation to courthouses • Lack of juror parking • Difficulty finding public parking • Space constraints • Marshals misdirecting jurors • Camera phone issue • Lack of security • Fewer marshals 	<ul style="list-style-type: none"> • More time spent with jurors • Delay in trial • More time spent training • Less time to manage the docket • Increased frustration of attorneys and jurors • Less of a sense of security • Camera phone – limits – nowhere to store • Jurors frustrated – lack of 	<ul style="list-style-type: none"> • More educational resources for jurors • Improving procedures for jury selection • Build or enlarge courthouses and parking • Public service, diversity and sensitivity training for marshals

Court Ops Complex Litigation Court Officers – 12-14-07

Trends	Impact	Impact	Strategies
	<ul style="list-style-type: none"> Marshals too elderly Temporary Assistant Clerks – retention - training Longer jury selections Problems with juror not knowing if employee pays Problems with jurors not getting paid beyond days Complaints from attorneys regarding marshals 	<ul style="list-style-type: none"> transportation (bus, etc) 	
Modernization of practice Book Rules – Edison to conform with technology	<ul style="list-style-type: none"> Attorney's name on Edison along with law firm name Certification page –require phone – fax number Certification page include email 	<ul style="list-style-type: none"> Wasted time – have to pull file or look-up #s 	<ul style="list-style-type: none"> Practice Book rule change and form Barmaster – capture telephone, fax and e-mail address
Widening gap between demand and available resources	<ul style="list-style-type: none"> <i>Court monitoring equipment</i> – not maintained, breaks down Increased demand for technology Stagnant usage of technology Technology gap No uniformity of equipment among courts Increased use of technology at trial E-filing scheduled on calendar 	<ul style="list-style-type: none"> <i>Frustration of litigants</i> Wasted time – calls, etc –set up by private companies Delay-inconvenience moving to accommodate lack of or broken equipment Waste of paper, storage, resources Wasted time in efficient <i>E-filed motions appear on short calendar</i> 	<ul style="list-style-type: none"> Supply each court uniform equipment Modify e-filing procedures for complex litigation docket (CLD)
Lack of understanding of the purpose of the CLD	<ul style="list-style-type: none"> Cases transferred to Complex Litigation Docket (CLD) that are not complex Initial transfer to CLD 	<ul style="list-style-type: none"> Job security Misplaced use of resources on non-CLD cases Court Officers look incompetent when attorneys know outcome first Attorneys frustrated 	<ul style="list-style-type: none"> Chief Administrative Judge overseeing process stricter Streamline process-notify court officer by e-mail Ensure motions complex & OBJCLD are grant/denied Streamline transfer process Educate PJ/attorneys on what should be transfer to CLD
Increased demand for information from press	<ul style="list-style-type: none"> Information to press 	<ul style="list-style-type: none"> Frustrated press and company 	<ul style="list-style-type: none"> Questions and Answers on web

Court Ops Complex Litigation Court Officers – 12-14-07

	Trends	Impact	Strategies
<p>Lack of coordination and communication between offices</p>	<ul style="list-style-type: none"> • Pleadings – Timelines • Inconsistencies among courts re: procedures • Clerk's office – lack of understanding re: complex.lit • Decreased number (legend) codes for docket summary • Multi-Motions • Multiple parties • Increased amount of copying for appellate court 	<ul style="list-style-type: none"> • Time consuming • Increased demands for accommodations by press • More use of resources and waste need to look at file to determine whose motions – calls • Harder to determine what the motion is – harder to locate the motion • Need for more specific docket legend codes • Time to search for pleadings • More time spent explaining procedures makes us look unorganized 	<ul style="list-style-type: none"> • Standardize procedures • Reduce copies required by Appellate court • Increase docket legend codes and make them more specific • Provide party vs. party information
<p>Inconsistencies among Judges managing dockets and following procedures</p>	<ul style="list-style-type: none"> • Judges inappropriate use of court officer services • Increased incivility of bar • Judges lack of understanding of procedures/time issues • Granting of continuance request resulting in scheduling problems • Lack of control over courtroom • Judges requiring jurors to come back 	<ul style="list-style-type: none"> • Cannot apply procedures consistently • Frustrated jurors • Frustrated litigants • Morale crusher – lowering standards of profession • Bad impression of court system • Court Officers spend time doing "damage" control • Lack of understanding of Court Officer's job and responsibilities 	<ul style="list-style-type: none"> • Uniformity • Educate "new" judges as to protocol • Standard interpretation of "one day/one trial" • Encourage judges to establish and enforce boundaries • Create consequences for incivility • Educate judges as to court officers' duties

Court Service Centers - November 7, 2007

Trends		Impact	Strategies
Greater Demand for More Civil Resources	<ul style="list-style-type: none"> • Request for access to "Legal Research Database" • More Pro se litigants in foreclosure • Significant increase in pro se foreclosure patrons • Increase Civil pro se litigants • Pro se parties are not marking short calendar motions ready • Landlords not knowing rights & responsibilities 	<ul style="list-style-type: none"> • Increased traffic in courthouse – e.g. Clerk's office unable to timely manage tasks/duties • Mass confusion on Short Calendar days • Wasted time for court personnel • Delaying Judge – parties are late to court • More litigants sent to law library– creates problem for law library staff if volume of pro ses can not be assisted 	<ul style="list-style-type: none"> • Sample of marking process at end of calendar • Increase awareness of Legal Assistance Resource Center of CT ("LARCC") issues • Increase civil forms – Application for Protection of Foreclosure • Make foreclosure template more readily available
Need Better Communication Between Police Department, Other Agencies and the Branch	<ul style="list-style-type: none"> • More pro se parties frustrated because police will not enforce custody visitation orders • Issues with police enforcing Temporary Restraining Orders ("TROs") • Pro se parties frustrated with not receiving police reports • Police sending people to court for TROs against friends and neighbors • Patrons not aware of Court Service Centers ("CSCs") and Public Information Desks ("PIDs") services 	<ul style="list-style-type: none"> • Citizens lack faith in Judicial System • Negative perception of Police Department as an extension of the judicial process • Longer lines in Clerk's office • Waste of Judge's time looking at TROs 	<ul style="list-style-type: none"> • Educating public about Judicial System, Court Service Centers/Public Information Desks (CSC/PID)- • Educating Police Departments • Public forums – public meet with judges, Branch officials
Need for Expediting Case Processing – People and Systems	<ul style="list-style-type: none"> • Significant gap from time seen in court and update of case in system • Release of prisoners on Promise to Appear ("PTA") takes 3-4 hours • Process is too long for motor vehicle docket • After 10 am, applying for Public Defender is difficult/impossible • Domestic Violence Docket ("DVD") process wait 4-5 hours to see prosecutors • Increasing # of post judgment motions re: magistrate/supp 	<ul style="list-style-type: none"> • Litigants waiting around, leading to poor perception-court's inefficiency 	<ul style="list-style-type: none"> • More staff • Assign staff to each courtroom to code • Dispositions on the spot • Stagger dockets

Court Service Centers - November 7, 2007

Trends	Impact	Impact	Strategies
	<ul style="list-style-type: none"> • Increased # of multiple modifications (support) • Increased # of immigrant pro se parties needing foreign judgments recognized 		
Training Needs for Uniformity	<ul style="list-style-type: none"> • Lack of uniformity within court offices (Supp Enforcement, Family Relations, Clerks, Interpreters). • Small Claims clients not getting information at main office • Small Claims no Military Affidavit – Cannot pursue case • More people wanting to deal with CSC rather than clerk (rude treatment) 	<ul style="list-style-type: none"> • Confusion and frustration leads to negative perception of Branch • Incorrect information given to patrons causes public trust to diminish • Poor perception of Branch – don't know what we're doing 	<ul style="list-style-type: none"> • Committee/Monthly meeting • Memos • Emails/correspondence
State Marshal Regulations/Sanctions	<ul style="list-style-type: none"> • State Marshals charging additional fees when pro ses have fee waivers • Absent State Marshals – don't show up to serve 	<ul style="list-style-type: none"> • Patrons not getting service – negative perception of Branch • More paperwork created if have to re-file 	<ul style="list-style-type: none"> • Create position for fee waiver approved service • Periodic meeting with Marshal Commission
Greater Demand for More Services for Patrons	<ul style="list-style-type: none"> • Releasing Prisoners without transportation • More need for information regarding service abroad and court hours. • Pro se litigants asking for forms in Spanish • More Pro se parties coming asking if their attorney signed in. • Increase in number of defendants charged with serious crimes much younger. • Increased population of illiterate defendants 	<ul style="list-style-type: none"> • People coming into court late and unprepared, leading to delay in case processing/disposition 	<ul style="list-style-type: none"> • Increased court hours • Bi-lingual/multi-lingual staff and forms
Facilities Problems/ Emergency Preparedness	<ul style="list-style-type: none"> • Lack of security in lobby • Attorneys and patrons using desk as meeting area • Procedures for dealing with 	<ul style="list-style-type: none"> • Fear and concern of patrons and staff – complaints to Branch • Germ/illness spreading – staff gets sick, work backs up 	<ul style="list-style-type: none"> • Uniform procedures • Hire more marshals • Panic buttons • Baby changing stations

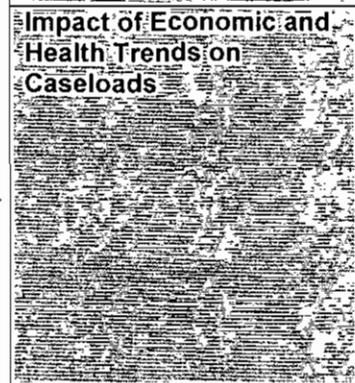
Court Service Centers - November 7, 2007

Trends	Impact	Strategies
	<p>emergencies</p> <ul style="list-style-type: none">• Lack of accommodations – e.g., baby changing center, nursing areas• Lack of Parking	<ul style="list-style-type: none">• Protocol/procedures for dealing with emergencies (e.g., health – MRSA)

Deputy Chief Clerks Housing – 9/24/2007

Trends	Strategies	Impacts	
Increased Demand for Enhanced Services	<ul style="list-style-type: none"> • Less honesty • Increased self-lawyering • Legal Aid decreased budget • Enhanced assistance to pro se parties • Unrealistic expectations from the legal system • Crankier customers • Cultural expectations and differences • Language services • Lack of mental health services 	<ul style="list-style-type: none"> • Higher number of pro se parties • Lack of staff resources • Creation of more materials for pro se parties • More time per customer • Burnout • Increased stress and frustration on staff • Increase self-manuscripted motions • More phone calls 	<ul style="list-style-type: none"> • In-house workshops • In-house cross training • More or better interactive technology • Stress and frustration wellness • Utilize judicial resources (CSS, External Affairs)
Outdated/Inadequate Facilities and Security	<ul style="list-style-type: none"> • Aging staff • Aging Marshals • Lack of file/storage space • More cases/smaller court room • Aging facilities 	<ul style="list-style-type: none"> • Loss of experience re: staff • Intensified emotions • Less respect for process • Staff morale negative • Difficulty retrieving old files • Docket backlog • Increased danger to staff 	<ul style="list-style-type: none"> • Flexibility with start dates and times • Role-playing • Develop stress management tips/resources • Cleaner and tidier work areas • Team building activities • Match skills to duty • Utilize ergonomics studies • Scanning
Increased Scrutiny by Media and Legislature	<ul style="list-style-type: none"> • "Politicized" advisory council • Increased public scrutiny • Political scandals 	<ul style="list-style-type: none"> • More phone calls • More requests for info • Patrons distrustful • Creates misperceptions about our functions • More negative media attention • More difficult to handle litigants • More stressful • Micromanaging of court system by legislature 	<ul style="list-style-type: none"> • Clerks involved w/Bar Association (local) • Abolish Citizen Advisory Council • Open courtroom sessions/open houses • Greater WEB presence • Be open and accessible
False Perceptions of Housing Assignments	<ul style="list-style-type: none"> • Greater expectations of Clerk's Office by Judges • Increased demand for support of Judge • Increased reliance by Judges (courtroom) • DCF agency referral 	<ul style="list-style-type: none"> • Tension between judge and Clerk's office • Slow decisions or no decisions • Greater expectations on housing specialists • Resources diverted from Clerk's 	<ul style="list-style-type: none"> • Raise status of Housing Sessions • Put stats on internet • Recruit judges for PR • Central office – educate judges about judge/clerk roles

Deputy Chief Clerks Housing – 9/24/207

	Trends	Strategies	Impacts
		offices <ul style="list-style-type: none"> Judges surprised by amount of work – whine 	<ul style="list-style-type: none"> Judges to train other judges
Meeting demands of new technology 	<ul style="list-style-type: none"> Increased quality = increased demand Technology savvy patrons Video conferencing Advancing technology Technology = instant access 	<ul style="list-style-type: none"> Can't teach old dog new tricks Devote resources to upgrading No good deed goes unpunished Immediate gratifications Constantly need to upgrade software and hardware 	<ul style="list-style-type: none"> Increased budget for technology Expand Forecourt to <u>Civil</u> Criminal Staff refresher training QUICK CARD In-house workshops for customers
Impact of Economic and Health Trends on Caseloads 	<ul style="list-style-type: none"> Family/Evictions Cases more compelling Clerks become crisis managers Increase in 'Doe' parties leads to incorrect docketing Temporary Restraining Orders (TROs) more and later Increased caseloads 	<ul style="list-style-type: none"> Increased blight enforcement legally Negative impact on economy Increased utility costs Sub-prime mortgage crisis Flux in welfare budgets People living longer Recession Housing "flipping" Economy decreasing 	<ul style="list-style-type: none"> Judge's arrive on time Judge stay until 5:00 pm Educate large foreclosure firms Quarterly meetings/support sessions Cross train all employees Streamline processes as much as statutes allow Compile lists of local resources

Court Operations Juvenile Deputy Chief Clerks – 9/25/2007

	TRENDS	IMPACT	STRATEGIES
<p>Case Management Services</p>	<ul style="list-style-type: none"> ▪ Zero to 3 (ages). ▪ More requests for competency evaluations. ▪ More psych evaluations requested on cases. ▪ Not enough services for incompetent juveniles in community. ▪ Non-profit mediation corporations seeking space in courthouse to do mediation. ▪ Outside mediation groups coming into courts. ▪ Adolescent brain development. ▪ Increased LEP programs available. ▪ Immigration issues: status in court/translate. ▪ More permanency of placement. ▪ More therapy/services provided in the courthouse. ▪ Use of Interstate Compact for the Placement of Children (ICPC). 	<ul style="list-style-type: none"> • Cases moving slower through the system. • Process slows down when evaluations are ordered. • More kids in the court. • Longer waiting time in the lobby. • Increased frustration. • Heavier dockets. • Increase demand for personnel staff (all), contact for services/product. • Need for more interpreters. • Potential decline in court cases in long term. 	<ul style="list-style-type: none"> • More Judges. • More services at courthouse. • Need more facility space, conference rooms, etc... • Increase budget for staffing. • Increase security. • Outside agencies to do mediation (in or outside of courthouse). • More meaningful collaborative meetings with DCF. • Hire and train more interpreters. • Training for all staff on new services and procedures.
<p>Resource Management and Availability</p>	<ul style="list-style-type: none"> ▪ Budget constraints. ▪ Retirements- staff reduction. ▪ All courts to have Spanish/English speaking employees. ▪ Job sharing. ▪ Not enough Marshals in A.M. and too many in P.M. ▪ Fewer contract attorneys each year. ▪ More involvement District Chief Clerks (DCC) with Central Administration. 	<ul style="list-style-type: none"> ▪ More job frustration. ▪ More diverse population needing assistance from the courts. ▪ Perform more functions with fewer resources. ▪ Post retirement budget increase. ▪ Demands on Central Administration. ▪ Increased learning curve for new staff. 	<ul style="list-style-type: none"> ▪ Multi-lingual signage, staff services. ▪ Culturally diverse staff. ▪ Offer training of other languages. ▪ Increase efficiency. ▪ Reassessment/reallocation/re assignment of available resources. ▪ Advocate for more funding for new hires and equipment. ▪ Required cross-training for

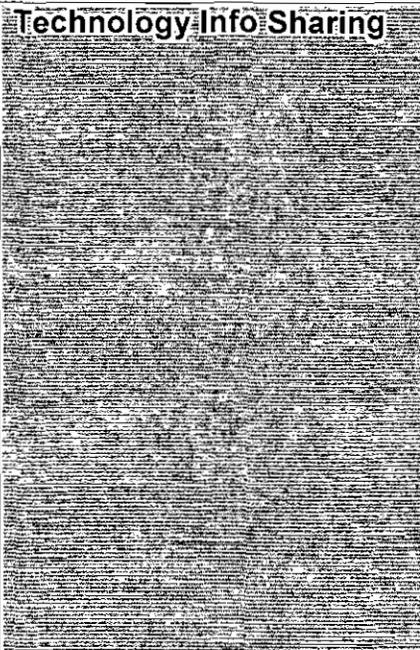
Court Operations Juvenile Deputy Chief Clerks – 9/25/2007

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> ▪ More employee recognition from Judicial. ▪ Increased worker comp claims. ▪ New attorney's rep. children and families. ▪ Recycling equipment. 	<ul style="list-style-type: none"> ▪ Increased time to process workers comp claims. ▪ Out of use equipment abandoned at courthouses. 	<p>every office.</p> <ul style="list-style-type: none"> ▪ District Chief Clerk reassess and reallocate staff within district. ▪ Increase utilization of interns. ▪ Create/increase central office training programs prior to office placement. ▪ Spot-check courthouse for safety, e.g., due to increased activity/traffic. ▪ Have out-of-date materials and equipment recycling concerns handled up front (e.g. removal). ▪ Develop doggy/day-care/child & adult/fitness.
<p>Accessibility</p> <ul style="list-style-type: none"> ▪ Treatment & accommodations of jurors reporting to Court. ▪ Kids in court. ▪ Open Juvenile to public. ▪ Children coming to Juvenile Court Child Protection (CP) cases. ▪ CP Children have a say in disposition (if of age). ▪ Foster parents participating in court proceedings. ▪ More victims coming to court (delinquency). ▪ "Open" Courts- Public Access. ▪ Terrorism. 	<ul style="list-style-type: none"> ▪ More bodies/traffic in the courthouses. ▪ More parking spaces required. ▪ Need for more security. ▪ Need more facility space for privacy for victims, children, staff - all sensitive participants. ▪ Longer lines at metal detectors. ▪ Longer lines at Clerk's Office. ▪ Demands on staff. ▪ Increase in building maintenance issues. 	<ul style="list-style-type: none"> ▪ More emergency preparedness drills (fire drills, evacuation plans). ▪ Press calls to External Affairs. ▪ Child friendly areas in courthouses (reading materials, activities, strategy, safety, security etc., healthy, cleanliness. ▪ Crowding in lobby. ▪ Noise level. ▪ Training staff regarding HazMat, biological events. ▪ Sharing appropriate/designated staff responsible for Hazmat events.

Court Operations Juvenile Deputy Chief Clerks – 9/25/2007

TRENDS	IMPACT	STRATEGIES
<p>Changing Caseloads</p> <ul style="list-style-type: none"> ▪ Change in age 16/17 jurisdiction. ▪ Age change (16 & 17 years). ▪ 16 & 17 year olds in Juvenile. ▪ More violent youth offenders. ▪ Highest violent crime rate in 5 years. ▪ Declining economy could lead to more property crime. ▪ Increase of violent adult criminals coming to Juvenile court. ▪ Punishment Model to Rehabilitative Model. ▪ New families with service needs (FWSN) legislation. ▪ More “ugly” divorces resulting in DCF activity. ▪ Structured decision-making by DCF - diversion of cases to Court. ▪ Less termination of parental rights (TPRs) and more Transfer of guardianship (TOG) or reunification. ▪ Case pending in Regional Probate and Juvenile Courts at same time. ▪ More appeals being filed. ▪ More structured decision making. 	<ul style="list-style-type: none"> ▪ Need for more staff. ▪ Need for more competent attorneys. ▪ Need for more training. ▪ Need for more programs. ▪ Need for more space. ▪ More job classes will need hazardous duty classification. ▪ Increased transfers to adult court. ▪ Need for more (better) secure areas in courthouses. ▪ Need for more equipment; computers, copiers and faxes 	<ul style="list-style-type: none"> ▪ More coordination with Home Land Security, local police, and Judicial Marshals. ▪ Training staff re: confidentiality and sharing with others. ▪ Create more sitting areas. ▪ Increase sound-proofing measures. ▪ Increase funding money for staff and Judges. ▪ More attorney training (e.g., appeals). ▪ Legislative change to address transfer issues. ▪ Change process for docketing cases, e.g. reallocate docket time, work day hours, Judge time. ▪ Agency cross-training (e.g. Probate, CSSD, DCF, Adult Family court, Appellate court). ▪ Caseflow coordinators. ▪ Order new equipment (Offices, Machines).

Court Operations Juvenile Deputy Chief Clerks – 9/25/2007

TRENDS	IMPACT	STRATEGIES
<p>Technology Info Sharing</p> 	<ul style="list-style-type: none"> ▪ Teleconference for out of state parties. ▪ Electronic Hearings for inmates. ▪ Electronic storage of files. ▪ "E" filing. ▪ Information sharing between agencies. ▪ Sharing electronic info with outside agencies. ▪ Adult P.D.s seeking child protection (CP) and Delinquency information for Adult offenders. ▪ Family Support Magistrates and DSS seeking more information. ▪ Paternity Findings by Juvenile Judges. ▪ More requests for release of files. ▪ Identity theft (per Carmen). 	<ul style="list-style-type: none"> • Increase use of state-of-the-art technology to transfer materials/documents intra & inter agencies. • Resolve/provide electronic signatures (e.g., from Judge, Clerk, filer). • Electronic file tracking. • Develop electronic file storage. • Rule change for file retention. • Develop video-conferencing for inmates and out-of-state witnesses. • Need encryption of electronic data sources. ▪ Increase electronic security of records.

GA Deputy Chief Clerks – 9/21/2007

	Trends	Strategies	Impacts
General Dissatisfaction With Process	<ul style="list-style-type: none"> • More appeals • Scheduling of cases more difficult – no staff • Decrease in staffing • Too few front line staff due to promotions and transfers • Less of good Temp employees who are unable to apply for Perm positions • Not enough field visits by Directors to fully understand working conditions & staffing levels • Too many experienced staff transferring out • Unable to get needed supplies and equipment • Less control over Judicial Marshals • Lack of staff motivation • Clerk's office staffing not keeping up with CSSD & other offices • Not enough staff (no new blood) • Inability to terminate poor or inefficient employees or replace them • <i>Micro managing</i> • Staff doesn't take initiative • Re: Hiring Freeze – People being promoted to positions they would not otherwise be hired for 	<ul style="list-style-type: none"> • Increased filing of : appeals, sentence reviews, modifications (post judgment matters) • Decreased acceptance of case outcome • Increased customer frustration • More record keeping responsibilities 	<ul style="list-style-type: none"> • Centralized appeal office • Limit post judgment activity by legislative actions and Practice Book rules/revisions • Increased staff • Streamline post judgment recourse • Improved technology for record keeping
Increased Legislative Demands	<ul style="list-style-type: none"> • Inconsistency in procedures between Clerk's offices • Too many Diversion Programs • Many new 'hidden' fees by legislature (B.I.P/Municipal fees, STF, etc.) • More programs • More and more put on the Clerk's office • Lack of resources to Judicial Branch 	<ul style="list-style-type: none"> • Less staff to process increasing workload • Increased workload due to statutory changes and new programs • Increased financial record keeping due to new fees • Increased public outrage and frustration • Increased liability on Branch • Decreased compliance 	<ul style="list-style-type: none"> • Increase Judicial Branch budget • Increase staffing to meet statutory mandates • Simplify financial record keeping • Reduce complexity fee schedule • Expand use of Temporary Assistant Clerks (TACs) to GA courts

GA Deputy Chief Clerks – 9/21/2007

	Trends	Strategies	Impacts
		<ul style="list-style-type: none"> • New responsibilities that 'historically' haven't been Clerk's office functions • Staff competency stretched and challenged • Lack of adequate: equipment, technology and supplies • Lack of adequate Court facilities 	<ul style="list-style-type: none"> • Increase number of state-of-the-art court facilities (upgrade) • Improve communications w/Legislature • Decrease assumption of other agencies' responsibilities • Increase number of outside hires
<p>Lack of Quality in Work from Other Agencies</p>	<ul style="list-style-type: none"> • Police Dept. errors on paperwork & poor handwriting • Police need training on paperwork • PD's requesting a habeas when defendant not currently incarcerated • Error rates in data entry by CIB (names, address, town codes) 	<ul style="list-style-type: none"> • Increased errors • Delays in processing • Negatively effects the data that we disseminate to public and other agencies • More time needed to correct incorrect data • Increased amount of cases needing to be transferred • More incoming calls • Decreased public trust and confidence in Clerk's Office • Public more angry and frustrated 	<ul style="list-style-type: none"> • Provide more training to outside agencies • Use technology to process arrest documents (i.e. , online booking). • Enhance interfaces between systems to provide the most accurate info (info sharing). • Improve/update automated systems (CRMV). • Increase training MANDATES of other agencies. • Improve/increase <u>our</u> procedures to ensure quality of incoming data. • Increase staffing to provide quality assurance personnel
<p>Lack of Respect for Court System</p>	<ul style="list-style-type: none"> • Clerk's office blamed for all problems • Lack of understanding by Judges of actual Clerk's office functions • Increase in telephone inquiries despite more information available thru other sources • Increase in people who demand staff 'fix' problems • Other government agencies depending on Judicial • Glass at window makes it difficult to 	<ul style="list-style-type: none"> • Increased foreign language customers • Staff stressed • Negatively impacted morale • Increased employee absenteeism • Increased injuries • Lack of understanding of steps needed to process cases by courtroom clerk 	<ul style="list-style-type: none"> • Improve public education of Clerk's office functions (distinguish functions of roles within the court). • Improve identity of Clerk's office staff. • Decrease misunderstanding of title and authority of Deputy Chief Clerk. • Increase education and training

GA Deputy Chief Clerks – 9/21/2007

	Trends	Strategies	Impacts
<p>Increased expectation for access to Judicial Branch data and resources</p>	<ul style="list-style-type: none"> communicate Inconsiderate judges Disrespect to staff by State's Attorneys Public demands immediate action Drunk or 'smelly' customers Lack of respect for court staff and authority of Court/Judge in general Increased lack of communication w/State's Atty. Office More impatient customers Clerk's office has to field frustration with Public Defenders/Prosecutors More members of the public who believe they know the law People are ruder Night Court Higher standards Increased use of technology Technology not keeping up w/ pace of changes in workload Public demands self help tools (pre-printed forms, instructions etc.) Old information is still requested – requires manual search of hand records 'One stop shopping' wanted Payments via phone Demands by the public for 'instant' access Military availability of info (i.e. court clerk's info vs. SPBI) Record checks News reporters & crazy defendants have direct access to Joe D. Judges want too many dockets and lists Improvements/Advancements in Technology (underutilized by Jud) More computer problems & failures Need more fillable online forms 	<ul style="list-style-type: none"> More time needed More security needed More frustration Negative impact on public perception of Clerk's office caused by other offices' actions More staff turnover (burnout) More time spent on phone/at counter explaining what Clerk's office <u>can't</u> do Increase in number of angry and/or dissatisfied customers Clerk's office deals with More time required to search for, provide and research manual records Demand, expectation and requirement to have data available online More reliance on Clerk's office data More pressure to be accurate More steps needed to ensure accuracy More time spent w/prisoner correspondence (phone/mail) Increased expectations to provide immediate responses to DOC, Military, etc. 	<ul style="list-style-type: none"> of staff to deal with customers with special needs (i.e., difficult, intoxicated, mentally-ill, etc.). Increase communication and training within Clerk's office. Improve internal stakeholder education of Clerk's office functions. Increase wellness programs available to staff by mandate Increase courtroom staff Increase the number of hours the courtrooms are used. Reduce restrictions on accepting payments Increase amount of respect Clerk's office shows public. Enhance data sharing between State agencies. Provide more training to staff re how to handle difficult customers. Reduce reliance on Clerk's office for data (record checks). Increase staffing to provide more timely and accurate data entry. Increase Court Service Centers (install in every court). Increase ability to accept funds electronically. Increase on-site Judge's support staff. Improve reliability of Judicial Branch computer systems

GA Deputy Chief Clerks – 9/21/2007

	Trends	Strategies	Impacts
	<ul style="list-style-type: none"> • Increase of 'pen pals' from DOC w/requests for forms & info • Public wants to handle matters w/o appearing in court • Increased need for Judicial Branch data • Customers requesting to pay fines over the phones and credit card 	<ul style="list-style-type: none"> • Increased demand/expectations for current technology • Increased number of requests for 'off hour' access to courts and services • Increased demand from judges for specialized requests which create delays in processing info for stakeholders • Increased demands for pre-printed forms (pro se) - fillable forms • Pro se customers demanding more legal advice • Technology failures effecting inter-related systems 	<ul style="list-style-type: none"> • Develop <u>NEW</u> CRMV system
<p>Changing Stakeholder Demographics</p>	<ul style="list-style-type: none"> • Increase of people who are unable to read or write • Increase people who can't speak English • Increase in persons who come in drug induced • Customers are younger • Increase in criminal defendants 	<ul style="list-style-type: none"> • Inability to disclose info makes job more difficult • More time/patience needed • Work backlog • Customer service suffers • Inability to communicate with/assist those who do not speak English • How multi-lingual staff is utilized (interpreter?) • More cases, fewer resources, more work, more errors (poorer quality of work) 	<ul style="list-style-type: none"> • Provide more interpreters. • More multi-lingual forms • Increase diversity of staff. • Increase use of translation technology. • Train staff to speak more languages. • Increased use of technology to provide customers with access to court info • Increase amount of Clerk's office staff. • Reduce/alter public office hours. • Increase public education re court issues.

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Phase I – Trends

Phase II – Impact

Phase III - Strategies

<p>Increased Demand for facilities and security</p>	<ul style="list-style-type: none"> • Higher energy costs. • Aging facilities. • Lack of space. • More oversized files. • Too much junk being kept in files. • Public spoiled by too many court locations for state this size. • "Green" society- recycling, etc. • Security concerns. • Lack of parking • Terrorism preparedness. 	<ul style="list-style-type: none"> • Workspace does not match the kind of work clerks do • Dealing with unhappy public • Clerks are storing/filing "non-file" materials • Delays in opening-mail • We have to look in more places to find files • Difficulty in managing vaults and files • More unwarranted court closing/late openings • Buildings fall into disrepair contributing to low morale • Delays in entering building • Aging facilities – must make too many accommodations to deal with equipment or other changes (metal detectors, scanners, etc.) • Difficult to access files stored off –site. 	<ul style="list-style-type: none"> • Allow marshals to carry guns/weapons – or have State Police at metal detector • Develop plan to define what clerk can reject for filing/storage • More office space to appear professional & respectable • More employee-only entrances • Attorney-only entrance (still metal detector) • Rule or policy changes to limit what goes in paper file • Increase funding for maintenance/facilities • Standardize closings statewide in winter emergencies • Improve facilities/equipment to match clerk's office functions • Improve central management of maintenance functions • Improve Facility maintenance/replacement schedule • Ongoing building assessments to match building with its functions • Investigate possibility of public access to files sent to central records • Improve ADA accessibility without "special" accommodations • Establish cleanliness standards • Increase security awareness through training of all employees.
<p>Increased Demand for Total Accessibility Exceeds Staffing Resources</p>	<ul style="list-style-type: none"> • More complicated and time consuming procedures for clerk's office. • ProSes, media and others want Judge's decision explained. • Increased expectations of 	<ul style="list-style-type: none"> • Unanswered or inadequately answered phone calls • Lower morale of staff. • Quality control to lessen errors in files • Shortage of outside hires = staff too fluid among districts 	<ul style="list-style-type: none"> • Increase reliability of Judge's availability all day • More training of DCF and police on temporary restraining orders (TROs) • More strategies to deal with stressful people • More training in Spanish for staff

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Phase I – Trends

Increased Demand for Total Accessibility Exceeds Staffing Resources (continued)

- services.
- Increase in telephone calls.
- More litigious society=more appeals.
- Increase in fee waiver applications.
- More info is being requested for international use (e.g. embassy).
- Duplicate filing on paper, fax & e-file.
- Increased pressure from special interest groups.
- More marshals' invoices.
- Decrease in staff levels.
- Internal and external access to interpreters is not easy.
- No new employees.
- Too much reliance on low paid Temporary Assistant Clerks (TACs).
- Difficulty in recruiting TACs due to low salary.
- Increase in Worker's comp claims.
- Baby boomers reaching retirement age.
- PC abilities are now required-not optional.
- Positions filled by promotion or transfer.
- More paralegals less attorney TACs.
- More people interested in internships.
- Professional staff graduating with poor writing skills.
- Urban flight- increase in business in rural counties (Tolland/Windham).

Phase II – Impact

- Feeling of hopelessness in staff
- Develop strategy to reduce redundant filing by parties (i.e. fax, paper and E-File)
- increased backlog in processing of pleadings
- Public annoyed when questions are not answered.
- Backlog in coding because of phone/counter activity
- Unhappy customers
- Need for more bilingual forms in Spanish
- Judges can't reach staff on phone
- Staff voice mail is choked w/messages
- Busy lines for incoming calls
- Long lines at public counter
- Develop strategy for staff acceptance of personal diversification on a person's job
- More errors in files
- Non-performing staff members annoy existing staff even more
- More time spent finding Judges to do Ex Parte motions
- More applicants turned away as they don't qualify for temporary restraining orders (TROs)
- Duplicate filings (fax, original via mailing)
- Drain on resources
- People want to schedule specific court times

Phase III - Strategies

- More bilingual forms to be available
- Increase use of customer satisfaction tools/surveys
- Increased staff
- More Quality controls
- Create a positive work environment
- Hands-Free phone
- More Training
- Improve the Human Resource strategy to address non-performance.
- Eliminate short calendar
- Make TAC I/II positions w/ corresponding pay increase
- More consistent, Branch wide policies on web postings
- Improve methods of payment (i.e., online, over phone, etc.)
- More motions scheduled for date/time certain (ex. MASS)
- Evaluate & rewrite rules to make them easier to understand and follow
- Improve signage in court building
- Restrict Short Calendar matters to specific times.
- Eliminate fax filing
- Schedule cases @ set times
- Increase family court hours
- Add flex hour schedules and staggered schedules for staff to provide more access
- Stagger closing time, i.e., M,T,W: 9-5; Th:9-6; F:9-4

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Phase I – Trends

Phase II – Impact

Phase III - Strategies

Increased Demand for Total Accessibility Exceeds Staffing Resources (continued)

- Too many boutique courts.
- Lack of central operational manager at local court level.
- More demands for executions.
- Public asking for details- explanation of criminal charges (statutes) and circumstances.
- Increase in ex parte applications.
- DCF/police send victims to court for TRO.
- More requests for continuances.
- Judges expecting more file preparation than support staff can do.
- Increase in number of parties who do not know the next hearing date.
- People want to get through case without so many appearance/hearing "FASTER CONCLUSIONS".
- Demand/request for Spanish speakers.
- More conservative United States Supreme Court.
- Pro Se parties requiring more assistance.
- People want to pay/order docs without coming to court.
- Proliferation of Pro Se litigators.
- More Pro Ses with difficult Family questions.
- People want simpler processes.
- Increase in Pro Se requests

- People want off hours access to services
- Customers want to pay without coming to court
- Pro Ses remind us we are their employees
- More demands for immediate online postings.
- People demand more and less info on internet
- Litigants want simpler, consistent rules of practice
- Language barriers cause accessibility problems
- Irritated Pro Ses and staff
- Staff spending more time at the window
- Pro Se parties as litigators cause more clerk's time at counter and on the phone
- Phones and fax go non-stop all day – even during non-court times
- More overtime by employees to get protection registry stuff done same day
- High TAC turnover
- Not always able to meet needs in a timely manner
- Staff required to work after 5:00
- 4:50 pm customers w/complex applications

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Phase I – Trends

Phase II – Impact

Phase III - Strategies

Increased Demand for Total Accessibility Exceeds Staffing Resources (continued)

- for instruction sheets for procedures.
- People ask the same questions of multiple staff members.
- More special assignments from short calendar.
- People want more say in when the case is scheduled.
- People want more direction and they spend less time on self-education.
- Weekend or night court.
- Customers need more flexible hours to access courts.
- Customers expect more sophisticated telephone services.
- Customers want more services in one place rather than traveling to multiple places.
- Incomplete information being presented in filed documents.
- Expectation that staff has the ability to access quick language interpretation on-line.
- Payment by phone (credit/debit cards).
- Pay for services over Internet-do court business without appearing.
- People want clearer posting of where to go in court.
- Increased accountability
- Increase in dealing with public complaints
- Enhanced sensitivity to public opinion.

Judicial District Chief Clerks - 9/10/2007

	Phase I – Trends	Phase II – Impact	Phase III - Strategies
<p>Changing Economic Conditions on Court Usage</p>	<ul style="list-style-type: none"> • Relationships with media less collegial. • Parties are ruder, more demanding. <ul style="list-style-type: none"> • Population migration to South/West. • Rising number of foreclosures. • Request for subsidiary listing-trust. • Desire to look at all foreclosures. • Increase in use of Judges who lack knowledge in foreclosures. • Increased carelessness by committees in foreclosure. • Increase in # of motions to reopen foreclosures. • More collections and foreclosures filed. • Economic downturn/tighter budget. 	<ul style="list-style-type: none"> • More requests from public and credit agencies regarding file info • Need for most current trust subsidiary accounts. • More foreclosure sales need to be redone • Higher demands on resources • More stress due to angry customers • More trust account activity • More Pro Se parties trying to represent themselves in difficult matters • Unequal access to system Pro Se parties v. wealthy firms • Greater disruption to business if technology crashes • More requests to see numerous foreclosure files. • Need judges who specialize in foreclosures • Backlog in coding and notices • More appeals will be filed 	<ul style="list-style-type: none"> • Create a standardized priority list of Clerk's functions • Need to make addresses of foreclosed properties available on web • List of properties coming up for sale by date e.g. 3/14 lots proportions, 3/21 proportions • More requests for judgment files • More responsibility for "non-clerk" functions • Increase staff • Improve appellate (initiation) process • Develop list of foreclosures by sale • Improve vetting procedure of committee applications. • Enhance judge training programs • More joint Clerk/Judge committees to review procedures • Assign specialty judges for foreclosures, etc. • Open foreclosures that are E-filed for all to review • Put subsidiary list on web • Improve/redesign Clerks' procedures for processing 17-23 matters (and attorney filing) • More staff become familiar w/foreclosure procedure • Centralize trust account • Create/expand public web access • Allow more documents to be scanned and purchased online (Judgment files etc.)

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	Phase I – Trends	Phase II – Impact	Phase III - Strategies
<p>Changing Economic Conditions on Court Usage (continued)</p>			<ul style="list-style-type: none"> • Improve allocation of resources to match change in demands • Cultivate outside resources for Pro Se filings
<p>The Nature of Domestic/Family Dockets is Changing</p>	<ul style="list-style-type: none"> • Changing nature of Domestic/Family dockets. • Increase in Family Support Magistrate (FSM) activity. • Family/Family Magistrate complexity/Pro Se volume. • Increase in # of requests for ex parte custody. • More prisoner actions for visitation and custody. • Rising requests from baby boomers who need Family Judgments for retirement paperwork. • Rise/drop in birth rate. • Change in nuclear family/more motions to intervene. • Custody issues with foreign states. • Family actions- requests for representation of more than Public Defender. • Lack of knowledge of pleadings and procedures. • Request more attorneys for minors. • Fewer attorneys as customers. 	<ul style="list-style-type: none"> • More fee waivers/less revenue. • More people unable to come to court • More dependence on non-Family Judges to handle increased ex parte applications • Younger temporary restraining order (TRO) applicants • Higher expectations for assistance • More Pro Se parties at counter taking more time • More Spanish judgments – No English • More interstate filings • More demands for international service and documents • Need to maintain more lists of attorneys to act as guardians ad litem (GALs). • More "novel" filings (i.e. – case of first impression • More non-parents requesting court orders 	<ul style="list-style-type: none"> • Create more Pro Se forms/instructions • Create more Pro Se info booklets – parents/non-parents • More power of rejection in Clerk (w/o liability) • More attorneys acting as mediators for Pro Se parties • Increased incentives to Bar to become guardians ad litem (GALs) etc. • Promote online information • Increase interpreter services • Encourage more alternative dispute resolution (ADR)/Less Litigation • Take Support Enforcement out of the courts • Create an administrative divorce process • Restrict scope of restraining order (RO) Filings • Increased training for judges re : temporary restraining orders (TROs) • Increase in need for teleconferencing • Establish more consistent review by judges of Fee Waivers • Increased funding for Legal Aid • Limit indigence qualifications (ex. Alabama, Georgia, Louisiana)
<p>Increased Influence of Technology on Court Management</p>	<ul style="list-style-type: none"> • As more court info appears on the web-necessity for accuracy increases. 	<ul style="list-style-type: none"> • Greater demand by public for "speed" due to technology • Dual work: electronic filings 	<ul style="list-style-type: none"> • More monies expended on special courtroom equipment • Examine clerk's office structure:

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Phase I – Trends

Phase II – Impact

Phase III - Strategies

Increased Influence of Technology on Court Management (continued)

- More videoconferencing.
- Enhanced and more sophisticated technology.
- Efiled motions are mistitled.
- Too many filing options: mail/E-file/Fax.
- Technical development not encouraged enough at local levels.
- Move toward paperless files.
- Attorney errors in e-filing.
- More electronic filing.
- Reliance on electronic filings.
- Multiple motions on one title motion in e-filing.
- Request for more forms on line.
- Reluctance to check out file on line.
- People requesting less information being posted on web (re: own cases).
- More information for customers on web.

- redundant with paper
- Need all staff to be E-File competent
- Incomplete records on the web
- Change in structure and organization of Clerk's office and space utilization
- More orders to change/move/correct E-Filed pleadings
- Greater liability/responsibility for errors etc. (ex. ID theft)
- Requests come in regardless of whether technological services are available.
- Educational training of staff required
- Less personal
- Need training for public users
- Need quality control programs/procedures
- Info available to public but Clerk must access for person
- Difficulty in accessing previous/old technology
- Less familiarity with "old" filing system by new employees as people retire

- duties/job title/space
- Improve E-Filing to recognize the Practice Book (PB) rules
- Improve technology analysis to replace aging and outdated equipment.
- Improve system "self-checks" for certain data
- Ability to develop off-site work processing
- More Short Calendar matters must be marked off – who lets parties know
- Assign more IT personnel on site
- Need to update equipment more often as technology changes improve
- Need reliable technology (fax machines, phone systems, software systems) in Clerk's office
- Increase direct public access
- Clerk handling same filing numerous times
- Mandatory E-Filing
- Evaluate and change workspace in view of use of technology.
- Improve supervisor ability to identify user who entered data into system
- Create more quick reference guides for staff for E-Filing
- Improve accuracy of information going into the files/registries
- More public training sessions should be developed/scheduled on access to information system
- More online tutorials for staff and public
- Create technology training programs for staff
- Increase public access computers at

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Phase I – Trends

Phase II – Impact

Phase III - Strategies

<p>Increased Influence of Technology on Court Management (continued)</p>			<p>all court locations</p> <ul style="list-style-type: none"> • Improve electronic security/hire more IT personnel • Development of electronic programs to replace paper systems • Offer more courses to staff re E-Filing • Boiler-plate motions for use in E-Filing • Forms on web must be kept updated to reflect statutory/Practice Book changes • Evaluate work – need more space in vaults to do E-Filing work • Enhance Pro Se assistance • Develop an apprenticeship program to train successor when a person declares retirement or exit • More/greater record consolidation – convert to technology • Continue to update data stored in old technology to latest technology. • Enhance ability of supervisor to pursue accountability w/employee on performance issues • Eliminate fax filing • Disclaimer include – all court cases are not on the web
<p>Societal Changes and the Impact on Operations</p>	<ul style="list-style-type: none"> • Caseflow more esteemed than clerk (wrongfully so). • Too many clerical staff beyond clerks' control. • Increased reliance on Caseflow by Judges. • Expectation that clerks have knowledge of DMV, Town Clerk, Probate procedures, etc. 	<ul style="list-style-type: none"> • Less sophisticated/educated clientele • People arrive late for court • Public shows up at 5:00 pm expecting service • More staff held after hours • Too much time spent answering foolish/paranoid complaints • Customers confuse 	<ul style="list-style-type: none"> • Make Pro Ses more accountable for incorrect/improper filings • Separate Clerks' functions from Pro Se assistance function • Pro Se court • Create more generic Pro Se forms • Stronger disclaimer language on summons for Pro Ses • Special Masters for Pro Se (appoint an Attorney for a day).

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Phase I – Trends

Phase II – Impact

Phase III - Strategies

Societal Changes and the Impact on Operations (continued)

- Judges more involved in administering clerk world.
- Increase in hostilities/re-allocation of Federal funding.
- Increase in oversight of clerks work.
- More tabloid journalism.
- Attorneys/litigants don't come to court on time.
- Lack of support from HR with problems (employees).
- Decrease in court reliance on Clerks' knowledge.
- Decrease in Clerks' credibility.
- Increased stress between Caseflow and Clerks.
- Decreased collegiality between Judges.
- File tasks and responsibilities are less clearly defined for clerks.
- Decline in Union involvement.

- expectations at court with those of a commercial establishment
- Unrealistic expectations
- Public is less polite/more demanding
- Increase in volatile Pro Se parties
- Parties feel they are more entitled – they demand their rights
- Clerks' office – "Judicial" "Court" appears not public service oriented
- Employee performance issues not addressed ~ Quality not improved
- More/multiple restraining order applications – and more not pursued.
- Circumscribed role of Clerk
- Loss of influence by Clerk
- Decrease in collegiality between Judges and staff
- Less team atmosphere among all clerical staff.
- Tension between Clerks and Caseflow Coordinators
- Detriment to morale of Chief Clerk
- Clerk's office subject to negative/false reporting from media
- Press more demanding on courts/courtrooms
- More stress on Clerks to direct work to Judges willing to take it
- Clerk's office gets "caught in the middle" between Judges'

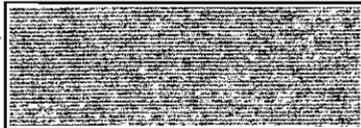
- Create access to Pro Bono attorneys at the courthouse
- Cutoff filing time 30 min before closing except Restraining Orders and appeals
- More places needed for public to get simple information
- Post Courthouse hours
- Change Practice Book/statutes to allow Clerks to give greater Pro Se assistance
- Judge/Clerk meetings
- Clerk at Judges' Institute
- Panel (including Chief Clerks) to improve reputation of Clerk's Office, Caseflow and Court Officers.
- Chief Clerks work on as a goal
- More education for Judges on function of Clerk
- Weekly meetings in Clerk's office
- Joint conferences with Judges and Clerks
- Improve relationships/attitude among: Clerk/staff/Judges

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Phase I – Trends

Phase II – Impact

Phase III - Strategies



- demands
- Judges interact less with each other – are more independent and separate

Judge Support Service Administration – Focus Group 1 - Sept. 17 and Oct. 3, 2007

TREND HEADER	TRENDS	IMPACT	STRATEGIES
INCREASING EXPECTATION OF TRUST, OPENNESS AND RESPECT	<ul style="list-style-type: none"> ▪ Separation of powers vs. oversight – judicial autonomy ▪ Media scrutiny increasing ▪ Public getting more involved with state government ▪ Right to privacy and identity theft issues ▪ Recent statute change that allows cameras and/or video in court rooms ▪ Erosion of legal privileges (doctor/patient, spouses) ▪ Questioning trust/authority ▪ Data accuracy ▪ More judges having trouble getting reappointed ▪ Cameras in court room ▪ Less civility in general behavior ▪ Public respect for judiciary? ▪ Less respect for court/decorum by attorneys, litigants ▪ Public trust in judiciary/court declining ▪ Greater openness and transparency in the courts 	<ul style="list-style-type: none"> ▪ More meetings are open to members of the public ▪ More time needed by court staff to prepare records for public access and ensure proper protection ▪ Improved professional conduct by judges, staff, etc. ▪ Need more resources ▪ Strained relationships between formerly privileged parties ▪ Review statutes and practice book rules ▪ Less respect/less civility – need more security and training ▪ Fewer people willing to be jurors ▪ Lack of confidence in judicial system ▪ Cameras may affect behavior of witnesses 	<ul style="list-style-type: none"> ▪ Get more resources ▪ Change statutes and practice book rules ▪ Enhance courthouse security ▪ To train – educate (civility) ▪ Establish model behavior – “respect” ▪ Establish better relationships with media and community ▪ Study effects of cameras in courtroom ▪ Train judges to manage cases in a camera environment
INCREASE IN COMPETITION FOR RESOURCES	<ul style="list-style-type: none"> ▪ Competition for federal and state dollars ▪ Lower per capita income in CT ▪ Shift in how judicial budget is allotted (juvenile and probation) ▪ Continued shifting of federal funding resources 	<ul style="list-style-type: none"> ▪ Greater dependence on Branch's own resources for daily services ▪ “Doing less” with less ▪ “Doing more” with less ▪ Roles and responsibilities may change 	<ul style="list-style-type: none"> ▪ To determine /create/refine new ways to do the same or more with less ▪ Identify alternative funding sources/reinvent what you are currently doing ▪ Prioritize spending

Judge Support Service Administration – Focus Group 1 - Sept. 17 and Oct. 3, 2007

TREND HEADER	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Fewer dollars from the federal government ▪ Eroding tax base – less money available ▪ Courthouses getting older, more repairs needed to bring them up to date (technology, accessibility) 	<ul style="list-style-type: none"> ▪ Expanded need for creativity ▪ Requests for expenditures more closely examined 	<ul style="list-style-type: none"> ▪ Better articulate what you are doing (e.g., to legislature) ▪ Better selling/marketing needs
<p>INCREASE IN CULTURAL DIFFERENCES</p>	<ul style="list-style-type: none"> ▪ More “diversity” on the bench ▪ With more immigrants entering CT, more international (custody) cases ▪ People understanding different laws because of their cultures ▪ Interpreters for all court divisions ▪ Better understanding of the law ▪ Language differences – need for more interpreters? ▪ More multi-lingual staff ▪ LEP (Limited English Proficiency) ▪ More languages spoken in courtroom 	<ul style="list-style-type: none"> ▪ More people do not understand what is going on ▪ More people coming to court to help or provide support ▪ Multiple cultures in the workplace ▪ Increased confusion ▪ More cultural differences = more bias; more misunderstanding ▪ Increased demands by federal government to serve diverse population ▪ Slows process ▪ Increased frustration on both sides ▪ Need for more patience, increased attention, flexibility by staff ▪ Impact of cultural “garb” 	<ul style="list-style-type: none"> ▪ Produce more multi-lingual publications ▪ Need for more bilingual staff “greeters” ▪ Provide for more interpreters ▪ More court service centers, public info desks, bilingual, multi-cultural ▪ Provide more staff training – cultural competency (other languages) ▪ Increase staff ▪ Enhance community outreach ▪ Recruit diverse staff ▪ Expand bilingual telephonic services ▪ Create a translatable internet site ▪ Change scheduling of cases
<p>INCREASE EXPECTATIONS FOR COURT ACCESS AND SERVICES</p>	<ul style="list-style-type: none"> ▪ Night and weekend services from the courts being requested ▪ Elder abuse – specialty court? ▪ Public oriented services ▪ More litigious society = increase in small claims, civil claims 	<ul style="list-style-type: none"> ▪ More access and availability of court services ▪ Receipt of instant feedback from customers ▪ Need latest technology ▪ Union issues/insurance 	<ul style="list-style-type: none"> ▪ Conduct more focus groups ▪ Create user-friendly services ▪ Create secure websites to conduct judicial business ▪ Pay attention to privacy issues while increasing

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TREND HEADER	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Need for more judges and more Family Support Magistrates (FSMs) ▪ Transportation issues ▪ Service delivery extended hours will create need for staff flexible schedules ▪ More courthouse locations ▪ Use of teleconferencing for court hearings ▪ Ease of obtaining information ▪ Weekend court ▪ Jurors hear cases from home ▪ Easier access to judicial locations by transportation ▪ Court hearings from home ▪ Night court for better services ▪ Staff changes will require planning and interface with collective bargaining units ▪ 24 hour help line "live help" 	<p>issues</p> <ul style="list-style-type: none"> ▪ Technology changing/ensure infrastructure exists ▪ Privacy concerns 	<p>accessibility to courts</p> <ul style="list-style-type: none"> ▪ Increase and adapt resources ▪ Provide flexibility to staff – "flex schedules", job sharing, work from home ▪ Increase court locations/convert existing buildings ▪ Market availability ▪ Make critical information available to all (improve communication) ▪ Increase staff ▪ Create mobile courts
<p>CHANGING DELIVERY OF SERVICES</p>	<ul style="list-style-type: none"> ▪ Statewide legal services using more technology to serve low income community ▪ Non-attorneys handling matters (not pro se) 	<ul style="list-style-type: none"> ▪ More pro ses in court ▪ System must be user-friendly ▪ Practice of law impacted ▪ Staff expected to help 	<ul style="list-style-type: none"> ▪ Provide plain language forms ▪ Review rules ▪ Increase law library and court service centers
<p>INCREASE IN INFORMATIONAL SHARING</p>	<ul style="list-style-type: none"> ▪ More information sharing between departments and agencies ▪ Multi-state informational sharing ▪ More communication between divisions, specifically between judges in different divisions and 	<ul style="list-style-type: none"> ▪ Higher risk of accidental disclosure ▪ Need for better and timely communication ▪ Greater reliance on technology 	<ul style="list-style-type: none"> ▪ Get more/better technology ▪ Increase accuracy of data entry ▪ Ensure private information is protected ▪ Implement more effective

Judge Support Service

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TREND HEADER	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ other state agencies (Department of Children and Families, (DCF), Department of Social Services (DSS), Department of Corrections (DOC) 	<ul style="list-style-type: none"> ▪ Reduction of duplicative work ▪ Shared data systems ▪ More dependency on others ▪ More efficient and expedient delivery of services ▪ System failure comes at a higher price 	<ul style="list-style-type: none"> ▪ safety measures ▪ Increase capacity to respond to system failure
<p>INCREASING USE OF (WIDESPREAD) AND CHANGING TECHNOLOGY</p>	<ul style="list-style-type: none"> ▪ Wider use of telecommuting ▪ Cameras in court ▪ Use of Internet creating need to re-visit related Freedom of Information (FOI) statute ▪ More funding for new and improved technology ▪ Better use of and awareness of new technologies ▪ Need for more technology support staff ▪ Video technology instead of going to court ▪ More improved technology resources ▪ Increased use of technology ▪ Sensitive info kept on laptops ▪ Data accuracy is critical 	<ul style="list-style-type: none"> ▪ Greater reliance on technology ▪ Privacy concerns ▪ Instant gratification ▪ More efficient and expedient delivery of services ▪ Change in procedures to adapt technology ▪ Risks of system failures ▪ Less people coming to court, reduced prisoner transportation, video conferencing, increased safety and security ▪ Saves resources ▪ Collective bargaining issues ▪ Potential for dual systems until users catch up with technology 	<ul style="list-style-type: none"> ▪ Back up all data ▪ Need to keep up with latest technology ▪ Increase technology support staff ▪ Change in policy to take advantage of technology available (e.g., telecommunications) ▪ Provide training on technology and procedures ▪ Increase funding ▪ Reallocation of staff duties
<p>CHANGING DEMOGRAPHICS AND ECONOMY</p>	<ul style="list-style-type: none"> ▪ Demographic shift – older citizens and greater racial diversity ▪ Decrease in CT population ▪ Young generation leaving CT after graduating college ▪ Fewer jobs in CT – more people 	<ul style="list-style-type: none"> ▪ Reduced employment pool ▪ New challenges in retention ▪ Less revenue ▪ Increased demands for services on courts ▪ More crimes? 	<ul style="list-style-type: none"> ▪ Need to compete effectively with private sector (pension, benefits, flexible schedules, day care, reciprocal agreements) ▪ Provide education regarding

Judge Support Service Administration – Focus Group 1 - Sept. 17 and Oct. 3, 2007

TREND HEADER	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> moving out ▪ Decrease in CT population ▪ Fewer jurors ▪ As jobs may decrease, violent crimes may rise ▪ Iraq veterans – post-traumatic stress disorder (PTSD) – potential for more crimes, use of resources ▪ Increase in foreclosures ▪ Educated, younger workers leaving CT; older, skilled workers leaving CT ▪ More people in military 	<ul style="list-style-type: none"> ▪ Possible increase in prison population ▪ Increase in foreclosure cases with declining economy ▪ Different services needed ▪ More people called to serve as jurors 	<ul style="list-style-type: none"> “new” types of cases ▪ Recruit and retain employees ▪ Be creative in delivery of services ▪ Support culture shift to encourage creative problem-solving ▪ Consider group voir dire system
<p>CHANGING DEFINITION AND RESPONSE TO JUVENILE POPULATION</p>	<ul style="list-style-type: none"> ▪ Are 16 and 17 year old people adults? ▪ Juvenile (16 year old) issues ▪ Increased need for services for juveniles 	<ul style="list-style-type: none"> ▪ Law to be effective in 2010 ▪ Reallocation and increase of resources (services, staff) ▪ Programmatic changes, restructuring ▪ Security, transportation 	<ul style="list-style-type: none"> ▪ Reconfigure detention centers as needed to serve new population (examine detention centers) ▪ Implement internal and external programmatic changes (community, residential, dispositional) such as increasing services and adding new services ▪ Train on new laws, procedures, child development issues ▪ Increase number of judges, staff to support juvenile matters
<p>CHANGING DEFINITIONS OF FAMILY</p>	<ul style="list-style-type: none"> ▪ Civil unions increasing ▪ More unmarried couples having children ▪ Same sex unions 	<ul style="list-style-type: none"> ▪ More business for the family court, family support magistrate (FSM) dockets and juvenile sessions 	<ul style="list-style-type: none"> ▪ Train and educate staff, judges, bar, parties (community outreach) ▪ Upgrade technology

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TREND HEADER	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ What is divorce; what is marriage (different state laws) ▪ More unmarried people using family court 	<ul style="list-style-type: none"> ▪ Bias, frustration by internal and-external sources ▪ Challenge to separate personal beliefs from work expectations ▪ Confusion by parties over legal status ▪ Financial impact ▪ Slows court process ▪ Need for more information 	<ul style="list-style-type: none"> ▪ Need for publications, publish on web
<p>CHANGING RESPONSES TO CRIME</p>	<ul style="list-style-type: none"> ▪ Tougher gun laws ▪ Increased public demand for crime control ▪ More conditional discharge = less oversight = another Cheshire ▪ Increase in domestic violence (DV) cases ▪ Jail and prison overcrowding ▪ Change in the parole system ▪ Increased probation ▪ 3 strikes legislation ▪ Trends in social science that drive changes in treatment and testimony ▪ More mandatory minimums ▪ "Treatment" is "punishment" ▪ More crimes created 	<ul style="list-style-type: none"> ▪ More criminal and habeas cases ▪ More hostile parties, courtroom attendees ▪ Heightened press, will be in newspaper more ▪ Increased media interest ▪ Statutory changes (e.g., tougher sentences) ▪ More crimes created ▪ Reduced judicial discretion ▪ Pressure not to use alternative incarceration programs, backlash, public demand ▪ More judges assigned to criminal matters means more marshals, more staff 	<ul style="list-style-type: none"> ▪ Need more security ▪ Change policies re: First Amendment Rights ▪ Train judges, staff re: First Amendment Rights ▪ Submit any necessary legislative proposals ▪ Re-evaluate Court Support Services Division (CSSD) programs ▪ Continue study of racial disparity and sentencing ▪ Better tracking - statistics ▪ Increase judges, probation officers, staff ▪ Advocate jointly with States Attorneys and Public Defenders ▪ Be aware of "quick fixes" or knee jerk reactions
<p>INCREASED ENVIRONMENTAL CONCERNS</p>	<ul style="list-style-type: none"> ▪ Global warming ▪ Less land space in CT (shoreline erosion) 	<ul style="list-style-type: none"> ▪ Greater public scrutiny on how Branch is doing ▪ Probable increased federal 	<ul style="list-style-type: none"> ▪ Recycle electronics ▪ Provide other types of recycle bins

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TREND HEADER	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Increased interest + need re: creating “greener” workspaces 	<ul style="list-style-type: none"> regulations ▪ Double life of employees who choose to recycle 	<ul style="list-style-type: none"> ▪ Make a priority for Branch to raise awareness ▪ Consult with DEP ▪ Write and disseminate new policies ▪ Offer alternative methods – flex schedules, telecommute to avoid congestion and gas emissions ▪ Offer commuting incentives ▪ Build “green” buildings ▪ Make current facilities more “green” ▪ More incentives to employees
<p>INCREASED VIOLENCE</p>	<ul style="list-style-type: none"> ▪ Security inside and outside courthouses ▪ Need for increased security in courthouses 	<ul style="list-style-type: none"> ▪ People wary of coming to court ▪ Current security system overtaxed ▪ Staff safety compromised ▪ Increased absenteeism ▪ Less work re bomb threats: loss of productivity ▪ Caseload backlog 	<ul style="list-style-type: none"> ▪ Increase marshals ▪ Establish Branch canine units for security (bombs and drugs) ▪ Timely investigations of implied or express threats ▪ Do not locate purely administrative offices in courthouses ▪ Secure courthouse parking areas and people ▪ Train judges and staff in personal safety issues
<p>INCREASE IN PRO SE</p>	<ul style="list-style-type: none"> ▪ Increase in pro se litigants 	<ul style="list-style-type: none"> ▪ Slows down system ▪ Greater demand for assistance with legal process, court protocol 	<ul style="list-style-type: none"> ▪ Educate and train judges and staff on pro se matters; communicating with a pro se ▪ Increase the number and

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TREND HEADER	TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none"> ▪ Greater demand for electronic access ▪ Increased demand for forms ▪ Increased demand for interpreters ▪ Burden on judges and court staff ▪ Increased public pressure to make strategies "real" 	<ul style="list-style-type: none"> ▪ salary of interpreters ▪ Develop orientation programs for pro se on "representing oneself" ▪ Develop more guidelines, informational booklets, and online resources specific to the pro se litigants ▪ Ensure information is multi-lingual ▪ More libraries, court service centers ▪ Implement help lines ▪ Increase community outreach ▪ Market availability ▪ More plain language forms (multi-culture, multi-language) ▪ Make system more "user-need" driven: simplify process
INCREASE IN ALTERNATIVES TO TRADITIONAL PROCESSES	<ul style="list-style-type: none"> ▪ Increased use of private dispute resolution ▪ Arbitration affects on judicial process 	<ul style="list-style-type: none"> ▪ Potentially fewer civil cases brought to court and trial ▪ Potential increase in appeals from arbitration ▪ Reallocation of duties of judge (presiding over cases versus mediating) 	<ul style="list-style-type: none"> ▪ Continue to foster court-based alternative dispute resolution (ADR) ▪ Promote use of ADR ▪ Provide training in mediation skills ▪ Reallocate staff

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	TRENDS	IMPACT	STRATEGIES
INCREASED USE OF AND RISING EXPECTATION/DEMAND FOR TECHNOLOGY	<ul style="list-style-type: none"> ▪ More information available digitally ▪ Streamline forms and processes ▪ Technology advances at lightning speeds ▪ Cameras in courtroom ▪ WI-FI ▪ Electronic/digital evidence ▪ Avoidance of travel ▪ More resources available online ▪ Technology ▪ Demand for very speedy services ▪ Knowledge management ▪ Streamline processes and forms ▪ Records and briefs online ▪ Everything is available online, right?! ▪ Legislative histories online ▪ Video conferencing in courthouse ▪ Free fax in courthouse ▪ Need investment in latest technology ▪ Instant messaging ▪ Greater divide between technologically literate and illiterate ▪ Why no computer access when librarian not here? ▪ Out-of-state handled by phone ▪ Greater use of electronic resources ▪ Technology 	<ul style="list-style-type: none"> ▪ Higher costs for hardware, software, training, personnel ▪ Security issues ▪ Streamline process and forms ▪ Increased number and types of requests by patrons (in-state and out-of-state) ▪ Demand for speed ▪ Frustrated/pleased patrons ▪ Increased stress and demand on staff ▪ More equipment, more staff, more space ▪ Less staff? ▪ Reallocated resources 	<ul style="list-style-type: none"> ▪ Expand IT support ▪ Increase number of forms online ▪ Consolidate/centralize requests for certain services ▪ Keep up with technology ▪ Increase or reallocate funding/resources ▪ Provide ongoing training for staff and patrons ▪ Require ongoing training ▪ Post technical information on website
TOUGH ON CRIME	<ul style="list-style-type: none"> ▪ Calls for changes in sentencing and parole ▪ Prison overcrowding 	<ul style="list-style-type: none"> ▪ More prison population ▪ Increased court procedures ▪ More staff/marshals – 	<ul style="list-style-type: none"> ▪ More judges ▪ More marshals ▪ More courtrooms and support

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	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ No parole for violent criminals ▪ Society view of juvenile offenders ▪ Sentencing guidelines 	<ul style="list-style-type: none"> ▪ security ▪ This may not have positive outcome ▪ Strain on court facilities ▪ Longer sentences ▪ More appeals – more paperwork ▪ Storage of court records ▪ Transportation costs 	<ul style="list-style-type: none"> ▪ staff ▪ Specialized dockets (separate out types of crimes) ▪ Post conviction information on website but protect defendant privacy ▪ Enhance victim services
INCREASED LACK OF CONFIDENCE IN SYSTEM	<ul style="list-style-type: none"> ▪ Feeling that judicial process is unfair ▪ Mistrust of system ▪ Perception of fairness and impartiality is of increasing importance ▪ Avoidance of going to trial ▪ Distrust of lawyers ▪ Transparency ▪ Impartiality in how courts deal with litigants 	<ul style="list-style-type: none"> ▪ More hostile litigants ▪ Negative press coverage ▪ Breakdown of system ▪ Closer scrutinizing ▪ Decreased morale of court personnel ▪ Taking matters in own hands ▪ Increase of legislative oversight ▪ Breakdown of separation of powers ▪ Less autonomy ▪ Greater use of alternative dispute resolution (ADR) ▪ More openness (FOI) ▪ More oversight by Branch of attorney behavior 	<ul style="list-style-type: none"> ▪ Increase resources for attorney grievance ▪ Require training ▪ Better public relations ▪ Better relationships with media ▪ Demystify the process ▪ Create liaison ▪ More oversight of Judicial performance ▪ Solicit feedback – respond ▪ Suggestion boxes ▪ Don't let small claims be transferred to superior court
NEED FOR INCREASED COMMUNICATION	<ul style="list-style-type: none"> ▪ Need for communication between court offices ▪ Need for increased cooperation and understanding among courthouse offices (functions, procedures) 	<ul style="list-style-type: none"> ▪ Smoother functioning ▪ Decreased external and internal user frustration ▪ Impact time available for other responsibilities ▪ Improve efficiency ▪ Improve customer service ▪ Increase job satisfaction 	<ul style="list-style-type: none"> ▪ Training/education – to know what others do ▪ Follow-through on communications ▪ Wider/better dissemination of information ▪ Share in-house materials ▪ More staff

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	TRENDS	IMPACT	STRATEGIES
INCREASED INTERNATIONAL AND INTERSTATE LEGAL ISSUES	<ul style="list-style-type: none"> ▪ Increase in questions concerning international law ▪ Increasing role of international law 	<ul style="list-style-type: none"> ▪ Employees expected to have knowledge of international law ▪ Need for more resources ▪ More online reference sources 	<ul style="list-style-type: none"> ▪ Educate ▪ Fund ▪ Share – partner with other entities (law schools, professional associations) ▪ Generate more legal materials/guidance ▪ Post more information
SHIFTING DEMOGRAPHICS	<ul style="list-style-type: none"> ▪ Diversity ▪ Cultural differences (ethnic, generational) ▪ Increase in non-native speakers ▪ Increased need for interpreters ▪ Non-English speaking litigants ▪ Non-citizens using the courts ▪ Aging population ▪ Changing definition of family ▪ Aging attorney population ▪ Lack of social mores 	<ul style="list-style-type: none"> ▪ Increase in limited English proficiency (LEP) litigants ▪ Frustrated users/staff ▪ Language barriers between court personnel and litigants ▪ Cultural differences leading to misunderstandings ▪ Demand for more court provided services (e.g., parental ed) ▪ Insufficient resources for non-traditional situations (e.g., non-married and civil unions) ▪ Need to accommodate persons with disabilities (e.g., aging vision and audio issues) 	<ul style="list-style-type: none"> ▪ Increase court interpreters ▪ Survey/recruit court personnel to find those who speak other languages ▪ Increase foreign language court forms ▪ Find and purchase adaptive technology ▪ Provide opportunities for language education ▪ Training to increase level of awareness of diversity
CHANGING ECONOMY	<ul style="list-style-type: none"> ▪ Foreclosure ▪ More foreclosures ▪ Credit crunch ▪ Credit default ▪ No more middle class ▪ Lack of funding ▪ Housing mortgage bust ▪ More divorces ▪ Economy 	<ul style="list-style-type: none"> ▪ Increased litigation in all courts ▪ More pro ses because they can't afford attorneys ▪ Need for more judges familiar with foreclosure law ▪ Need for more support for those going through foreclosure 	<ul style="list-style-type: none"> ▪ Hire more support staff and judges ▪ Create basic legal research course for pro se litigants ▪ Training for librarians and court service center staff in foreclosure law ▪ Expand number and breadth of court service centers

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	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Increase in fees ▪ Too many lawyers – lawyers will fight for work 	<ul style="list-style-type: none"> ▪ More applications for fee waivers ▪ Need for more support/resources in family court ▪ Incentive to unbundle legal services to obtain work 	<ul style="list-style-type: none"> ▪ Expand number and breadth of law libraries ▪ Create partnerships with statewide legal services to generate legal guides ▪ Create publications on foreclosures, etc. ▪ Create more fill-in-the-blank forms for legal matters ▪ Revamp short calendar schedule to accommodate additional volume ▪ Review fee waiver criteria ▪ Allow additional funding for increased fee waiver requests ▪ Amend practice rules to address unbundled legal services ▪ Provide live reference service after normal work hours ▪ Expand court hours to evenings and weekends ▪ Train/educate staff in specific procedural matters to assist the public ▪ Seek legislation to exempt staff from lawsuits regarding procedural information provided ▪ Develop additional online and published civil procedure guides ▪ Highlight self-help section on front page of website

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	TRENDS	IMPACT	STRATEGIES
DEMAND FOR MORE ACCOMODATING COURTHOUSE FACILITIES	<ul style="list-style-type: none"> ▪ Facility renovations to accommodate disabled ▪ Why is library in basement? ▪ Increase in the handicapped utilizing court services ▪ Handicapped access ▪ Physical facilities ▪ Parking facilities included in any new or reconstruction of courthouse ▪ Family friendly daycare in courthouse ▪ Increased caseflow – need more areas for attorney-client discussions and word processing 	<ul style="list-style-type: none"> ▪ More funding needed ▪ Need to make courthouses accessible to the disabled ▪ Need for affordable parking at each courthouse ▪ Need for staff to recognize disabilities and offer appropriate services ▪ Need to provide daycare for public, jurors and employees ▪ Need to provide library resources for the blind and hearing impaired ▪ Need for more private conference areas ▪ Inability to find library services ▪ Inability to access courthouse 	<ul style="list-style-type: none"> ▪ Create publications for blind and hearing impaired patrons ▪ Implement adaptive technologies ▪ Create affordable parking at each courthouse ▪ Create more private conference areas ▪ Re-evaluate existing space planning for better utilization ▪ Implement better signage and directions ▪ Provide additional seating for waiting public
INCREASING CONCERNS ABOUT SAFETY	<ul style="list-style-type: none"> ▪ Security ▪ Safety of staff ▪ Safety of all in courthouse ▪ Privacy 	<ul style="list-style-type: none"> ▪ Safety concerns impact productivity and staff morale ▪ Need for balance between safety concerns, privacy rights, and access ▪ Invasion of personal privacy at metal detectors ▪ Unsafe working conditions due to facility issues ▪ Perceived safety concerns working with the public ▪ Perceived safety concerns regarding co-workers ▪ Inconsistent marshal services ▪ Perceived lack of safety in areas around courthouses 	<ul style="list-style-type: none"> ▪ Hire more marshals ▪ Provide additional marshal training ▪ Place marshals at critical locations within courthouses ▪ Partner with marshals to address emerging safety concerns ▪ Reassess evacuation plans ▪ Re-evaluate security committee process and procedures at each Judicial building ▪ Inspect all buildings for safety concerns ▪ Inspect/implement

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	TRENDS	IMPACT	STRATEGIES
INCREASING COST OF INFORMATION DELIVERY	<ul style="list-style-type: none"> ▪ Knowledge management ▪ Resource sharing ▪ Expected to do more with less ▪ Print versus online ▪ Escalating costs of law books ▪ Huge cost increases in print ▪ How will we pay for law books? ▪ More funding for print resources 	<ul style="list-style-type: none"> ▪ Compete for limited resources and funding ▪ Fewer resources are available ▪ Divert staff time to resource sharing ▪ Increases demand on existing resources ▪ Expectation from attorneys for resources they can't afford ▪ Out of date material ▪ Expectation from users for electronic-only resources ▪ Expectation for access and delivery of resources for free ▪ Staff frustration with budgeting and cost projections 	<p>emergency lighting in stairwells</p> <ul style="list-style-type: none"> ▪ Ensure lighting along evacuation routes ▪ Partner with marshals to institute routine testing of panic systems ▪ Surveillance of surrounding areas around courthouses ▪ Balance safety concerns, privacy rights and access ▪ Ensure that one law librarian sits on each courthouse security committee <ul style="list-style-type: none"> ▪ Search for free alternatives ▪ Develop creative and cooperative strategies for collection development (i.e., group purchases) ▪ Create in-house legal guides ▪ Educate public about inter library loans and all law libraries' services ▪ Survey users about resource needs

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	TRENDS	IMPACT	STRATEGIES
DESIRE FOR COURT REFORM	<ul style="list-style-type: none"> ▪ Demand for very speedy services ▪ Specialization in courts (family, drug, juvenile, etc) ▪ Need for restraints on frivolous litigation ▪ Concerns about use of lawyers in small claims ▪ Legal services out-sourcing ▪ Increase limits on small claims ▪ Need to slow down frivolous lawsuits 	<ul style="list-style-type: none"> ▪ Frustration with attorneys allowed in small claims court and transfer of cases to superior court ▪ Need to evaluate court system ▪ Need to unbundle legal services ▪ Frustration with complexity/comprehension of court procedures and rules 	<ul style="list-style-type: none"> ▪ Review rules governing small claims court ▪ Conduct evaluation of court system ▪ Unbundled legal service by rule changes ▪ Rewrite rules in plain English ▪ Review and simplify procedures
CHANGES IN CUSTOMER SERVICE EXPECTATIONS	<ul style="list-style-type: none"> ▪ Explain the law ▪ Cognitively-impaired litigants ▪ Busier courthouse because more people have access to information – will assert their rights ▪ Refusal to do research ▪ More staff in libraries ▪ Flexibility in courthouse hours of operations ▪ Expertise expectation for employees ▪ Pressure to expand court services beyond “no legal advice” ▪ Change in customer service expectations ▪ Decreased judicial staff and increased public demands ▪ Court employees should help more ▪ Streamline processes and forms ▪ Home Depot model: you can do it/ how can I help? ▪ More interdisciplinary information requests ▪ Avoidance of travel 	<ul style="list-style-type: none"> ▪ Members of the public w/ an inability to understand verbal directions ▪ Patrons with cognitive processing issues ▪ Court personnel feel pressured to provide more services ▪ Need to provide library assistance outside of courthouse hours of operation ▪ Need to provide access to library resources for patrons that can't or won't come to library ▪ Need for greater one-on-one assistance ▪ Need for plain language legal resources ▪ Need for more subject area specialists ▪ Need to meet expectation that law libraries are always staffed by a librarian ▪ Need for information: “what to 	<ul style="list-style-type: none"> ▪ Pilot a volunteer buddy system to help those with cognitive impairments ▪ Re-evaluate law library collections for self-help materials ▪ Ensure that law library staffing levels meet the expectation for one-on-one assistance ▪ Hire/train more subject area specialists ▪ Hire more librarians ▪ Hire more support staff to free up librarians ▪ Create additional self-help kits ▪ Create opportunities to meet other courthouse personnel to discuss public service issues ▪ Replicate Middletown model for disseminating information about services ▪ Develop “what to expect” publications ▪ Post copyright policy on

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	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Immediate answers expected – decreased patience ▪ Telephone-email handling of questions ▪ Demand for “instant” results ▪ Increase in small claims ▪ More sophisticated pro se litigants ▪ Public wants less lawyer involvement in transactions (e.g., real estate, etc.) ▪ TV judges vs. real judges 	<ul style="list-style-type: none"> ▪ expect when you come to court...” ▪ Inherent expectation that phone and email requests for assistance be available 24 hours ▪ Need for education on copyright law (staff and public) ▪ Demand for WI-FI ▪ Demand for electronic connectivity ▪ More demanding customers 	<ul style="list-style-type: none"> ▪ website and include in email response (e.g., disclaimer) ▪ Pilot WI-FI in courthouses ▪ Pilot other connectivity options ▪ Create policy and procedures for dealing with more demanding customers
<p>INCREASING NUMBER OF PRO SES</p>	<ul style="list-style-type: none"> ▪ Increase in pro se litigants ▪ Simple forms ▪ Self-help ▪ Simple explanations ▪ Increasing numbers of pro ses ▪ Expanding pro-se involvement = more practical training of librarians in court procedures ▪ Unrealistic expectations by pro se litigants ▪ Pro se growth ▪ More self-help materials ▪ Plain language rules ▪ More services for pro se patrons 	<ul style="list-style-type: none"> ▪ Need for plain language rules ▪ Librarians have more complex reference interactions ▪ Need for “what to expect...” publications ▪ Increasing number of pro se litigants bogs down judicial processes ▪ More frivolous lawsuits ▪ Need for more pre-printed and fill-in-the-blank forms with instructions ▪ Need for more do-it-yourself guides ▪ Need for information on courtroom procedures and etiquette ▪ Need for checklists particular to court issues ▪ Demand for 24 hour services 	<ul style="list-style-type: none"> ▪ Review rules and provide explanation in plain language ▪ Create checklists particular to court issues ▪ Create publication on courtroom procedures and etiquette ▪ Create publications that discuss frivolous lawsuits ▪ Create frivolous lawsuit screening process ▪ Create more do-it-yourself guides (partner with statewide legal services) ▪ Create outreach programs to educate public on what to expect in court ▪ Create public service announcements about availability of services ▪ Increase self-help resources ▪ Partner with public libraries to increase awareness of legal resources and services

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	TRENDS	IMPACT	STRATEGIES
			<ul style="list-style-type: none">▪ Continue to provide education and training for librarians▪ Create more pre-printed and fill-in-the-blank forms with instructions▪ Capture and record information about requests to improve service▪ Create online avatar to connect public to resources based on interview questions and responses

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	TRENDS	IMPACT	STRATEGIES
PRIVACY CONCERNS	<ul style="list-style-type: none"> ▪ Public disclosure ▪ Increased media pressure ▪ Televising court proceedings ▪ Decreased privacy ▪ Expectation of privacy ▪ Big brother ▪ Identity theft ▪ Stop putting social security numbers on public records (i.e., qualified domestic relations orders (QUADRO)) ▪ Loss of freedoms ▪ Perceived lack of real protection (e.g., "protectors" who are really perpetrators) 	<ul style="list-style-type: none"> ▪ Need to balance privacy issues with desire of public for openness in courts ▪ Potential for misuse of information ▪ Increased workload for staff responding to demand for information ▪ Increased concern about identity theft ▪ Potential for more changes in court procedures due to media scrutiny ▪ Public reluctant to serve on juries and participate in the legal system ▪ Fear and intimidation caused by public disclosure of records 	<ul style="list-style-type: none"> ▪ Review privacy issues and set policies and procedures ▪ Review and develop policies and practices to safeguard personal and sensitive information ▪ Implement practices that keep social security numbers out of public records ▪ Solicit staff input for resolution of issues
UNIFORMITY OF PROCEDURES	<ul style="list-style-type: none"> ▪ No one for public to complain to – lack of standard procedures ▪ Non-standardized procedures in clerk's office ▪ Differences in clerk's office practice ▪ Chief clerks should not decide what the law is ▪ Recognition of papers that by law are judgments (i.e., paternity acknowledgements, etc.) 	<ul style="list-style-type: none"> ▪ Public and staff dissatisfaction ▪ Staff and public are confused ▪ Unequal access to the court system (public) ▪ Lack of trust 	<ul style="list-style-type: none"> ▪ Create an ombudsman office ▪ Create mandatory uniform filing practices and policies in all jurisdictions ▪ Market the Public Service and Trust Commission's work ▪ Increase scope and presence of public information desks ▪ Add public information desks to all courts
ENHANCING FACILITIES	<ul style="list-style-type: none"> ▪ Greater utilization of court service centers ▪ Insufficient parking facilities 	<ul style="list-style-type: none"> ▪ Unable to adequately provide full service ▪ Diminishing staff morale 	<ul style="list-style-type: none"> ▪ Review and establish long term plans for adequate parking

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	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Handicap services needed ▪ Deteriorating building conditions ▪ Disaster readiness 	<ul style="list-style-type: none"> ▪ Staff has health concerns ▪ Staff safety at issue ▪ Need for staff to compensate for building limitations (increased workload) ▪ Inaccessible buildings ▪ Unsafe buildings ▪ Employee discomfort/concerns with emergency evacuation procedures ▪ Decreased productivity and absenteeism ▪ Loss of equipment and supplies due to inadequate facilities ▪ Lack of parking decreases accessibility for patrons/public ▪ Lack of parking decreases efficiency of employees ▪ Need for court service centers in all courthouses ▪ Need for more parking – staff and public ▪ Need for new facilities 	<ul style="list-style-type: none"> ▪ Establish regular inspections of judicial facilities ▪ Solicit staff input on building renovations, upgrades, etc. ▪ Provide contact for reporting facility issues and problems ▪ Accelerate new construction projects ▪ Modify to be fully accessible to the handicapped ▪ Review maintenance contracts for competency and quality of services provided ▪ Ensure Judicial Branch maintenance is adequately staffed, trained, and responsive
CHANGING TECHNOLOGY	<ul style="list-style-type: none"> ▪ Expectation that all is online ▪ Archiving of records ▪ Technology available ▪ Equal footing for e-filing ▪ Increased computer use ▪ Use of technology training (i.e., Edison) 	<ul style="list-style-type: none"> ▪ Increased possibility of losing information ▪ Expectation for quicker service ▪ Expectation of more computers/equipment for technology ▪ Expectation for one stop 	<ul style="list-style-type: none"> ▪ More training ▪ Develop policies incorporating technological changes ▪ Allocate more money to technology ▪ Allocate more space to

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	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Technology is changing ▪ More updated technology ▪ Increase in email ▪ Increased public access to information ▪ Technology changing faster than economics and users can adapt ▪ Computer use increasing ▪ Computer literacy ▪ Print versus electronic ▪ Increased technology training for librarians ▪ Need for more computer literacy ▪ Decrease print use 	<ul style="list-style-type: none"> shopping ▪ Need to teach computer skills to pro se's ▪ Current staff and judge computer skill sets don't meet today's needs ▪ Current infrastructure for computers doesn't meet technology needs ▪ Budgetary constraints prevent updating technology ▪ Changing use of staff time ▪ Need for uniform policy regarding technology service delivery ▪ Expectation for more fillable forms ▪ Physical needs will change ▪ Need to address non-technologically savvy clients ▪ Lack of access to computers in un-staffed libraries ▪ Lack of ownership of electronic resources (licensing) ▪ Need to manage the balance between print and electronic resources ▪ Need to effectively utilize print and electronic resources 	<ul style="list-style-type: none"> technology in the libraries ▪ Make the same type of technology available in all locations ▪ Improve the infrastructure to support new and existing technology ▪ Create disaster recovery plans ▪ Hire additional technology support staff ▪ Educate staff and judges on existing technology resources ▪ Redefine job skill requirements to meet the technology needs of the Branch ▪ Make more official court opinions available online free ▪ Create more fillable forms
SECURITY CHALLENGES	<ul style="list-style-type: none"> ▪ Security ▪ Security in courthouses ▪ Fear of guns getting through metal detectors ▪ Greater presence of armed police in court ▪ Increasing violence 	<ul style="list-style-type: none"> ▪ Fearful patrons, employees, and communities ▪ Negative press ▪ Decreased productivity and morale ▪ Increased absenteeism ▪ Decreased juror 	<ul style="list-style-type: none"> ▪ Don't allow guns in courts ▪ Provide safe facilities for law enforcement weaponry ▪ Ensure uniformity of security policies ▪ Provide adequate marshal staffing to ensure safety

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	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Lack of real protection (i.e., when the protectors are the perpetrators) 	<p style="margin-left: 20px;">responsiveness</p> <ul style="list-style-type: none"> ▪ Decreased sense of personal safety (civil clients, witnesses) ▪ Negative effect on job recruitment 	<ul style="list-style-type: none"> ▪ Provide training and education to staff regarding their safety options ▪ Ensure uniformity of practices regarding metal detectors ▪ Ensure uniform screening for contracted vendors ▪ Increase video court hearings
SLOWING OF ECONOMY	<ul style="list-style-type: none"> ▪ Economic loss – foreclosures ▪ Slower economic times bring increased caseload volume ▪ Casinos impact ▪ Price increases in resources ▪ Economic downturn ▪ Economic barriers ▪ Increasing gap between have and have-nots ▪ Credit card debt 	<ul style="list-style-type: none"> ▪ Increased number of specialized dockets ▪ Increase in number of pro se litigants ▪ Increase in foreign nationals coming to court ▪ Operating costs increase ▪ Increase in number of requests for fee waivers 	<ul style="list-style-type: none"> ▪ Create sliding scale for fees ▪ Create specialized dockets for family, housing courts ▪ Create specialized foreclosure and debt collection courts ▪ Create lists of pro bono attorneys for specialized dockets ▪ Create specialized guides and handouts ▪ Partner with external agencies ▪ Create more court service centers (one in every building) ▪ Increase video-conferencing for defendants/complainants to reduce transportation costs and expedite proceedings
SERVICE DELIVERY CONCERNS	<ul style="list-style-type: none"> ▪ Changes in “service” concepts ▪ Changes in how legal professionals choose to communicate and/or work 	<ul style="list-style-type: none"> ▪ Increasing demand by legal profession to conduct business remotely ▪ Need to utilize personnel 	<ul style="list-style-type: none"> ▪ Increase remote service delivery ▪ Better utilization of staff ▪ Ensure ability to reach a live

Focus Group – Law Libraries, Group 2 – October 11, 2007

	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Need for more personnel ▪ Increasing dockets ▪ Victims' rights ▪ Length of time of legal process ▪ Increase in court process questions ▪ Need for court service centers in all courthouses ▪ Interstate questions ▪ International questions 	<ul style="list-style-type: none"> ▪ better and/or differently ▪ Automated voice systems are frustrating ▪ Need for increased personnel due to increased utilization of the courts ▪ Increased caseloads for magistrates and judges ▪ Need to serve non-English speaking clients ▪ Need for mandatory cultural diversity training annually 	<ul style="list-style-type: none"> ▪ staff person on the phone ▪ Hire additional staff branch-wide ▪ Schedule additional court sessions to accommodate increased caseloads ▪ Schedule court business and resources during non-traditional hours ▪ Hire additional culturally competent interpreters ▪ Offer language training to staff ▪ Provide cultural diversity training to staff and judges
IMPROVE COMMUNICATIONS	<ul style="list-style-type: none"> ▪ Duties of various departments in Judicial are not clear to other departments ▪ Need for communication between departments ▪ Other departments don't understand what we do ▪ Knowledge is power ▪ Better cross-training of staff to better direct/refer people ▪ Relationships between court service centers, libraries and clerks offices ▪ Better communication of new laws within Judicial Branch ▪ Communication breakdowns ▪ Agreement between Judicial and other agencies 	<ul style="list-style-type: none"> ▪ Ongoing confusion and frustration among departments ▪ Efforts to go above and beyond are seen as stepping on other's toes ▪ Under and/or over utilization of services based on lack of or inappropriate referrals ▪ Lack of knowledge of statutory changes until practice and policies are distributed 	<ul style="list-style-type: none"> ▪ Cross training of staff and new employees to better understand what roles and responsibilities are ▪ Regular meetings between library staff, court service center staff and clerk's office staff, and other staff that work in that building ▪ Encourage job shadowing within each employee's court location ▪ Encourage newsletters with informal communications ▪ Disseminate statutory changes at the end of the legislative session

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TRENDS

IMPACT

STRATEGIES

MEETING THE NEEDS OF A CHANGING SOCIETY	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Keep quiet if diversity offends you ▪ Inappropriate courtroom dress ▪ Do not discriminate ▪ Increasing discrimination – blame folks from the “other” Americas ▪ Difficult for individuals to navigate Judicial’s complicated processes ▪ Increasingly diverse society ▪ Society feels it should know all about how Branch works: openness ▪ Multi-generational society: more generations at one place at one time ▪ Distrust of availability of equal justice ▪ Increasing gap between “haves” and “have-nots” ▪ Wish to be treated with respect ▪ Ego-centric attitude dominating in society ▪ People in suburbs upset about crime – impacts of Hartford, New Haven, Bridgeport don’t count ▪ Incivility in society in general ▪ Retirement of the baby boomers ▪ Mobile society – difficulty tracking and locating individuals ▪ Changing demographics ▪ Social place= treatment ▪ Need for improvements in the penal system ▪ Distrust of government 	<ul style="list-style-type: none"> ▪ Increased dissatisfaction and frustration ▪ Incivility increases pressure on the Branch to expend the resources needed for security ▪ Lack of civility impacts workers with stress, decreased morale, health issues ▪ Lack of understanding between different generations in the workforce increases conflict ▪ Increased sense of urgency to accommodate change in society ▪ Loss of institutional knowledge ▪ Expansion of jurisdiction based on mobility of society 	<ul style="list-style-type: none"> ▪ More diversity training ▪ Increase mentoring programs ▪ Increase cross training efforts

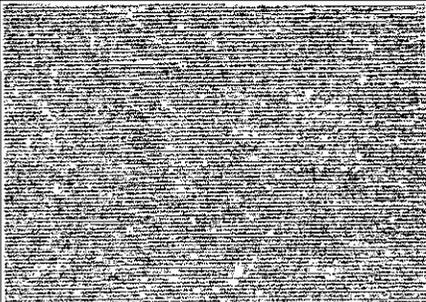
Focus Group – Law Libraries, Group 2 – October 11, 2007

	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Limited resources, i.e., money, time ▪ Lack of civility ▪ Increasing disrespect ▪ Lack of representation for those who earn too much but not enough 		
STAFFING RECRUITMENT AND DEVELOPMENT	<ul style="list-style-type: none"> ▪ Privatization concerns ▪ Make more part time staff full time so they can transfer and have benefits ▪ Employees expect their job to be evolving and challenging ▪ Staff desires more opportunity for continuing education and training ▪ Diversity ▪ Multi-generations in workplace: more generations at work at one time ▪ Multi-language staff and materials ▪ Non-English speaking pro se's ▪ Casino impact ▪ Recognize diversity ▪ More diverse staffing ▪ Staffing needs ▪ More cases 	<ul style="list-style-type: none"> ▪ Decreased productivity, trust and loyalty based on devaluation process (privatization concerns) ▪ Employees busy but not challenged (i.e., not growing in their jobs) ▪ Recognize variances in work-style preferences 	<ul style="list-style-type: none"> ▪ Give full time employment opportunities to existing part time staff ▪ Create policy that affords staff, judges and clients dignity and respect ▪ Update job descriptions and responsibilities ▪ Offer more variety of work-style options/methods ▪ Hire additional culturally competent interpreters ▪ Engage in creative recruiting efforts
PRO SE EXPECTATIONS	<ul style="list-style-type: none"> ▪ More sample forms or official forms ▪ Pro se increase ▪ Patrons asking "What do I do now?" ▪ Patrons expect to receive legal advice from the law librarian ▪ Lack of knowledge re: how system 	<ul style="list-style-type: none"> ▪ Need for more sample and fillable official forms ▪ Pro se frustration ▪ Staff frustration trying to help pro ses ▪ Need for more CT-specific plain language materials (forms, guides, how-to's) 	<ul style="list-style-type: none"> ▪ Increase education and outreach efforts in the communities ▪ Create non-attorney courts for small claims ▪ Ensure library representation on court rules committee ▪ Provide pro se advocates

Focus Group – Law Libraries, Group 2 – October 11, 2007

	TRENDS	IMPACT	STRATEGIES
	<p>works/what rights they have</p> <ul style="list-style-type: none"> ▪ Why are lawyers treated better than me? ▪ Lack of legal knowledge ▪ Refusing to read legal info given to them ▪ Need for plain language materials and forms ▪ Increase in using services from home ▪ Exaggerated idea of knowledge, ability ▪ Too much information available without understanding ▪ Fill in and click ability for handling lawsuits (i.e., e-file made simple) ▪ Questions about what personal rights are : misconceptions ▪ Distrust of system ▪ Population that feels competent/confident dealing with own issues ▪ Caste-like system of justice ▪ Need to simplify court procedures e.g., transfer of small claims to regular docket ▪ Answers to problems ▪ Non-English speaking pro se's ▪ Lack of representation for those who earn too much but not enough ▪ Increased use of the law libraries, court service centers, and clerks offices ▪ Lack of assistance for pro ses 	<ul style="list-style-type: none"> ▪ Need for more pro se access to free legal professionals ▪ Need to address continuous/ frivolous lawsuits 	<p>(similar to federal courts)</p> <ul style="list-style-type: none"> ▪ Create second pro se task force to re-evaluate the impact of pro ses on the Branch ▪ Put sample forms in one place so that traveling staff can easily locate them ▪ Coordinate and communicate courthouse approach to pro se issues

Focus Group – Law Libraries, Group 2 – October 11, 2007

	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none">▪ Equal access to justice▪ Slower economic times brings increase number of pro se patrons▪ Expectations of people being able to handle their own legal needs.▪ Expect more ready-made material▪ Misunderstanding legal advice from court services		

Legal Research Focus Group – October 15, 2007

	TRENDS	IMPACT	STRATEGIES
SOCIAL CHANGES	<ul style="list-style-type: none"> ▪ Mobility of society ▪ Civil unions (same sex marriages) ▪ Family dynamics ▪ Poverty ▪ Literacy ▪ Abolishing death penalty ▪ Foreclosures ▪ Increasing litigiousness ▪ Instantaneous response ▪ Increasing emphasis on ethics ▪ More self help ▪ Aging population 	<ul style="list-style-type: none"> ▪ Increased court dockets ▪ More diversity ▪ More tolerance ▪ Slows down court process 	<ul style="list-style-type: none"> ▪ Train staff on being more tolerant of cultural differences ▪ More money ▪ Hire more diverse staff ▪ More court outreach programs ▪ More interaction with public schools ▪ Develop partnerships with other public entities ▪ Increase/expand alternative dispute resolution (ADR) ▪ Publish more self help guides
CHANGES IN THE LAW	<ul style="list-style-type: none"> ▪ Changes in U.S. Supreme Court ▪ Tort reform ▪ Caps on medical malpractice claims ▪ Frivolous law suits 	<ul style="list-style-type: none"> ▪ Unpredictable: caseflow ▪ Possibly fewer cases if there is a penalty for frivolous law suits 	<ul style="list-style-type: none"> ▪ Monitor changes in law
HEALTH AND SECURITY CONCERNS	<ul style="list-style-type: none"> ▪ Data security ▪ Courthouse security ▪ Need to enhance employee health and safety ▪ Security ▪ More security ▪ Terrorism ▪ Climate change ▪ Bird flu ▪ Physical fitness concerns ▪ Greener workplace 	<ul style="list-style-type: none"> ▪ Can affect productivity level of workers ▪ Safety concerns ▪ Raised anxiety levels of staff and court users ▪ Affects attendance – greater absenteeism ▪ Disruption of court operations 	<ul style="list-style-type: none"> ▪ Have an emergency plan ▪ Get more employees into secured areas of the courthouse ▪ Educate employees on bird flu and similar pandemics ▪ Improve physical fitness requirements where needed ▪ Enforce security in a more consistent manner
INCREASING CHALLENGES TO ACCESS COURTS	<ul style="list-style-type: none"> ▪ The rapidly aging population in U.S. ▪ Increased pro ses ▪ Pro ses ▪ Undocumented aliens 	<ul style="list-style-type: none"> ▪ Greater workload on staff and judges ▪ Need more interpreters ▪ More stress ▪ Slows down process 	<ul style="list-style-type: none"> ▪ Get more interpreters ▪ Obtain list of attorneys who are bi-lingual by geographic location ▪ More outreach

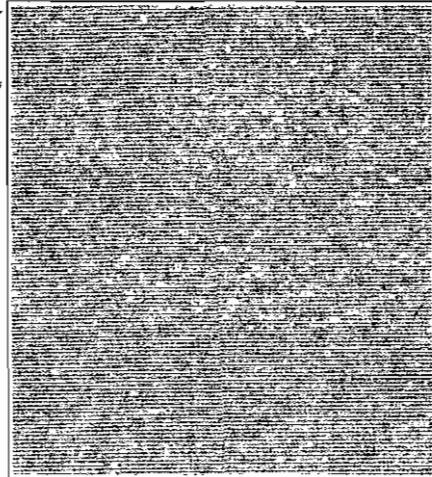
Legal Research Focus Group – October 15, 2007

	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Literacy ▪ Poverty ▪ Increasing LEP ▪ Use of courts by prisoners 	<ul style="list-style-type: none"> ▪ Balance need of court to not give legal advice with moving the case ▪ Greater workload on law librarians 	<ul style="list-style-type: none"> ▪ More pro bono ▪ Support law school student internships to work with pro ses (partnerships with law schools) ▪ Expand court service centers to all locations ▪ More law librarians ▪ Train staff and train judges on needs of diverse population
NEED TO IMPROVE STRUCTURAL FACILITIES	<ul style="list-style-type: none"> ▪ Updating facilities ▪ Aging buildings/infrastructure ▪ New buildings ▪ Updating facilities for media coverage ▪ Greener workplace ▪ Bathroom facilities for babies in courts – changing tables 	<ul style="list-style-type: none"> ▪ Need more money to make improvements ▪ New facilities will improve health and respect ▪ Fosters negative image of court ▪ Disruption of court business ▪ Relocate personnel ▪ More recycling 	<ul style="list-style-type: none"> ▪ Get more money – go to legislature and seek federal funding ▪ Get more input from employees who work in facilities ▪ Offer gym/ shower facilities. ▪ Enforce and expand recycling options
ADVANCING TECHNOLOGY AND INCREASING EFFICIENCY	<ul style="list-style-type: none"> ▪ Updated equipment ▪ Updated technology ▪ Electronic filing ▪ Updated facilities for media coverage 	<ul style="list-style-type: none"> ▪ Need more money ▪ More personnel (could result in fewer personnel) ▪ More skills – more training ▪ Quicker turnaround ▪ Greater access ▪ More limited access by some who are not technologically literate/no physical access 	<ul style="list-style-type: none"> ▪ Provide more computers ▪ Ensure staff can provide help – increase staff ▪ More training to court. personnel and users ▪ Provide greater information security (for privacy purposes and to prevent a massive crash) ▪ Off-site data storage – protect data ▪ Monitor changes to stay on top of new technology ▪ Seek more funds

Legal Research Focus Group – October 15, 2007

	TRENDS	IMPACT	STRATEGIES
INCREASING DEMAND FOR PUBLIC SAFETY ISSUES	<ul style="list-style-type: none"> ▪ Public safety (increase releases, sex offenders) ▪ Probation ▪ 3 strikes ▪ Parole ▪ Sex offenders post release ▪ Overuse of prison terms ▪ Police excessive force ▪ Electronic monitoring ▪ Juveniles ▪ Lowering age for juveniles 	<ul style="list-style-type: none"> ▪ Greater fear by public and reactionary response ▪ Call for more legislation, tougher laws, ▪ Greater oversight of judicial decisions ▪ Call for more accountability ▪ Public outcry – more prisons ▪ More juveniles in delinquency ▪ Pressure on judges: tougher sentences in prison v. community programs ▪ Improve communications 	<ul style="list-style-type: none"> ▪ More probation officers – stricter supervision/greater use of electronic monitoring ▪ Provide more sentencing options. ▪ Close communication loopholes between agencies ▪ Ensure compliance with laws ▪ Don't be reactive without doing research (e.g., 3 strikes law) ▪ Educate public ▪ Improve communications between agencies
DECLINING RESPECT	<ul style="list-style-type: none"> ▪ Less professionalism ▪ Declining ethical standards ▪ Less qualified pool of potential employees ▪ Accountability ▪ Flip flops ▪ Civility ▪ Dress code ▪ Increased emphasis on ethics ▪ "Dumbing" down of attorneys 	<ul style="list-style-type: none"> ▪ Negative atmosphere ▪ Negative impact on judicial efficiency in courtroom ▪ Damages the court's image to the public ▪ Greater oversight 	<ul style="list-style-type: none"> ▪ Impose/enforce guidelines ▪ Publish guidelines – dress, behavior (e.g., at information desk) ▪ Ensure consistency among court locations ▪ Educate bar, public, bench ▪ Teach by example ▪ Network with bar, etc. ▪ Judges take greater control ▪ Enhance judges' education of ethics
INCREASING DEMAND FOR TRANSPARENCY	<ul style="list-style-type: none"> ▪ Media coverage ▪ Openness ▪ Accountability ▪ Camera in courtroom ▪ Legislative oversight ▪ Separation of powers ▪ Freedom of information ▪ Open dockets 	<ul style="list-style-type: none"> ▪ Chance to be on TV (becomes a reality show) ▪ Diminish image of judicial process ▪ Need to be on toes ▪ Greater scrutiny by public, legislature ▪ Balance openness with need of confidentiality 	<ul style="list-style-type: none"> ▪ Educate media, public ▪ Establish guidelines/strict rules and ensure compliance and consistency ▪ Establish new practice book rules where necessary ▪ Impose sanctions ▪ Judicial control "filming" (take ownership)

Legal Research Focus Group – October 15, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none">▪ Need to protect witnesses, jurors, parties with personal information, court staff▪ Slow down process▪ Raise the bar as to how people should conduct themselves▪ Improve civility/decorum▪ May lower the bar▪ Heightened tension in courthouse – security▪ Greater time demands on court, judges, marshals, resources	<ul style="list-style-type: none">▪ Need more money▪ Offer gyms

Court Operations Judicial Marshals (Administration) – 9/12/2007

TRENDS	IMPACT	STRATEGIES
New Laws are passed and not everyone is included in the study to measure the impact on all involved	<ul style="list-style-type: none"> ▪ All Judicial Agencies should keep pace with legislation to plan for changes – more proposals from legislation ▪ Proactive in preparing for Juvenile Courts need to be looked at with new laws ▪ Lack of legislative support 	<ul style="list-style-type: none"> ▪ Without inclusion there will be a failure to comply uniformly ▪ With inclusion, more informative decisions can be made
Decrease in public trust over the system as a whole	<ul style="list-style-type: none"> ▪ More input from the ground level up ▪ Agencies affected must be included to increase the chance of success ▪ Staff input on changes (talk to field staff before changing) 	<ul style="list-style-type: none"> ▪ Image will continue to decline ▪ Less funding ▪ Less control over clients entering building; no “teeth” in resolution of case ▪ Increased threats on staff/facilities ▪ Increased violence ▪ Less personnel that will want to become Judicial employees ▪ Other outside agencies will not want to work with us
Docket Management has a direct impact on Marshals and facility being used	<ul style="list-style-type: none"> ▪ Decrease in public trust (corrupt system) ▪ More Court Services Centers ▪ Volume of people coming into court requires that all personnel promote non-adversarial atmosphere 	<ul style="list-style-type: none"> ▪ More public service training ▪ Outside agencies must be trained with Judicial employees in Public Service ▪ Proactive interaction with the public will increase good will and trust ▪ Open access to all court procedures ▪ Work to change image in public's eyes ▪ Online public surveys – evaluations (for services recorded at court, probation) ▪ Publication of editorials and public service announcements
Docket Management has a direct impact on Marshals and facility being used	<ul style="list-style-type: none"> ▪ Docket Management – volume and managing efficiently ▪ Increase of dockets ▪ More cases on docket than can handle ▪ More volume into court 	<ul style="list-style-type: none"> ▪ Safety ▪ Better staff management ▪ If improved will effect overall court operations ▪ Improvement of emergency management procedures ▪ Better management will create less stress amongst staff
Docket Management has a direct impact on Marshals and facility being used	<ul style="list-style-type: none"> ▪ Create on system for uniformity and reliability will increase ▪ Limited number of cases – push police departments, States Attorney, private attorneys to come to resolutions faster ▪ Streamline sharing of. 	

Court Operations Judicial Marshals (Administration) – 9/12/2007

TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none"> information to enhance safety and security ▪ Caseflow based on facility and manpower ▪ Agencies must come to court daily better prepared ▪ Improve the schedules of court appearances to decrease lines – stagger court appearance times
Legislation mandates and less funding prohibit service, quality and efficiency	<ul style="list-style-type: none"> ▪ Need for funding to meet the needs of security in a unified way – change throughout state ▪ Budgetary constraints 	<ul style="list-style-type: none"> ▪ “Sentencing” will require more facilities and personnel ▪ Safety compromised ▪ Staffing ▪ Low morale among all employees
Specialty courts and services necessary for response to growing social issues	<ul style="list-style-type: none"> ▪ Increased need for specialty courts ▪ Better use of facility – night court 	<ul style="list-style-type: none"> ▪ Resources ▪ Increase training to deal with diverse problems ▪ Need for training to deal with aging population
The trend in technology requires sharing information to promote efficiency and accuracy	<ul style="list-style-type: none"> ▪ Technology advances ▪ Use advanced technology to our advantage (i.e., forward paperwork via email) ▪ Video conferencing ▪ Communication technology – video conferencing with CSP, CT State Police, etc. ▪ Better use of Judicial resources ▪ More requests for information from public (to Judicial Marshal Services) ▪ Access to information 	<ul style="list-style-type: none"> ▪ Speed of services ▪ Better communication between departments ▪ More training may be needed ▪ Getting information and concerns heard via District Safety Committee ▪ Technology needs recruiting people with higher education
		<ul style="list-style-type: none"> ▪ Training in mental health ▪ More people with special needs – train to address ▪ Give all personnel a meaningful purpose each day to improve morale
		<ul style="list-style-type: none"> ▪ Increase training in public relations ▪ Increase resources – manpower, equipment, facility
		<ul style="list-style-type: none"> ▪ Train medical personnel so that we do not have to send detainees out with 2 marshals ▪ Increase equipment (PCs) and personnel ▪ Streamline sharing of information to enhance safety and security ▪ Will speed up prisoner movement ▪ Research and development of new technology to better

Court Operations Judicial Marshals (Administration) – 9/12/2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Promote communication within courts between all agencies.- for unified effort to promote customer service 	<ul style="list-style-type: none"> ▪ serve functions 	
<p>Security within Judicial Branch facilities is affected by an increase in violence within society</p>	<ul style="list-style-type: none"> ▪ Security issues being a concern for all Judicial personnel – embrace the Policies & Procedures ▪ Security awareness ▪ Increased violence re: Judicial staff and property ▪ More violence – courtroom ▪ Increased security concerns – threats on staff or facilities 	<ul style="list-style-type: none"> ▪ Injuries to staff and public ▪ Loss of staff – workers compensation ▪ Lawsuits ▪ Ability to attract good applicants 	<ul style="list-style-type: none"> ▪ Increase pay and training ▪ Train staff on security concerns ▪ Add cameras both inside and outside buildings ▪ Training on use of Tasers ▪ Fast Action Response Team ▪ Weapons for key personnel
<p>Personnel problems inhibit Judicial Marshal Services response to Judicial Branch and security needs i.e. equipment, purchasing, staff retiring</p>	<ul style="list-style-type: none"> ▪ Public image (uniforms, ranks, attitude) ▪ Increased demands re: hiring process ▪ We need to look at our recruitment and retention (not keeping employees) ▪ Poor applicant pool ▪ Continued loss of staff ▪ Increased demands – not enough staff ▪ Budget constraints 	<ul style="list-style-type: none"> ▪ Substandard personnel ▪ Not enough staff may lead to courtrooms closing - backing up dockets even more ▪ Better equipment for bigger and more violent people ▪ Less personnel may lead to less training ▪ Quality personnel will go to other departments 	<ul style="list-style-type: none"> ▪ Upgrade hiring standards ▪ Increase salaries and advancement opportunities ▪ Recruit at higher education facilities and job fairs ▪ Fill positions more timely ▪ We should have same standards as State Police, Police, Dept. of Correction ▪ Attend career fairs/events to recruit future employment
<p>Aging and non-compliant facilities</p>	<ul style="list-style-type: none"> ▪ Facilities (old buildings) ▪ Aging facilities ▪ New buildings must be designed with future in mind with Judicial Marshal Security input ▪ Special needs of elderly, ADA that we serve ▪ Budget constraints ▪ Juvenile court needs 	<ul style="list-style-type: none"> ▪ Limit numbers of cases that can be handled ▪ Presence of safety hazards ▪ Bad press and image ▪ Safety ▪ Security concerns 	<ul style="list-style-type: none"> ▪ Include marshal staff for input on improvements ▪ Better use of current facilities

Court Operations Judicial Marshals (Administration) – 9/12/2007

TRENDS	IMPACT	STRATEGIES
Greater interaction with outside agencies	<ul style="list-style-type: none"> ▪ Better use of resources (shared resources with other agencies) ▪ Dealing with outside law enforcement agencies ▪ Dealing with bondsmen (more of a presence) ▪ Dealing with other agencies within Judicial buildings 	<ul style="list-style-type: none"> ▪ Speed of services ▪ Decrease in backlog of warrants ▪ Greater respect for agencies ▪ Ability to receive accurate and timely risk assessments for prisoners, bomb scares, threats ▪ Pride in service
		<ul style="list-style-type: none"> ▪ Allow marshals to serve PRAWN and Registry warrants ▪ Use standard law enforcement rank ▪ Join policy agency discussion groups (example – Hartford area) ▪ Need to have our own public relations department

Court Operations, Judicial Marshal Services (Chief Marshals) – 9/24/2007

TRENDS	IMPACT	STRATEGIES	
Lack of sufficient staff creates low morale	<ul style="list-style-type: none"> ▪ Staff shortage ▪ Declining retention of personnel ▪ Sharing resources – staff assigned to other Judicial facilities ▪ Increase in Family Medical Leave Act (FMLA) use ▪ Staff no longer happy. Happy employees do more and better work. Everyone looking to get out. ▪ Aging staff ▪ Low morale ▪ High attrition rate – low replacement rate. 	<ul style="list-style-type: none"> ▪ Higher workers compensation and sick rates ▪ More lawsuits ▪ More attrition ▪ More callouts ▪ Older Marshals- fear of training- are resigning ▪ Delays in getting courtroom open ▪ New hires leaving to other law enforcement agencies 	<ul style="list-style-type: none"> ▪ Higher wages ▪ Hire more staff ▪ Continual hiring ▪ Make job more attractive – benefits and pay ▪ Need Judicial Marshals' awards day – family day ▪ Recognition of job well done ▪ Implement a standard rank structure
Caseloads are increasing	<ul style="list-style-type: none"> ▪ High volume of domestic violence cases ▪ Dockets growing – more criminal courtrooms with inadequate staffing ▪ Increased pro se cases ▪ Increase in do-it-yourself divorces ▪ Increased juvenile cases ▪ More youthful offenders since new law in effect 	<ul style="list-style-type: none"> ▪ Overtime ▪ Longer lines ▪ Longer work days ▪ Angry customers ▪ Marshal burnout ▪ Increased inmate movement in courtrooms ▪ Overcrowded courtrooms ▪ Safety and security impact ▪ Higher security risk ▪ More pressure on Marshals – low staff – double/triple duties 	<ul style="list-style-type: none"> ▪ Open night court ▪ Hire more Marshals ▪ Give more power to Director of Judicial Marshal Service to make decisions and hiring ▪ Cases to be handled and not continued ▪ Increase community courts statewide ▪ More motor vehicle and small claims days
Lack of inter-agency cooperation	<ul style="list-style-type: none"> ▪ Overtime increased due to transport needs ▪ Getting inmates presented before the court earlier - not in timely manner ▪ Marshal being asked to do clerk work ▪ Getting more cooperation between offices in the courthouse when the Branch implements new policies 	<ul style="list-style-type: none"> ▪ Delays ▪ Overtime ▪ Courtroom delays ▪ Reduced Marshal staffing at courthouses ▪ Lack of communication ▪ Causing chaos, animosity and driving morale down 	<ul style="list-style-type: none"> ▪ Need backing from the administration ▪ Keep documentation on issues ▪ Everyone working together ▪ Staff non-courthouse facilities with private security ▪ Department accountability for their actions

Court Operations, Judicial Marshal Services (Chief Marshals) – 9/24/2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Demand from outside agencies to use our resources ▪ More delays in getting paperwork for prisoners which causes more overtime 		
Meeting the needs and providing access for diverse population	<ul style="list-style-type: none"> ▪ Aging population ▪ More diverse population – in eastern Connecticut, Asian community growing ▪ Not enough parking accessibility for handicapped clients ▪ Increase in non-English speaking population ▪ Immigration awareness and training for employees ▪ Court hours inconvenient for customers 	<ul style="list-style-type: none"> ▪ More delays ▪ Frustration ▪ More diverse interpreters ▪ Makes diverse groups not happy ▪ More ADA complaints 	<ul style="list-style-type: none"> ▪ Employee training and understanding of immigrants ▪ More interpreters ▪ Get buildings into compliance ▪ Bi-lingual forms and signs ▪ More court service centers ▪ Expanded court hours
New policies and procedures create increased demands	<ul style="list-style-type: none"> ▪ Increase in complaints from the public ▪ Longer lines at metal detectors as public must vouch prohibited items ▪ Increase in audio/video equipment being brought into courthouses daily ▪ HIPAA laws prevent DOC from sharing a prisoners medical condition with Marshals- puts Marshal at risk ▪ Judicial is too lawyer friendly – special policies (cell phones, entrance to courts) for attorneys 	<ul style="list-style-type: none"> ▪ Impacts staffing ▪ Longer lines at metal detectors ▪ Takes extra Marshal staff to implement new policies ▪ Time needed to train on new policies ▪ Time not well spent 	<ul style="list-style-type: none"> ▪ Metal detector – cell phone program voided – no items held at courthouses. ▪ Eliminate current camera/cell phone policy ▪ Secretaries or administrative assistants for chiefs ▪ Any papers sent to public should state the cell phone policy to avoid confusion ▪ More cost/benefit analysis prior to policy implementation. ▪ Advanced communication to public
More outdated equipment and facilities	<ul style="list-style-type: none"> ▪ Equipment needs upgrading or replacing ▪ Not updating old facilities, specifically lockups ▪ Outdated infrastructure security 	<ul style="list-style-type: none"> ▪ New productive courthouse ▪ Poor job performance ▪ Safety ▪ Marshal staff subjected to more danger 	<ul style="list-style-type: none"> ▪ Modern functional recording equipment for metal detectors and cell block

Court Operations, Judicial Marshal Services (Chief Marshals) – 9/24/2007

TRENDS	IMPACT	STRATEGIES
<p>More violent crimes</p>	<p>related</p> <ul style="list-style-type: none"> ▪ Many more violent crimes. People bonded out and not sufficient staff to watch them. Civilians not feeling safe. ▪ Trends seem to be less security. Branch seems satisfied with less security. ▪ Recording cameras needed – metal detector, cell block, lobby areas ▪ More hostile people appearing before the courts ▪ Increase in threats that cause building evacuations 	<ul style="list-style-type: none"> ▪ More prisoners to move and handle ▪ Higher caseload – need more Marshals ▪ More people coming to courthouse ▪ More gang members coming to court ▪ Staffing needs ▪ Increase in risk of conflict between parties at courthouse
<p>Inconsistent policies and procedures among courthouse</p>	<ul style="list-style-type: none"> ▪ Poor public attire ▪ People don't know what authority the Marshals have ▪ Increase in the lack of respect for the Marshals 	<ul style="list-style-type: none"> ▪ Judges trained on our policy ▪ Remove the Judges from security decision making ▪ Consistent signage at entrances ▪ Fewer audits ▪ Less meetings ▪ Need for more separation of the Marshals from the Judges

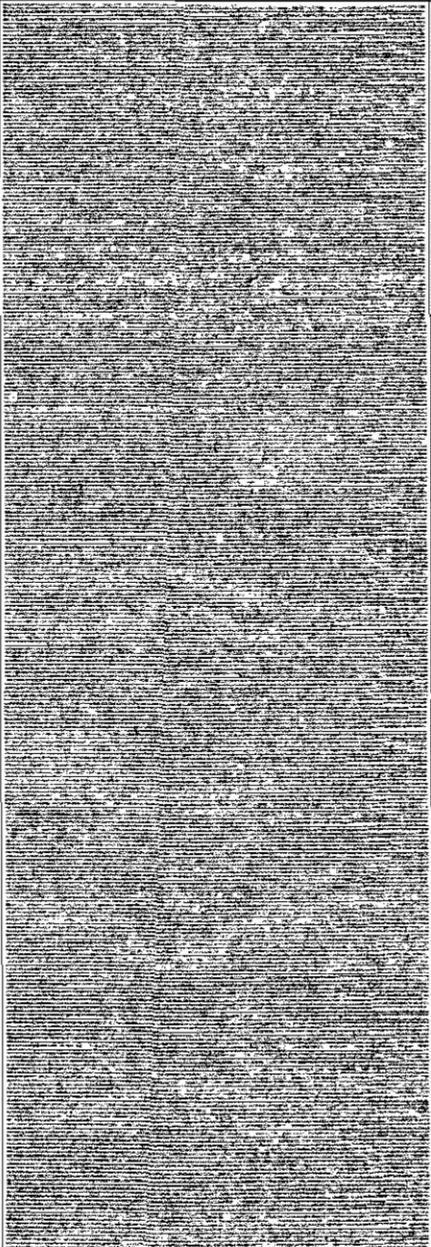
Judicial Marshal Services: Supervisors, Leads, Marshals - September 27, 2007

TRENDS	IMPACT	STRATEGIES
<p>TRAINING</p>	<ul style="list-style-type: none"> ▪ Statewide special group for high profile cases. ▪ Gangs young and old. ▪ Diversity awareness needs language courses for staff. ▪ Training for promotions. ▪ Basic management training ▪ Proper training should be afforded to Leads and Supervisors, instead of promoting people and expecting them to know how to manage people. ▪ Constant updated terrorist trainings (i.e. what to look for, what new threats, etc.) ▪ Improve the training levels and equipment for in our cellblock areas (i.e. shield, face shields, body coverings to deal with problem inmates) 	<ul style="list-style-type: none"> ▪ The more training that we receive, the better equipment that we should receive. Would help to move our department in a more professional direction. This would increase the respect that we will get from the public and other agencies. ▪ Judicial Marshal Services (JMS) should stand firm on its commitment to improve the level of service to the public. <ul style="list-style-type: none"> ▪ Teach more on court ops where to direct people for their case, how the system works, paperwork needed. ▪ Need to implement training for special cases or high profile case matters with armed marshals. ▪ Train individuals to access the NCI site for warrants, gang intelligence, special interest or inmates. ▪ Work with DOC to use their Academy to train many more classes of recruits. They can train 250 cadets at a time. ▪ Do more in-house training to free up manpower at the courts. Every court has down time. Certify other marshals in each court for this training. ▪ Implement a Spanish Court/ Training - would teach marshals a few words for communication. To deal with the influx of the Spanish public. ▪ Suspend in-service training temporarily until staffing is brought up to the appropriate level. ▪ Have supervisors and managers participate in the leadership programs at the community colleges. Other agencies already have their staff involved in this. It will.

Judicial Marshal Services: Supervisors, Leads, Marshals - September 27, 2007

TRENDS	IMPACT	STRATEGIES
<p>TECHNOLOGY</p>	<ul style="list-style-type: none"> ▪ Not keeping up with technology will have a negative impact. ▪ Access to computer links inform us of warrants, etc. quicker. ▪ Judicial Marshal intelligence 	<p>improve management skills.</p> <ul style="list-style-type: none"> ▪ Database needs to be updated and/or redesigned (i.e., incident reporting employee information, re-certification, etc.). ▪ Computerize more reports and forms. ▪ More access to information ▪ Computer training. ▪ Instruct Leads and Supervisors to utilize computer info.
<p>POLICY AND PROCEDURE</p>	<ul style="list-style-type: none"> ▪ More qualified pool of applicants; more professional; improve our image; gain more respect from public and other agencies. ▪ Promotional training (i.e., strategic planning, implementation, execution – how to) 	<ul style="list-style-type: none"> ▪ When dealing with other agencies, our department needs to stick to our guns. We continue to follow other agencies' policies and not enforce our own. We have to strip off our equipment to go into a DOC facility and we let DOC come into ours with any equipment they want. If we can't bring spray and batons into their facilities they should surrender their equipment before entering ours. ▪ General security response team to handle problems that come up each day. Example: DOC has cert ▪ Allow the marshals to participate in the community relation building. ▪ More incentives for FTO's ▪ Should have a commission that oversees the marshals

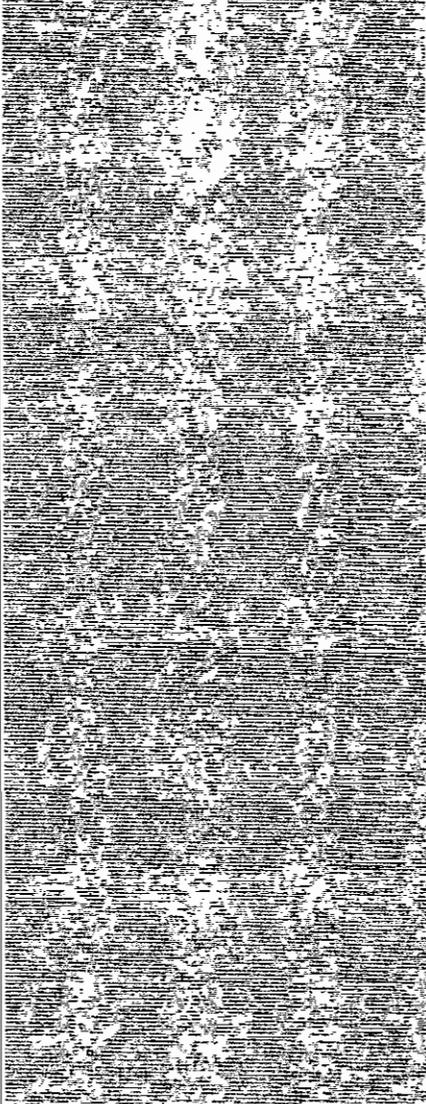
Judicial Marshal Services: Supervisors, Leads, Marshals - September 27, 2007

TRENDS	IMPACT	STRATEGIES
	<p>incidents.</p> <ul style="list-style-type: none"> ▪ We should work on becoming the Judicial Branch's go-to guys for problems. 	<p>not a Judge.</p> <ul style="list-style-type: none"> ▪ The Branch should not reprimand marshals for assisting or preventing a situation while on lunch because it also gives the public a positive outlook and the marshal a more secure feeling about wearing this uniform. ▪ Serving the warrants that inmates are habeased in for violation of probation (VOP), failure to appear (FTA), Bench, and so forth. ▪ Making Arrests: training, etc. pc; recordkeeping; and booking training. ▪ Greeting/Info Officer near front entrance at busy courts. ▪ Educate the public about our job: job fairs, citizen academy, etc. ▪ Offer incentives to reduce absenteeism. ▪ For overall visibility marshals participation in local public events/charities. ▪ Have a group from judicial that can visit each courthouse periodically and interview marshals concerning different issues without reprisal. ▪ Develop a subcommittee that can oversee and override a decision made by Judicial if it

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TRENDS		IMPACT	STRATEGIES
<p>PERSONNEL</p> <p>STAFFING LEVELS</p> <p>RETENTION</p>	<ul style="list-style-type: none"> ▪ Marshals who will they be under ▪ Redefine job scope of duties ▪ Fairness in assignments ▪ In house grievance committee ▪ Re-establish rank structure (Sergeant, Lieutenant, Captain) ▪ Use ranks that the public understands ▪ Get back to the ranking structure ▪ Not enough help – could contribute to more violence ▪ Staffing levels and the old and antiquated systems currently being used. ▪ Marshals doing tasks that we should not be doing. With staffing issues being low it compromises our safety. ▪ Rising Crime rate: more jailed and rise in standard of living. ▪ The ever changing demands on the judicial branch's ability to deal with the increase in crime. <ul style="list-style-type: none"> ▪ Appropriate testing measures for promotions. ▪ High turn over rate of new employees ▪ Pay marshals more than a Clerk. They can't do our job but expect us to do theirs. ▪ Competitive salary to retain / 	<ul style="list-style-type: none"> ▪ Lower staffing levels will have a negative effect on the branch. Will impact security, retention, morale. ▪ Testing for promotions – more qualified leaders more trust and respect tin administration when promoting staff – confidence in our department. ▪ In house grievance committee would eliminate frivolous grievances and enhance relationship between union and administration. <ul style="list-style-type: none"> ▪ Operating below safety standards. ▪ Below staffing levels is also negative on our department morale. ▪ Staffing and retention equals security. ▪ Having new recruits sign a 	<p>is not in the marshal's best interest.</p> <ul style="list-style-type: none"> ▪ Marshals willing to work and stop complaining. ▪ Hire more training officers to increase marshal's levels. Example: Putting two classes in at a time. ▪ Increase staffing with qualified people. ▪ Have at least one bilingual marshal per building. ▪ In times of involuntary transfers when districts are already short ask another district to send marshals to the already short district for a day when they know the docket is heavy for help. ▪ More room for advancement more steps between ranks. ▪ Pay everyone for the nine hour day and give us a 20 and 30 minute paid lunch. <ul style="list-style-type: none"> ▪ How much is a marshal worth? Not just to train, but life loss on the job. ▪ Increase salary – good for retention; good for attracting and keeping personnel. It's tough to keep people when they can make more doing

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TRENDS		IMPACT	STRATEGIES
	<p>attract people to our job and want to stay.</p> <ul style="list-style-type: none"> ▪ Incentives to work 	<p>letter stating they will commit to so many years.</p> <ul style="list-style-type: none"> ▪ If we don't address the issue of improving community relations it will have large negative impact on the branch. ▪ Staffing perception in public eye – enable us to perform job at higher standard ▪ Would raise the department morale to more positive attitude and willingness to do our jobs. ▪ Salary a negative – if we don't become competitive we will lose more people to other jobs or divisions. ▪ Staffing levels and retention being the same – if we don't hire more staff and retain more we will keep bowing down to a point where this agency will find itself floundering to the point of no recovery. ▪ Our uniforms still look like the old sheriff's system. A new look, competitive salary will help retain people and attract new people. ▪ Money 	<p>less somewhere else and not travel as far like some marshals who work out of district.</p> <ul style="list-style-type: none"> ▪ Make marshal pay scale comparable not only to other agencies, but also other departments in the branch. This will help retention, gain respect, and give us pride in what we do.
<p>SECURITY</p>	<ul style="list-style-type: none"> ▪ More violence in courts (major incidents/terrorist threats) ▪ Emergency response in courthouses. 	<ul style="list-style-type: none"> ▪ To provide a safer secure environment for staff and public utilizing our facilitators. ▪ Would let the public know 	

Judicial Marshal Services: Supervisors, Leads, Marshals - September 27, 2007

TRENDS		IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Roving armed marshal for high risk situation. 	<p>that they will be safe and proud to come into our buildings.</p> <ul style="list-style-type: none"> ▪ More knowledgeable staff; better trained staff – marshal services can initialize response and deal with situations until help arrives. Positive image to other agencies. 	
<p>PROCEDURES</p>	<ul style="list-style-type: none"> ▪ Supervisors should have access to COLLECT/ NCIC ▪ Lighter dockets – spread out so it coincides with actual lock up capacity – security safety issue. ▪ Security issues – perimeter security ▪ Let the marshals have complete control in security decision making. Judges should not be involved; we are the marshal. ▪ Penalties for violent prisoners while in our custody. ▪ Restricting certain equipment in lockup, but having it available. 	<ul style="list-style-type: none"> ▪ Staffing and retention equals security. ▪ With the way the world is changing, our caseloads keep rising and our staff keeps declining. This is making for unsafe working conditions and stressful days. 	
<p>EQUIPMENT</p>	<ul style="list-style-type: none"> ▪ Marshal safety (i.e., vest, restructured uniform) ▪ Building security should someone have a firearm or access to one ▪ Dealing with prisoners in a closed up truck for long periods of time with poor air flow in compartment. ▪ Up our equipment to a higher level 	<ul style="list-style-type: none"> ▪ Lack of equipment is a failure to perform job correctly and safely. ▪ More professional image more safe for staff and cost effective more comfy. ▪ Uniforms needed to reconsider for marshal safety. 	<ul style="list-style-type: none"> ▪ Equipment that works properly and access to more in case it doesn't work: ▪ Our transport and metal detector personnel should be armed. We are going to wait until some people get seriously hurt or killed before

Judicial Marshal Services: Supervisors, Leads, Marshals - September 27, 2007

TRENDS	IMPACT	STRATEGIES
<p>YOUTH COURT</p>	<p>for our safety and the public's safety.</p> <ul style="list-style-type: none"> ▪ Firearms training/Tasers training - why wait until a serious situation arises. ▪ Improve our uniforms BTU in cellblock and transportation 	<ul style="list-style-type: none"> ▪ Upgrades in equipment would show a more positive out look from the public.
<p>we take a serious look at arming our staff. We are driving 20 inmates at a time with no way to defend ourselves out on the road.</p> <ul style="list-style-type: none"> ▪ Greater mobile communication for transport for marshal safety. ▪ Safety and security is what we do everyday. Let us do our jobs and give us the equipment and training to do it. 	<ul style="list-style-type: none"> ▪ Regional family court does not belong in a juvenile court house. Confidentiality. ▪ Younger more violent criminals. ▪ Dealing with 16 and 17 year olds. Keeping them separate from adults. 	<ul style="list-style-type: none"> ▪ Younger gangs 16 & 17 are going to clog regular court proceedings; they should go to juvenile court. ▪ Staffing for the youth courts that are coming soon. ▪ We must place emphasis on the upcoming youth court and get ready for this new court. ▪ Ask marshal's input before buying equipment for prisoner transportation (i.e. vans). ▪ We are hired to protect you and Judges. Give us the proper equipment to protect you and the public.

Court Operations Legal Services 1 – 9/10/2007

	TRENDS	IMPACT	STRATEGIES
Changing Population/Demographics	<ul style="list-style-type: none"> ▪ Loss of experienced staff as baby-boomers retire ▪ User friendly pro se documents – forms – guides – brochures ▪ Workforce diversity ▪ Diversity/Language ▪ Need to address racial/gender differences in pass rates on bar exam 	<ul style="list-style-type: none"> ▪ Training/Classes ▪ Budgeting reallocation ▪ Portion of population will not interface with Branch electronically ▪ People living and working longer ▪ More Spanish speaking people 	<ul style="list-style-type: none"> ▪ More sensitivity training for changing demographics ▪ Use of outside employees/3rd party contractors ▪ Conduct surveys to determine where money should be spent ▪ Simplify technology ▪ Maintain paper forms ▪ Provide assistance through Court Service Centers for technologically challenged ▪ Larger print on forms ▪ More translations of forms/pamphlets ▪ More multi-lingual staff members in Court Services Center ▪ Offer free statewide workshops to learn Spanish
Increased Use of Technology	<ul style="list-style-type: none"> ▪ Changes in technology cause changes in productivity ▪ Identity theft 	<ul style="list-style-type: none"> ▪ Requires more equipment and training ▪ Demand for wireless internal and external 	<ul style="list-style-type: none"> ▪ Provide more on-line tutorials ▪ Increased use of video/audio technology for “virtual appearance” of parties and court ▪ Provide wireless security training ▪ Assess technology capabilities of facilities

Court Operations Legal Services 1 – 9/10/2007

	TRENDS	IMPACT	STRATEGIES
External Factors Requiring Change in the Branch	<ul style="list-style-type: none"> • New attorney practice modalities- authorized house counsel -internet practice, etc. • Legal education – distance learning • Juveniles – raising the age • Legislative oversight • General Agreement on Trade in Services (GATS) – change to a national bar exam 	<ul style="list-style-type: none"> • Need for more IT staff • Dealing with changing priorities • Maintaining contact with 3rd parties 	<ul style="list-style-type: none"> ▪ Install wireless – courtrooms, libraries and staff offices ▪ Hire/train IT staff • Re-allocation of resources • Build multidisciplinary teams within Judicial – example, IT/Court Operations/CSSD • Increase flexibility/adaptability of programs • Need to cross-train staff • Increase communications with external users/branches • Encourage/Develop relationships with individuals in other agencies
Increased Need for internal and external security	<ul style="list-style-type: none"> • Alternatives to incarceration • Closer monitoring of probationers • Identity Theft • Emergency preparedness 	<ul style="list-style-type: none"> • Longer Lines at court • Monitor the information in various systems (erasure issues, for example) • On the job 24-7 through VPN 	<ul style="list-style-type: none"> • Redesign public access areas • Need to increase staffing/equipment • Threat assessment improvements • Increase hours of Court Operations (Night Court) • Uniform policies for screening public • Need for increased staffing • Provide more laptops for staff • Laptop use guidelines

Court Operations Legal Services 1 – 9/10/2007

Demands for Increasing Openness	TRENDS	IMPACT	STRATEGIES
<p>Demands for Increasing Openness</p>	<ul style="list-style-type: none"> • Court records on the Web • Judicial and attorney accountability • Sharing information with other agencies • Identity theft concerns 	<ul style="list-style-type: none"> • Need to maintain contact with 3rd parties • Time constraint difficulties dealing with large information requests (e.g., FOI, Disc.) • Need to increase staffing • Need to balance between openness and privacy • Need to develop policies and guidelines 	<ul style="list-style-type: none"> • Appoint dedicated liaisons for key customers • Digital storage of judicial files and records for easy electronic retrieval • Adherence to retention and destruction schedules • Recruit volunteers • Hire staff as appropriate • Propose statutory revisions to address 21st century technology • Obtain needed changes to rules and statutes • Develop policy and guidelines on access to information • Determine what is available to the public and various government entities

Court Operations Legal Services 2 – 9/13/2007

	TRENDS	IMPACT	STRATEGIES
Changing Expectations, Demands on Courts e.g. Demographics	<ul style="list-style-type: none"> ▪ Recognition of diversity issues in hiring ▪ Aging population of people who use the courts ▪ Courts directed at solving particular problems (i.e. drug court) ▪ Pro se friendly ▪ More non-English speaking people using courts ▪ Flexible hours ▪ Improved customer service (dealing with public) 	<ul style="list-style-type: none"> ▪ Increased personnel ▪ More need for translators ▪ More need for culturally sensitive personnel practices ▪ Need for more foreign language or bi-lingual forms ▪ Need for more resources (\$) ▪ Need for more training 	<ul style="list-style-type: none"> ▪ Increase resources and staff for Human Resource Department ▪ Identify cost – effective ways to deliver services ▪ Use of technologies, such as “Language Line” ▪ Reaching out to state universities to develop resources ▪ Routine evaluation of practices and procedures ▪ Develop training programs on diversity ▪ Establish procedure for translation (Internal v. External) ▪ Identify forms to be translated ▪ Increased/effective lobbying of legislature for funds ▪ Identify and implement training ▪ On-line courses
Changes in the Practice of Law	<ul style="list-style-type: none"> ▪ Multi-jurisdictional Practice ▪ More attorneys becoming aware of clients’ funds obligations ▪ Decrease in applicants for Connecticut Bar ▪ Law firm mergers 	<ul style="list-style-type: none"> ▪ Need to regulate multi-jurisdictional practice and authorized house counsel lawyers 	<ul style="list-style-type: none"> ▪ Implement new rules and regulations ▪ Allocate resources to enforcing agency/agencies (Statewide Grievance Committee and Chief

Court Operations Legal Services 2 – 9/13/2007

	TRENDS	IMPACT	STRATEGIES
<p>Technological Advances – Implementation</p>	<ul style="list-style-type: none"> ▪ Authorized House Counsel 	<ul style="list-style-type: none"> ▪ Potential increase in attorneys unfamiliar with local procedure, etc. ▪ Increase in disciplinary actions 	<ul style="list-style-type: none"> ▪ Disciplinary Counsel) <ul style="list-style-type: none"> ▪ Increased cooperation with federal and state bar regulatory and other agencies ▪ Develop systems to track multi-jurisdictional practice and authorized house counsel lawyers ▪ Strict enforcement of various bar admissions procedures ▪ Provide seminars and online information ▪ Encourage bar to develop mentoring programs ▪ Increase outreach to state law schools to address needs in law school curriculum ▪ Increased training for the bench in disciplinary issues ▪ Increase public awareness of disciplinary actions taken by the Branch ▪ Propose mandatory Continuing Legal Education in first 1 or 2 years of practice ▪ Allocate necessary resources to Chief Disciplinary Counsel and Statewide Grievance Committee offices
<p>Technological Advances – Implementation</p>	<ul style="list-style-type: none"> • Electronic filing • Increased Internet access to judicial data 	<ul style="list-style-type: none"> • Increased demands on I.T. personnel 	<ul style="list-style-type: none"> • Hire more and ongoing training • Work with vendors to

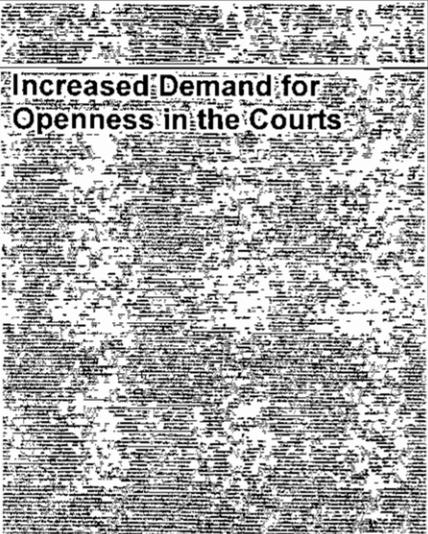
Court Operations Legal Services 2 – 9/13/2007

	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> • Wireless courts • "Virtual" court appearances 	<ul style="list-style-type: none"> • Need for technology training for employees – particularly older employees • Increased access to personal information in files and potential for identity theft • Decreased need for people to travel to court • Need to upgrade technology systems 	<p>facilitate training of I.T. personnel on new systems</p> <ul style="list-style-type: none"> • Develop online tutorials • Develop policies for access to personnel information • Rules and/or legislation protecting information • Shift resources to support E-service capabilities • Upgrade existing facilities • Develop plan/system for backup in emergencies • Allocate \$\$ for hardware and software real-time monitors
Need for Increased Security	Security	<ul style="list-style-type: none"> • More demands for security of information • Need for more staff • Need to extend security to areas not yet addressed 	<ul style="list-style-type: none"> • Develop policies and procedures to protect confidential information • Develop/install protection against hackers/spammers • Reallocate resources as needed • Risk assessment of areas not currently monitored by security • Use of technology such as increased video surveillance

Court Operations Legal Services 2 – 9/13/2007

	TRENDS	IMPACT	STRATEGIES
Increased Oversight Scrutiny and Accountability with regard to Branch	<ul style="list-style-type: none"> • Incursion by legislature in independence of, and control of judiciary • More demands for accountability by Judicial Branch • Political and social trends • Closer scrutiny of judges and judicial nominees by legislature and public • Parole and probation functions under more scrutiny 	<ul style="list-style-type: none"> • Increased expectation to identify security risks • Increased requests for information • More challenges to Branch decisions, etc. • Demand for accurate recordkeeping 	<ul style="list-style-type: none"> • Training of security personnel • Use Internet to facilitate responses • Develop procedures and time-standards for responses • Keep website updated • Coordinate with other Branches • Document decision-making process • Develop policies and procedures for recordkeeping • Quality Assurance Programs
Increasing Demand on Courts to provide more services beyond core function	<ul style="list-style-type: none"> • Court role as beyond adjudicatory function. 	<ul style="list-style-type: none"> • Demand for more training of staff • Need for more funds for programs. • Potential applicability of 	<ul style="list-style-type: none"> • Provide programs as needed • Develop innovative, nontraditional approaches to long standing problems • Lobby legislation for more funds • Assessment of whether this is a proper function of Judicial Branch • Identification of social problems requiring intervention • Ensure medical

Court Operations Legal Services 2 – 9/13/2007

	TRENDS	IMPACT	STRATEGIES
 <p>Increased Demand for Openness in the Courts</p>	<ul style="list-style-type: none"> • Openness • Public access and data regulation 	<p>HIPAA</p> <ul style="list-style-type: none"> • Demand for Internet access to judicial data • Increased demand for cameras in courtroom • Will <u>require</u> courts to be efficient, transparent, accountable 	<p>information/records not transmitted electronically</p> <ul style="list-style-type: none"> • Amend statutes and rules as appropriate to allow access • Evaluate/obtain feedback on pilot programs • Provide necessary technology in courtrooms • Continue to expand camera coverage as appropriate • Follow through on public access recommendations • Train Branch staff to deal with Press

**Office of Victim Services Management Team
August 24, 2007 and September 6, 2007**

TRENDS

IMPACT

STRATEGIES

	TRENDS	IMPACT	STRATEGIES
<p>Rising Customer Expectations (Services)</p>	<ul style="list-style-type: none"> ▪ New and expanded customer services ▪ Implement juror de-briefing opportunities ▪ Expand access to courts through expanded hours of operation ▪ Increased customer service demands – speed ▪ Increased number in FOIA inquiries ▪ Increased access to information on the web ▪ Web processing <ul style="list-style-type: none"> ⇒ Claim applications ⇒ Grants ▪ Ability to pay tickets on-line ▪ Ability to have customer satisfaction surveys completed on-line ▪ Statewide automated victim information and notification 	<ul style="list-style-type: none"> ▪ Public demands increased access to Judicial Branch decisions and case information ▪ Decrease in foot traffic at courthouses due to greater web access ▪ More face-to-face contact with the public ▪ Increased risk of media exposure ▪ More foot traffic in courthouses and other Judicial Branch offices due to expanded hours and services 	<ul style="list-style-type: none"> ▪ Need for additional funding ▪ Need for additional staff ▪ Increased focus in customer service related training opportunities ▪ Expansion of technology <ul style="list-style-type: none"> ⇒ More equipment ⇒ Additional staff who are IT specialists ▪ Increase diversity of workforce through recruitment – workforce should be reflective of stakeholders
<p>Enhancement and improvement of court facilities</p>	<ul style="list-style-type: none"> ▪ Modernization and expansion of courthouses ▪ Address outmoded IT systems ▪ Increased parking at courthouses 	<ul style="list-style-type: none"> ▪ Public expectation that courthouses are located in accessible areas and the buildings are accessible ▪ Public expecting their needs to be met when they are in courthouses ▪ Employees' satisfaction with work space equals more efficient employees 	<ul style="list-style-type: none"> ▪ Increased funding (bonding) ▪ Better interfacing with other state and national IT systems ▪ Operational impacts of preparing for and during any renovations

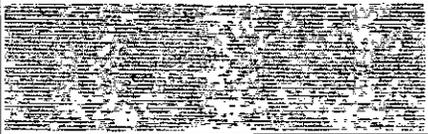
**Office of Victim Services Management Team
August 24, 2007 and September 6, 2007**

TRENDS	IMPACT	STRATEGIES
<p>Increased awareness of public safety</p>	<ul style="list-style-type: none"> ▪ Increased public scrutiny/media presence in courthouses ▪ CT crime rate – public’s perception versus reality ▪ Increased need for offender services ▪ Increased need for sentencing options ▪ Increased funding for offender programs ▪ Change in youthful offender status equals need for more programs ▪ Changes in demands placed on the Juvenile Matters Courts ▪ Prepare for terrorist event ▪ Providing increased courtroom security ▪ Potential legislative changes due to public concerns ▪ More consistent sentencing guidelines ▪ Work more closely with the Division of Criminal Justice 	<ul style="list-style-type: none"> ▪ Increased media exposure ▪ Public demanding better screening of offenders for alternative incarceration programs ▪ Public wants the Judicial Branch and the Department of Correction to ensure communities are safer ▪ Judges requiring increased sentencing options due to prison overcrowding ▪ Public demand for increased access to Judicial Branch decisions and case information
<p>Increased needs of crime victims</p>	<ul style="list-style-type: none"> ▪ More services to crime victims statewide ▪ Expanding victim’s rights ▪ Increase in the numbers of underserved crime victims ▪ Statewide automated victim information and notification ▪ Increased funding for victim services programs 	<ul style="list-style-type: none"> ▪ Secure additional funding for services and notification ▪ Conduct training sessions on how to better meet crime victims’ needs ▪ Hire additional staff ▪ Make the Judicial Branch and the services offered more visible to the public ▪ Enhance IT capacity

**Office of Victim Services Management Team
August 24, 2007 and September 6, 2007**

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ More crime victims attending court proceedings ▪ More crime victims wanting to participate in court proceedings ▪ Increased potential for volatile interactions (crime victims and defendants) 	<ul style="list-style-type: none"> ▪ Research and develop a model that addresses the service delivery needs of crime victims (a unified or coordinated approach – community and the Judicial Branch)
<p>Changing Connecticut demographics</p>	<ul style="list-style-type: none"> ▪ Immigration: cultural and linguistic ▪ Human trafficking ▪ Retirement of Judicial Branch staff – funds to fill vacated positions ▪ Limited English Proficiency ▪ Staff encountering language barriers (verbal and written) ▪ Public expectations that staff are culturally aware of new populations ▪ Knowledge drain from staff retirements ▪ Difficulty in hiring new staff to replace retirees ▪ Redefine “customer service” not just for those speaking the primary language 	<ul style="list-style-type: none"> ▪ More education on diversity to Judicial Branch staff <ul style="list-style-type: none"> ⇒ Cultural ⇒ Linguistic ⇒ Mores ⇒ Disabilities ▪ Expansion of Interpreter’s Unit <ul style="list-style-type: none"> ⇒ Quick access to an interpreter ⇒ Greater demand for the translation of documents ▪ Translate all Judicial Branch forms, documents, and website into Spanish ▪ Research the third, fourth, and fifth most spoken/understood languages of stakeholders ▪ Hire more bilingual staff ▪ Succession planning to address loss of senior managers ▪ Increased awareness of victims of human trafficking

**Office of Victim Services Management Team
August 24, 2007 and September 6, 2007**

TRENDS		IMPACT	STRATEGIES
			<ul style="list-style-type: none">▪ Increased funding to support the hiring of staff and to increase training opportunities

Office of Victim Services Staff– September 27, 2007

TRENDS	IMPACT	STRATEGIES
<p>Trend Summary Increased need for collaboration</p>	<ul style="list-style-type: none"> ▪ Judicial doesn't keep/share information between divisions – looks bad to the public ▪ No continuity between juvenile and adult courts ▪ Victim notification system – need for unified state system and statutes ▪ Need for more fluid collaboration between all court staff. ▪ Lack of communication between juvenile and adult prosecutors ▪ Lack of communication between Judicial and DCF ▪ Understanding of other services and/or resources within the Judicial system 	<ul style="list-style-type: none"> ▪ Develop policies and procedures or memorandums of understanding between agencies ▪ Training on the policies and procedures or memorandums of understanding ▪ Every four years, all agency's partners meet to discuss collaboration or needs ▪ Increased technology which would assist in the sharing of information
<p>Trend Summary Cultural accessibility</p>	<ul style="list-style-type: none"> ▪ Increase in need for translators of many languages ▪ Limited English Proficiency (LEP) – increase language service access for all languages ▪ Documents translated in all languages 	<ul style="list-style-type: none"> ▪ Delay in court proceedings ▪ Lack of access/participation by LEP customers ▪ Failing to meet the needs of both defendants and victims

Office of Victim Services Staff– September 27, 2007

TRENDS	IMPACT	STRATEGIES	
<p>Trend Summary Impact of and demand for technology</p>	<ul style="list-style-type: none"> ▪ Limited access to Internet (lacking for state employees compared to private sector) ▪ Demand to make payments on-line ▪ PC/web must be user friendly, constant updates are necessary ▪ Victim notification system – need for unified state system and statutes ▪ Self-service access to court information ▪ Increased use of email users/communication between public and court staff ▪ Increase in personal technology that is not compatible with Judicial Branch technology (limits staff efficiency) ▪ Public access to case docket via web ▪ E-access, on-line forms 	<ul style="list-style-type: none"> ▪ Public users have better access to technology and are therefore better informed than Judicial Branch staff ▪ Judicial Branch lack of technology inconveniences customer ▪ Customers may not utilize the system; many victims drop out of the system due to access difficulties ▪ Public can access Judicial Branch information from home ▪ Increase reliance in technology equals less face-to-face need for court personnel and Judicial Branch staff ▪ Lack of technology diminishes staff efficiency 	<ul style="list-style-type: none"> ▪ Create No Contact Order Registry ▪ Better access to state of the art technology ▪ Better access to Internet websites with less restrictions (i.e. MySpace.com) ▪ Better and more updates information sharing systems
<p>Trend Summary Lack of funding for and access to appropriate training opportunities</p>	<ul style="list-style-type: none"> ▪ Increased need to provide training, but limited training resources. ▪ Trainings conducted across Judicial Branch units on updates ▪ Aging, retiring-staff equals loss of experience/competencies – age turn over 	<ul style="list-style-type: none"> ▪ Lack of current knowledge and best practices ▪ Services provided would diminish – suffer as a result of lack of training ▪ Public perception that young staff do not know what they are talking about ▪ Ineffective advocacy 	<ul style="list-style-type: none"> ▪ More funding needed ▪ More peer to peer training and more shadowing training ▪ Increase mandatory training ▪ Anticipation of evolving training needs ▪ On-going needs assessments ▪ Continue educational stipend ▪ Diverse trainers to meet needs of target population

Office of Victim Services Staff– September 27, 2007

TRENDS	IMPACT	STRATEGIES
Trend Summary Impact of Judges' discretion on court processes	<ul style="list-style-type: none"> ▪ Dissatisfied victims ▪ Frustrated and confused staff ▪ Negative public perceptions of judges actions ▪ Injustice – rulings are just wrong ▪ More grounds for successful appeals for defendants ▪ Secondary victimization ▪ Lack of offender accountability (Alford Doctrine and Nolo Contendere) ▪ Lack of appropriate psycho-sexual evaluations equal faulty recommendation 	<ul style="list-style-type: none"> ▪ Governor only nominates individuals who have criminal justice experience to serve as judges ▪ Increase judges' training ▪ Judges retraining ▪ Accountability process and accountability during the reappointment process ▪ Provide victims with free sentencing transcripts ▪ Modify administrative oversight of judges. People are afraid to tell Administrative Judges about court staff behavior
Trend Summary Crime Trends	<ul style="list-style-type: none"> ▪ Increase in prosecution of sex crimes ▪ Increase in threatening/harassment charges involving technology ▪ Increase use and misuse of web sites (MySpace.com) ▪ Increasing crime is creating more 	<ul style="list-style-type: none"> ▪ More victims ▪ Younger victims ▪ Some perpetrators are not prosecuted as state laws are not keeping up with new crimes ▪ More victims live further away – greater geographic

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	TRENDS	IMPACT	STRATEGIES
<p>Trend Summary Victims exercising their rights</p>	<p>victims</p> <ul style="list-style-type: none"> ▪ Increase in use of technology in crimes ▪ Increase in identity theft crimes with no new protocols <ul style="list-style-type: none"> ▪ Increased awareness of victims' rights ▪ Public demanding real answers and documents, not court personnel interpretations of the documents ▪ People coming from farther away to attend court proceedings ▪ More awareness of victim rights equals more victims to serve ▪ Lack of parking and infrastructure for public in courts ▪ Increasing defense attorney position - crime victims are to be referred to as complainants, as there is no victim until the defendant is found guilty 	<p>distances</p> <ul style="list-style-type: none"> ▪ More victims may be less likely to participate ▪ Victims not identifying themselves as victims (computer photos, victims do not want to participate, but parents want them to participate) ▪ Lack of prosecutorial experience with newer crimes <ul style="list-style-type: none"> ▪ Victims not participating in court process ▪ More victims attending court ▪ Lack of resources to attend court proceedings ▪ Lack of staff to provide services to increasing number of victims ▪ Increased safety risk – more victims and defendants interacting ▪ Victims do not receive enough notice before the next court date ▪ Loss of victim participation in court proceedings due to lengthy or frequent continuances ▪ State's Attorneys do not always welcome victim input, as it may disrupt their plans for the day 	<p>technology related crimes</p> <ul style="list-style-type: none"> ▪ Ethical direction when the victim is reluctant ▪ Ethical direction when parent wants to pursue and the juvenile does not <ul style="list-style-type: none"> ▪ More court staff and victim services advocates ▪ More court service center staff ▪ More funding for facilities ▪ Develop a court orientation document to assist victims coming to court for the first time

Office of Victim Services Staff– September 27, 2007

TRENDS	IMPACT	STRATEGIES	
<p>Trend Summary Impact of changes in the Juvenile Court System</p>	<ul style="list-style-type: none"> ▪ Changes in Juvenile Courts ▪ Increasing requests for "help with my kid". Need contact person to address parents needs ▪ Aging out of the juvenile system ▪ Zero tolerance in school versus courts ▪ Increasing demand for services for juvenile female defendants ▪ Mainstreaming in schools and juvenile crimes committed by special education kids ▪ Use of juvenile record in criminal and civil court ▪ Victims of juvenile defendants lack of access to information ▪ Increase in age of those who will appear in Juvenile Court ▪ Compiling files for juveniles that postpones disposition ▪ Lack of communication between juvenile and adult prosecutors ▪ Release of juvenile's names to victims at time of arrest ▪ Lack of communication between Judicial Branch and DCF ▪ Lack of services for both offenders and victims of juvenile sexual assaults ▪ Increase in the number of Pre-Dispositional Studies being waived ▪ No treatment for juvenile arsonists ▪ Juvenile restitution and no parental liability 	<ul style="list-style-type: none"> ▪ Victims are being excluded from courtrooms and court process ▪ Proceedings delayed, cases taking longer ▪ Child respondents become adult offenders ▪ Public and victims' losing faith in judicial process ▪ More juvenile cases ▪ Respondent not getting treatment, services or consequences because they are aging out of the system ▪ Kids who could be deterred from system are not getting services and become adult offenders ▪ Recidivism ▪ Rehabilitation and restorative justice not being served ▪ Respondent not held accountable for crime ▪ Respondent not provided services ▪ Victims' do not receive services ▪ Victim's are not allowed to exercise their rights ▪ Court staff are overworked ▪ Court staff are confused on what information victims can have access to ▪ Victim safety can be at risk ▪ Increase in age of juvenile 	<ul style="list-style-type: none"> ▪ Increased staff (victim services advocates, probation; and support staff) to address increased need to provide proper collaboration and assess properly ▪ On-going staff training ▪ Legislative changes to increase disclosure of information to adult court, victims and staff ▪ Increase services to defendants ▪ Clarify what information is available to victims ▪ Address continuity in services and sentences for juveniles in custody of the adult system ▪ Legislative changes needed to address the age cut off which equals service stoppage ▪ Change juvenile supervision policies and procedures to ensure stringent supervision ▪ Increase openness of courts ▪ Increase training for Judges

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TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Increased need for victim services advocates in juvenile courts ▪ Increased need for probation officers for pre-sentence investigations and pre-dispositional studies ▪ Juvenile victim's access to court rooms limited 	<p>equals increase in violent crime</p>
<p>Trend Summary Public demand for information</p>	<ul style="list-style-type: none"> ▪ Increase in FOIA requests ▪ Public demanding real answers and documents, not court personnel interpretations of the documents ▪ Public wants/expects victim service advocates to give them police reports 	<ul style="list-style-type: none"> ▪ Increasing victim frustration in Juvenile Matters Courts ▪ Increased victim frustration in Geographic and Judicial District courts ▪ Victims excluded from the Juvenile Matters Court process ▪ Confusion among Judicial Branch staff and criminal justice partners concerning what information can be made available to victims and what cannot. This creates a "passing the buck" attitude, who is responsible for disclosing the information ▪ Impact on access to civil remedies
<p>Trend Summary Increased scrutiny of offender release/supervision</p>	<ul style="list-style-type: none"> ▪ More scrutiny of probation and parole releases ▪ Review of parole eligibility ▪ Early release of criminals ▪ Changes in parole 	<ul style="list-style-type: none"> ▪ Prison overcrowding ▪ Public perception that every offender is dangerous ▪ Public perception that the system is incompetent – disproportionate perception of the system ▪ Violent offenders released

Office of Victim Services Staff– September 27, 2007

TRENDS	IMPACT	STRATEGIES
		due to prison overcrowding
Trend Summary Media's impact on Judicial process	<ul style="list-style-type: none"> ▪ Cameras in the court room ▪ As television media coverage increases inside courtrooms; it will be harder to protect "Jane Doe" Identity 	<ul style="list-style-type: none"> ▪ communications between Judicial Branch, Department of Correction, Board of Pardons and Parole, and the Office of the Chief State's Attorney
Trend Summary Restorative Justice	<ul style="list-style-type: none"> ▪ Restorative justice 	<ul style="list-style-type: none"> ▪
Trend Summary Legislative influence	<ul style="list-style-type: none"> ▪ Increase in number of prosecutions for internet sex crimes ▪ Overburdened court and DOC due to high profile crimes ▪ Legislative changes ▪ Knee-jerk reactions by legislators based on public outcry ▪ Changes in sexual assault charges 	<ul style="list-style-type: none"> ▪
Trend Summary Public perceptions and expectations	<ul style="list-style-type: none"> ▪ Public assumes they should be "automatically notified" ▪ Increasing length of the "life" of a criminal case ▪ It appears that offenders have more rights and funds/programs than victims ▪ Public thinks criminals get off easy, especially in negligent homicide, assault and drug cases 	<ul style="list-style-type: none"> ▪

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TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Increased public expectations because of television shows (CSI effect) 	
Trend Summary Increased complexity of security issues	<ul style="list-style-type: none"> ▪ Increased concern regarding courthouse safety ▪ Increased likelihood of “terrorist” crime and “Natural Disaster” planning ▪ Local law enforcement not getting court orders of 53a-222 (Violation of conditions of release) 	
Trend Summary Increasingly inadequate facilities	<ul style="list-style-type: none"> ▪ Impact of consolidation of Habeas Matters in one location ▪ Increased number of staff to provide better service to customers ▪ Lack of parking and infrastructure for public in courts ▪ Increase in personal technology that is <i>not compatible</i> with Judicial Branch technology (limits staff efficiency) ▪ Limited work space for employees 	
Trend Summary Increased reliance on complex evidence	<ul style="list-style-type: none"> ▪ Sexual Assault Evidence Collection kits are taking too long to process ▪ Increasing length for completion of forensic technological exams equals longer time to disposition of case 	

Office of Victim Services Staff– September 27, 2007

TRENDS

IMPACT

STRATEGIES

Trend Summary
Increased liability of
Judicial Branch

- Judicial Branch more exposed to lawsuits
- Non-custodial parents suing the State of Connecticut when their child(ren) are abused or killed

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SES ADMINISTRATION – September 21, 2007

TRENDS	IMPACT	STRATEGIES
More Interagency Cooperation is Needed	<ul style="list-style-type: none"> ▪ Greater cooperation between states ▪ Greater cooperation between different agencies who share clients or customers ▪ More cooperation between agencies ▪ Better communication between agencies 	<ul style="list-style-type: none"> ▪ Changing Judicial's culture ▪ Should encourage cooperation ▪ Speedy resolutions ▪ Better understanding of where Support Enforcement fits in Judicial ▪ We'll be more responsive to customers
Growing Distrust in Government, including Judicial	<ul style="list-style-type: none"> ▪ Reduced compliance with court orders ▪ Less respect ▪ Will take more time to resolve matters ▪ Increase in public and political scrutiny 	<ul style="list-style-type: none"> ▪ Need more information on other agencies ▪ Create more memoranda of agreement between agencies ▪ More resources needed – computers for data sharing
Increasing Customer Expectations	<ul style="list-style-type: none"> ▪ More distrust in government ▪ Inequities in delivery of justice because of economic status of litigants (true or perceived) ▪ Inequity in application of justice (perception or true) ▪ Mistrust of criminal justice system by people of color ▪ Less confidence in child support system 	<ul style="list-style-type: none"> ▪ Increase in staff education to address lack of understanding of cultural differences ▪ Greater public education showing what we do ▪ Easier access ▪ Recruit and hire more diverse workforce that reflects the population we serve ▪ Increase judge accountability ▪ Quality control ▪ More outreach programs ▪ Examine institutional oppression
Increasing Customer Expectations	<ul style="list-style-type: none"> ▪ More one-stop shopping expected ▪ More emphasis on providing <i>immediate answers</i> ▪ Things becoming so automated that we lose personal communication, personal review of cases ▪ Need more time spent on individual needs as opposed to "one size fits all" ▪ More centralized customer service ▪ Customers demand more ▪ Increased demand for multi-lingual 	<ul style="list-style-type: none"> ▪ Customers are less patient and more demanding ▪ Increase in dissatisfied customers ▪ Strain on staff resources ▪ Staff expected to deliver information more efficiently and effectively

SES ADMINISTRATION – September 21, 2007

TRENDS	IMPACT	STRATEGIES	
<p>Serving A More Diverse Population</p>	<p>services</p> <ul style="list-style-type: none"> ▪ Increasingly diverse population in Connecticut ▪ Increase in non-married couples ▪ Increase in non-English speaking customers ▪ More women as NCPs (non-custodial parents) ▪ More emphasis on non-traditional relationships ▪ Multiple orders – more partners and more children ▪ Population is aging ▪ Dealing with more incarcerated individuals 	<ul style="list-style-type: none"> ▪ Expanded access to other agencies' information ▪ Recruit more diverse workforce ▪ Educate workforce ▪ Recruit culturally diverse bench ▪ Hire more interpreters ▪ More multi-lingual forms/publications 	
<p>Diminishing Resources/Increased Volume</p>	<ul style="list-style-type: none"> ▪ Larger caseloads ▪ More work responsibilities without more resources ▪ Fewer employees ▪ Timeliness of actions getting into court – delays ▪ Greater worker productivity expected ▪ Bigger dockets – less attention per case ▪ Increased use of State Disbursement Unit for parties not receiving child support services ▪ Reduced hiring by appointment ▪ Low morale ▪ Too many meetings and not enough taking action to solve problems 	<ul style="list-style-type: none"> ▪ Larger caseloads ▪ More work responsibilities without more resources ▪ Fewer employees ▪ Timeliness of actions getting into court – delays ▪ Greater worker productivity expected ▪ Bigger dockets – less attention per case ▪ Increased use of State Disbursement Unit for parties not receiving child support services ▪ Reduced hiring by appointment ▪ Low morale ▪ Too many meetings and not enough taking action to solve ▪ Inadequate delivery of services 	<ul style="list-style-type: none"> ▪ More money/Increase budget for SES ▪ Increase staff/recruitment ▪ Improve technology ▪ Outsource some functions ▪ Look for best practices nationwide

SES ADMINISTRATION – September 21, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Customers unhappy with response time ▪ Increase in customer and staff complaints 		
More Economic and Social Pressures	<ul style="list-style-type: none"> ▪ More spending money; and less saving money ▪ Spike in CT housing market ▪ Increased cost of living ▪ Less jobs ▪ Increasing educational requirements for jobs ▪ Dealing with more incarcerated individuals ▪ Harder for baby boomers to pay child support because they take care of parents and kids ▪ Continuation-of violence in inner cities ▪ Debt ▪ Increasing cost of health care 	<ul style="list-style-type: none"> ▪ More business for Judicial ▪ More economically disadvantaged clients ▪ More pro ses ▪ Lower child support collection rates ▪ More continuances ▪ Prolonged court actions ▪ Poorer conditions for kids 	<ul style="list-style-type: none"> ▪ Educate staff on socio-economic pressures ▪ Need for job training programs for non-custodial parents ▪ Develop new strategies to deal with incarcerated individuals ▪ Increase availability of legal services ▪ Expedite/remove barriers to get matters into court ▪ Lower court fees ▪ Reduce public expectations – set realistic measures
Judicial/Child Support Program Technology Not Keeping Pace	<ul style="list-style-type: none"> ▪ Need to update court technology ▪ Not using available technology for Child Support Enforcement ▪ Web-based access to systems ▪ Greater demands on technology ▪ Difficulty accessing child support case information ▪ Outdated technology in child support program 	<ul style="list-style-type: none"> ▪ Service delivery is less effective ▪ Child support collections are down because of inability to access information ▪ Inefficient use of staff time ▪ More customer contact by telephone – strain on staff and telephone system 	<ul style="list-style-type: none"> ▪ Update system – make it web-based to access child support information for staff and clients ▪ Data interface between Family (CSSD) and Support (SES) ▪ Seek funding from other sources or Federal government ▪ Pursue document imaging
Greater Need for Innovative Problem Solving Courts	<ul style="list-style-type: none"> ▪ Problem solving philosophy in court decisions/actions ▪ “Social Services” outlook on cases/clients ▪ Greater demand on courts to mediate family/personal problems 	<ul style="list-style-type: none"> ▪ Requires more court time, locations and personnel ▪ Takes up more resources ▪ Produces better outcomes on cases 	<ul style="list-style-type: none"> ▪ Train on philosophical change ▪ Expand accessibility to those courts ▪ Identify/use specialty courts for special populations that

SES ADMINISTRATION – September 21, 2007

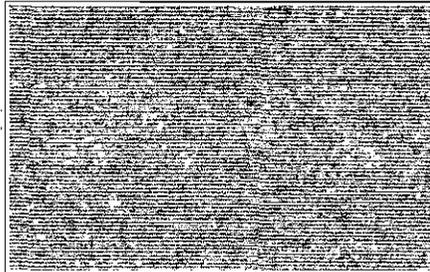
TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Too many meetings – not enough taking action to solve problems ▪ Use of specialty courts to manage special populations 	<ul style="list-style-type: none"> ▪ can be better served ▪ Collaborate with community based agencies or providers to expand tools and services available 	
Greater Need for Public Outreach	<ul style="list-style-type: none"> ▪ Need for increased knowledge of services available to grandparents raising their grandchildren ▪ Outreach programs increase knowledge of judicial branch programs ▪ Better ways to promote the positive aspects of child support to the public ▪ More focus on outreach within government agencies ▪ More outreach to educate customers 	<ul style="list-style-type: none"> ▪ Better educated population ▪ Fosters trust ▪ More realistic expectations ▪ Gives perception we're more accessible ▪ Increases profile of agency ▪ Puts a face on the agency 	<ul style="list-style-type: none"> ▪ Dedicate resources (staff and money) to outreach ▪ Bus billboards and highway billboards ▪ Develop materials including multi-lingual that are specific to unique groups we serve ▪ Use existing community infrastructure to disseminate information (e.g., providers, libraries, churches, PSAs, CTN)
Greater Focus/Need on Safeguarding Information	<ul style="list-style-type: none"> ▪ More emphasis on safeguarding Federal Tax Information ▪ Increase in identity theft ▪ Need for safeguarding court data (person identifiers) ▪ More sensitivity towards domestic violence 	<ul style="list-style-type: none"> ▪ Increase trust ▪ Decreased exposure to liability ▪ Increased tension between access to information and security ▪ Impacts the way we store information ▪ Increases sensitivity to private information 	<ul style="list-style-type: none"> ▪ Review information we require to identify individuals when they call in for case information ▪ Examine more stable and secure process of storing information ▪ Increase staff and data requirements for security ▪ Create standard/clear policy and provide staff training about what information can be shared and with whom
Expanding Scope of Responsibilities	<ul style="list-style-type: none"> ▪ Increase in federal influence on state services ▪ Greater focus on medical support ▪ Increase in agency action/responsibilities 	<ul style="list-style-type: none"> ▪ Strained resources ▪ More work ▪ More complex workload/issues ▪ Staff required to master more knowledge 	<ul style="list-style-type: none"> ▪ More staff ▪ More staff education ▪ More technology ▪ More sophisticated workforce ▪ More specialized job classes to handle specific mandates

SES ADMINISTRATION – September 21, 2007

TRENDS

IMPACT

STRATEGIES



- Changes our mission
- Subject to more national trends/problems
- SES is scrutinized more by the public and other agencies
- Distracts and takes resources away from SES core functions

SES Line Staff Focus Group–October 31, 2007

TRENDS	IMPACT	STRATEGIES	
Need for Higher Security	<ul style="list-style-type: none"> ▪ Stronger push for increased security in government buildings such as courthouses ▪ Security issues. Unstable clients (as services for them decrease) 	<ul style="list-style-type: none"> ▪ Increases security impacts customers 	<ul style="list-style-type: none"> ▪ Better public communication re: security ▪ Standards for judicial marshals
Less Educated Population	<ul style="list-style-type: none"> ▪ High School dropouts ▪ Illiteracy 	<ul style="list-style-type: none"> ▪ Inability to effectively communicate ▪ Frustration ▪ Potential to offend ▪ More low income obligors (less income) ▪ Needs cash assistance 	<ul style="list-style-type: none"> ▪ Simplify communication/publications ▪ Educated staff or strategies for education
Increased Technology	<ul style="list-style-type: none"> ▪ Online services being offered ▪ Tendency to use more technology – less personal contact (phone systems) ▪ High speed internet ▪ People not understanding electronic phone prompts 	<ul style="list-style-type: none"> ▪ More effective processes ▪ Better customer service ▪ More access to information ▪ Non-techies get frustrated with too much technology ▪ Less personal contact 	<ul style="list-style-type: none"> ▪ More public access to computers in court ▪ Allow access to “People Search” search engine to find parents ▪ More interagency data view
Change in Family Structure	<ul style="list-style-type: none"> ▪ Children living with grandparents ▪ Younger parents ▪ Children having children ▪ More children born out of wedlock 	<ul style="list-style-type: none"> ▪ More child support orders = greater need for IV-D Program ▪ More caretakers = delays/Money not going to where the child is ▪ Public has greater need for state services ▪ Need for better interagency communication ▪ More children living in poverty ▪ More custody issues ▪ Kids spending less time with both parents 	<ul style="list-style-type: none"> ▪ Better interagency communication ▪ More holistic approach to providing family services – child support and custody ▪ Fatherhood programs ▪ Simplify adding caretakers to case

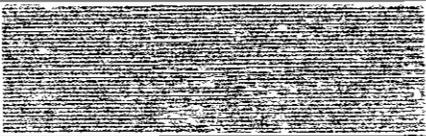
SES Line Staff Focus Group–October 31, 2007

TRENDS	IMPACT	STRATEGIES	
Interagency Communication	<ul style="list-style-type: none"> ▪ Lack of communication between state agencies ▪ Magistrates not on same page ▪ No feedback from family court or probate re: custody issues ▪ Lack of communication within Judicial services, i.e., criminal to civil ▪ Need for more collaboration with employers ▪ Streamline procedures in evaluation pending 	<ul style="list-style-type: none"> ▪ Better services to client ▪ More informed judicial system ▪ More informed public ▪ Decrease chance of errors ▪ Reduction in court appearances 	<ul style="list-style-type: none"> ▪ Interagency outreach ▪ Interface data ▪ MOI, Cooperative Agreements ▪ One-stop information
Aging Population	<ul style="list-style-type: none"> ▪ Need for more elderly services ▪ Increase in retirement ▪ Need for healthcare for the elderly 	<ul style="list-style-type: none"> ▪ Fixed income ▪ Need for accommodations (ADA) ▪ Less use of system ▪ More grandparents caring for grandchildren (need services) ▪ Less understanding of court terminology ▪ Less techie 	<ul style="list-style-type: none"> ▪ Readily available accommodations ▪ Better information (1-800) more personal ▪ Staff training/sensitivity ▪ More collaboration w/Social Security Administration
Growing Criminal Justice Population	<ul style="list-style-type: none"> ▪ Growing probation caseloads ▪ Political push toward stricter criminal sentencing of offenders ▪ Educate incarcerated persons regarding support ▪ Growing drug use ▪ Increased incarcerated obligors ▪ Growing prison population 	<ul style="list-style-type: none"> ▪ Decrease in child support money – NCPs (non-custodial parents) in jail, uncollectible orders ▪ More state services for kids. of jailed parents ▪ More court security ▪ More court-appointed counsel ▪ Increase in need for judicial services – Probation (CSSD), ▪ Increase in parole 	<ul style="list-style-type: none"> ▪ Video conference ▪ Sponsor employment training ▪ Incremental increase/reinstatement of child support order for formerly incarcerated child support payers.

SES Line Staff Focus Group–October 31, 2007

TRENDS	IMPACT	STRATEGIES	
Decrease in Staff	<ul style="list-style-type: none"> ▪ Low staff morale ▪ Incoming phone calls increasing ▪ Do more with less ▪ Staff shortage ▪ Customers using foul language towards employees ▪ Increased awareness of political correctness ▪ Increase in retirement ▪ New – changes, regulations, procedures ▪ Lack of personal customer service ▪ Less tolerance for clients with limited education ▪ Increase in new cases are overwhelming ▪ Large dockets ▪ Heavy caseloads ▪ Quality of support cases ▪ Growing caseloads ▪ Shrinking competent staff 	<ul style="list-style-type: none"> ▪ More work/less people (greater caseload) ▪ Low morale ▪ Decrease in collections ▪ Inability to meet customer needs ▪ Retirement-takes away experienced staff 	<ul style="list-style-type: none"> ▪ Increase staff ▪ Streamline process/centralize processes ▪ Employee incentives ▪ Cross train existing staff ▪ Better/more helpful technology ▪ Better communication between staff/management
Economic and Employment Downward Trend	<ul style="list-style-type: none"> ▪ Lack of employment opportunities for specifically unskilled labor ▪ Rise in the cost of living ▪ Lower income obligors ▪ Growing unemployment ▪ More service – low paying jobs – fewer high skilled jobs ▪ More NCPs (non-custodial parents) working PT and per diem jobs ▪ Growing communities (small towns) ▪ Working poor (increase) ▪ Growing underground economy ▪ Property value stabilizing 	<ul style="list-style-type: none"> ▪ Child support – less collections, more modifications ▪ More court services needed ▪ More incarceration ▪ Growing underground (cash) economy ▪ Increased need to enforce medical orders ▪ More Social Security Administration applications 	<ul style="list-style-type: none"> ▪ Administering modifications – quicker ▪ More collaboration with Social Security Administration, DOC, DOL ▪ More job training/information about programs

SES Line Staff Focus Group—October 31, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none">▪ Need for healthcare for children▪ More social security applications▪ Widening gap in economic classes in Connecticut	

SES SUPERVISORS' FOCUS GROUP – September 25, 2007

TRENDS	IMPACT	STRATEGIES
Increase in Customers/Patrons	<ul style="list-style-type: none"> ▪ Increase in number of customers ▪ Increase in non-compliant child support obligors 	<ul style="list-style-type: none"> ▪ More cases ▪ More contact with staff ▪ Less staff time per case ▪ Strain on resources ▪ Reduction of quality case work
Increase in Use of Technology for Communicating	<ul style="list-style-type: none"> ▪ Demand for easier access to public records ▪ Increased use of internet ▪ Increase in telephonic hearings ▪ Electronic information access – website expansion ▪ Technological advances ▪ Increase in communication via e-mail ▪ Video conference hearings expansion 	<ul style="list-style-type: none"> ▪ (Public Use) ▪ Greater demand for e-info ▪ Greater demand for court forms on web ▪ Greater demand for case info on web/e - access ▪ Change in types of hearings and in delivery of court hearings (Staff) ▪ More training ▪ Updated technology resources for staff ▪ Replace legacy systems – EMS/CCSES/CV/FA systems
Increase in Customer Expectations/Demands	<ul style="list-style-type: none"> ▪ Increase in people wanting immediate answers ▪ Blurring of "who" our customer is ▪ Increase in public wanting faster resolutions ▪ Custodial parents are demanding stronger enforcement and faster resolutions ▪ Demand for easier access to public records ▪ Greater demand for immediate information ▪ More pro se litigants 	<ul style="list-style-type: none"> ▪ Strain on resources ▪ More contact with staff ▪ More staff frustration ▪ More delays in court and administrative processes ▪ Reduction in quality

SES SUPERVISORS' FOCUS GROUP – September 25, 2007

TRENDS	IMPACT	STRATEGIES	
Dissatisfaction with Delivery of Justice/Demand for Court Accountability	<ul style="list-style-type: none"> ▪ Increased lack of respect for child support customers and child support staff ▪ Increase in judge arrogance ▪ Increased NCP frustration re: passport issues ▪ Increase in lack of continuity among Family Support Magistrates (FSM) re: enforcement of orders in same cases ▪ Increase in calls from the public/frustration in lack of access ▪ Decrease in customer satisfaction ▪ Staff and client frustration with large dockets and multiple continuances in FSM court ▪ Increased custodial parent (CP) frustration/anger with FSM rulings ▪ Increased frustration of non-custodial parent (NCP) re: visitation issues 	<ul style="list-style-type: none"> ▪ Decreased respect for court and court rulings ▪ Public anger ▪ Jurors failing to show up ▪ Increased failure to appear – FSM dockets, criminal dockets ▪ Increase in complaints ▪ Perceived inequity in justice – inconsistent rulings from the bench ▪ Increased staff frustration re: rulings and trying to explain it to the public ▪ Disrespect for court and staff lead to decrease in staff morale and credibility 	<ul style="list-style-type: none"> ▪ Educate Judicial staff (clerks and SES, etc.) on where to refer/how to handle complaints ▪ Improve judicial complaint mechanisms ▪ Publicize Judicial complaint mechanisms ▪ Develop pro se assistance programs on how to pursue a claim, how to take an appeal of legal issue, how to complain about treatment ▪ Address barriers for pro ses
Increase in Scope of Child Support Mission – Increased Responsibilities	<ul style="list-style-type: none"> ▪ Increase in contempts for medical and child care ▪ Increase in modifications ▪ Expansion of definition of “child support,” i.e., includes medical support, day care expenses ▪ Increase in self-employed and/or sub-contractors ▪ Increase in “under the radar” obligors ▪ Growing dockets ▪ Increase in the number of cases in court 	<ul style="list-style-type: none"> ▪ More demands on staff ▪ More complex cases ▪ Increased opportunity for fraud, e.g., day care issues ▪ Decreased response time – cases difficult ▪ Need increased education for staff ▪ Increased demand for court space – staff (cooperating agency staff, too) 	<ul style="list-style-type: none"> ▪ More staff ▪ Public education ▪ More administrative processes/expedited processes

SES SUPERVISORS' FOCUS GROUP – September 25, 2007

TRENDS	IMPACT	STRATEGIES	
Changing Workforce Expectations	<ul style="list-style-type: none"> ▪ Increase in number of employees looking for flexibility in work hours ▪ Increase in younger workers wanting job fulfillment ▪ SES staff leaving to go to office of Adult Probation ▪ Staff discontent re: differences in workload in different Judicial Districts ▪ Decrease of patience of staff with the public ▪ Increased need for workforce succession planning ▪ Increased lack of respect for child support customers and child support staff 	<ul style="list-style-type: none"> ▪ Faster staff turnover ▪ Increased need to train new staff ▪ Decrease in productivity ▪ Increased pressure on management ▪ Unmet expectations – low morale (staff) 	<ul style="list-style-type: none"> ▪ Balance staff to case ratio ▪ Succession plan – Strategic plan ▪ More management training ▪ Flex time
Change in Family Structure	<ul style="list-style-type: none"> ▪ Increase in people with multiple cases (children with multiple partners) ▪ Increase in grandparents involvement with child support ▪ More transient population ▪ Increased number of fathers as the custodial parent ▪ Increase in number of second, third and more caretakers 		
Aging/Inadequate Court Facilities	<ul style="list-style-type: none"> ▪ Need for new courthouses 		

SES SUPERVISORS' FOCUS GROUP – September 25, 2007

TRENDS

IMPACT

STRATEGIES

TRENDS	IMPACT	IMPACT	STRATEGIES
Increase in Diverse Customers/Patrons	<ul style="list-style-type: none"> ▪ Increase in Chinese speaking clients (especially southeast Connecticut) ▪ Increase in number of non-English speaking customers ▪ Increase in diversity awareness ▪ Increase in illegal aliens ▪ Increase in income disparity 		
Demand for More Safeguarding of Information – Data Security and More Secure Courthouses and Facilities	<ul style="list-style-type: none"> ▪ Increased awareness and sensitivity of security issues ▪ Increased courthouse security ▪ Trend of increased awareness of audits to SES, i.e., Federal Tax Information 		

Supreme Court Law Clerks – November 16, 2007

	TRENDS	IMPACT	STRATEGIES
FAILURE TO MEET THE DUTY TO TIMELY RESOLVE MATTERS	<ul style="list-style-type: none"> ▪ Hold over cases ▪ Timely court decisions ▪ Increase in alternative dispute resolution 	<ul style="list-style-type: none"> ▪ Lack of confidence ▪ Backlog in courts – tougher to catch up ▪ Increased costs to parties ▪ People choosing to use ADR (settlements) ▪ Major waste of resources ▪ Quality of process and product 	<ul style="list-style-type: none"> ▪ Issue brief decision early to parties ▪ Increase the number of Judicial Branch attorneys and create more judgeships ▪ Better educate public ▪ Enforce deadlines
INCREASED ANXIETY ABOUT CRIME IN SOCIETY	<ul style="list-style-type: none"> ▪ Portrayal of violence in the media ▪ Changes in death penalty laws ▪ Increased awareness of the placement of sex offenders after release 	<ul style="list-style-type: none"> ▪ Politically driven reactions fueling public fears ▪ Public looks to courts for protection ▪ Increasing threat to constitutional rights ▪ Creates uncertainty for courts and litigants ▪ Increase in habeas cases 	<ul style="list-style-type: none"> ▪ Educate the public ▪ Improve rehabilitation in criminal justice system ▪ Enforce Constitution ▪ Increase awareness of victim services
INDEPENDENCE OF THREE BRANCHES OF GOVERNMENT AS IT RELATES TO PUBLIC CONFIDENCE	<ul style="list-style-type: none"> ▪ Executive power conflicts ▪ Voting “snafus” ▪ Public’s lack of confidence in government ▪ Whether Judicial Branch should provide certain types of services ▪ Judicial selection and retention issues ▪ Judicial independence ▪ Recruiting private sector attorneys in light of rising cases and rising private salaries 	<ul style="list-style-type: none"> ▪ Lack of participation in government ▪ Usurpation of power from other branches ▪ Interfering with rule-making ▪ Threat to Branch independence ▪ Lack of representation, public interest ▪ Inability to attract more staff (attorneys) of the highest quality 	<ul style="list-style-type: none"> ▪ Increase pay to attract more applicants ▪ Increase transparency ▪ Public education ▪ Cameras in courts ▪ Seek legislative changes

Supreme Court Law Clerks – November 16, 2007

	TRENDS	IMPACT	STRATEGIES
GROWING RELIANCE ON AND EXPECTATIONS FOR TECHNOLOGY	<ul style="list-style-type: none"> ▪ Technology in the courtroom is changing ▪ Technology impact: e-filing ▪ Increase in Internet usage 	<ul style="list-style-type: none"> ▪ Dissatisfaction that technology is not available or not adequate or not working ▪ Disruption to the judicial process ▪ Increased efficiency when it works ▪ Disenfranchisement of those who do not have access to technology ▪ Less likelihood of lost documents ▪ Greater access to information 	<ul style="list-style-type: none"> ▪ Get more technology ▪ Get better technology ▪ Educate on the use of technology ▪ More court service centers and greater use of law libraries ▪ Better educate the public and attorneys as to what is available ▪ Work with legal services organizations
INCREASING ECONOMIC PRESSURES	<ul style="list-style-type: none"> ▪ Foreclosure crisis and increased filings ▪ Pro ses ▪ Increasing health insurance costs ▪ Rising energy costs 	<ul style="list-style-type: none"> ▪ More litigation ▪ More pro ses ▪ Increase in small claims ▪ Increased budget pressure ▪ Less productive employees ▪ Increased workload 	<ul style="list-style-type: none"> ▪ Seek legislative changes ▪ Seek greater number of pro bono attorneys ▪ Generate more standardized forms ▪ Simplify the process ▪ Produce "how-to" guides
INCREASED CONCERN FOR ENVIRONMENTAL DEGRADATION	<ul style="list-style-type: none"> ▪ Environmental degradation ▪ Increasing commuter traffic ▪ More attention to environmental concerns ▪ Increased traffic ▪ Greener work spaces ▪ Decreasing open spaces/ public wetlands 	<ul style="list-style-type: none"> ▪ Increased cost of everything ▪ Increased environmental litigation ▪ Increased human resource costs ▪ Health problems ▪ Tardiness of employees, litigants, attorneys, jurors ▪ Facilities upgrades needed ▪ Road rage – workforce attitude ▪ Road-rage related litigation 	<ul style="list-style-type: none"> ▪ Increase types of recycle bins ▪ Evaluate need for production of documents (internal processes) ▪ Circulate documents electronically ▪ Modernize buildings: seek energy efficiency ▪ Increase telecommuting ▪ Increase usage of flex time ▪ Utilize hybrid state cars

Supreme Court Law Clerks – November 16, 2007

	TRENDS	IMPACT	STRATEGIES
INCREASINGLY DIVERSE DEMOGRAPHICS	<ul style="list-style-type: none"> ▪ Changing definition of family ▪ Increasing number of retirees ▪ More non-English speaking patrons ▪ Increased low-literacy population ▪ Growing Hispanic population ▪ Greater acceptance of homosexual lifestyle ▪ Baby boomers reaching retirement 	<ul style="list-style-type: none"> ▪ Increased costs ▪ Need for more interpreters ▪ Increased litigation ▪ Disenfranchisement of various populations in court system ▪ Brain drain ▪ Inability by courts to address diverse needs because of our own lack of diversity 	<ul style="list-style-type: none"> ▪ Increase workforce diversity ▪ Provide forms in different languages ▪ Seek legislative changes to provide greater protections, update laws to reflect diverse populations ▪ Provide more diversity training ▪ Reach out to various interest groups to educate and assess needs
RIGHTS OF VULNERABLE GROUPS	<ul style="list-style-type: none"> ▪ Elderly abuse ▪ Child abuse ▪ Immigrant rights ▪ Rights of disabled ▪ Animal rights ▪ Increasing hostility toward immigrants ▪ Increasing home health care for the elderly 	<ul style="list-style-type: none"> ▪ More litigation ▪ Need to renovate public spaces ▪ Increased demands for court services 	<ul style="list-style-type: none"> ▪ More pro bono services ▪ Increase multilingual capability ▪ Provide education about variety of services ▪ Better coordinate services ▪ Increase deaf and sign language interpreters

Supreme Court Law Clerks – November 16, 2007

	TRENDS	IMPACT	STRATEGIES
<p>INCREASING DEMANDS ON COURTS</p>	<ul style="list-style-type: none"> ▪ Pro ses ▪ Decrease in civility ▪ Increase in voting "snafus" ▪ More non-English speakers ▪ Increased specialization of attorneys. ▪ Continuing literacy issues ▪ Increased foreclosures ▪ Increase in motions (particularly it seems to delay filing of briefs) 	<ul style="list-style-type: none"> ▪ Backlogs ▪ Process is slowed ▪ More litigation ▪ Need for more staff ▪ Greater intervention by the courts ▪ Decreased civility 	<ul style="list-style-type: none"> ▪ Create pro se clerks, at trial and appellate levels ▪ Hire motions clerk ▪ Increase staff ▪ Provide more ADR ▪ Provide more mediation programs ▪ Make continuing legal education mandatory ▪ Develop a system to ensure compliance with practice book rules and professional conduct ▪ Develop sanctions standards for attorneys who file wholly inadequate briefs and/or other substandard work ▪ Develop separate standard for admission to the Appellate Bar ▪ Develop system to track attorneys who do not uphold professional and ethical standards and work products (informal sanctions)

Academy of Matrimonial Lawyers – November 28, 2007

TRENDS	IMPACT	STRATEGIES
Growing Demand for Technology in Courts	<ul style="list-style-type: none"> ▪ Electronic use in court 	<ul style="list-style-type: none"> ▪ More efficient ▪ More information to more people ▪ Less privacy
Increasing Mistrust of the Judges and the Judicial System	<ul style="list-style-type: none"> ▪ Electronic use in court 	<ul style="list-style-type: none"> ▪ Education for bar on technology
Continuing lack of uniformity	<ul style="list-style-type: none"> ▪ Judicial Independence ▪ Integrity of courts ▪ Checks and balances ▪ Legislative dominance of Judiciary ▪ Continuing trend of lack of accountability ▪ Judicial selection ▪ Hatred of legal system ▪ Attorneys and courts have no friends ▪ Foreign Intelligence Surveillance Act (FISA) problems 	<ul style="list-style-type: none"> ▪ Perception of litigants that “undue influence” exists ▪ Lack of respect for the system ▪ Lack of buy-in to the ultimate decision ▪ Perception of unfairness ▪ Lack of experienced family lawyers’ becoming judges ▪ Lack of respect for the court in the courtroom
Growing trend to avoid the courts	<ul style="list-style-type: none"> ▪ Uniformity of Courts ▪ Uniformity ▪ Judges not enforcing rules ▪ No teeth in contempt proceedings 	<ul style="list-style-type: none"> ▪ Public relations on behalf of judges ▪ Separate family court/family judges ▪ More emphasis on positive impacts of court system and judges ▪ More education – high schools – on court system and judges ▪ More education of litigants (divorce experience workshop and parenting education courses) in which judges participate ▪ Better judicial pretrials (thorough and comprehensive) ▪ Judges explaining role to group of litigants prior to short calendar ▪ Special masters
Growing trend to avoid the courts	<ul style="list-style-type: none"> ▪ Uncertainty ▪ Anarchy ▪ Lack of predictability 	<ul style="list-style-type: none"> ▪ Standardize pretrial and standing orders ▪ Follow existing practice book rules ▪ Don’t let judges make their own rules
Growing trend to avoid the courts	<ul style="list-style-type: none"> ▪ Alternative dispute resolution ▪ Mediation ▪ Arbitration 	<ul style="list-style-type: none"> ▪ Lowering volume of cases ▪ Fear on the part of judges ▪ People do not want to fight
Growing trend to avoid the courts		<ul style="list-style-type: none"> ▪ Mandatory court annexed mediation ▪ Come up with rules for

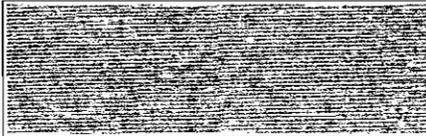
Academy of Matrimonial Lawyers – November 28, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Lack of precedent being created ▪ People taking more control over their own destiny 	<ul style="list-style-type: none"> ▪ mediation ▪ Establish a certification process for mediators ▪ Education as to the availability of mediation ▪ Encourage arbitration
Ongoing Inadequacy of Resources for family cases	<ul style="list-style-type: none"> ▪ Delays in getting trials or hearings ▪ Cases move slowly once they get to court ▪ Delay in coding of filed motions/pleadings ▪ Delay in custody evaluations ▪ Bottleneck on short calendar days because of need to go to Family Relations ▪ Clients have no opportunity for private conversation ▪ Demeaning to litigants (feeling they are not important) ▪ Disrespect for litigants ▪ Increased costs 	<ul style="list-style-type: none"> ▪ More personnel/more supervision/more judges ▪ Better design and allocation of courthouse space ▪ Encourage use of alternative dispute resolution ▪ Staggered scheduling ▪ Use telephonic/electronic media for status conferences/other hearing where clients are not needed ▪ Implement pilot program to try different alternatives (case management, etc.)
Growing separation between Bench and Bar	<ul style="list-style-type: none"> ▪ Failure of Judicial Branch to <u>really</u> include lawyers ▪ No camaraderie any more ▪ Isolation ▪ No collegiality 	<ul style="list-style-type: none"> ▪ Informal regular gatherings of lawyers and judges to allow exchange of information
Increasing lack of civility and professionalism	<ul style="list-style-type: none"> ▪ Inability to get rid of bad judges and lawyers ▪ Anger ▪ Less professional satisfaction ▪ Lack of respect for process and each other ▪ Loss of decorum ▪ Demoralizing for clients and attorneys ▪ Lack of consideration for time of people appearing in court 	<ul style="list-style-type: none"> ▪ Judges' imposing sanctions ▪ Training for judges on civility/sensitivity to lawyers and litigants ▪ Training for lawyers ▪ Civility school

Academy of Matrimonial Lawyers – November 28, 2007

TRENDS	IMPACT	STRATEGIES
Growing concern for cost of legal services	<p style="text-align: center;">(late coming on the bench)</p> <ul style="list-style-type: none"> ▪ More pro ses ▪ Loss of business for lawyers ▪ Less money allocated to judicial to conduct business ▪ Angry lawyers, judges, litigants ▪ Fewer people can afford competent legal assistance ▪ Enhances perception that courts favor wealthy ▪ Pro ses getting shortchanged – cannot effectively represent themselves ▪ Pressure on clerks' offices to deal with pro ses ▪ Time management issues – judge takes pro bono attorneys first, then pro ses, then attorneys 	<ul style="list-style-type: none"> ▪ More efficient use of time and resources ▪ Single courtroom for pro ses ▪ More Court Service Centers and Public Information Desks ▪ Extend magistrate system to handle pro ses ▪ Court personnel to assist pro ses in preparation ▪ Unbundled legal services ▪ Education/courses for pro ses – online, etc.
Growing concern for courthouse security	<ul style="list-style-type: none"> ▪ Protection of judges and lawyers ▪ Safety 	<ul style="list-style-type: none"> ▪ Delays getting in ▪ Demeaning – take off shoes ▪ Might impact on cases attorneys take (violent party) ▪ More fear on the part of lawyers ▪ Design of courthouse separate judges from attorneys
Growing complexity of issues	<ul style="list-style-type: none"> ▪ Judicial education ▪ Training of judges ▪ Training of lawyers ▪ Lack of judicial competence ▪ Issues becoming more complex ▪ Custody contests 	<ul style="list-style-type: none"> ▪ Increased costs ▪ Need for more education – lawyers and judges ▪ Longer trials ▪ Bad decisions ▪ QDRO – stock options, etc.

Academy of Matrimonial Lawyers – November 28, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none">▪ Family support magistrates appeal decisions	<ul style="list-style-type: none">▪ Lack of civility because uncertainty and lack of knowledge <ul style="list-style-type: none">▪ judge/one case)▪ Longer family assignments▪ Reassessment of the number of judges assigned to family

VALUES:

Justice
Respect
Fairness
Be pleasant
Honesty
Integrity
Civility
Efficiency

Attorney General's Office – November 1, 2007

TRENDS

IMPACT

STRATEGIES

Increased Judicial Intrusion on Executive Prerogatives

- Judicial Evaluations
- Recognition of Executive Branch decisions

- Judges getting into agency's area – micromanaging (i.e. assign to certain prison, give surgery to inmate)
- More time educating judge (type of litigation AGs do is not just about money – about policies)
- Wasted time on settlement conferences without a shot of settlement (already have agency determination)
- Judges going behind the decision and trying to force a settlement; perception that judge is only interested in moving cases
- Judges ordering things that cannot/should not be done resulting in expanding their jurisdiction beyond limits; has impact beyond an individual case.
- Frustrating basic public policy as set by leg. + exec.
- Safety implications / issues (i.e. motor vehicle cases, firearms permit).
- Wasted time going back and forth with judge
- Handling issues that are really not before the judge.
- Judge going beyond legal issues presented and trying to solve problems.

- Greater judge education in area of administrative law.
- Recognize that the types of cases are different and should be handled differently.
- Use metrics other than numbers to evaluate case management of Administrative Appeals.
- More specialization of judges in area of Administrative Appeals.
- Provide opportunities for bar to evaluate judges.

Attorney General's Office – November 1, 2007

TRENDS		IMPACT	STRATEGIES
More transparency / Public Demand for More Information vs. Privacy Interest	<ul style="list-style-type: none"> ▪ More transparency. ▪ Protection of personal health information. ▪ Identity theft. 	<ul style="list-style-type: none"> ▪ Expectation that state <u>should</u> do something ▪ Longer process / takes more time to seal records. 	<ul style="list-style-type: none"> ▪ Develop procedures and policies regarding electronic records and access.
Lack of Uniformity in JDs and GAs	<ul style="list-style-type: none"> ▪ Vagaries of local rules and practices. 	<ul style="list-style-type: none"> ▪ Frustration. ▪ Inefficiency. ▪ Wasted time in tracking / finding out local rules. ▪ No notice of local rules so no opportunity to discuss the rule. ▪ Advantage to local counsel. ▪ Embarrassment to one who does not know. 	<ul style="list-style-type: none"> ▪ Directive from top that "these are the rules; don't make your own." ▪ Look at developing Family Support Magistrate rules.
Decrease in Professionalism of Bench and Bar	<ul style="list-style-type: none"> ▪ Parochial thinking by Branch. ▪ Increasing loss of civility – Judges + staff 	<ul style="list-style-type: none"> ▪ Longer trials / motions. ▪ More appeals. ▪ Frivolous unnecessary motions (tactical). ▪ Less enjoyable to be with lawyer / judge. ▪ Frustration. 	<ul style="list-style-type: none"> ▪ Judges need to be more active in dealing with incivility. ▪ Individual docket assignment so judge on case knows people. ▪ More complex litigation
Increase in Appeals from Juvenile Cases	<ul style="list-style-type: none"> ▪ More appeals of juvenile court cases. 	<ul style="list-style-type: none"> ▪ Delays cases. ▪ Cases take longer to get through the system. ▪ Need more transcripts. ▪ Harm to kids. 	<ul style="list-style-type: none"> ▪ Judicial working with stakeholders to expedite appeals.
Increasing Specialization of Bar without specialization of the Bench	<ul style="list-style-type: none"> ▪ Specialization Bench. ▪ Specialization Bar. 	<ul style="list-style-type: none"> ▪ Bad decisions. ▪ More appeals. ▪ Wasted time. ▪ Need to educate judge in court. 	<ul style="list-style-type: none"> ▪ Individual calendaring (one judge handles a case). ▪ Perhaps specialization in a few areas – i.e., Administrative Appeals.

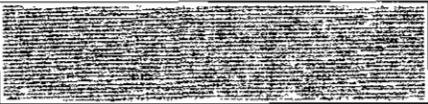
Attorney General's Office – November 1, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Judges won't decide motions for summary judgment, leading to more trials (the way we do it now results in diffusion of responsibility – doesn't help anyone – individual calendaring does help). 		
Increased Expectation / frustration with Inefficient Case Management System	<ul style="list-style-type: none"> ▪ More settlement expectations / procedures. ▪ Office of Adult Probation (OAP) / Contested Placements. ▪ Inmate pro se cases. ▪ Delay to trials. ▪ Case management issues. ▪ Use of Judge Trial Referee to hear Family Support Magistrate cases. ▪ More complex litigation judges/locations. ▪ Early settlement conferences. ▪ Judges as mediators. ▪ Cases assigned to individual judge (like feds). ▪ Increase in number of employment cases. ▪ Delays in getting decisions on motions. ▪ Increasing dockets, especially child support. ▪ Expectation of efficiency in scheduling. ▪ Increased Habeas. 	<ul style="list-style-type: none"> ▪ Frustration. ▪ Negative effect on resources. ▪ Delayed decisions / appeals. ▪ Lawyers responsible for moving cases (inefficient) (as opposed to judges being responsible (à la feds)) 	<ul style="list-style-type: none"> ▪ Explore individual calendaring. ▪ Specialization of judges. ▪ More effective use of technology in scheduling and communication. ▪ Greater utilization of video + telephone conferencing.
Increased Demand for Use of Technology	<ul style="list-style-type: none"> ▪ Lag in technical capability. ▪ Electronic discovery. 	<ul style="list-style-type: none"> ▪ Time issues – delay, inefficiency. 	<ul style="list-style-type: none"> ▪ Take advantage of what is available.

Attorney General's Office – November 1, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Expectation of full use of technology. ▪ More automation. ▪ Transporting inmates to court. ▪ Expectation of full use of communication technology. ▪ Electronic media. ▪ Access to all court filings online (like feds). ▪ Video conferencing. 	<ul style="list-style-type: none"> ▪ Greater expense.
Increased Demand to Service an Older Juvenile Population	<ul style="list-style-type: none"> ▪ Increased age of delinquency. ▪ More integration of abuse + delinquency cases. ▪ Increased accountability in child abuse cases. 	<ul style="list-style-type: none"> ▪ Not enough space (facilities). ▪ Pressure has a negative impact on civility because of workload increases without increase in staffing.
Demand for Greater Judicial Accountability	<ul style="list-style-type: none"> ▪ Current system does not evaluate what judges spent most of their time doing (motions, pre-trials). ▪ Judicial does not appear to have control over judges – only accountable to the legislature (perception). ▪ Bias against the state. 	<ul style="list-style-type: none"> ▪ Training of "beleaguered staff" to avoid confrontation + understand clients' needs. ▪ Judicial needs to do a great job over at legislature to obtain resources to match demands of the law. ▪ Continuous communication between Attorney General (AG) and Office of the Chief Court Administrator (OCCA) (Breakfast, lunch). ▪ Judicial report cards. ▪ Some type of evaluation should be public. ▪ Establish a committee of judges and lawyers to look at the evaluation process. ▪ Train / counsel judges to make decision based upon what they see before them. ▪ Educate judges as to the Attorney General's Office – "We're lawyers too, we're not just the state."

Attorney General's Office – November 1, 2007

TRENDS		IMPACT	STRATEGIES
			▪ More involvement of Judicial in the appointment/selection process.

Values:

- Balance / fairness
- Professionalism
- Respect
- Follow the rules
- Helpful (clerk's offices)
- Unbiased (vis à vis AG treated differently)
- Sensitivity to consequences with respect to timeliness (or the lack of it) in issuing decisions
- Creative thinking to solve problems
- Recognition that AG's do not have unlimited resources or authority.
- Treat AGs equally with regular/private bar
- Follow the law
- Efficiency
- Perhaps more of an open, ongoing dialogue between AGs and Office of the Chief Court Administrator (OCCA)

Connecticut Bar Association – October 23, 2007

TRENDS	IMPACT	STRATEGIES	
Need to humanize the legal process for all participants	<ul style="list-style-type: none"> ▪ Need for therapeutic jurisprudence ▪ Too much adversarial emphasis ▪ Specialty courts (i.e. community court) ▪ Litigants even less satisfied with experience ▪ Treatment of witnesses ▪ Can't afford legal representation 	<ul style="list-style-type: none"> ▪ Lack of civility/respect ▪ Reduced effectiveness of courts because of public perception ▪ Opt out of courts because sick of/overwhelmed by large system ▪ Depression among lawyers/adversarial environment ▪ Does not treat participants as customers 	<ul style="list-style-type: none"> ▪ Drastic overhaul of the system (rules of court) (aim for efficiency) ▪ Standardization of process/scheduling ▪ Look at other states/feds for more efficient system ▪ Individual calendaring of cases (à la feds) ▪ Look at small vs. large practitioner ▪ Concept of "customer service"/responsiveness ▪ More creative solutions/specific solutions to specific problems
Need for more civility amongst/between judges, lawyers, etc.	<ul style="list-style-type: none"> ▪ Unhappy lawyers ▪ Burnout ▪ Need for more civility amongst/between judges, lawyers, etc. ▪ More lawyers leaving the practice than joining ▪ Technology 24/7 ▪ Life/work balance ▪ View of practice as "business" rather than "profession" 	<ul style="list-style-type: none"> ▪ Increased delays ▪ Makes resolving cases more difficult ▪ Unhappy lawyers ▪ Increase in motion practices ▪ Negatively affects the clients ▪ Disrespect for whole system ▪ Attorney just responding to system ▪ Systemic inducements to incivility (need for civil judges) 	<ul style="list-style-type: none"> ▪ More professionalism/seminars ▪ Enforcement by judges ▪ Training for judges ▪ Degaming system (more uniformity in system – automatic orders) ▪ Adopt federal rules (but can be expensive)
Remoteness of system leading to an erosion of confidence and disconnection	<ul style="list-style-type: none"> ▪ Charm school for judges ▪ Court clerk training ▪ Judicial administration out of touch ▪ Over centralization of court administration ▪ Small claims log jam ▪ Need for community courts 	<ul style="list-style-type: none"> ▪ More pro se litigants ▪ Dissatisfied public ▪ Go elsewhere ▪ Contrary advice given (by clerks) 	<ul style="list-style-type: none"> ▪ More training (charm school) for judges ▪ Expand judge school ▪ More training for court clerks (customer service) ▪ More sufficient information as to how the system works

Connecticut Bar Association – October 23, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Unfunded mandates (i.e. court rules) ▪ Archaic Practice Book rules 	<ul style="list-style-type: none"> ▪ Rotate judges/clerks ▪ Use law students/volunteers – partnership with law schools and colleges ▪ Judge/lawyer retreat 	
Increase in security concerns	<ul style="list-style-type: none"> ▪ COOP ▪ CT (in) security ▪ Safety/security 	<ul style="list-style-type: none"> ▪ Strip searches ▪ Inconsistency among courts (degrading) inability to communicate to security staff ▪ Can make you late for court appearance, etc. ▪ Camera phones ▪ Courtrooms are locked during recess – to place to meet/talk ▪ Inherent suspicion on part of judicials ▪ Don't differentiate between pro se litigants and attorneys ▪ iPod Stamford 	<ul style="list-style-type: none"> ▪ More (centralized) training for staff (Judicial Marshals) ▪ Uniform expectations ▪ Re-examine rules ▪ Streamline process for bringing in AV equipment ▪ Study to assess risks and how to appropriately address those risks
Negative image of profession	<ul style="list-style-type: none"> ▪ Image of profession ▪ More advertising ▪ Image of profession – why do I need you? 	<ul style="list-style-type: none"> ▪ Retire ▪ Lack of confidence in entire judicial process and bar (states attorneys, public defenders, etc.) ▪ Total alienation 	<ul style="list-style-type: none"> ▪ Better communicate as to what role of judiciary is and attorneys ▪ Media coverage ▪ Other publication ▪ Outreach ▪ Public relations for what good services lawyers provide ▪ Lawyers need to go out and show good they are doing ▪ Need to give judges “teeth” in professionalism
Politicization of the courts leading to the erosion of public confidence	<ul style="list-style-type: none"> ▪ Call for more transparency ▪ Politicization of courts ▪ Public's focus on knowledge of court cases/processes (against 	<ul style="list-style-type: none"> ▪ Get less money. ▪ Erosion of court's/judicial independence and impartiality 	<ul style="list-style-type: none"> ▪ Try to get press not to repeatedly talk about party of judge with each decision he/she makes

Connecticut Bar Association – October 23, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ privacy) ▪ Increased press coverage/interest ▪ Challenge to judicial independence 	<ul style="list-style-type: none"> ▪ Slowing down the process from abundance of caution ▪ More careful, thoughtful outcomes (Norman) ▪ May lead to increased understanding of court process ▪ May impact on where to bring cases 	<ul style="list-style-type: none"> ▪ Carefully manage increased openness to create positive image of judiciary
Increased interest in and need for alternatives to litigation	<ul style="list-style-type: none"> ▪ ADR will trump courts ▪ Lack of respect for mediation ▪ Too much adversarial emphasis ▪ <u>Family law</u>: increase in mediation, collaborative law, etc. (not utilizing the courts to resolve family issues) ▪ Decline in jury trials and corresponding rise in private ADR ▪ More mediation ▪ More and more internet in mediation ▪ Greater need for ADR ▪ Increased calls for end of archaic Practice Book 	<ul style="list-style-type: none"> ▪ Fewer pro se litigants ▪ Marginalizing courts ▪ Less crowded dockets ▪ "Class system" – rich – ADR; poor – court ▪ Mediator may provide "legal assistance" to pro se ▪ Courts will focus on more family criminal vs. civil ▪ Less caselaw developed – but more creativity is possible ▪ Acknowledges cultures that are less confrontation-oriented ▪ People can tailor their solutions = greater satisfaction 	<ul style="list-style-type: none"> ▪ Communicate/market to audiences that might benefit from it ▪ Better training for judges in mediation techniques ▪ Mimic fed/private – involve the parties in the process ▪ Mediation judges ▪ Encourage use ATR and fact finding arbitrators ▪ Uniformity
Need for increased focus on legal needs of a diverse population	<ul style="list-style-type: none"> ▪ Spanish speaking nation ▪ Diversity ▪ LEP ▪ Language barriers ▪ Growing number of language minorities ▪ Disability 	<ul style="list-style-type: none"> ▪ Alienation ▪ Increased inefficiency ▪ Confusion/dissatisfaction ▪ Greater demand on staff/judge time ▪ Delay for lawyers 	<ul style="list-style-type: none"> ▪ Investigate use of technology ▪ Hire more interpreters ▪ Cultural sensitivity training for judges/staff ▪ Forms in Spanish/multiple language forms ▪ Provide training in basic language skills for staff ▪ Provide publications in

Connecticut Bar Association – October 23, 2007

TRENDS	IMPACT	STRATEGIES	
Increased use of technology	<ul style="list-style-type: none"> ▪ Technology ▪ E-filing/technology ▪ Increase in electronic discovery issues ▪ Technology negative impact (24/7) ▪ Court fall further behind in technology ▪ E-discovery issues ▪ Remote access/computer ▪ Rapid change in technology ▪ Unauthorized practice of law by internet providers ▪ Transportation – video conferencing 	<ul style="list-style-type: none"> ▪ Increased expense/reduced expense ▪ More pro ses ▪ More efficiency ▪ Interpersonal isolation/depersonalization ▪ Raised expectations ▪ May be harder for pro ses ▪ Difference in generations/impact on them ▪ Streamline depositions/discovery procedure 	<ul style="list-style-type: none"> ▪ Spanish ▪ Hire more “multiple language” speakers ▪ Cope and adjust ▪ Retire ▪ Ongoing technology plan/develop ▪ Monitor technology develop ▪ Efilms training ▪ Efile menu coordinated with practice book ▪ Develop videoconferencing for arguments and mediation ▪ Telephonic rulings ▪ Change rules to permit greater technology use ▪ Update the courtrooms – wireless/outlets/“holes”
<p>Pro se litigants</p> <p>Increased numbers</p> <p>Increased needs for services</p> <p>Courts/legal system not meeting the needs</p> <p>Democratization of legal process and empowerment of pro se litigants</p>	<ul style="list-style-type: none"> ▪ Pro se exponential increase ▪ Pro se parties ▪ Growing numbers of pro se litigants ▪ High cost of legal representation ▪ Can't afford legal representation ▪ Increased pro se parties ▪ Unbundling ▪ Ombudsman re: delay ▪ Pro se litigants ▪ Unauthorized practice of law by internet providers ▪ Cost of access to the system, perceived or real ▪ Increase in number of pro ses 	<ul style="list-style-type: none"> ▪ Slow down process ▪ Delay ▪ Increase in volume (population) of what courts have to do ▪ Changing role of lawyer and judge ▪ People don't think they need lawyers ▪ Poor results received from courts ▪ Increase in grievances and claims against lawyers ▪ Challenges to role of judge ▪ Increasing expectations ▪ Positive – increase in number of people who feel 	<ul style="list-style-type: none"> ▪ Unbundled legal services ▪ Separate pro se dockets ▪ More community courts ▪ Better communication by bar of pro bono services ▪ Increase funding for legal services ▪ Increase in number of court service centers and public information desks ▪ Better training for clerks office

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TRENDS	IMPACT	STRATEGIES
<p>Cost of legal services too high</p>	<ul style="list-style-type: none"> ▪ empowered (therefore feel better) ▪ Reduce quality of process ▪ Drives people to ADR 	
<p>Greater competition for funding of state agencies</p>	<ul style="list-style-type: none"> ▪ Aging court facilities ▪ Huge interest in more probation officers (i.e., Cheshire) ▪ Dissatisfaction leads to other alternatives and lower funding (vicious cycle) 	<ul style="list-style-type: none"> ▪ Why is judicial in this business? ▪ Middleclass awareness of legal system ▪ Mimic private mediation process ▪ Frontload (most utilized facilities/part of process) ▪ Mandatory mediation (quick resolution) ▪ Greater education ▪ Communicate purpose of funds (i.e. improved efficiency, better facilities) ▪ Streamline lease and building process for court facilities ▪ Focus on building a broad constituency – focus on public benefit ▪ Shouldn't take money from hiring more clerks/need for more probation officers should be an add on
<ul style="list-style-type: none"> ▪ Economic downturn ▪ Probate courts run out of money 		

American Board of Trial Advocates – November 6, 2007

TRENDS	IMPACT	STRATEGIES
Increased lack of respect of system for jurors leads to reluctance to serve	<ul style="list-style-type: none"> ▪ Decrease in voluntary jury duty ▪ Treatment of jurors ▪ How to properly/adequately educate jurors 	<ul style="list-style-type: none"> ▪ Lose your jury system (decline of system) ▪ People ignore the summons ▪ Deprives people of jury of peers ▪ Longer to pick a jury ▪ Harder to get an impartial jury ▪ Concentrates power in judges with possible lack of fairness because judges are subject to outside pressure/control
Increasing inadequacy of infrastructure/court facilities	<ul style="list-style-type: none"> ▪ Terrorism ▪ Technology advances ▪ More security in courthouses ▪ Aging courthouse facilities 	<ul style="list-style-type: none"> ▪ Educate public as to need for jury system/jurors ▪ Include material in jury summons emphasizing importance/essentialness of jurors ▪ More money for jurors. ▪ Legislation to guarantee the anonymity of jurors in certain cases (i.e. limit disclosure of juror names in criminal cases)
Diminishing independence of judiciary	<ul style="list-style-type: none"> ▪ Increasing demand for resources by branch ▪ Public loses respect for judicial system ▪ Resentment/frustration of lawyers/public ▪ Diminishes a sense of ownership of the community in the judiciary 	<ul style="list-style-type: none"> ▪ Reconfigure the existing space to make it more workable ▪ Different scheduling – stagger times for cases/pretrials/events ▪ Manage time better – i.e., use all day, not just a.m. ▪ Staggered hours to cover all times, including evening ▪ Reallocation of personnel ▪ Better pay for staff so we keep them ▪ Make it easier for people to get in and out of court
Diminishing independence of judiciary	<ul style="list-style-type: none"> ▪ Politicization of judiciary ▪ Legislature overreaching to judicial branch ▪ Pressure of outside organizations on judiciary 	<ul style="list-style-type: none"> ▪ Diminished courage/fearful judges ▪ Diminished confidence in the system by public ▪ Fewer quality applicants for judgeships ▪ Negative impact on judges' morale
Diminishing independence of judiciary	<ul style="list-style-type: none"> ▪ Enlist bar support in speaking for judicial independence ▪ Greater cooperation between judicial and bar to address the issues and improve the system ▪ More organized interaction between bench and bar 	<ul style="list-style-type: none"> ▪ Enlist bar support in speaking for judicial independence ▪ Greater cooperation between judicial and bar to address the issues and improve the system ▪ More organized interaction between bench and bar

American Board of Trial Advocates – November 6, 2007

TRENDS	IMPACT	STRATEGIES	
Erosion of confidence in the judicial system	<ul style="list-style-type: none"> ▪ Increasing skepticism of public and lack of trust in system ▪ Lack of judicial knowledge of law in area in question ▪ How to respond to judicial misconduct ▪ Lack of accountability of judiciary ▪ Treatment of public by courthouse personnel ▪ Influence of the media in the system 	<ul style="list-style-type: none"> ▪ Causes citizens to feel disenfranchised from and to lose respect for the judicial system ▪ Tough to get funds ▪ Tougher to get jurors ▪ Legislature is getting more involved 	<ul style="list-style-type: none"> ▪ Encourage greater collaboration and cooperation between the organized bar and the bench ▪ Public outreach and public education, particularly in the school systems ▪ Public service (emphasize in judicial) ▪ Expand/promote internship opportunities ▪ Expand Public Service Excellence Program ▪ Review/look at role of marshals vis à vis civil and criminal courts – get rid of “military look” ▪ Improve hiring process for marshals ▪ Personnel training in courtesy and people/staff management
Diminishing professionalism within the legal profession	<ul style="list-style-type: none"> ▪ Lack of lawyer candor with court ▪ Too many lawyers ▪ Diminishing competence of legal profession ▪ Lack of civility among the bar ▪ Lack of control of clients by lawyers ▪ Lack of lawyer training ▪ Availability of adequate representation 	<ul style="list-style-type: none"> ▪ People not following rules and they are not held accountable by judges ▪ Suffer diminished regard from public ▪ Unhappy lawyers/leaving profession ▪ Unhappy clients ▪ Increase in grievances and defalcations 	<ul style="list-style-type: none"> ▪ Greater emphasis among organized bar to acknowledge issue ▪ Continued cooperation with bar and bench to address these issues with rules, etc. ▪ Continued openness of the grievance process and publicity by Mark DuBois’ office
Growing gap between complexity of cases and judicial system’s	<ul style="list-style-type: none"> ▪ Complex litigation has failed ▪ Local rules inconsistent with federal rules causing confusion 	<ul style="list-style-type: none"> ▪ Cases do not move through the system ▪ Justice is delayed and denied 	<ul style="list-style-type: none"> ▪ Establish committee/group to meet with CAJ to re-evaluate complex litigation criteria,

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TRENDS	IMPACT	STRATEGIES
management of cases	<ul style="list-style-type: none"> ▪ Cases become more and more expensive 	<ul style="list-style-type: none"> ▪ standards, etc. ▪ Better management/greater accountability for complex litigation judges ▪ Try to implement a Special Masters program by rule (like F.R.C.P. 53) ▪ Have judges assigned specifically to mediation (not necessarily full-time but possibly full-time) ▪ Re-evaluate court officers in complex litigation, necessary? effective? ▪ Individual scheduling/ staggered hours for motions ▪ Implement rules of complex litigation that would require judges to schedule and rule on motions ▪ Revamp complex litigation – in conjunction with judges and members of the bar ▪ Clarify the standards/criteria for submission to complex litigation ▪ Possible bar input into the assignment of complex litigation judges
Increasing costs of litigation	<ul style="list-style-type: none"> ▪ Pricing system out of range of average citizen – leaving only criminal/family/housing ▪ Litigation has become “the sport of kings” ▪ Disenfranchise the poor 	<ul style="list-style-type: none"> ▪ Put limits on the discovery that can be done without court approval (by rule) ▪ Rule 53 Special Masters – consider implementing in state

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TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Lack of judicial case management ▪ Increasing complexities of trials ▪ Increased cost of litigation ▪ Increasing cost of legal representation 	<ul style="list-style-type: none"> ▪ Jurisdictional limits (money) would drive rules on <u>amount</u> of discovery (lower "value" of case would lead to less discovery) plaintiff pleads → case is then on a different track) ▪ Eliminate court-mandated arbitration ▪ Revise individual voir dire to make it more efficient (i.e., jury in a box, limited number of questions that can be asked without judge's permission) ▪ Better management of juror/voir dire (i.e., getting jurors in and processed more quickly)
Increasing demand on judicial to solve socio-economic problems	<ul style="list-style-type: none"> ▪ Increasing poverty in large cities ▪ Illegal aliens ▪ Prison overcrowding 	<ul style="list-style-type: none"> ▪ Fewer judicial resources to handle other issues ▪ More social services as opposed to adjudication (i.e., core functions) ▪ Increased competition for limited financial resources
		<ul style="list-style-type: none"> ▪ Legalization of limited number of drugs ▪ Increase the social services arm of judiciary – take it out of judicial branch ▪ Increased support from CBA to get monies allocated to judicial's needs (more collaboration) ▪ More publication/education of the public about problem of increased demands without increased funds being allocated to support programs ▪ Put more of the costs on the

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TRENDS

IMPACT

STRATEGIES

the litigants, not the branch

Values:

- Efficiency
- Competency
- Predictability
- Courtesy
- Professionalism
- Dignity
- Honesty
- Fairness

Connecticut Criminal Defense Lawyer Association – November 14, 2007

TRENDS	IMPACT	STRATEGIES
Growing immigrant population and plea consequences	<ul style="list-style-type: none"> ▪ Immigration impact on criminal cases 	<ul style="list-style-type: none"> ▪ Delays due to lack of interpreters ▪ More post-plea motions ▪ Fewer pleas – collateral consequences ▪ Harder to move docket ▪ More trials
Growing global support for abolition of death penalty	<ul style="list-style-type: none"> ▪ Abolition of death penalty 	<ul style="list-style-type: none"> ▪ Reduced cost of capital trials ▪ Less trial time ▪ Free up public defender's office ▪ More plea agreements ▪ Speedier disposition ▪ More humane judicial system ▪ Less money spent on security
Growing lack of sensitivity to non-English speaking population	<ul style="list-style-type: none"> ▪ Dialect language variations ▪ Translations 	<ul style="list-style-type: none"> ▪ Delays due to lack of interpreters ▪ More post-plea motions ▪ Fewer pleas – collateral consequences ▪ Harder to move docket ▪ More trials
Rising cost of defense	<ul style="list-style-type: none"> ▪ Public defender/special public defender funding ▪ Costs of litigation ▪ Costs of experts ▪ Private/public collaboration 	<ul style="list-style-type: none"> ▪ Overburden on public defender ▪ Less just outcomes ▪ Lack of competency/experience of special public defender
Increasing restrictions on post-conviction remedies	<ul style="list-style-type: none"> ▪ Habeas issues 	<ul style="list-style-type: none"> ▪ More people locked up ▪ Lack of trust in process ▪ More difficult to uncover genuine unfairness ▪ Incompetent special public

Connecticut Criminal Defense Lawyer Association – November 14, 2007

TRENDS		IMPACT	STRATEGIES
Growing favoritism of prosecutors	<ul style="list-style-type: none"> ▪ Conflicts between supreme and appellate court lead to uncertainty (prosecutorial misconduct) ▪ Prosecutors get cert. granted more than defense 	<p style="text-align: center;">defenders</p> <ul style="list-style-type: none"> ▪ New judges may be completely influenced by prosecutors ▪ Loss of judicial independence ▪ Judges may feel state's attorneys can influence assignment of judges ▪ Prosecutors feel they can get away with anything 	<ul style="list-style-type: none"> ▪ Judges in control of process ▪ Education of judges ▪ Regular meetings where these issues can be vetted with judiciary
More difficult for clients to get to court	<ul style="list-style-type: none"> ▪ Access ▪ Gas prices 	<ul style="list-style-type: none"> ▪ More rearrests ▪ Delay ▪ Total distrust ▪ Frustration ▪ Stress ▪ No consistency 	<ul style="list-style-type: none"> ▪ Staggered dockets ▪ Abolish call of cases at 10:00 a.m. ▪ Start earlier ▪ Night court
Increasingly inadequate and aging facilities	<ul style="list-style-type: none"> ▪ Delay ▪ Overcrowded courtrooms ▪ Delay in prisoners getting to courthouse ▪ Security ▪ New courthouse construction ▪ Confidential communications with lawyers ▪ Areas for lawyer/prisoner private talks ▪ Aging facilities ▪ Physical plant (courthouse) infrastructure ▪ Courtrooms and computers ▪ No place to meet with clients 	<ul style="list-style-type: none"> ▪ Lack of confidentiality ▪ System loses credibility ▪ Delays in process ▪ Impact on aging population ▪ Lack of computer services 	<ul style="list-style-type: none"> ▪ Unlock attorney conference rooms ▪ Wireless – expand ▪ Build into new buildings attorney client interview rooms ▪ Creative use of unused space
More difficult to obtain reasonable bail without appellate review	<ul style="list-style-type: none"> ▪ Excessive bail ▪ Electronic advances ▪ Unnecessarily high bonds ▪ No bail on appeal 	<ul style="list-style-type: none"> ▪ More people locked up ▪ More people locked up longer ▪ Angry defendants ▪ Coerced pleas 	<ul style="list-style-type: none"> ▪ Real appellate review ▪ Judges following Practice Book Rules ▪ Caps on bail for certain case

Connecticut Criminal Defense Lawyer Association – November 14, 2007

TRENDS	IMPACT	STRATEGIES
<p>Growing reluctance to serve as jurors</p>	<ul style="list-style-type: none"> ▪ Unreasonable bail ▪ High bail 	<ul style="list-style-type: none"> ▪ Longer sentences
<p>Increase in focus on sentencing issues</p>	<ul style="list-style-type: none"> ▪ Representative juries ▪ Voir dire juror information ▪ Post Traumatic Stress Disorder for jurors 	<ul style="list-style-type: none"> ▪ types <ul style="list-style-type: none"> ▪ Alternatives to 10% cash bond ▪ Presumption you can post 10% bond ▪ More strict rules re role of bail commissioner ▪ Judicial independence – judges afraid – media coverage ▪ No juror's names in paper ▪ Increase pay/expand duration of pay ▪ No criminal background checks of jurors ▪ Education/public outreach ▪ Update videotapes ▪ Market jury service ▪ Counseling for jurors post-service ▪ Courtroom clerk should know policy of major employers re jury duty
	<ul style="list-style-type: none"> ▪ Alternatives to incarceration ▪ Cost of incarceration ▪ Alternate sentences ▪ Sentencing Commission ▪ Roadblocks to alternative programs ▪ Sentencing reform ▪ Sentence review is broken 	<ul style="list-style-type: none"> ▪ Longer/stiffer sentences ▪ Less use of alternate sentencing ▪ Less judicial discretion/independence ▪ Less accelerated rehabilitation (AR) ▪ More trials; fewer pleas ▪ Less parole ▪ More recidivism ▪ Disparate sentences lead to disrespect for court system

Connecticut Criminal Defense Lawyer Association – November 14, 2007

TRENDS	IMPACT	STRATEGIES
<p>Dumping of offenders back into society without effective support</p>	<ul style="list-style-type: none"> ▪ Re-entry to society 	<p>sentence review</p> <ul style="list-style-type: none"> ▪ Set up “alert mechanism” to let bar know when a judge is facing issues on reappointment ▪ Meaningful appellate review of sentence review ▪ Provide “moot court” type of experience for judges before they go before judiciary commission on reappointment ▪ Judiciary must assert independence to impose fair/just sentences ▪ Enlist bar support for judges who cannot speak for themselves ▪ Rotate judges sitting on sentence review ▪ Revise judicial reappointment process ▪ Educate legislative judiciary committee as to role/responsibility of judge ▪ Review/establish criteria for reappointment ▪ Set up liaison committee between judiciary and bar to disseminate information <p>Increased programs</p> <ul style="list-style-type: none"> ▪ Educating the public on re-entry ▪ Rehabilitation programs in prisons
<p>Dumping of offenders back into society without effective support</p>	<ul style="list-style-type: none"> ▪ Recidivism ▪ Homeless population increases ▪ Increase in mentally ill population 	

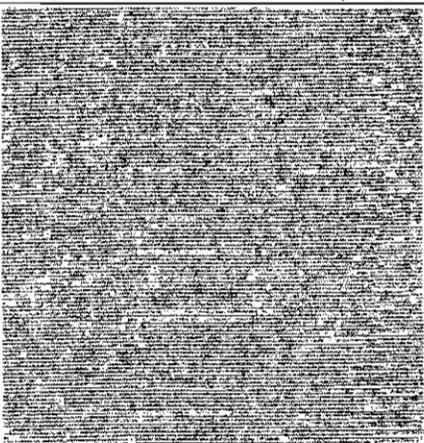
Connecticut Criminal Defense Lawyer Association – November 14, 2007

TRENDS	IMPACT	STRATEGIES	
		<ul style="list-style-type: none"> ▪ Greater probation resources ▪ Greater judicial concern about backend of sentencing ▪ More holistic approach 	
Increasing denigration of lawyers	<ul style="list-style-type: none"> ▪ Trust ▪ Treatment of lawyers ▪ Problems getting continuances ▪ Civility ▪ Perceptions of minorities ▪ Access to police reports ▪ Locked courtrooms ▪ Shoe removal at metal detectors ▪ Lawyer vs. Marshal issue 	<ul style="list-style-type: none"> ▪ Public distrust of system ▪ Increased <u>costs</u> ▪ Knee jerk reactions ▪ Increased sentences ▪ Angry/fearful public ▪ Public blaming judges/DOC/parole, et al ▪ Private lawyers are treated differently from public defenders/special public defenders ▪ Inconsistencies from courthouse to courthouse on access and procedures ▪ Lawyers denigrated in presence of public ▪ Delay in other processes; delay in getting into court ▪ Contributes to lack of respect for lawyers in courthouse ▪ Difficulty in drawing a line between security need/dignity ▪ Increasing insensitivity to realities of profession/practice of law (i.e., obtaining continuances) ▪ "Wet socks" – marshal issue ▪ Embarrassment of lawyers 	<ul style="list-style-type: none"> ▪ Should have an attorney line ▪ Staggered scheduling/ a.m./p.m. dockets ▪ Night court ▪ Open courthouses early ▪ Allow access to courtrooms before 10:00 a.m. ▪ Bring back Criminal Commission as a viable mechanism for resolving these issues (access to reports, courts, courtrooms) ▪ Practice Book rules re copies of reports etc. – eliminate "local rules" ▪ Consistent rules ▪ Bar card that would allow you access
Increased loss of judicial independence	<ul style="list-style-type: none"> ▪ Legislative knee jerk reactions ▪ Judges looking over shoulders at legislature (i.e. reappointment) ▪ Judicial scrutiny ▪ "Openness of courts" ▪ Lack of independent judiciary ▪ Cheshire case 	<ul style="list-style-type: none"> ▪ Higher bail ▪ Longer sentences/unfair sentences ▪ Overcrowding prisons ▪ "Safe range" less creativity ▪ Less use of diversionary programs 	<ul style="list-style-type: none"> ▪ Non-case specific statements about nature of case and sentencing to inform public ▪ Expanded speakers bureau/greater marketing of speakers ▪ Use opportunities to provide

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TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Youthful offender status determined by prosecutors ▪ Loss of independent constitutional officers 	<ul style="list-style-type: none"> ▪ More distrust in system ▪ Ill applied uniformity ▪ Longer/stiffer sentences ▪ Less use of alternate sentencing ▪ Less judicial discretion/independence ▪ Less accelerated rehabilitation (AR) ▪ More trials; fewer pleas ▪ Less parole ▪ More recidivism ▪ Disparate sentences lead to disrespect for court system 	<ul style="list-style-type: none"> education on importance of judicial independence/ emphasize nature of judge as independent constitutional officer ▪ Increase use of cameras in courtrooms ▪ Require more experienced judges to spend time in GA every few years – rotate judges ▪ Reexamine the assignment of new judges
Increase in mentally ill population without increase in services or facilities	<ul style="list-style-type: none"> ▪ Lack of mental health programs ▪ Mental illness ▪ Civil commitment ▪ What to do with the mentally ill 	<ul style="list-style-type: none"> ▪ Recidivism ▪ Homeless population increases ▪ Increase in mentally ill population ▪ Public distrust of system ▪ Increased costs ▪ Knee jerk reactions ▪ Increased sentences ▪ Angry/fearful public ▪ Public blaming judges/DOC/parole, et al 	<ul style="list-style-type: none"> ▪ Mental health diversionary program of CSSD/Judicial ▪ Seminars on indicia of mental illness for judges
Growing sensitivity to wrongful convictions	<ul style="list-style-type: none"> ▪ Wrongful convictions 	<ul style="list-style-type: none"> ▪ Greater review ▪ Greater admissibility of expert testimony 	<ul style="list-style-type: none"> ▪ Develop pattern jury instructions on “snitch id.” Non-recorded confessions, “eye witness identification” ▪ Educating judges on misidentification issues
Increase in Draconian lifetime punishment of sex offenders	<ul style="list-style-type: none"> ▪ Juvenile sex offenses ▪ Sex offender registration – community rejection 	<ul style="list-style-type: none"> ▪ Less plea bargaining ▪ More trials ▪ Increased cost of prosecution 	<ul style="list-style-type: none"> ▪ Abolish so-called sexual treatment program ▪ Increased resources

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TRENDS	IMPACT	STRATEGIES
<p>Increasing use of technology</p>	<ul style="list-style-type: none"> ▪ Electronic advances ▪ Tele-conference 	<ul style="list-style-type: none"> ▪ Sex offender release/housing ▪ Sex offenders in community
	<ul style="list-style-type: none"> ▪ Cost of experts ▪ Plea bargain out sex component so client does not get appropriate treatment ▪ Increase in violations of probation (VOP) because conditions are so onerous ▪ Impact on victims' advocate ▪ No juvenile sex offender treatment programs in Connecticut – locking up, not treatment or sending juveniles away 	<ul style="list-style-type: none"> ▪ Get rid of sex offender treatment based on AA model ▪ Investigate treatment model for sex offender ▪ Support for inpatient sex offender treatment programs

Connecticut Defense Lawyers Association – November 7, 2007

TRENDS	IMPACT	STRATEGIES
Increase in Mortgage Foreclosures	<ul style="list-style-type: none"> ▪ Increase in mortgage foreclosures. 	<ul style="list-style-type: none"> ▪ More judicial resources used. ▪ Clerks have more paperwork. ▪ Ties up short calendar. ▪ More bodies in court.
Declining Number of Jury Trials	<ul style="list-style-type: none"> ▪ Need to preserve the jury trial. ▪ Difficulty getting jurors. ▪ Reduced number of jury trials. ▪ Fewer trials (more settlements). ▪ More arbitrations. ▪ Reduced number of live witnesses at trial. 	<ul style="list-style-type: none"> ▪ Quality of justice decreasing. ▪ Loss of skills by judges / attorneys. ▪ Won't have voice of community – your peers. ▪ Loss of right to jury trial when not available or cases delayed.
Increased Cost and Decreased Integrity of the System	<ul style="list-style-type: none"> ▪ “Commercialization” of expert witness evidence. ▪ Porter hearings. ▪ Very high expert fees. 	<ul style="list-style-type: none"> ▪ Public has less access to judicial system. ▪ Integrity of system goes down. ▪ Affects settling cases.
Less Opportunity to Argue and Less Care Taken by Judges in Connection with Motion	<ul style="list-style-type: none"> ▪ Oral arguments. ▪ Less motion practice. ▪ Hesitance to grant dispositive motions. ▪ Speed of deciding motions. 	<ul style="list-style-type: none"> ▪ Issues don't get decided until on trial. ▪ Most file more briefs. ▪ Motions denied - attorneys become cynical.

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TRENDS	IMPACT	STRATEGIES	
Practice	<ul style="list-style-type: none"> ▪ Can't evaluate cases. ▪ End up filing a lot of briefs with no results. ▪ Reflects poorly on lawyers – clients think not doing job. 		
Growing Separation Between Bar & Bench	<ul style="list-style-type: none"> ▪ Limited access to judges. ▪ Less trust. ▪ Public perception is won't get fair trial – downside of closing separation gap. (see lawyer and judge talking) ▪ Young lawyers are not meeting judges. ▪ Law appears to be a trade – not a profession. 	<ul style="list-style-type: none"> ▪ Interact more. ▪ Judges walk hall more. ▪ Area for lawyer access to meet judges. ▪ Go back to old short calendar that encourages interaction. 	
Growing Disconnect Between Reality of plaintiff's Damages and Jury Verdicts	<ul style="list-style-type: none"> ▪ Huge verdicts making trials riskier for physicians. ▪ Excessive damages - argument of specific numbers. ▪ Decreased public awareness of medical expense reimbursement policies. (Managed Care Organizations - MCOs, social benefits). ▪ More appeals because of higher verdicts. 	<ul style="list-style-type: none"> ▪ Quality of justice declines. ▪ Unable to get good jury. ▪ Fewer jury trials. ▪ Jury's award more than liability. Policy will pay – lack of understanding on jurors part. 	<ul style="list-style-type: none"> ▪ Attorneys in voir dire have to be completely removed from scheduling issues – weed out jurors with scheduling issues before voir dire (also knowing parties and witnesses). ▪ Judges should enforce necessity / importance of jury duty. ▪ Bring back decorum / professionalism of jury selection – make sure clerk is available. ▪ Judge should be attuned to jury. ▪ Train judges on jury selection. ▪ Change rules of evidence on expert witnesses so jury knows medical bills were paid.

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TRENDS	IMPACT	STRATEGIES
Growing Influence of Media	<ul style="list-style-type: none"> ▪ Need dignity in system. ▪ "Oprahfication" of the public perception. 	<ul style="list-style-type: none"> ▪ People don't know how to treat the court – decline in dignity, lack of professionalism. ▪ Jurors compare process to TV shows.
Decline in Court Decorum	--	<ul style="list-style-type: none"> ▪ Change rules regarding collateral source evidence ▪ Change evidentiary rules to bring the process more in line with reality.
Decline in Court Decorum	--	<ul style="list-style-type: none"> ▪ Court imposed dress code. ▪ Judges address this in juror overview – this is not TV.
Increasing Demand for Use of Technology in Courtroom	<ul style="list-style-type: none"> ▪ Electronic filing access. ▪ Use of technology. ▪ Electronic-digital communications with court. ▪ Cameras in court. ▪ High tech excludes low tech parties. ▪ Use and control of technology in the courtroom. ▪ Courts to provide technology to avoid appearance of defendant's insurance company deep pockets. Available to plaintiff and defendant equally. 	<ul style="list-style-type: none"> ▪ People don't know how to treat the court – decline in dignity, lack of professionalism. ▪ Jurors compare process to TV shows.
Decline in Efficiency and Effectiveness of Case Management	<ul style="list-style-type: none"> ▪ Skews the playing field. ▪ Increases expenses. ▪ Underscores lack of resources in court itself (lack of equipment). ▪ Greater gap between have/have not – court becomes more "exclusive." ▪ Better for management of trial; scheduling of witnesses (use of videotape). 	<ul style="list-style-type: none"> ▪ Equip courtrooms with / make available in courtrooms the technology.
Decline in Efficiency and Effectiveness of Case Management	<ul style="list-style-type: none"> ▪ Docket flexibility. ▪ Firm trial dates not really firm. ▪ Expand use of Complex Litigation Docket. 	<ul style="list-style-type: none"> ▪ Cases are open / pending a long time / lost in limbo. ▪ Makes cases more difficult to settle since parties have
Decline in Efficiency and Effectiveness of Case Management		<ul style="list-style-type: none"> ▪ More utilization of bifurcation of trials: liability phase / damages phase. ▪ Enforce discovery rules

Connecticut Defense Lawyers Association – November 7, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Limited access to complex litigation in Bridgeport and Stamford – per Judge Hiller. ▪ Management of pro se cases. ▪ Less caseload autonomy. ▪ Enforce discovery rules. ▪ Inconsistencies among the various JDs – no uniformity across the state. 	<ul style="list-style-type: none"> ▪ already spent so much on case. ▪ No consistency from JD to JD or case to case so same issue comes up over and over (i.e. attach medical opinions to medical malpractice case). 	<ul style="list-style-type: none"> ▪ uniformly. ▪ Change rules / statutes to allow more interlocutory appeals from motions (i.e. get guidelines in one case that would apply to all) (NY rules) (discretionary interlocutory appeal process). ▪ More opportunities to meet with the Rules Committee to discuss issues.
Decreasing Level of Courtesy in Treatment of Attorneys/Public by Court Staff	<ul style="list-style-type: none"> ▪ Inconsistency of use of attorney line for court entry. ▪ “Harder” to get past metal detector. ▪ Need better training for marshals. ▪ Nicer clerks in some courts. 	<ul style="list-style-type: none"> ▪ Annoyance / frustration. ▪ “Paramilitary” attitude of marshals offends public and attorneys. ▪ Lack of dignity. 	<ul style="list-style-type: none"> ▪ Training on how to treat other people (customer service issue). ▪ Allow attorney with ID to go through separately – wand instead of metal detector. ▪ Judicial Branch training of marshals should de-emphasize militaristic and emphasize the courteous. ▪ Training for court staff on courtesy as well.
Growing Ineffectiveness of Pretrials	<ul style="list-style-type: none"> ▪ Need for more effective pretrials. No court arbitrators? ▪ More forcing of adjusters to attend pretrials. ▪ Health care liens and impediments to settlement / driving up values (ERISA, etc.). 	<ul style="list-style-type: none"> ▪ More private mediations to resolve cases. ▪ Delays justice – too few people do mediation as well. ▪ At times it's a waste of time – when will it be scheduled and what is a pretrial? ▪ At times carriers don't want to resolve cases so they don't come. 	<ul style="list-style-type: none"> ▪ Tailor pretrials to case-timing is important. ▪ Make available judges who can efficiently handle pretrials. ▪ Train/educate judges to do them well. ▪ Consistency across courts. ▪ Reallocate cases between/ among JDs – revisit venue rules.
Less Training for Young	<ul style="list-style-type: none"> ▪ Less civility among younger 	<ul style="list-style-type: none"> ▪ They don't know what they 	<ul style="list-style-type: none"> ▪ Bring back short calendar

Connecticut Defense Lawyers Association – November 7, 2007

TRENDS	IMPACT	STRATEGIES	
Lawyers	<p>lawyers:</p> <ul style="list-style-type: none"> ▪ Need dignity in system. ▪ Not enough short calendars for young lawyers. 	<p>are doing.</p> <ul style="list-style-type: none"> ▪ Lack of decorum and professionalism. ▪ No understanding / sense of how to behave in the courtroom. 	<p>and opportunities to hear and observe arguments.</p> <ul style="list-style-type: none"> ▪ Provide opportunities for young lawyers to “TAC” (be temporary assistant clerks) in the courts. ▪ Judges should enforce rules of decorum and protect the dignity of the court. ▪ Provide training for judges on court decorum / case “conducting”. ▪ Expand mentoring program for judges.
Changing Demographics Placing More Demand on System	<ul style="list-style-type: none"> ▪ Increase in participants needing translators. 	<ul style="list-style-type: none"> ▪ Financial – for lawyer who has to hire own interpreter. ▪ Accessibility issues. ▪ Need for bilingual judges, court reporters, court monitors, etc. ▪ Civil cases increasingly on the bottom of the heap – criminal and family get more resources. 	<ul style="list-style-type: none"> ▪ Bilingual forms / publications. ▪ Training staff. ▪ Hiring bilingual staff.
Ineffective Assignment of Judges	<ul style="list-style-type: none"> ▪ Less oversight of senior judges. ▪ Selection of complex litigation judges. ▪ Shorter JD assignments. 	<ul style="list-style-type: none"> ▪ Longer docket. ▪ Less case management. ▪ Languishing cases. ▪ Dissatisfied clients. ▪ Waste of time at pretrials. 	<ul style="list-style-type: none"> ▪ Individual calendars. ▪ More evaluation of Judge Trial Referees. ▪ More frequent rotation of judges' assignments within the Judicial District.

Values:

- Fair
- Respectful / mutual respect
- Level playing field (for plaintiff and defendant)

Connecticut Legal Services – November 20, 2007

TRENDS	IMPACT	STRATEGIES	
Harder to attract qualified non-judicial officers, contractors, and counsel because of pay gap	<ul style="list-style-type: none"> ▪ Increase payments for Small Claims Magistrates ▪ Increase pay for Juvenile Court contract attorneys ▪ Increased pay for court contractors 	<ul style="list-style-type: none"> ▪ Poor quality judicial services ▪ Poor quality client representation ▪ Lack of respect for the judicial system ▪ Biggest impact is in juvenile court (parents and children) ▪ Problems for people in competency hearings (probate court) 	<ul style="list-style-type: none"> ▪ More money/increased rates ▪ More training and support ▪ Try to make process more efficient ▪ Enforce consequences/sanctions for failure to show up for hearings
Increasing diversity	<ul style="list-style-type: none"> ▪ Illiteracy in writing and reading ▪ Need to accommodate persons with disabilities ▪ Need for training of judges and clerks on cultural competency ▪ Need for cultural competence for increasing diversity. 	<ul style="list-style-type: none"> ▪ Denying equal access to justice to larger segment of population ▪ Marginalized frustrated litigants ▪ Greater risk of violence or death (i.e., not able to get TRO) ▪ Improper/inadequate/no relief because of inability to convey needs ▪ More collateral consequences for immigrants ▪ Lack of knowledge of judges as to consequences 	<ul style="list-style-type: none"> ▪ More/better training of court staff, judges, prosecutors as to cultural issue/problems ▪ Monitoring of court interpreters in court ▪ Continued improvement of interpreters services (expand certification program) ▪ Uniform policy/procedure as to when interpreters will be assigned and how to access the interpreters (better means of contacting them) ▪ Hire more diverse personnel
Increasing failure of judges to understand the full implications of their decisions	<ul style="list-style-type: none"> ▪ Increasing need for judicial competence with domestic violence issues ▪ Need to understand impact of domestic violence on custody ▪ Judicial lack of understanding of poverty issues ▪ Need for judges to understand public benefit issues with financial awards 	<ul style="list-style-type: none"> ▪ Decisions that cause unintended harm to people/cause injustice rather than justice ▪ Irrevocable harm (appeal not helpful) ▪ Frustration, diminished use of court system ▪ Unrealistic demands on litigants (i.e. domestic 	<ul style="list-style-type: none"> ▪ Training (sensitivity) and education – judges and court personnel ▪ Monitoring ▪ Specialization – i.e. domestic violence, housing

Connecticut Legal Services – November 20, 2007

TRENDS	IMPACT	STRATEGIES
	<p>violence victim without access to transportation – system requiring repeated court appearances from people least able to do it).</p> <ul style="list-style-type: none"> ▪ Loss of critical income/loss of employment ▪ Used as tactic by opponent in dealing with people 	
<p>Increased number of non-English speaking litigants</p>	<ul style="list-style-type: none"> ▪ Increased need for judicial interpreters- not just Spanish ▪ Increasing need for interpreters ▪ Increasing immigrant population ▪ Increased need for interpreters ▪ Increasing number of Spanish speakers ▪ Growing number of immigrants and non-English speaking people ▪ Bi-lingual interpreters 	<ul style="list-style-type: none"> ▪ Notice in court/calendar information/forms/website in English and Spanish ▪ Increase technology that would allow bi-lingual form completion ▪ Appointing more bi-lingual/bi-cultural judges <p>BELOW COPIED FROM "INCREASING DIVERSITY"</p> <ul style="list-style-type: none"> ▪ More/better training of court staff, judges, prosecutors as to cultural issue/problems ▪ Monitoring of court interpreters in court ▪ Continued improvement of interpreters services (expand certification program) ▪ Uniform policy/procedure as to when interpreters will be assigned and how to access the interpreter (better means of contacting them) ▪ Hire more diverse personnel
<p>Need for more uniformity</p>	<ul style="list-style-type: none"> ▪ Consistency in dealing with fee waivers 	<ul style="list-style-type: none"> ▪ Time waste for lawyers/litigants ▪ Consistent standing orders and procedures statewide

Connecticut Legal Services – November 20, 2007

	TRENDS	IMPACT	STRATEGIES
<p>Growing number of pro se litigants</p>	<ul style="list-style-type: none"> ▪ Need for uniformity in clerks' procedures 	<ul style="list-style-type: none"> ▪ Lack of efficiency ▪ Lack of equal access ▪ Delay in the resolution of problem 	<ul style="list-style-type: none"> ▪ Administrative procedure for fee waivers (uniform and efficient) ▪ Uniform procedure for requests for transcripts ▪ Training or procedure manual for family relations – (what services available; how to get those services) – uniformity of process ▪ Involve lawyers in collaborating on training manuals, materials in connection with family relations, housing, etc.
	<ul style="list-style-type: none"> ▪ More pro ses ▪ More pro se material/support ▪ Attorneys to provide court support ▪ More pro bono ▪ Increased need for pro bono attorneys ▪ Increase funding for legal services ▪ Need for court services for pro se parties ▪ Increased need for web-based materials ▪ Need for bilingual/translated written material ▪ Training for court personnel to work with pro ses 	<ul style="list-style-type: none"> ▪ Inadequate staff ▪ Slowing down case flow ▪ Increase in number of clients referred to legal services ▪ Frustration 	<ul style="list-style-type: none"> ▪ Get "cheat sheet" from Legal Services as to types of cases they take and those they do not take ▪ Set up "advice days" in courts, using volunteer attorneys ▪ Set up housing clinic or family clinic at courthouses ▪ Court service centers/PID – expand them ▪ Web-based services ▪ Partnerships with law schools to establish legal clinics ▪ Provide more materials – custody, child support, family relations – to assist pro ses ▪ Advocate/cooperate with Legal Services on issue of funding

Connecticut Legal Services – November 20, 2007

TRENDS	IMPACT	STRATEGIES
Greater public desire for judicial accountability and scrutiny	<ul style="list-style-type: none"> ▪ Increased accountability of judges regarding respect for clients' knowledge of law and procedure ▪ Public input into judicial evaluations 	<ul style="list-style-type: none"> ▪ Encourage creation of pro bono attorney pool ▪ Safer environment for clerks, litigants/lawyers to report re: judges (better evaluation process) ▪ Method to get comments to legislature ▪ Anonymous surveys re: judges ▪ Include court staff in judicial evaluations ▪ Establish a set of principles as to how courts should be run ▪ Better investigation of judges by administration of complaints that don't rise to level of Judicial Review Council (JRC) ▪ Expand instances where lawyers are surveyed as to the judge's demeanor ▪ More litigant feedback
Growing inefficiency in case management	<ul style="list-style-type: none"> ▪ Better use of Housing Advisory Council ▪ Short calendar "hurry up and wait" ▪ Inefficient use of housing court time 	<ul style="list-style-type: none"> ▪ Negative impact on clients of multiple court appearances ▪ Problems going unresolved/cases not heard ▪ Frustration with court process ▪ Decreased use of the court ▪ Difficulty getting pro bono counsel ▪ Impact on Legal Services to take on clients ▪ Difficulty getting on calendar ▪ Judges follow rules and statutes re: fee waiver ▪ Time standards for processing fee waivers ▪ Administrative processing of fee waivers ▪ Stagger dockets for timing ▪ Short calendar improved ▪ Night/weekend court ▪ Move family short calendar to later in the week to minimize

Connecticut Legal Services – November 20, 2007

TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none"> ▪ conflicts over weekend visitations ▪ Better coordination of calendars within districts
Need for greater efficiency and courtesy from marshals throughout the court	<ul style="list-style-type: none"> ▪ Security efficiency ▪ Training of Marshals at security entrance 	<ul style="list-style-type: none"> ▪ Wasted time for lawyers waiting to get in ▪ Litigants become angry because attorneys get to go in before them
Increased deterioration and lack of space in court facilities	<ul style="list-style-type: none"> ▪ Need to accommodate persons with disabilities ▪ Public access to technology equipment, i.e. computer, internet, etc. ▪ Parking access ▪ Court facilities- declining space and declining docket times 	<ul style="list-style-type: none"> ▪ Separate lines for attorneys where possible ▪ Courts should make adjustments for longer lines – wait to call dockets, etc. ▪ Improve technology at metal detectors ▪ Training of marshals to deal with litigants with physical/ mental disability, linguistic barriers, customer service
		<ul style="list-style-type: none"> ▪ Include attorneys and clerks in planning process ▪ Designate funding for facility improvements ▪ Knowledgeable persons involved in facility planning ▪ Make allocations for parking in building design ▪ Better use of space re: functionality ▪ Consider security in building design ▪ Coordinate with Legal Services for testimony before legislature

Connecticut Legal Services – November 20, 2007

TRENDS	IMPACT	STRATEGIES
<p>Growing conflict between public demand for information vs. right to privacy</p>	<ul style="list-style-type: none"> ▪ Increase request for criminal records ▪ Judicial openness- making too much info public 	<ul style="list-style-type: none"> ▪ Accuracy and appropriateness of information is in question ▪ Employment denied ▪ Lack of confidentiality ▪ Lack of integrity of the process – quality of process is questionable ▪ Discloseable information in judicial – builds confidence
<p>Growing shortage of staff vs. increasing case load</p>	<ul style="list-style-type: none"> ▪ Use of alternative resolution services ▪ Need for more Family Relations Counselors ▪ Can't get through to clerks ▪ Foreclosures increasing ▪ Small claims management ▪ Need for increased access to juvenile court judges ▪ Increase in small claims cases ▪ Increasing number of family matters ▪ Increasing case load ▪ Need for adequate staffing everywhere 	<ul style="list-style-type: none"> ▪ Denial – access to justice ▪ Fee waivers not ruled on ▪ Wait too long to have case heard ▪ Inefficiency of system
		<ul style="list-style-type: none"> ▪ Stipulation/judgment in housing cases – has negative connotations. Change the way of reporting these online. ▪ Technology – systems should “talk” to each other between agencies ▪ Court rules limiting what people file – don't include information that is not required
		<ul style="list-style-type: none"> ▪ Hire and train more judges and staff. ▪ Better use of technology ▪ Guidelines and forms in lay terms ▪ More forms

Connecticut Trial Lawyers Association – 10/26/2007

TRENDS	IMPACT	STRATEGIES
Politicization of judicial appointments	<ul style="list-style-type: none"> ▪ Politicization of judicial appointments ▪ Better judges ▪ Judicial accountability 	<ul style="list-style-type: none"> ▪ Anonymity of questionnaire- not believed by the bar ▪ Public trust in system ▪ Respect of system by judges and lawyers ▪ Do you get a fair shake? ▪ Are qualifications as important?
Increased need for specialization vs. general practice	<ul style="list-style-type: none"> ▪ Solo practitioners unqualified ▪ Continuing Legal Education (CLE) 	<ul style="list-style-type: none"> ▪ Institute a judicial survey- rank qualifications of candidates to become judges ▪ Conduct a survey to rank judges' performance on the bench ▪ Rotate membership on judicial selection more often ▪ Provide more effective and productive feedback to judges- work in survey from the bar ▪ Ongoing training for judges and more effective training ▪ Assign judges where their experience lies ▪ Management training for judges- learn how to motivate people and how to work with others ▪ Evaluation limited to trials- no GA judges get evaluated ▪ Only evaluate trial judges- not in other capacities (i.e., pretrial, case mgmt, etc.) ▪ Get prosecutors to fill out questionnaires ▪ Frequent feedback ▪ Executive coaching and more mentoring
Increased need for specialization vs. general practice	<ul style="list-style-type: none"> ▪ Public gets lower quality legal representation ▪ Specialized lawyers go in front of generalized judge ▪ Judicial needs to determine 	<ul style="list-style-type: none"> ▪ Really a bar trend to an extent ▪ Specialty certification ▪ Expand specialization categories for use by

Connecticut Trial Lawyers Association – 10/26/2007

TRENDS	IMPACT	STRATEGIES	
Simplify rules	<ul style="list-style-type: none"> ▪ Federal rules ▪ Simpler rules 	<p>which organization will certify a specialist</p> <ul style="list-style-type: none"> ▪ Benefits the public ▪ Longer time for trial in complex litigation because of discovery ▪ Difficult with many rules ▪ Promotes lengthier litigation ▪ Costly ▪ Waste of judicial resources ▪ Undermines justice ▪ Promotes tactical gains- present rules ▪ Form over substance ▪ Abuse of procedures and rules ▪ Judges don't use tools they already have to control abuses ▪ Lack of judicial intervention in discovery process ▪ Complex rules create a punishment mentality when you try a case 	<p>attorneys in advertising</p> <ul style="list-style-type: none"> ▪ Create rules similar to alternative dispute resolution (ADR) ▪ Eliminate trial management order – unless it is like they have in Federal - to obtain more unanimity among bar ▪ Eliminate complex rules- just try the case ▪ Eliminating complex short calendar saves time and resources (arguable vs. non-arguable)
Lack of efficient and uniform case management	<ul style="list-style-type: none"> ▪ Wasting judicial assets ▪ Lousy pre-trials ▪ Overly complex trial preparation orders ▪ Increased expense of litigation ▪ Timely notices of court dates from court ▪ More telephone status conferences ▪ Insurance carrier not prepared for pretrial 	<ul style="list-style-type: none"> ▪ Delays ▪ Expense ▪ Injustice ▪ Frustrating for parties and lawyers- waste time at pre-trial that accomplishes nothing ▪ Increased use of mediation ▪ One-sided exercise ▪ Hurts public perception 	<ul style="list-style-type: none"> ▪ More civility between lawyers ▪ Need a discovery judge to handle such discovery disputes immediately by phone or by letter- less formal procedure ▪ Require at pretrial that both parties come with authority to settle or resolve cases ▪ More realistic scheduling of pretrials- sufficient time

Connecticut Trial Lawyers Association – 10/26/2007

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> ▪ Reduction in short calendar appearances ▪ Expert discovery ▪ Case management haphazard. ▪ Protracted discovery ▪ Lack of uniformity among JDs 		<p>dedicated to have a focused pretrial or don't bother</p> <ul style="list-style-type: none"> ▪ In complex litigation, judge should be immediately available ▪ Make pretrials optional but have a mandatory trial management conference if you know it will be productive ▪ Have a judge that is familiar with case or a specialized discovery judge in each JD or a single judge statewide ▪ Greater ability to sanction lawyers ▪ Need better publicity of uniformity ▪ Lessen the "fiefdom" mentality
<p>Greater use of electronic equipment</p> <ul style="list-style-type: none"> ▪ E-filing ▪ Better courtroom setup for PowerPoint and other technology ▪ Electronic access to court files ▪ E-discovery ▪ More reliance on computer technology ▪ Better internet access ▪ Computers ▪ Matthew Brady mentality of judges 	<ul style="list-style-type: none"> ▪ Not allowing use of it makes trials longer and more difficult, expensive and inconvenient ▪ E-filing more complicated- briefs can be longer with computers ▪ Many attorneys don't have access to high speed internet to upload photos ▪ Difficult when e-filing is not user friendly ▪ High cost to provide access in every courtroom ▪ E-filing simplifies the process 	<ul style="list-style-type: none"> ▪ Federal e-filing is very user friendly- mimic it ▪ Expand electronic access to files ▪ Put computers in courtrooms for attorney use ▪ Re-evaluate courtroom space to make it computer friendly ▪ Model Judge Hall's courtroom in Bridgeport (Federal) and use it in civil and criminal ▪ Start off with each JD having computers in courtroom ▪ Our rules aren't designed electronically- need to re-

Connecticut Trial Lawyers Association – 10/26/2007

TRENDS	IMPACT	STRATEGIES	
Better accommodation of attorney needs	<ul style="list-style-type: none"> ▪ Open court rooms earlier for attorneys ▪ Better courtroom setup for PowerPoint and other technology ▪ More security ▪ Marshal's attitude towards attorneys ▪ Make courts more user friendly ▪ Closing court at 5:00 ▪ Court hours inflexible ▪ Court security 	<ul style="list-style-type: none"> ▪ Lawyers' lateness ▪ Inconvenience of packing up and setting up equipment- Judicial has fear of liability ▪ Kept out of courtrooms in a.m. and kicked out at lunch ▪ Judges reluctant to go against marshal's regarding security ▪ Attorney conference rooms locked at lunch ▪ Insufficient time to prepare properly ▪ No place to have conference ▪ No respect for litigants and lawyers is the perception of the public ▪ Greater anxiety caused by inability to get into courthouse ▪ Inequity of metal detectors and negative impact on viewers (jurors and clients) if lawyer is subjected to search 	<p style="text-align: center;">assess rules</p> <ul style="list-style-type: none"> ▪ Better directives and training of marshals ▪ Balance need for security with respect for public and lawyers (i.e. going through people's things) ▪ Revises rules on camera phones in the court house ▪ Make everyone equal- judges, staff and lawyers ▪ Provide separate entrance for lawyers ▪ Establish committee of lawyers, marshals and administration to address these issues ▪ More realistic rules on water in the courtroom
Increased use of ADR programs	<ul style="list-style-type: none"> ▪ Mediations ▪ Fewer trials ▪ Fewer trials and the cost ▪ Increase in mediation and arbitration ▪ Reduction in number of jury trials 	<ul style="list-style-type: none"> ▪ Less wait time to get judges you want ▪ List doesn't let you know if judges had any training ▪ Procedural/process breakdown how scheduling is done- can't be done by 1 person 	<ul style="list-style-type: none"> ▪ Those ADR judges should have lighter and more flexible schedules ▪ Extensive/more mediation and negotiation skills for judges ▪ Judges need the talent and training ▪ Have a survey to determine talent, skill and training of

Connecticut Trial Lawyers Association – 10/26/2007

TRENDS	IMPACT	STRATEGIES	
		<ul style="list-style-type: none"> judges ▪ Assign more staff to schedule ▪ Better procedure for data processing and scheduling ▪ Have a screen for judges to see schedule in courtroom 	
Greater need for professionalism and civility	<ul style="list-style-type: none"> ▪ Marshals' attitude towards attorneys ▪ Civility ▪ More antagonistic litigation ▪ Less contact between judges and attorneys ▪ Bickering on supreme court 	<ul style="list-style-type: none"> ▪ Job dissatisfaction ▪ Breakdown of mutual respect- lawyers and judges ▪ Disrespect for judicial system for lawyers ▪ More expense and uproar than needed ▪ Damaging to the profession 	<ul style="list-style-type: none"> ▪ Enforce the rules in place to improve civility ▪ More liberal use of monetary sanctions ▪ Encourage judges to encourage civility ▪ Permit greater access and interaction by unlocking the doors to judges ▪ Identify more informal ways for lawyers and judges to interact ▪ Let judges know their inaccessibility is problematic by using a survey or feedback ▪ Introduce a mechanism or procedure short of a grievance for lawyers to address incivility of other lawyers
Need to respond to and accommodate public needs	<ul style="list-style-type: none"> ▪ Language and cultural barriers ▪ Make courts more user friendly 	<ul style="list-style-type: none"> ▪ Resentment ▪ Confusion ▪ Disenfranchised groups ▪ Denial of justice 	<ul style="list-style-type: none"> ▪ More interpreters ▪ Train staff to minimally communicate in other languages ▪ Prioritize employees who speak other languages ▪ Greeters in the courthouse ▪ Expand Court Service

Connecticut Trial Lawyers Association – 10/26/2007

TRENDS	IMPACT	STRATEGIES	
		<p>Centers</p> <ul style="list-style-type: none"> ▪ Get rid of window at clerks' offices ▪ Hire more mid-and high-level clerk staff ▪ More public service training for staff ▪ More interaction between the bar and court service center staff ▪ Encourage all to treat everyone with respect 	
Increasing expense and complexity of litigation	<ul style="list-style-type: none"> ▪ More complex judges ▪ Increased expense of litigation ▪ Increased use of complex litigation docket ▪ Complex litigation judge in every JD ▪ Dedicated docket ▪ Increase staff for judges ▪ Protracted discovery ▪ Expert discovery 	<ul style="list-style-type: none"> ▪ Denial of access to courthouse ▪ Delay in complex litigation cases getting to trial ▪ Can't get a discovery issue heard in complex litigation 	<ul style="list-style-type: none"> ▪ Dedicated discovery judge in complex litigation ▪ More staff concentrated on discovery ▪ Investigate and utilize technology or software available and train judges/staff in its use ▪ Streamline process for getting motions heard (no requirement for adjudication) ▪ Have complex litigation docket in every JD
Need for better facilities	<ul style="list-style-type: none"> ▪ Energy cost increase ▪ Parking problems ▪ Physical plant decay in busiest JDs ▪ Decline in facilities ▪ Library access ▪ Library needs streamlining ▪ Lousy coffee in shops in courthouses ▪ Travel time to courts 	<ul style="list-style-type: none"> ▪ Lack of respect for the institution ▪ Spreading of disease with mold ▪ More stress and time involved to park ▪ Affects the end result- jurors skewed by their experience in court ▪ Loss of confidence and 	<ul style="list-style-type: none"> ▪ More money to improve facilities ▪ Dialog between judges and attorneys when we make decisions about facilities ▪ Assemble a group of legislators, lawyers, etc. to discuss plan for facilities 50 years out

Connecticut Trial Lawyers Association – 10/26/2007

TRENDS	IMPACT	STRATEGIES
<p>Respecting jurors' needs</p> <ul style="list-style-type: none"> ▪ Low number for jurors selected causing inability to serve ▪ Juror comfort 	<p>recidivism</p> <ul style="list-style-type: none"> ▪ Jurors resent misinformation ▪ Jurors complaints about waiting around because they don't expect it ▪ Negative impact on the end result ▪ Spills over onto lawyers, judges and cases ▪ Increased anxiety 	<ul style="list-style-type: none"> ▪ Better information for jurors with respect to duration of service ▪ Get a public relations firm to write jury materials ▪ Provide practical specific suggestions to jurors to prepare them for the experience ▪ Involve lawyers in the creation of a better juror questionnaire ▪ Exit survey for jurors routinely
<p>Attack on individual voir dire</p> <ul style="list-style-type: none"> ▪ Juror questionnaires ▪ Expanded jury voir dire questionnaires ▪ Never ending jury selection ▪ Box jury ▪ Bias of jury pool against litigants worse 	<ul style="list-style-type: none"> ▪ Best way to get a fair end result is to know their life and experiences beforehand using questionnaires ▪ Get the best possible jurors and process if done right ▪ Makes judges and jury selection more efficient ▪ Questionnaires reduces time, promotes fairness and efficiency ▪ Constitutional right to have individual voir dire 	<ul style="list-style-type: none"> ▪ Juror questionnaires should be tailored to the juror ▪ Give out questionnaire before they get to court and let lawyers read them to learn juror's background ▪ Less money to ask for box voir dire than individual voir dire ▪ Should have individual voir dire to get the best possible fair result ▪ Pre-screening by judges ▪ Start jury selection on time ▪ One jury on per day ▪ Eliminate 1 day juror- expand length of service ▪ Use tools such as questionnaire and others to make it more effective ▪ Judges' offering should be

Connecticut Trial Lawyers Association – 10/26/2007

TRENDS

IMPACT

STRATEGIES

			uniform and attorneys should be aware of what's said
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VALUES

- Honesty
- Integrity
- Respect
- Satisfaction
- Fair shake from the system
- Golden rule for judges
- Everybody is on same team-committed to same system and fairness for all
- Judges should realize they are appointed not anointed
- Judge is acting consistent with how he wanted to be treated when he was practicing law
- Judges and lawyers are same-treat lawyers as equals
- Not being treated like a number
- Want sense that we have been heard

Juvenile Lawyers – December 5, 2007

	TRENDS	IMPACT	STRATEGIES
Legislative changes straining resources	<ul style="list-style-type: none"> ▪ 16 and 17 year olds ▪ Department of Children and Families (DCF) proactive in filing neglect, Termination of parental rights (TPR) petitions ▪ Increased OTCs due to child fatalities ▪ Practice Book changes resulting in increased number of hearings ▪ Home invasion parole issue ▪ Increase of 16-18 year olds in delinquency 	<ul style="list-style-type: none"> ▪ Delays/less court time can result in poor outcomes ▪ Overcrowding 	<ul style="list-style-type: none"> ▪ Increase staff and building size ▪ Collaborate with city-based diversionary programs and Juvenile Review Board ▪ Implement mandatory diversionary programs
Due process for everyone	<ul style="list-style-type: none"> ▪ Calling public defender cases before private bar ▪ Visitation: court not administrative hearing ▪ Lack of accountability for DCF to follow its policies that affect court ▪ Call cases at time scheduled ▪ Need for consecutive trial dates ▪ Timely judicial decisions 30 days vs. 120 days ▪ Need for real time transcripts in custody cases ▪ Need for mandatory expedited appeals for custody cases ▪ Sanctions for false/misleading ex parte statements ▪ Inexperienced participants including judges and attorneys ▪ Judicial training ▪ 9:00 time for delinquency arraignments yet paperwork arrives at 11:00 	<ul style="list-style-type: none"> ▪ Perception that judicial system is unfair/unequal 	<ul style="list-style-type: none"> ▪ More money and resources to compensate court appointed lawyers ▪ More money for investigators ▪ Develop consistent policy as to how dockets are called ▪ More judges ▪ Better trained judges ▪ Rule change to require judges' decisions in Termination of Parental Rights (TPR), trial and appellate decisions (30 days vs. 120 days)

Juvenile Lawyers – December 5, 2007

TRENDS	IMPACT	STRATEGIES
<p>Not enough services to address family needs</p>	<ul style="list-style-type: none"> ▪ Role of Child Protection Session vs. regional courts 	<ul style="list-style-type: none"> ▪ Children are waiting too long for services and end up re-offending while waiting
<p>Lack of space, inadequate facilities</p>	<ul style="list-style-type: none"> ▪ More kids with mental health issues ▪ Lack of resources in other agencies: DMR, DMHAS, DSS, DOC ▪ Economy affecting state budget, taxpayer sympathy ▪ Lack of locked facilities for girls ▪ Lack of facilities – sex offender in state ▪ More options for psychological evaluations 	<ul style="list-style-type: none"> ▪ Judicial should collaborate with service providers ▪ Participate in legislative lobbying ▪ Explore best practices; find out what's working and do it ▪ Judicial should support legislative efforts of state agencies that provide services like DCF ▪ Judicial should hold other agencies accountable for not providing court-ordered services
<p>Growing need for consistent, family-centered approach to case resolution</p>	<ul style="list-style-type: none"> ▪ Inadequate facilities at court ▪ Need for childcare at court ▪ Wireless internet availability ▪ Inconsistency regarding getting into courthouse ▪ Need for more staff ▪ Need better security and more security personnel ▪ Demands of physical space at courthouses 	<ul style="list-style-type: none"> ▪ Overcrowding ▪ Poor communication between lawyers and clients ▪ Violation of due process: delayed hearings, etc.
<p>Growing need for consistent, family-centered approach to case resolution</p>	<ul style="list-style-type: none"> ▪ Open juvenile court to public ▪ Involvement of grandparents ▪ Inviting foster parents to court ▪ Inclusion of children in proceedings ▪ Probate transfer – do not appoint counsel for petitioners ▪ Role of mediation 	<ul style="list-style-type: none"> ▪ Judges have to develop criteria for deciding who gets into courtroom ▪ Better outcomes for families
<p>Growing need for consistent, family-centered approach to case resolution</p>	<ul style="list-style-type: none"> ▪ Judges have to develop criteria for deciding who gets into courtroom ▪ Better outcomes for families 	<ul style="list-style-type: none"> ▪ Judicial Branch examine mediation process in court ▪ Training for attorneys understanding adoption and children's needs ▪ Develop and publish consistent criteria for who is allowed in courtroom ▪ Have legislation that requires

Juvenile Lawyers – December 5, 2007

TRENDS	IMPACT	STRATEGIES
Disproportionate impact of demographic shift	<ul style="list-style-type: none"> ▪ More disparity in income ▪ Increase in Spanish speaking clients ▪ Immigration issues ▪ Availability of translators ▪ Need for more accommodations for non-state employee attorneys, no special treatment for the rich attorneys ▪ More diversity cultural/language 	<ul style="list-style-type: none"> ▪ People don't get served or are underserved
Need for consistent information sharing	<ul style="list-style-type: none"> ▪ Access to docket ▪ Need to receive entire DCF filing including service ▪ Court memo issue ▪ E-mail court notices in pdf file ▪ Streamlining court proceedings, filings with technology ▪ Need for case flow coordinator 	<ul style="list-style-type: none"> ▪ Inefficiency ▪ Unfair – everyone doesn't have same information
Increased voice and participation of children	<ul style="list-style-type: none"> ▪ Dual role of attorney and guardian ad litem ▪ Inclusion of children in proceedings 	<ul style="list-style-type: none"> ▪ Children not heard ▪ Incomplete information to the judges ▪ Poorer outcome for families

Juvenile Lawyers – December 5, 2007

	TRENDS	IMPACT	STRATEGIES
<p>Greater scrutiny of Judicial by public and legislature</p>	<ul style="list-style-type: none"> ▪ Greater legislative oversight of Judicial Branch ▪ Open juvenile court to public 	<ul style="list-style-type: none"> ▪ Greater accountability ▪ Decreased independence ▪ Inconsistencies in decisions 	<p>appointment of attorney and guardian ad litem</p> <ul style="list-style-type: none"> ▪ Better judicial training on the law ▪ Cultural training for judges ▪ Attorneys and judges receive training on child development and constitutional rights for families ▪ Open juvenile court to everyone like other states ▪ Close juvenile courts/limit access when necessary

Values:

- Fairness
- Due process
- Politeness
- Knowledge in what their role is and isn't
- Efficiency
- Competence in the law
- Wisdom

Minority Bar Associations – November 27, 2007

TRENDS	IMPACT	STRATEGIES	
Increased Institutionalization of poor children and children of color	<ul style="list-style-type: none"> ▪ Raise in age for juvenile delinquency ▪ Increased criminalization of youth ▪ Increased criminalization of children from poor communities ▪ More attorneys of color to represent children in foster care ▪ Increase of kids in criminal court system ▪ More attorneys of color to represent children in delinquency matters 	<ul style="list-style-type: none"> ▪ Increased responsibility on the court to engage in social intervention ▪ Increased caseload ▪ Increased strain on social services ▪ Destruction of the family ▪ Labeling of children ▪ Increased number of children getting lost in the system ▪ Recidivism ▪ Increased youthful offenders ▪ Loss of future earning capacity ▪ Lessening of impact on kids – juvenile court is a “joke” and has no deterrent effect 	<ul style="list-style-type: none"> ▪ Non-judicial intervention ▪ Increase in funding for diversionary programs ▪ Change way in which attorneys are paid to represent kids ▪ Actively recruit diverse attorneys to represent kids ▪ Education/Training of law enforcement and parents as to options outside of the court system ▪ More Juvenile Review Boards ▪ Some mediation options in juvenile ▪ More parental accountability/response (awareness of difficulties some parents face)
Increase in violent crimes	<ul style="list-style-type: none"> ▪ Increasing violent crimes ▪ Increasing violent crimes against supervisors 	<ul style="list-style-type: none"> ▪ Increased caseload ▪ Prison overcrowding ▪ More victims in the system ▪ More need for victim advocates ▪ Increased costs for Judicial Branch ▪ Increasing criminal sentences 	<ul style="list-style-type: none"> ▪ Willingness to entertain alternatives to incarceration ▪ Increase services to non-violent offenders ▪ Hire more victim advocates ▪ Decriminalize certain non-violent crimes ▪ Encourage greater focus by law enforcement on violent crimes rather than minor crimes
Increased Security Concerns	<ul style="list-style-type: none"> ▪ Increased security concerns in courts 	<ul style="list-style-type: none"> ▪ Long waiting lines at court ▪ Humiliation of people by the process, i.e., shoe removal ▪ Preferential treatment 	<ul style="list-style-type: none"> ▪ Separate line for attorneys ▪ Opening court one half hour earlier than starting time of court

Minority Bar Associations – November 27, 2007

TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none"> ▪ Lack of respect for people coming into the court
Increased number of non-English speaking litigants	<ul style="list-style-type: none"> ▪ Increased use of court by linguistic minorities ▪ Increased need for court interpreters ▪ Access for non-English speakers ▪ Language issues – translation needs 	<ul style="list-style-type: none"> ▪ Uniformity in procedures/standards statewide (at metal detector) ▪ Marshal presence in hallways, not just in courtrooms ▪ More electronic security measures in courthouses (i.e., panic button in family relations offices) ▪ Hire more interpreters ▪ More bi-lingual bi-cultural court staff ▪ Bi-lingual pro se training ▪ Full availability of interpreters as needed in all case types ▪ Publications and Internet information and forms in a wide range of languages ▪ Pro bono referral list for bi-lingual attorneys (improve networking) ▪ More efficient scheduling of cases to utilize available interpreters
Growing demand for ADR (alternative dispute resolution)	<ul style="list-style-type: none"> ▪ Mediation ▪ Increased need for mediation 	<ul style="list-style-type: none"> ▪ Fewer court cases ▪ More creative resolutions ▪ Have magistrates, JTRs available ▪ Special masters for mediation ▪ More publicly available information about mediation and its availability ▪ More effective pretrials

Minority Bar Associations – November 27, 2007

TRENDS	IMPACT	STRATEGIES
<p>Greater demands on Family Court</p>	<ul style="list-style-type: none"> ▪ Less time per case ▪ Increased case types (i.e., civil unions) ▪ Longer wait to access courts ▪ Increasing domestic violence ▪ Inadequate resolutions for people with mental health issues ▪ Homelessness 	<ul style="list-style-type: none"> ▪ Actively recruit diverse attorneys to be GALs (guardians ad litem) ▪ Training of judges on role of Family Relations Officers (FROs) and resources available ▪ Basic pro se training ▪ Increased use of social workers/service providers ▪ More ADR/mediation ▪ Use of special masters
<p>Increasing number of habeas cases</p>	<ul style="list-style-type: none"> ▪ Greater difficulty in habeasing prisoners for court ▪ Increase in habeas cases 	<ul style="list-style-type: none"> ▪ Judges need training on habeas law ▪ Need a meaningful certification process – require petitioners to state with specificity – Follow the rules ▪ Judges need to manage courts better ▪ Training for special public defenders
<p>Growing demand for racial, cultural and ethnic diversity on bench and bar</p>	<ul style="list-style-type: none"> ▪ Distrust of bench ▪ Increased number of minority applicant to bench 	<ul style="list-style-type: none"> ▪ Ombudsman to address complaints (clerks, entire system) ▪ Training of judges, public defenders, and prosecutors to deal with changing population ▪ Making courts more friendly

Minority Bar Associations – November 27, 2007

TRENDS	IMPACT	STRATEGIES	
<p>branch for perceived racial/social imbalance</p>		<p>to minorities in Connecticut</p> <ul style="list-style-type: none"> ▪ Increase the number of minorities working in system ▪ Cultural competency training ▪ Accountability for judges and court personnel in how they are treating people of color 	
<p>Growing number of pro se litigants</p>	<ul style="list-style-type: none"> ▪ Rise in pro se litigants ▪ Training for using judicial website ▪ More court service centers ▪ Increased number of pro se litigants in family law 	<ul style="list-style-type: none"> ▪ Clogging of court system ▪ Judges need more assistance ▪ Perception of lack of justice ▪ Others think that pro ses get "special treatment" ▪ Increased demands on clerks ▪ No ethical standards for pro ses 	<ul style="list-style-type: none"> ▪ Creating "fill in the blank" forms ▪ Required use of forms ▪ Mediation services ▪ Publicize the availability of legal aid ▪ Pro bono ▪ Referrals ▪ Education of realistic outcome of case ▪ Specialty Pro Se clerks ▪ More Court Service Centers
<p>Shifting emphasis to punishment over rehabilitation</p>	<ul style="list-style-type: none"> ▪ Decreased willingness to choose alternatives to incarceration ▪ Increased criminalization of mentally ill ▪ Three strikes ▪ Increased criminal sentences ▪ Increased electronic monitoring 	<ul style="list-style-type: none"> ▪ Increases the already disparate minority contact ▪ Increased number of people in jail or on probation ▪ Judges who are afraid to be lenient ▪ Increase the criminal community 	<ul style="list-style-type: none"> ▪ Look at sentences people receive for same crimes (by individual judge) – minorities' sentences (part of judges' evaluation process) ▪ Results-based evaluation of programs ▪ Resources for rehabilitation must be effective ▪ More social services available ▪ Understanding about potential for successful rehabilitation ▪ Demonstrating cost effectiveness of rehabilitation

Minority Bar Associations – November 27, 2007

TRENDS	IMPACT	STRATEGIES	
		<ul style="list-style-type: none"> vs. incarceration ▪ Independence of judiciary ▪ Use of monitoring ▪ Awareness of other options ▪ More funding for alternatives to incarceration programs 	
Growing economic impacts on judicial system	<ul style="list-style-type: none"> ▪ Foreclosures ▪ Increased bankruptcy petitions 	<ul style="list-style-type: none"> ▪ More pro ses ▪ Increased caseloads ▪ Stressful on judicial skill set ▪ Inexperienced attorneys as committees 	<ul style="list-style-type: none"> ▪ Mentoring programs for lawyers ▪ Recruit experienced attorneys for committees ▪ Special masters ▪ Sensitivity training for judges ▪ Referral lists with bar
Increasing number of immigrants in courts	<ul style="list-style-type: none"> ▪ Immigration ▪ Increased use of courts by immigrants ▪ Educating criminal attorneys about impact of pleas on immigrants 	<ul style="list-style-type: none"> ▪ Increased need for interpreters ▪ Lack of cultural sensitivity – judges and clerks ▪ Increased hostility toward immigrants ▪ Collateral consequences of plea (i.e., deportation) ▪ Easily intimidated 	<ul style="list-style-type: none"> ▪ Increase number of interpreters ▪ Increase diversity in public defenders and private attorneys ▪ Publicly available publications in different languages on topics of interest to immigrants ▪ Increased hiring of bilingual/bi-cultural court staff ▪ Use of technology for translation ▪ Who can translate ▪ Sensitivity o language issues (i.e., correct dialect)
Growing lack of civility and professionalism in judicial system	<ul style="list-style-type: none"> ▪ Lack of civility ▪ Lack of integrity ▪ Increase in grievances against attorneys 	<ul style="list-style-type: none"> ▪ Disservice to clients ▪ Prolonging case unnecessarily ▪ Cost clients more money ▪ Dissatisfaction with process ▪ No consistency – depends on 	<ul style="list-style-type: none"> ▪ Elect judges ▪ Broader impact on selection ▪ Way to provide complaints to appropriate authority ▪ “Secret shopper” (to anonymously observe judge)

Minority Bar Associations – November 27, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ which judge is on bench ▪ Reduces quality of process – lack of respect for process 	<ul style="list-style-type: none"> ▪ Revamp judicial evaluations ▪ Judges should hold attorneys who are not acting “civilly” accountable ▪ Judges need to promote more management of cases
Increasing number of lawsuits against schools for failing to provide special needs	<ul style="list-style-type: none"> ▪ Increasing number of lawsuits against schools for failing to provide special needs 	<ul style="list-style-type: none"> ▪ Assistance for families acting pro se ▪ A lot of new issues to be addressed by court ▪ People’s voices not being heard
Growing demands of an aging population	<ul style="list-style-type: none"> ▪ Increased age discrimination claims 	<ul style="list-style-type: none"> ▪ Alternatives to physically coming into court ▪ Provide more information/resources for elderly – what’s available for them
Growing demand for specialty courts	<ul style="list-style-type: none"> ▪ Increase in specialty courts 	<ul style="list-style-type: none"> ▪ Increased need for social services (i.e., conservators, elder law claims/issues) ▪ Access issues – both physical and electronic/technology problems
Accountability of Judiciary	<ul style="list-style-type: none"> ▪ Overloaded dockets ▪ Insufficient attention paid to other cases ▪ Judges without necessary specialized knowledge ▪ Lack of resources to support the courts ▪ General public backlash against spending on specialty courts 	<ul style="list-style-type: none"> ▪ Education/training for judges to handle the specialty courts ▪ More staff ▪ Evaluation of specialty courts ▪ Publicize the successes of specialty courts
	<ul style="list-style-type: none"> ▪ Where do you go when a judge or family support magistrate is repeatedly biased/unprofessional? ▪ Better evaluation of judges 	<ul style="list-style-type: none"> ▪ Lack of respect for institution ▪ Disbelief in fairness of system ▪ Lack of confidence in system ▪ Compromises ability to represent and advocate for
		<ul style="list-style-type: none"> ▪ “Secret shoppers” at clerks’ offices ▪ Training and mentoring of judges ▪ Impose results-based accountability system

Minority Bar Associations – November 27, 2007

TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none"> clients ▪ Hopelessness ▪ Ineffectiveness
Increased demands on Courts to address all social ills	<ul style="list-style-type: none"> ▪ Increased criminalization of urban poor ▪ Diversion of resources from social services ▪ Increase in "poor"/low income litigants ▪ Increased reliance on court to address social ills 	<ul style="list-style-type: none"> ▪ Limited options for courts that do not/cannot address problem ▪ Angry judges ▪ Less efficient addressing of social ills ▪ Disconnect between Bench and public appearing before court ▪ Inequitable results ▪ Angry litigants ▪ Ineffective "justice" ▪ Pressure on probation officers to solve problems that brought people to court in first place ▪ People being asked to work outside of "skill sets" or area of expertise
Increasing demand for technology and assistance	<ul style="list-style-type: none"> ▪ Technology in court room ▪ E-filing ▪ User friendly clerks' offices 	<ul style="list-style-type: none"> ▪ Court will be more efficient ▪ Public will have more information ▪ Quicker access to information ▪ Privacy concerns ▪ Security concerns (e.g.,

Minority Bar Associations – November 27, 2007

TRENDS		IMPACT	STRATEGIES
		identity theft) ▪ Increased cost to judicial branch ▪ Resources will be affected	

Values:

Respect

Equal treatment

Predictability

Consistency

Not to be asked to do the jobs that others are not asked to do (asked to interpret)

Treat clients with respect

Treat pro se litigants with respect

Chief Public Defender's Office 1 – November 16, 2007

TRENDS	IMPACT	STRATEGIES
<p>Increasing jurisdiction of juvenile court</p>	<ul style="list-style-type: none"> ▪ Need for more training (for judges, etc.) ▪ Adult courts have no jurisdiction over DCF ▪ Children being prosecuted in adult court when there are services available in juvenile court ▪ Current youthful offender legislation hurting children ▪ Inadequate treatment for extremely needy juveniles 	<ul style="list-style-type: none"> ▪ Need change in legislation ▪ Train marshals to handle kids appropriately ▪ Talk to people involved in criminal justice system ▪ Tailor facilities to accommodate juveniles ▪ Train CSSD ▪ "Discretionary transfer" (juvenile can retain jurisdiction over C or D felony cases etc. – legislation should be clear ▪ Appropriate facility for holding juvenile
<p>Decreased privacy</p>	<ul style="list-style-type: none"> ▪ Public demand to know vs. right to privacy ▪ CSSD doing federal law enforcement (acting outside it's jurisdiction) ▪ Increased sentences/ conditions of probation ▪ Growing big bothersome ▪ Decreased candor on client's part 	<ul style="list-style-type: none"> ▪ Obey laws of confidentiality (HIPAA) ▪ Bail keep reports out of prosecutor's file ▪ Educate different agencies that certain information shouldn't be shared ▪ Better education for people involved in process (i.e., CSSD) ▪ Align policies and statutes before educating

Chief Public Defender's Office 1 – November 16, 2007

TRENDS		IMPACT	STRATEGIES
<p>Increasing number of people incarcerated</p>	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ Prison overcrowding ▪ Sicker inmates ▪ Clients coming out without resources ▪ Recidivism ▪ Re-punishment ▪ Increasing public danger 	<ul style="list-style-type: none"> ▪ Educate judges about prison overcrowding ▪ Judges need to go to prisons (see where they are sending people) ▪ Community providers need more education (courts should dismiss certain cases) ▪ Educate prosecutors (what kind of cases to take on) ▪ Use alternate incarceration ideas ▪ Revive whole concept of rehabilitation ▪ Decrease use of mandatory minimum
<p>Changing demographics</p>	<ul style="list-style-type: none"> ▪ Non-citizen clients 	<ul style="list-style-type: none"> ▪ Clients sent to criminal detention (deported) ▪ Lack of adequate number of interpreters ▪ More pleas – not being advised properly 	<ul style="list-style-type: none"> ▪ Educate judiciary re: what they are doing to folks in court who are not citizens ▪ Advisement from lawyers should be clear ▪ Educate judicial as well ▪ Court ombudsman ▪ Provide a court service center specifically for criminal matters – expand public information desks ▪ Train marshals to direct people (who are in court for criminal matters) to appropriate place/individual
<p>Increasingly inadequate and deteriorated facilities</p>	<ul style="list-style-type: none"> ▪ Incarcerated women have longer continuance dates ▪ New courthouses not user friendly ▪ Inadequate confidential space 	<ul style="list-style-type: none"> ▪ Slows down process ▪ Frustrated clients ▪ Unsafe environment ▪ More grievances 	<ul style="list-style-type: none"> ▪ Dehumanizing ▪ Consult with people who are going to use building before it is built (include them in

Chief Public Defender's Office 1 – November 16, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Aging awful court facilities ▪ Lack of space to interview clients and families ▪ No dedicated space to talk to clients - privacy ▪ More marshals ▪ No privacy in lock-ups ▪ No lock-up confidentiality ▪ Overcrowded lock-up = long continuances ▪ Hazardous duty ▪ Health issues → in lock-up. 	<ul style="list-style-type: none"> ▪ More habeas ▪ Gender bias (equal protection issue) ▪ Lack of privacy ▪ Loss of dignity on part of attorney and client ▪ Hostile work environment ▪ Effects public trust and confidence in system 	<ul style="list-style-type: none"> ▪ planning process) ▪ Expand court hours; night court ▪ Reassess use of space in courts ▪ Hire more marshals
Growing lack of training / education for court personnel	<ul style="list-style-type: none"> ▪ Judges and prosecutors need training in collateral consequences ▪ Untrained bail commissioner ▪ New judge without criminal experience thrown into GA ▪ Judges and prosecutors unwilling to use programs 	<ul style="list-style-type: none"> ▪ Poor outcomes for our constituents, clients and public ▪ People losing their housing, jobs, custody of children ▪ Losing treatment recovery 	<ul style="list-style-type: none"> ▪ Need for more training (i.e., interagency training) ▪ Retrain on collateral consequences ▪ Imposing and increasing jail sentences not the answer ▪ Increase mentoring ▪ Supreme court justice involvement
Growing competition for limited funds	<ul style="list-style-type: none"> ▪ Not enough funding for public defender personnel ▪ Low turnover in the division 	<ul style="list-style-type: none"> ▪ Public defenders out staffed ▪ Slows process, longer delays in trial ▪ Negative public relations for public defenders 	<ul style="list-style-type: none"> ▪ Judicial should treat public defenders as a partner, include public defenders in planning process all the way through
Decrease in appropriate treatment and adequate programs	<ul style="list-style-type: none"> ▪ No adult sex offender residential treatment ▪ More mental health clients without enough services ▪ Homeless sex offenders ▪ Probation resorting to violation of probations (VOPs) vs. counseling and treatment ▪ No treatment for arsonists (in 		<ul style="list-style-type: none"> ▪ Provide more services for a variety of services ▪ Judicial to put pressure on state community providers
Reference demographics, increase number of people incoming, decreased			

Chief Public Defender's Office 1 – November 16, 2007

TRENDS	IMPACT	STRATEGIES
<p>privacy, increasing jurisdiction of juvenile court</p>	<p>state)</p> <ul style="list-style-type: none"> ▪ Lack of money for programs that include transitional housing ▪ Lack of services for intellectually disabled ▪ Drug offenders jailed instead of treatment ▪ Long wait for programs ▪ CSSD inadequate to serve mentally ill and mentally retarded ▪ Incarcerating mentally ill ▪ CSSD duplicating services ▪ Closing of Camp Hartell re: treatment ▪ No instate inpatient sex offender treatment for juveniles ▪ Residential programs arresting clients instead of treating them ▪ Lack of treatment programs for juveniles ▪ Sex offenders have no resources ▪ Lack of services on release ▪ No access to psychiatric treatment ▪ Interstate compact probation office blocking out-of-state placements ▪ Length of time defendants wait to get prescription from mental health agencies ▪ Hispanic Spanish <u>only</u> language – no programs ▪ No resources for youthful offenders 	
<p>Lack of cooperation for courtroom efficiency</p>	<ul style="list-style-type: none"> ▪ Cooperation of all offices within courthouse ▪ Need for better management of 	<ul style="list-style-type: none"> ▪ More control over encouraging communication between prosecutors and

Chief Public Defender's Office 1 – November 16, 2007

TRENDS	IMPACT	STRATEGIES
Addressed in previous trends	criminal docket = (time) <ul style="list-style-type: none"> ▪ Clients waiting all day for cases to be called 	public defenders <ul style="list-style-type: none"> ▪ Judges should not allow prosecutors to abuse the process ▪ Re-convene the criminal commission
Increasing victim rights	<ul style="list-style-type: none"> ▪ Victim's rights 	<ul style="list-style-type: none"> ▪ Stiffer sentences ▪ Clogs up court system ▪ Conflicts ▪ Unequal results ▪ Victims viewed as prosecutors ▪ Cases languish ▪ Can be disregarded by state ▪ Victims being coerced
Growing intolerance for sex offenders with no offer of resolution	<ul style="list-style-type: none"> ▪ Sex offender statutes too broad ▪ Sex offenders can't live anywhere 	<ul style="list-style-type: none"> ▪ Homeless/unsupervised sex offenders ▪ Increase in charges of failure to register ▪ Violations of civil rights
Growing imbalance of power between prosecution and defense	<ul style="list-style-type: none"> ▪ Judges and prosecutor having ex parte communications ▪ Judges rubberstamp prosecution recommendations because safe ▪ Defense attorneys give up too much power ▪ Prosecutors have too much power 	<ul style="list-style-type: none"> ▪ Not fair ▪ Undermines confidence in system ▪ Negatively impacts effectiveness of public defender and defense attorneys ▪ Longer more harsh sentence ▪ Judge shopping

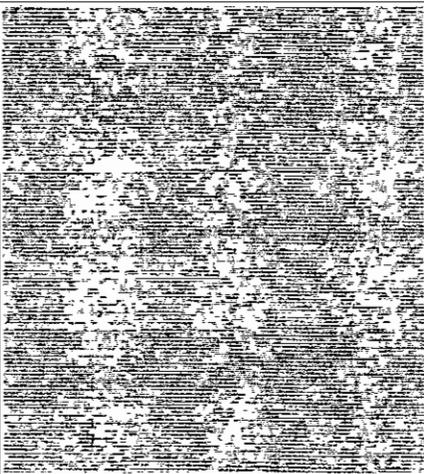
Chief Public Defender's Office 1 – November 16, 2007

TRENDS	IMPACT	STRATEGIES
<p>Increasingly hostile political environment</p>	<ul style="list-style-type: none"> ▪ Public perception of crime – three strikes ▪ Everyone is a sex offender ▪ Bad legislation from bad incidents ▪ Public pressure on judges in capital cases ▪ Higher bonds and sentences ▪ Mandatory minimum sentences ▪ Reaction to famous crimes ▪ Too much new criminal legislation being passed ▪ Over reacting to “hot” issues in media 	<ul style="list-style-type: none"> ▪ Longer pre-trial incarceration ▪ Loss of judicial discretion ▪ Increases ineffective treatment of defendants ▪ Prison overcrowding
<p>Decreased judicial independence</p>	<ul style="list-style-type: none"> ▪ Pretrial incarceration ▪ Increased pretrial incarceration ▪ Higher bonds and sentences ▪ Stiffer sentences ▪ No incentive for judges to let anyone out – reappointment ▪ Increased legislative scrutiny of individual case decision by judges 	<ul style="list-style-type: none"> ▪ More punitive and lack of justice ▪ Unfairly incarcerated ▪ Increase in pretrial docket
<p>Increase in unchecked CSSD authority</p>	<ul style="list-style-type: none"> ▪ CSSD has too much power in juvenile ▪ Onerous probation conditions ▪ Probation officers treat sex offenders as if they are scum ▪ No Spanish speaking public defenders ▪ Need to restrict CSSD authority 	<ul style="list-style-type: none"> ▪ Shifting of authority from judge ▪ Probation officers are not trained as attorneys ▪ People going into inappropriate programs resulting in revolving door ▪ More violation of probation (VOPs) ▪ PD clients guinea pigs for new CSSD programs ▪ Representing they are providing a service that does

Chief Public Defender's Office 1 – November 16, 2007

TRENDS	IMPACT	STRATEGIES	
Growing lack of respect and civility in the judicial process (courtroom especially)	<ul style="list-style-type: none"> ▪ Lack of respect of clients/families ▪ Growing lack of courtroom decorum ▪ Angry judges ▪ Bullying judges ▪ More respect in courtroom hearings 	<ul style="list-style-type: none"> ▪ not exist ▪ Chaos in courtroom ▪ Lack of confidence in system ▪ Demoralizing for everyone 	
Growing lack of equal justice	<ul style="list-style-type: none"> ▪ Preferential treatment of private attorneys over public defenders in court ▪ Shackling kids and adults pretrial ▪ Judges consider family impact of incarceration of white families more than minorities ▪ Fines and program fees for the indigent ▪ Incarceration of minorities 	<ul style="list-style-type: none"> ▪ Unequal justice ▪ Greater representation of minorities in jail ▪ Shackles – for convenience not a good purpose ▪ Huge discrepancy between what a white middle class defendant gets compared to minority defendant with public defender ▪ Harsher sentences for minorities ▪ Fosters impression that justice is being bought ▪ Public defender clients are given lowest priority in court ▪ Children in court all day ▪ Lack of recognition by judges and prosecutors that defendants have lives 	<ul style="list-style-type: none"> ▪ Training for everyone on ethics, sexual harassment prevention, hostile work environment ▪ Juvenile staff – trauma training and child development training ▪ Independent/objective monitoring ▪ Ombudsman ▪ Staggered dockets ▪ Blocks of time where cases assigned ▪ Starting earlier ▪ Having judges honoring agreements between counsel on non-substantive matters ▪ Encourage judges to meet with staff on new assignments
Growing lack of respect for due process	<ul style="list-style-type: none"> ▪ State attorneys increase charges if defendants choose to go to trial ▪ Judges “bullying” clients and 	<ul style="list-style-type: none"> ▪ See Decreased independence, Growing imbalance of power... Victim 	<ul style="list-style-type: none"> ▪

Chief Public Defender's Office 1 – November 16, 2007

TRENDS		IMPACT	STRATEGIES
	<p>public defenders to plead guilty</p> <ul style="list-style-type: none"> ▪ Judges pressing resolution – before case is ready to resolve ▪ Reluctance to go to trial = fear of longer sentences ▪ Clients get hammered if they go to trial and lose ▪ Bonds set as means of forcing pleas ▪ Too few trials ▪ Increase by judicial on “movement” of cases ▪ Too many major felonies staying in GA courts 	<p>rights</p>	
<p>Growing demand for specialized courts</p>	<ul style="list-style-type: none"> ▪ Domestic violence prosecution increase ▪ Growing number of domestic violence dockets ▪ Boutique courts 	<ul style="list-style-type: none"> ▪ Strain on resources ▪ Unequal justice – courts that have them vs. those that don't ▪ Clogging dockets 	<ul style="list-style-type: none"> ▪ Flexible dockets ▪ Better evaluation

Chief Public Defender's Office 2 – November 26, 2007

TRENDS	IMPACT	STRATEGIES
<p>Increasing dehumanization of criminal justice system</p>	<ul style="list-style-type: none"> ▪ Dehumanizing criminal defendants ▪ Shackling all kids and adults – no presumption of innocence ▪ Judges timelines cause problems for public defenders ▪ Judges pressuring public defenders to pressure clients to plead ▪ Judges bullying public defenders and public defender's clients ▪ Judges treating public defenders like warm bodies ▪ Judges treating people like cattle ▪ Huge fees and fines ▪ Lack of decorum and respect in courtroom 	<ul style="list-style-type: none"> ▪ Lack of trust for court system ▪ Lack of respect for court system ▪ Harsher sentencing ▪ Increased recidivism ▪ Perception of unfairness ▪ Takes away the presumption of innocence ▪ Delay in resolving cases/defendants don't want to cooperate ▪ Frustration/anger of public defenders ▪ Can result in less effective representation because of hopelessness ▪ Reduces adherence to constitutional principles
<p>Growing focus on punishment over rehabilitation</p>	<ul style="list-style-type: none"> ▪ Education/training of judges as to effect of this dehumanization ▪ Education/training of judges to take control of the process and to enforce standards of professionalism ▪ Re-examine time lines in criminal cases ▪ Assign more of a mix to G.A. courts; re-examine assignment process ▪ Education/training for prosecutors on professionalism 	<ul style="list-style-type: none"> ▪ Insufficient substance abuse treatment ▪ No proper planning for meaningful re-entry ▪ Lack of follow through for released inmates (support) ▪ Mentally ill in jail ▪ Lack of rehabilitation in corrections ▪ Mental retardation/developmentally disabled in jail
	<ul style="list-style-type: none"> ▪ Recidivism ▪ Inhumane treatment ▪ Prison overcrowding ▪ Devastating on children and families ▪ Institutionalization/unable to live in society productively ▪ Increased poverty 	<ul style="list-style-type: none"> ▪ Decriminalization of substance abuse ▪ Better collaboration among agencies (i.e. closing hospitals negatively impacts population) ▪ Encourage development and funding of treatment options ▪ Training/sensitivity awareness for judges on issues of mentally ill/mentally retarded/substance abuse ▪ Review/revise Department of Correction model to emphasize rehabilitation not punishment ▪ Make judges aware of the lack of treatment available to

Chief Public Defender's Office 2 – November 26, 2007

TRENDS	IMPACT	STRATEGIES
<p>Growing disregard for defendant's constitutional rights</p>	<ul style="list-style-type: none"> ▪ Need for motion dockets 	<p style="margin-left: 20px;">inmates in prison</p> <ul style="list-style-type: none"> ▪ Increased public defender staffing ▪ Don't send inexperienced judges to G.A. courts ▪ Bring back motion dockets ▪ Separate pre-trial referrals to diversionary programs from defense ▪ Re-evaluate the dissemination/sharing of information (CMIS, etc.) ▪ Decentralize Court Support Services Division (includes Bail, Probation – attitudes created before people have met) ▪ Consider implementation of rules regarding firewalls between information in databases
<p>Continuing overrepresentation of minorities in criminal justice system</p>	<ul style="list-style-type: none"> ▪ Minority – too many arrested and incarcerated ▪ Lack of cultural competency in judicial/language barriers ▪ Minorities overrepresented in jails ▪ Judges and prosecutors treat minorities more harshly 	<ul style="list-style-type: none"> ▪ Lack of confidence in criminal justice system ▪ Prison overcrowding ▪ Lack of confidence in public defenders ▪ General disintegration in some societies because incarceration has become "the norm" ▪ Feeds on itself – self perpetuating cycle ▪ Injustice

Chief Public Defender's Office 2 – November 26, 2007

TRENDS	IMPACT	STRATEGIES
<p>Demonization and exploitation of sex offenders</p>	<ul style="list-style-type: none"> ▪ Keeping track of sex offenders after sentence is over ▪ Sex offenders ▪ Homeless sex offenders ▪ Adam Walsh Act impact 	<ul style="list-style-type: none"> ▪ and juveniles ▪ Train judges on collateral consequences of convictions ▪ Encourage judges <u>not</u> to automatically impose conditions/training on appropriateness of conditions ▪ Train judges in area of cultural competency/sensitivity/awareness/diversity ▪ Judges should be blindfolded in arraignment courtroom ▪ Monitor sentencing/bond decisions and make it part of evaluation of judges internally ▪ Judicial should lobby for changes to law to allow use of youthful offender/accelerated rehabilitation for certain offenses ▪ Eliminate mandatory sentences ▪ Limitations/regulations on what can be termed a "sex offense" ▪ Modify conditions of release – unrealistic conditions lead to violations ▪ Re-evaluate program guidelines for community based programs (i.e., sex offenders can't get substance abuse treatment) ▪ Expand treatment options – i.e., young people can't get sex offender treatment and

Chief Public Defender's Office 2 – November 26, 2007

TRENDS	IMPACT	STRATEGIES
<p>Growing trend to treat minors as adults</p>	<ul style="list-style-type: none"> ▪ Incarcerated children ▪ Not enough program/services for 16-17 year olds in adult court ▪ Younger clients ▪ Troubled young clients 	<ul style="list-style-type: none"> ▪ need programs for women ▪ Explore fee waivers for sex offender treatment programs (can't pay fees → get violated) ▪ Need instate treatment programs for juveniles, i.e., need to register as sex offender in Massachusetts to get aftercare and then have to register here even though you were not required to do so initially) ▪ Treatment should be clinically oriented (Court Support Services Division should not be present)
<p>Growing trend to treat minors as adults</p>	<ul style="list-style-type: none"> ▪ Overrepresentation of minorities ▪ Prison overcrowding ▪ Creating criminals ▪ Recidivism ▪ Lack of appropriate treatment (cause as well) ▪ Further victimization ▪ Lack of respect for/confidence in criminal justice system ▪ Increased difficulty in representing these kids – kids are not “competent” although they are age appropriate ▪ Perpetuation of poverty ▪ Interruption of education → lack of educated community 	<ul style="list-style-type: none"> ▪ Provide discretion to judges re transfer – focus on person not the crime; re-examine transfer law ▪ Review programs to be sure they are effective/appropriate to all age-levels covered ▪ Create diversionary programs for 16/17 year olds like exist in juvenile courts ▪ Consider creating a rebuttable statutory presumption that 17 and under stays in juvenile ▪ Change statute to extend time within which a case can be transferred back of juvenile (only a ten-day period) ▪ Re-evaluate assessment of youthful offender statute to

Chief Public Defender's Office 2 – November 26, 2007

TRENDS	IMPACT	STRATEGIES
<p>Growing pressure on judicial to provide treatment for social issues</p>	<ul style="list-style-type: none"> ▪ Increase in drug addicts in jail ▪ Treatment ▪ Mental health ▪ Increasing dependence of services ▪ Mental retardation in court system ▪ Lack alternatives to incarceration that work ▪ Mental health and judicial system ▪ Lack of resources ▪ Locking up mentally ill ▪ Lack of programs for women who are drug addicted 	<ul style="list-style-type: none"> ▪ Discrimination in policing (i.e., city vs. suburb) ▪ Overcrowding ▪ Increased caseloads ▪ Backlog ▪ Clients warehoused; no treatment ▪ Recidivism ▪ Referral to inappropriate treatment ▪ Overrepresentation of minorities and poor in system <p>give discretion back to the judges (review J. Clifford's letter re judicial discretion)</p> <ul style="list-style-type: none"> ▪ Coordinate with DMR and DMIS to assess and diversion of currently incarcerated inmates ▪ Establish liaison between service providers ▪ Lobby for more regional facilities for DMIS and DMR – do a cost-based analysis ▪ Reduce number of inappropriate assessments – divert funding to treatment ▪ More treatment slots (appropriate) through DMIS and DMR – eliminate others
<p>Growing demand for harsher treatment of criminal defendants, both pretrial and post-conviction</p>	<ul style="list-style-type: none"> ▪ Prison overcrowding ▪ Homelessness ▪ Harsher penalties ▪ Harsher penalty ▪ Bond inflation ▪ Incarcerated mentally ill ▪ Incarcerated mentally retarded ▪ Jail overcrowding ▪ Mandatory sentences ▪ Overcrowding ▪ Lack of housing ▪ Parole ▪ Three strikes ▪ Sentences increasing ▪ Harsh sentences ▪ Reinstate good time credit 	<ul style="list-style-type: none"> ▪ Prison overcrowding ▪ Overrepresentation of minorities ▪ Dehumanization ▪ Destabilization of entire communities ▪ Increased trials <ul style="list-style-type: none"> ▪ Train judges regarding reasonable bonds and impact of conditions on bonds ▪ Put experienced judges in criminal court ▪ Educate public as to what factors go into sentencing ▪ Judicial should lobby against mandatory sentencing ▪ Cultural competency training for judges ▪ Judicial should support judges who are being more sensitive/reasonable (i.e., reward/reinforce reasonable ones; discourage unreasonable)

Chief Public Defender's Office 2 – November 26, 2007

TRENDS	IMPACT	STRATEGIES
<p>Growing inappropriate Court Support Services Division referrals to program/treatment</p>	<ul style="list-style-type: none"> ▪ Not enough respect for criminal constitutional rights ▪ Less public defender's input to obtain services ▪ Providers giving too much input for sentencing ▪ Lack of alternatives to incarceration that work ▪ Duplication of services ▪ Overwhelmed probation officers ▪ Inappropriate treatment facilities ▪ Court Support Services Division taking over all programs ▪ Information sharing vs. client confidentiality ▪ Bureaucracy to get services that are available ▪ Court Support Services Division takes over the world 	<ul style="list-style-type: none"> ▪ More incarceration ▪ Failure out of programs ▪ Harsher sentences ▪ Duplication of work by public defender and social worker ▪ Lack of confidentiality ▪ Creating paper trail of failure through sharing of information i.e., CMIS ▪ "Labeling" or categorizing the client – follows them through the system for life ▪ Less defense oriented alternative sentencing ▪ Puts community at risk when person goes through wrong program/system ▪ Increased recidivism
<p>Increasing media scrutiny and sensationalizing of judicial process</p>	<ul style="list-style-type: none"> ▪ Media exploiting criminal justice system ▪ Fear of alternative sentences ▪ Judge afraid of judiciary committee – reappointment process ▪ Incarcerated mentally ill ▪ Lack of judicial independence 	<ul style="list-style-type: none"> ▪ Change reappointment process ▪ More support of judges by Judicial Branch ▪ Increase response from and access to Chief Court Administrator ▪ Specific protocol for communications with Chief Court Administrator's office ▪ Specific protocol for media inquiries and supplying information to media ▪ Conduct training with reporters as to what is appropriate/accurate

Chief Public Defender's Office 2 – November 26, 2007

TRENDS	IMPACT	STRATEGIES
<p>Increasing inflexibility in handling of domestic violence cases</p>	<ul style="list-style-type: none"> ▪ Domestic programs used across board in serious and non-serious cases ▪ Domestic dockets too rigid 	<ul style="list-style-type: none"> ▪ No treatment for non-English speakers ▪ Presumed guilty ▪ Punished before convicted ▪ Overcrowded dockets ▪ Cases going on forever ▪ Leads to Failure to appear ▪ Family hardships ▪ DCF involvement and separation from children ▪ Homelessness/lack of housing ▪ Loss of employment ▪ Disrespect for complainant, unless they go along with program ▪ Sexist attitude – bias that women could not be aggressor ▪ Inflexible treatment options ▪ Indigent forced to pay for programs, but not for counsel ▪ Prison overcrowding
<p>Increased conflict between victim's rights and defendant's rights</p>	<ul style="list-style-type: none"> ▪ Increase in victim input ▪ Judges fear of victims ▪ Victim advocates lack independence – part of State's Attorney Office 	<ul style="list-style-type: none"> ▪ Victim advocate gathering information for prosecutors (victim's position, restitution, factual information) ▪ Creates unfair advantage that every complainant is victim ▪ Impacts negotiations ▪ No presumption of innocence ▪ Prison overcrowding

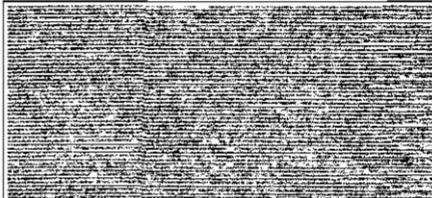
Chief Public Defender's Office 2 – November 26, 2007

TRENDS	IMPACT	STRATEGIES	
<p>Increasing need for psycho-social, available services, and legal training for judges</p>	<ul style="list-style-type: none"> ▪ Better education of judges regarding services ▪ Lack of judicial education – juvenile thought process/ psychology ▪ Judges and prosecutors don't understand child development ▪ Inexperienced judges assigned to criminal court ▪ Decrease in use of programs 	<ul style="list-style-type: none"> ▪ Prison overcrowding ▪ Increased trials ▪ Inappropriate sentences ▪ Unfair dispositions ▪ Overrepresentation of minorities ▪ Dehumanizing clients ▪ Lack of confidence in judicial system ▪ Lack of knowledge by judge ▪ Increased power to prosecutor ▪ Increase of formal evaluations ▪ Negative impact on children and families 	<p>victim advocate (don't let victim advocate control case)</p> <ul style="list-style-type: none"> ▪ Provide mandatory training ▪ Develop mentoring program ▪ Assign more experienced judges to criminal court ▪ Judge's should visit community programs ▪ Mandatory joint training of lawyers and judges ▪ Re-evaluate current training programs for judges ▪ Educating judges on successful programs available (i.e., accelerated rehabilitation)
<p>Growing lack of respect for criminal constitutional rights in juvenile court</p>	<ul style="list-style-type: none"> ▪ Increasing age 16 and 17 ▪ Evaluations ordered for pre-conviction juvenile clients ▪ Lack services 14-17 year olds ▪ Juvenile system as child mental health provider ▪ Raising the age of juvenile jurisdiction ▪ Juvenile court as school disciplinary arm ▪ No programs for 16 and 17 year olds ▪ Not enough respect for criminal constitutional rights ▪ Incarcerated children 	<ul style="list-style-type: none"> ▪ Prison overcrowding ▪ Criminalizing children ▪ Separation of kids from education ▪ Perpetuation of poverty ▪ Access to mental health services faster through arrest ▪ Using legal system as social service agency ▪ Pressure for kids to waive constitutional rights to access services ▪ Presumption of guilt ▪ Recidivism ▪ Overrepresentation of minorities ▪ Subjecting kids to adult 	<ul style="list-style-type: none"> ▪ Increased training of judges re social services ▪ Judges draw line between appropriate juvenile in treatment and community involvement ▪ Training of what children's rights are (judges, Court Support Services Division) ▪ Training of judges for specific juvenile matters ▪ Court is not social service agency ▪ Don't appoint public defender unless eligible – don't appoint just to solve the case

Chief Public Defender's Office 2 – November 26, 2007

TRENDS	IMPACT	STRATEGIES
<p>Increasing gap between public defender resources and demands of system</p>	<ul style="list-style-type: none"> criminal behavior ▪ Victimization of children ▪ Increased suicide in children 	<ul style="list-style-type: none"> ▪ More funding ▪ Judicial should lobby for more staff ▪ Contemplate more dockets – need more staff ▪ Only appoint public defender where person eligible ▪ More adequate office space for client conferences
<p>Increased inadequacy of space in court facilities</p>	<ul style="list-style-type: none"> ▪ Practice law becoming increasingly demanding, particular ▪ Don't bring public defender in to solve problem if person is not eligible ▪ Overwhelmed public defenders ▪ Increased legal specialties ▪ Keeping track of sex offenders after sentence is over ▪ Increased caseloads ▪ Overwhelmed court staff, judicial, public defender, States' Attorney ▪ Higher public defender caseloads 	<ul style="list-style-type: none"> ▪ Prison overcrowding ▪ Overrepresentation of minorities ▪ Inadequate representation of minorities. ▪ Burnout ▪ Health issues ▪ Illnesses due to stress ▪ High caseloads ▪ Client frustration ▪ Increase in habeas and grievance against public defender ▪ Lack of confidence and respect in public defender and judicial system ▪ Dehumanization of clients
<p>Increased inadequacy of space in court facilities</p>	<ul style="list-style-type: none"> ▪ Lack of confidentiality in courthouses ▪ Lack of interview space for incarcerated clients ▪ Insufficient lock-up space to bring women to court in timely way ▪ Insufficient office space for public defenders ▪ Outdated equipment ▪ Outdated facilities ▪ Confidentiality in court system ▪ Prison transport insufficient ▪ Inadequate office space ▪ No confidential space to speak with clients 	<ul style="list-style-type: none"> ▪ Negative perception of public defender ▪ Improper use of space ▪ Lack of confidence in judicial system ▪ Backlogs due to lack of space for client conferences ▪ More grievances ▪ Overall perception of unfairness ▪ Inability to serve public ▪ Lack of respect for poor people ▪ Lack of respect for equal justice
<p>Increased inadequacy of space in court facilities</p>	<ul style="list-style-type: none"> ▪ Negative perception of public defender ▪ Improper use of space ▪ Lack of confidence in judicial system ▪ Backlogs due to lack of space for client conferences ▪ More grievances ▪ Overall perception of unfairness ▪ Inability to serve public ▪ Lack of respect for poor people ▪ Lack of respect for equal justice 	<ul style="list-style-type: none"> ▪ Look at reallocating space in courthouses ▪ Relocate Court Support Services Division outside courthouse ▪ Proper utilization of existing space (i.e. marshals not available, so you cannot access facilities) ▪ More confidential (sound proof) conference rooms ▪ Improved plan to deal with delayed opening of courthouse due to inclement weather ▪ Public defender have access

Chief Public Defender's Office 2 – November 26, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none">▪ Lack of confidentiality in judicial system▪ Insufficient lock-up space to bring women to court in timely manner▪ Increase in wait before court heard	<ul style="list-style-type: none">▪ Inability to protect people's rights▪ Marshals run the courthouse – impediment to seeing client <p>to courthouse on weekends/nights</p>

Values:

- Justice
- Mutual respect
- Integrity
- Competence
- Able to speak freely without reprisal
- Open-mindedness
- Consistency
- Commitment to equal justice
- Commitment to confront racism
- Treat criminal clients with respect
- Allow people to be heard
- Mutual understanding
- Understand importance of defense attorney
- Understand importance of constitutional rights
- Equal treatment of all attorneys

Office of the Chief State's Attorney – 9/24/2007

TRENDS	IMPACT	STRATEGIES
Less discretion on the part of judges and prosecutors.	<ul style="list-style-type: none"> ▪ Less knowledge of how much time a prisoner will actually serve ▪ Prison overcrowding issues ▪ Overcrowded prisons ▪ Greater severity in sentencing ▪ More trials with fewer options suspended sentences ▪ Continued problem due to reactive instead of proactive approach 	<ul style="list-style-type: none"> ▪ More trials ▪ Overcrowded jails ▪ Longer time to resolve cases ▪ Overcrowded dockets ▪ Inappropriate reduction in charge/sentence ▪ Speedy trial issues ▪ Reduction in offender accountability
Antiquated and inadequate systems for handling the growing number of meritless habeas.	<ul style="list-style-type: none"> ▪ Inexperienced lawyers and Judges handling habeas petitions ▪ Habeas/Appellate overload ▪ Habeas repealed filing same issue source petitioner – driving to Rockville – insufficient judges assigned ▪ Inadequate rules and/or statutes for habeas corpus cases ▪ Inadequate resources to try any but most serious crimes 	<ul style="list-style-type: none"> ▪ Waste of resources ▪ Lack of finality of cases ▪ A lot of resources / low rate of return ▪ Burden on Judicial
Fewer trials that are more lengthy and complex.	<ul style="list-style-type: none"> ▪ Trials <i>de novo</i> motor vehicle cases ▪ Juror voir dire process takes too long ▪ Financial crimes committed over internet ▪ Increased complexity and length of trials ▪ Increased use of bunker style pre-trials ▪ More complicated multi-jurisdictional crime with jurisdictional and evidence issues – i.e., internet crime ▪ Increase in subpoenas for police personnel files 	<ul style="list-style-type: none"> ▪ Crowded dockets ▪ More time spent on preparation ▪ More plea bargaining ▪ Hard to get jurors on long cases ▪ Decrease in experienced trial lawyers and judges ▪ Decrease in police testimony/witness testimony
Need for more detailed information more quickly	<ul style="list-style-type: none"> ▪ Increase in videoconferencing technology in courtroom ▪ Need to make better use of information technology ▪ Use of information technology to facilitate better communication ▪ Elimination of paper – files, 	<ul style="list-style-type: none"> ▪ Less mandatory sentencing ▪ Appropriate alternatives ▪ More jail space

Office of the Chief State's Attorney – 9/24/2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> documents ▪ Need trained division personnel for multimedia presentation of evidence ▪ Developments in forensic science ▪ Need to change to electronic file system ▪ Increase public access to information ▪ Limited use of state internet for case related issues ▪ Case presentation – wired courtrooms 		
More pre-sentence investigations	<ul style="list-style-type: none"> ▪ Increase in pre-sentence investigations ▪ Increased demands on Office of Adult Probation 	<ul style="list-style-type: none"> ▪ Delays ▪ Quality of pre-sentence investigations 	<ul style="list-style-type: none"> ▪ Modified victim impact ▪ Get people who make important decisions/get information from other vehicles
Overwhelmed and obsolete facilities	<ul style="list-style-type: none"> ▪ Courthouse security concerns ▪ COOP ▪ Inadequate court facilities for expanding staff ▪ Old courthouses not meeting public demand 	<ul style="list-style-type: none"> ▪ Demoralization of staff ▪ Lack of respect from public ▪ Privacy issue ▪ <i>Harder to move cases</i> (lack of space to meet with victims, defendant attorneys, etc. ▪ Decrease in office efficiency 	<ul style="list-style-type: none"> ▪ Revamp leasing process ▪ Better planning process ▪ Effective use of technology ▪ Not necessary to have law library in courthouse
Increase of media access	<ul style="list-style-type: none"> ▪ Too much input from media ▪ Poor public understanding of the legal process ▪ Lack of respect for institution ▪ Impact of cameras in courtroom ▪ More media scrutiny ▪ Difficulty sealing search warrants ▪ Greater public interest in Judicial proceedings ▪ Continued problems due to reactive instead of proactive approach ▪ Communities recognizing their role in cause of violence ▪ Public outcry regarding "leniency" ▪ No guidelines on sealing search warrant for long term investigations ▪ Changes in court rules/increasing public disclosure of state files 	<ul style="list-style-type: none"> ▪ Less effective prosecution ▪ Information getting out that will affect case ▪ Chilling effect on witnesses, jurors and victims (reluctance on their part) – not willing to testify ▪ Longer trials make all court business longer ▪ Time 	<ul style="list-style-type: none"> ▪ Increase training for Judges on impact that publicity has on witnesses and victims ▪ Training on Freedom of Information (FOI)

Office of the Chief State's Attorney – 9/24/2007

TRENDS	IMPACT	STRATEGIES
Increased need for Judicial specialization in criminal and habeas cases	<ul style="list-style-type: none"> ▪ Assignment of Judges based upon expertise ▪ Transportation issues impacting Judicial assignments ▪ Pressure on Judges to move cases ▪ Extensive reliance on Judge Trial Referees 	<ul style="list-style-type: none"> ▪ <i>Inappropriate outcomes</i> ▪ Inconsistent results ▪ Ineffective use of resources ▪ Delay in processing cases
Increased demand for specialty courts (more scrutiny needed) reliance on alternative	<ul style="list-style-type: none"> ▪ A program for every crime ▪ Lack of mental health programs ▪ Fewer trials at G.A. level due to number of diversionary programs ▪ Number of programs (Domestic Violence Docket – Community Court) 	<ul style="list-style-type: none"> ▪ Less allocation of resources ▪ Chaos ▪ No accountability ▪ Increase in dockets ▪ Alternate incarceration
Victims are more aware of their role in the process	<ul style="list-style-type: none"> ▪ Victim's input ▪ More vocal victims and victims groups 	<ul style="list-style-type: none"> ▪ Good/bad ▪ Creates a personnel need (informing, contacting victims re: critical information) ▪ More demand on Office of Victim Services ▪ Office of Victim Services needs more victim advocates ▪ Victim satisfaction ▪ Need victim advocates in Juvenile Courts ▪ Increase in "Who is the victim"?
Greater demands on personnel (i.e. transcripts) resulting in more management issues	<ul style="list-style-type: none"> ▪ Lack of personnel ▪ Prosecution burn-out ▪ Cumbersome hiring process ▪ Employee retention/recruitment ▪ Developments in forensic science ▪ Need for greater support staff (with training) ▪ Inability to remove the burned out or unethical employee (unions) 	<ul style="list-style-type: none"> ▪ Inordinate amount of time spent on personnel ▪ Inability to reply to requests (CHRO) ▪ Inability to reward competence/hard work ▪ Inability to discipline / low morale

Office of the Chief State's Attorney – 9/24/2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Increase in number of child sexual assault cases ▪ Inexperienced special public defenders in G.A. court ▪ CHRO ▪ Inability to comply with CHRO reporting request – antiquated – unrealistic 		
Increase in juvenile cases	<ul style="list-style-type: none"> ▪ Increase in age of juveniles ▪ Juvenile 16/17 year old impact ▪ Juvenile courts proposed not following J.D. lines ▪ Greater confusion because state agency areas are not contiguous 	<ul style="list-style-type: none"> ▪ Staff ▪ Space ▪ Training ▪ Increase in crime ▪ Limited incarceration space for juvenile ▪ Where you live / where you are arrested ▪ Post arrest release ▪ Confessions – hard to get / parents present 	<ul style="list-style-type: none"> ▪ All above issues need to be addressed by appropriate people ▪ Push back deadline
Greater competition for limited funds	<ul style="list-style-type: none"> ▪ Lack of money ▪ Parking 	--	--

Young Lawyers Section of the CBA – 11/20/2007

TRENDS	IMPACT	STRATEGIES
<p>Increasing need for more qualified and better trained judges</p>	<ul style="list-style-type: none"> ▪ Diversity on the bench ▪ Training of judges for new areas of practice ▪ Judicial pay ▪ Putting qualified judges in the complex litigation docket ▪ Aging judges 	<ul style="list-style-type: none"> ▪ Less confidence in judges ▪ Less respect for system as a whole ▪ Impacts negatively on justice ▪ Less predictability ▪ More difficult for lawyers to provide advice ▪ Lowered judge morale ▪ Overburdened judges/underused judges
<p>Growing conflict between victims' rights and defendants' rights</p>	<ul style="list-style-type: none"> ▪ Raise judicial pay to attract and retain better candidates ▪ Create performance criteria within judicial district- self policing by judges ▪ Increase mandatory CLE for judges ▪ Better metrics for evaluating judges ▪ Expand judicial mentoring program ▪ Create internal administrative sanctions rather than reference to judicial review ▪ Ombudsman to deal with issues of judges' demeanor in courtroom ▪ Revisit the judicial performance evaluation process ▪ Specialized dockets- regional specialty dockets ▪ Expanded training for judges 	<ul style="list-style-type: none"> ▪ No one knows exact role victims are allowed to play ▪ Increased frustration ▪ Increased exposure to the media ▪ Increased pressure on Judiciary ▪ Leads to unfair results for the defendant when victim has too many rights
<p>Growing conflict between victims' rights and defendants' rights</p>	<ul style="list-style-type: none"> ▪ Victim Advocates- what role do they play? 	<ul style="list-style-type: none"> ▪ More victim advocates ▪ Educate victims on their rights ▪ Have clear practice book provisions ▪ Active public outreach to public service organizations

Young Lawyers Section of the CBA – 11/20/2007

TRENDS	IMPACT	STRATEGIES
Growing use of ADR	<ul style="list-style-type: none"> ▪ Mediator training for court annexed mediation ▪ ADR (alternative dispute resolution): for better or worse 	<ul style="list-style-type: none"> ▪ Use of ADR takes complex cases out of the courthouse ▪ Competition with private providers ▪ Lose your civil cases/privatization of justice
Growing impact of economic issues on the court system	<ul style="list-style-type: none"> ▪ Increase in class actions ▪ Habeas claims ▪ Increase in foreclosures 	<ul style="list-style-type: none"> ▪ Need more experienced mediators ▪ Create mediation docket ▪ More use of special masters like in the Federal court system. ▪ Court established rules for mediation
Growing demand for transparency and openness	<ul style="list-style-type: none"> ▪ Cameras in the courtroom ▪ Electronics and media in the courtroom ▪ Reporting on cases by media -gag orders ▪ Open juvenile courts 	<ul style="list-style-type: none"> ▪ Courts have to be flexible and adaptable
Growing demand for transparency and openness	<ul style="list-style-type: none"> ▪ OJ Simpson trial-type spectacle ▪ Opening juvenile courts will result in more accountability and better representation of juveniles ▪ If Judicial fails to open up, the legislature will do it for us ▪ Gives public more of a window on what is going on ▪ May turn away attorneys who do not want to be on television 	<ul style="list-style-type: none"> ▪ Create flexibility in our structure ▪ Create temporary dockets ▪ Stagger the dockets ▪ Provide option for hearing all cases of large filers at the end of the day/specific time ▪ More judges for these specialized needs
Growing obsolescence of physical facilities and infrastructure	<ul style="list-style-type: none"> ▪ Cameras in the courtroom ▪ Electronics and media in the courtroom ▪ Reporting on cases by media -gag orders ▪ Open juvenile courts 	<ul style="list-style-type: none"> ▪ Judicial should be proactive about opening up ▪ Post decisions online ▪ Post case document online ▪ Strict rules on when cameras are allowed and explicit standards of behavior ▪ Have Judicial operate a camera and have online continuous feed (streaming video)
Growing obsolescence of physical facilities and infrastructure	<ul style="list-style-type: none"> ▪ Technology in the courtroom ▪ Microphones that don't amplify ▪ Aging courthouses ▪ HVAC in courthouses ▪ Parking 	<ul style="list-style-type: none"> ▪ Inefficiency/ineffectiveness ▪ Lack of respect ▪ Public image is negatively affected ▪ Public alienation
Growing obsolescence of physical facilities and infrastructure	<ul style="list-style-type: none"> ▪ Modernize and renovate the courthouses ▪ Consolidate courthouses ▪ Build free and convenient parking for all courthouses 	

Young Lawyers Section of the CBA – 11/20/2007

TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none"> ▪ Affects the rule of law
Increasing need for precision and finality in court decision-making	<ul style="list-style-type: none"> ▪ Supreme Court; do away with panels; all hearings should be before full court ▪ Complex litigation not specialized anymore ▪ One judge handles cases like Federal model ▪ Business case docket 	<ul style="list-style-type: none"> ▪ Master plan for construction/maintenance of facilities along with prioritization of needs ▪ Solicit input from users of the courthouse before designing new courthouses or renovating old ones- consider future use, capacity, and functionality ▪ Provide opportunity for public input ▪ Night court ▪ Staggered dockets ▪ Devote resources to civil court system- not all to criminal system
Increased difficulty in balancing security needs with courtesy and	<ul style="list-style-type: none"> ▪ Marshals in Stamford ▪ Court security makes long lines outside ▪ Attorneys standing in line with 	<ul style="list-style-type: none"> ▪ Increased cost and length of time to resolve issues ▪ Specialization courts/specialized attorneys
	<ul style="list-style-type: none"> ▪ Negative perception ▪ Inefficiency ▪ Standing in long lines 	<ul style="list-style-type: none"> ▪ Follow the Federal model ▪ Individual calendaring (1 judge per case) ▪ Regional (family, business, etc.) dockets ▪ Specialized training for judges ▪ Extensive training before rotating judges ▪ Stop rotation of judges ▪ Explore the judges' assignment process ▪ Use evaluations to remove judges
		<ul style="list-style-type: none"> ▪ Open doors earlier, especially in inclement weather ▪ Standardize security

Young Lawyers Section of the CBA – 11/20/2007

TRENDS	IMPACT	STRATEGIES	
efficiency	<ul style="list-style-type: none"> defendants ▪ Attorney need to undress to go through metal detector 	<ul style="list-style-type: none"> requirements and metal detectors at courthouses ▪ Allow cell phones with cameras ▪ Hire more physically fit Marshals for criminal and family courts ▪ No guns (even if legitimately held) in the courthouse-concealed or not 	
Judicial not keeping up with technological advances	<ul style="list-style-type: none"> ▪ Email Judicial notices ▪ State rules for E-Discovery ▪ More technology (websites) ▪ Enfield storage access to closed cases ▪ Not being able to view court documents online ▪ Not being able to view more than 1 day of criminal docket online ▪ Increase in e-filing ▪ Wi-fi in courthouse ▪ Bringing computers in the courthouse 	<ul style="list-style-type: none"> ▪ Inefficiency ▪ Lack of transparency- can't see what's going on ▪ Negative impact on advocacy ▪ Disillusionment and frustration of clients and attorneys ▪ More difficult for jurors, i.e., CSI effect on their expectations ▪ More technology may increase costs (are we favoring the wealthy?) ▪ Increases overall cost of litigation 	<ul style="list-style-type: none"> ▪ Allow PDAs and other technological devices into courts as a matter of right ▪ Court should provide the technology to level the playing field ▪ Implement/create long-term plan to upgrade technology ▪ Train judges in use of technology ▪ Put Wi-Fi in all courthouses
Changing demographics	<ul style="list-style-type: none"> ▪ More interpreters ▪ Changing ethnic makeup of Connecticut's population 	<ul style="list-style-type: none"> ▪ Litigants without access because of language barriers ▪ Collateral consequences for immigrants ▪ Different issues, i.e. social issues as underlying problems 	<ul style="list-style-type: none"> ▪ Hire more interpreters ▪ Forms in different languages ▪ Publicly available information (web and written) in other languages ▪ Hiring bi-lingual staff/more diversity in judicial ▪ Collaboration with linguistically and culturally diverse community groups

Young Lawyers Section of the CBA – 11/20/2007

TRENDS	IMPACT	STRATEGIES
Growing lack of uniformity among courts	<ul style="list-style-type: none"> ▪ Consistency in granting/denying motions for continuances ▪ Summary judgment not a viable procedure ▪ Rules for courtroom behavior varying widely from court to court 	<ul style="list-style-type: none"> ▪ Publicize procedures and protocol for information branch provides on the web and in print ▪ Publish local rules for each court ▪ Create uniformity through practice book rules ▪ Expand e-filing to promote uniformity on what's filed ▪ Email decisions and notices ▪ Post court decisions online
Increasing concern over Judicial independence vs. the other branches of government	<ul style="list-style-type: none"> ▪ Judicial independence ▪ Relations with Judiciary committee 	<ul style="list-style-type: none"> ▪ Elected judges ▪ Legislation makes rules for Judicial Branch ▪ Less trust of judges and the decisions they make ▪ Judges not willing to make tough decisions ▪ Decreased rule of law
Increased need for customer service training for overburdened frontline staff	<ul style="list-style-type: none"> ▪ Docketing motions timely ▪ Caseload in Stamford-not responding ▪ Temporary court employees losing files ▪ Clerks at trial courts not knowing how to process appeals ▪ Shortage of court reporters and monitors ▪ Inconsistent clerk's offices ▪ Clerks in Stamford losing files ▪ Staff shortages 	<ul style="list-style-type: none"> ▪ Public's negative impression of system ▪ Inefficiency ▪ Impacts all aspects of the process ▪ Public confidence ▪ Lawyer frustration ▪ Public safety issues ▪ Decreased justice for all

Young Lawyers Section of the CBA – 11/20/2007

TRENDS	IMPACT	STRATEGIES
<p>Growing disillusionment with the court system</p>	<ul style="list-style-type: none"> ▪ More judges issuing postcard decisions ▪ Too much wasted time at courthouse ▪ Small claims?? ▪ Increase in pro se litigants ▪ Attorney impersonators ▪ Unauthorized practice of law ▪ Rising cost of legal representation ▪ Discovery disputes ▪ Incivility in litigation ▪ Lawyers growing disillusioned with the court system 	<ul style="list-style-type: none"> ▪ temporary assistant clerks and other temporary staff ▪ Re-evaluate staffing levels ▪ Re-evaluate job descriptions ▪ Eliminate general objections ▪ Expand/improve Court Service Centers ▪ Mandatory Continuing Legal Education (CLE) for lawyers ▪ CLE for judges ▪ Start on time ▪ More training for judges; mentoring for judges ▪ Rework Judicial Performance Evaluations to provide more feedback from lawyers ▪ Judges police themselves-peer review

VALUES

- Courtesy
- Respect
- Clarity
- Consistency
- Finality
- Ease of use of the system
- Technology friendly
- Comfortable and welcoming
- Accuracy
- Efficiency
- Timeliness

Office of Protection and Advocacy for Persons with Disabilities – November 27, 2007

TRENDS	IMPACT	STRATEGIES
There Will Be a Changing and Expanding Population of Persons with Disabilities with More Complex Needs	<ul style="list-style-type: none"> ▪ Exploitation of individuals with intellectual disabilities ▪ More identification of victims with disabilities as a result of hate crime legislation ▪ Increase in visual impairments ▪ Increase in deaf immigrants (Limited English Proficiency & Deaf) ▪ More people with disabilities ▪ More people with learning disabilities seeking accommodations ▪ Increase in people with multiple disability ▪ Increase in mental health issues ▪ More veterans with disabilities going through the system ▪ Increase in domestic violence among people with disabilities ▪ Increase in disabled population 	<ul style="list-style-type: none"> ▪ Communication issues ▪ Increased need for interpreters ▪ Increased number of requests for reasonable accommodation and need to make information regarding accommodations readily available
Need for a Protocol to Modify Policy to Address Needs of Clients with Disabilities	<ul style="list-style-type: none"> ▪ AM / PM or certain time for people with disabilities (med issue, transportation, supports) ▪ Flexibility with afternoon docket for Commission on Deaf and Hearing Impaired interpreters ▪ Assign either AM / PM as an accommodation to disability ▪ Scheduling AM or PM: medications, ability to sit, transportation, ability to concentrate ▪ Food / medications when in Judicial Branch custody ▪ Lots of medication issues – in lock 	<ul style="list-style-type: none"> ▪ Each courthouse has a dedicated ADA point-person at all times ▪ Provide a supervision and accountability structure for ADA coordinator (quality assurance) ▪ Provide adequate and up to date training ▪ Market reasonable accommodations more effectively

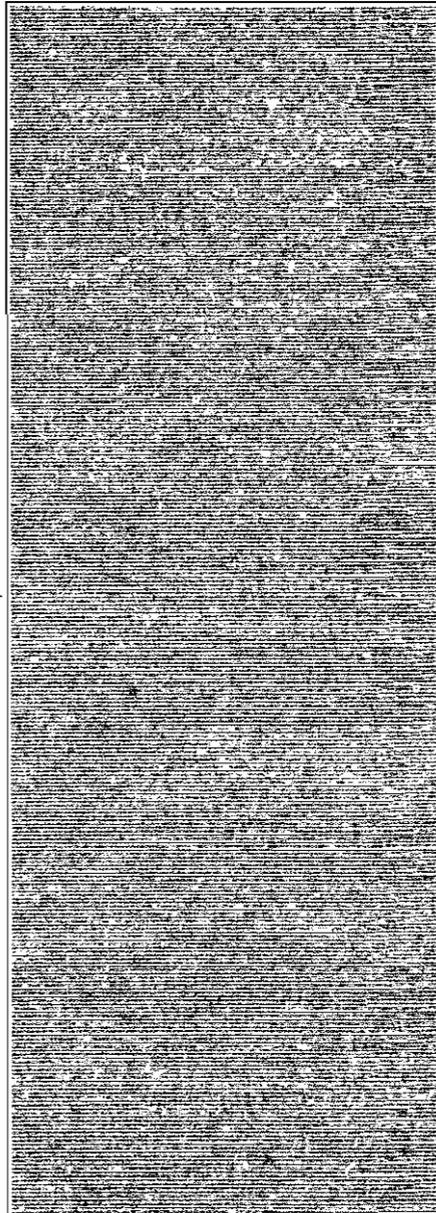
Office of Protection and Advocacy for Persons with Disabilities – November 27, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> up, need to take with food, liquids at certain times ▪ Intake procedure identifying special needs 		
As Judicial Becomes More Dependent on Technology More Accommodations Will Be Necessary	<ul style="list-style-type: none"> ▪ Increase Internet dependence resulting in decreased access for persons with disabilities ▪ Maintenance of technology (i.e., microphones, TTY machines, etc.) ▪ Lack of Internet access / technology ▪ Technology not accessible to people with various disabilities ▪ Accessible notification system ▪ Materials in accessible format 	<ul style="list-style-type: none"> ▪ More confusion ▪ Strain on scheduling ▪ Decisions to purchase proper technology ▪ Money 	<ul style="list-style-type: none"> ▪ Include people with disabilities and technical experts in selection of technology ▪ Provide alternative formats pro-actively rather than by request ▪ Include people with disabilities in emergency planning.
Need for Improved Coordination Between Department of Corrections and Judicial Regarding Need for Accommodations	<ul style="list-style-type: none"> ▪ Need for coordination between Department of Corrections and Judicial regarding prison accommodations ▪ Better coordination of multiple clients with hearing loss in same court ▪ Not addressing mental health issues not separated from main population 	<ul style="list-style-type: none"> ▪ Easier transition of detainees when accommodations are in place ▪ When going to facility, they are prepared for prisoners with disabilities 	<ul style="list-style-type: none"> ▪ Coordination between organizations ▪ Liaison at each court to facilitate communication
A Need for Increased Information, Communication, and Physical Access to Courts for Persons With Disabilities	<ul style="list-style-type: none"> ▪ Need for sufficient handicapped parking at each courthouse ▪ Maintain accessible features at facilities ▪ No point person on ADA compliance in Judicial System ▪ Need for more responsive ADA coordinator / need for ADA coordinator ▪ Need for ADA coordinator in each courthouse. 	<ul style="list-style-type: none"> ▪ Need to provide up to date equipment; handicapped parking (resulting in expenses) ▪ More people / more disability categories – strains Judicial Branch resources ▪ System may have a backlash due to increased number of accommodations requested ▪ Need for more physical 	<ul style="list-style-type: none"> ▪ Wire for FM systems ▪ Survey / evaluate accessibility ▪ Request more funding

Office of Protection and Advocacy for Persons with Disabilities – November 27, 2007

TRENDS	IMPACT	STRATEGIES	
<ul style="list-style-type: none"> ▪ More security – less access ▪ Need more avenues of information how to request accommodations ▪ Keeping up with universal design progress (staying current) ▪ CSSD programs not available to people with mental illness or intellectual disability brain injuries ▪ Jury duty – either needing supports or totally unable to participate ▪ Noise level - many people can't filter ▪ Need for more Certified Deaf Interpreters ▪ More accessible courtrooms so people with disabilities can be lawyers, etc. ▪ Better directions, signage ▪ Judicial system becoming more complex. Less access for cognitive disabled ▪ Building and programs less accessible - large print, complex issues ▪ Emergency procedures for evacuating people with disabilities 	<ul style="list-style-type: none"> ▪ access to court system 		
<p>Increased Need for Training on Rights and Needs of People With Disability</p>	<ul style="list-style-type: none"> ▪ Marshals need to recognize disability issues including psychological issues ▪ Training for law enforcement – communication with deaf people ▪ Permitting supports such as animals in the court for people with psychological disabilities ▪ Need for training for all Judicial 	<ul style="list-style-type: none"> ▪ Decrease in employee productivity ▪ Resistance and resentment to training / change ▪ Increased costs ▪ Increased employee knowledge and sensitivity 	<ul style="list-style-type: none"> ▪ Identify training needs ▪ Require training ▪ Go outside Judicial Branch for training resources. Include people with disabilities as trainers (including other court systems) ▪ Online training programs

Office of Protection and Advocacy for Persons with Disabilities – November 27, 2007

TRENDS	IMPACT	STRATEGIES
	<p>employees on ADA issues</p> <ul style="list-style-type: none"> ▪ Consistency in accommodations with different judges ▪ Need for ongoing sensitivity/cultural training for all Judicial employees ▪ Judges don't understand ADA and how it applies to them ▪ Attitude – assumptions don't want you to serve on jury if deaf ▪ Do judges have an understanding of how intellectual / learning / neurological disabilities may effect a confession or statement? ▪ For program participation in alcohol education ▪ Plea bargains always tell the deaf person to bring their own interpreter ▪ Need to ensure Individuals with Disabilities Education Improvement Act requirements met for juveniles and young adults under 21 ▪ Understanding the role of the interpreter ▪ Better recognition of visual vs. hidden disabilities ▪ Sentencing program review don't fit crime ▪ Be aware of categories of service animals ▪ Be aware of technology used by persons with disabilities ▪ Before signing forms read to individuals 	<ul style="list-style-type: none"> ▪ Provide with incentives for participating in training

Office of Protection and Advocacy for Persons with Disabilities – November 27, 2007

TRENDS	IMPACT	STRATEGIES
<p>Increased Need for Specialized Programs for People with Disabilities</p>	<ul style="list-style-type: none"> ▪ Need to have educational classes for prison transitioning programs ▪ Need for more programs for kids after having been released from parole or probation ▪ Need for diversion programs for those with cognitive disabilities that should not be incarcerated ▪ Fewer interpreters available for deaf ▪ Judicial Branch and Department of Corrections communication with families on juvenile's needs in detention ▪ Compensate ASL interpreter when court event canceled last minute / increase compensation of 1 interpreter when doing the job of 2 interpreters 	<ul style="list-style-type: none"> ▪ Require contractors to comply with ADA ▪ Flexible scheduling of programs ▪ Lobby for funding ▪ Identify stakeholders for development of programs ▪ Evaluate efficiency of current programs ▪ Educate current program facilitators on how to incorporate persons with disabilities

VALUES:

- Non-judgmental communication
- Listening
- Treated with dignity and respect
- Responses in timely fashion
- Polite / professional demeanor
- Equal / Fair treatment
- Helpful
- Drop rigid attitude – more flexibility
- Patience understanding
- Integration – freedom to participate

CT Coalition Against Domestic Violence – January 8, 2008

TRENDS	IMPACT	STRATEGIES
Need for domestic violence victim needs training	<ul style="list-style-type: none"> ▪ Roadblock – influence of family relations in modifying a protective order 	<ul style="list-style-type: none"> ▪ Victim safety ▪ Ignoring needs of victim ▪ Frustrated victims ▪ Financial impacts/more angry offender/worse violence
Decreasing “customer focus” on part of judicial to victim issues	<ul style="list-style-type: none"> ▪ Lack of a coordinated response ▪ General lack of domestic violence knowledge by judicial ▪ Lack of sensitivity from court personnel ▪ Court personnel who have lost sight of <u>good customer service</u> ▪ Lack of marshal training – insensitive, unresponsive judicial marshals ▪ Marshals – state lack of knowledge regarding service of out of state orders ▪ Advocates are <u>guests</u> in the courthouse ▪ Increase in victims who have <u>no</u> experience with the criminal court system ▪ Trauma sensitive services ▪ Advocates work in absence of information 	<ul style="list-style-type: none"> ▪ Revictimization of victims in courthouse ▪ Difficult process to understand – and staff not patient about explaining process
Mandatory domestic violence training for judges and family magistrates	<ul style="list-style-type: none"> ▪ Need for judges training in domestic violence ▪ More dual arrests ▪ No offender accountability ▪ Undocumented victims ▪ Protective orders including children low (children named in 	<ul style="list-style-type: none"> ▪ Victim safety compromised/not safe ▪ Inconsistent response from judges, ▪ Difficult to create safety plans with different judges every day (don't know who will be

CT Coalition Against Domestic Violence – January 8, 2008

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> protective orders needed) ▪ More training for judges ▪ Court not responding to multiple protective order violations ▪ More consistent judicial oversight – docket courts 	<ul style="list-style-type: none"> there) ▪ Defendant/offender get mixed message ▪ Victims to not use courts 	<ul style="list-style-type: none"> ▪ Increase collaboration between judges and domestic violence/victim advocates (information sharing and education) ▪ Recruit judges who have an interest in this area (domestic violence) ▪ Designate a statewide judge focal point (à la chief administrative judge) for domestic violence
<p>Demand for training and accountability for DCF and juvenile matters courts</p>	<ul style="list-style-type: none"> ▪ DCF – termination of parental rights ▪ DCF removal of children temporary ▪ DCF mandating victims into shelter 	<ul style="list-style-type: none"> ▪ Culture of DCF view of victim is negative/oppositional ▪ Don't utilize information on P.O. they are given ▪ DCF demand for confidential information ▪ Revictimize victim ▪ DCF focused on child rescue <u>NOT</u> on family dynamic or preserving family unit ▪ Tendency of DCF to focus on covering themselves
<p>Need for victim sensitive legislative agenda</p>	<ul style="list-style-type: none"> ▪ Need for primary aggressor statute ▪ Domestic violence courts for every GA ▪ No funds for domestic violence or advocates ▪ Lack of funding ▪ Decrease in funding for programs ▪ Need for all courts to have domestic violence dockets 	<ul style="list-style-type: none"> ▪ Training DCF on process of how to refer a client to domestic violence ▪ Reevaluate the whole relationship/interaction between DCF and domestic violence advocacy
<p>Expand the accessibility</p>	<ul style="list-style-type: none"> ▪ Lack of offender treatment 	<ul style="list-style-type: none"> ▪ Victim safety ▪ Underserved victim population
	<ul style="list-style-type: none"> ▪ Reoffenders 	<ul style="list-style-type: none"> ▪ More support from judicial for domestic violence issues/legislation ▪ Eliminate batterer treatment

CT Coalition Against Domestic Violence – January 8, 2008

TRENDS	IMPACT	STRATEGIES	
and availability of effective offender programs	<ul style="list-style-type: none"> programs ▪ Lack of effective offender programs ▪ Need for more resources for defendants ▪ Need to explore program in Spanish 	<ul style="list-style-type: none"> ▪ Victim safety ▪ Repeated cycle of victim returning to batterer ▪ Availability of increasing batterer programs makes victims hope for change that won't come 	<ul style="list-style-type: none"> programs and put money towards victims' services ▪ Reduce "bites at the apple" by statute/judge training
Need for increased victim services	<ul style="list-style-type: none"> ▪ Need for more services for victims ▪ Lack of free legal services ▪ Lack of affordable legal representation ▪ Lack of affordable housing ▪ Prevention (early) ▪ Prevention programs 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ Prevention training for people <u>before</u> becoming a victim – i.e., elementary school <u>EARLY</u> ▪ Increased funding for educational services regarding domestic violence
Inadequate court facilities to deal with victims	<ul style="list-style-type: none"> ▪ Crowded courts - high caseloads of prosecutors ▪ Lack of accessibility ▪ Lack of space in courthouse - victim and defendant services sharing offices ▪ Victim confidentiality in court ▪ Lack of space in courts ▪ Defendants and victims in same waiting area ▪ Computer/internet access for advocates 	<ul style="list-style-type: none"> ▪ Victim safety compromised ▪ Lack of confidentiality ▪ Lose confidence ▪ Victims avoid the court/system ▪ Advocates/high turnover ▪ Victims intimidated by the system 	<ul style="list-style-type: none"> ▪ Flexible use of court space ▪ Flexibility in scheduling ▪ Nights and weekend court sessions ▪ Formalize relationship via protocols/statute change ▪ More training for prosecutors and judges ▪ Domestic violence docket in each court
Need for increased training for prosecutors on victims' rights and domestic violence	<ul style="list-style-type: none"> ▪ Missing witness nolle ▪ Failure of prosecution to give notice to victims (of nolle or plea) ▪ Kevin Dunns ability to intervene on a local level ▪ Court not responding to multiple protective order violations 	<ul style="list-style-type: none"> ▪ Poor prosecution ▪ Victim safety ▪ Offender accountability-decreased 	<ul style="list-style-type: none"> ▪ Seek input from court personnel (judicial and non-profit) on judges performance (feedback mechanism from court users) ▪ More specialization on domestic violence issues
Increased availability of services/resources for	<ul style="list-style-type: none"> ▪ TRO denials ▪ Supervised visitation services 	<ul style="list-style-type: none"> ▪ Victims sliding into poverty ▪ Loss of custody 	<ul style="list-style-type: none"> ▪ Civil advocates ▪ Increased funding for legal

CT Coalition Against Domestic Violence – January 8, 2008

TRENDS	IMPACT	STRATEGIES
victims in civil cases	<ul style="list-style-type: none"> ▪ Growing number of cases involving parental alienation syndrome (PAS) ▪ Push for mediation services ▪ Custody issues ▪ Custody ▪ Child support ▪ Lack of cooperation between guardian ad litem and domestic violence agency ▪ Lack of advocate in civil court 	<ul style="list-style-type: none"> ▪ Homes go into foreclosure ▪ Victim's stay because they are overwhelmed by the system ▪ Victims need help "scripting" what to say to the civil courts ▪ Long term victim involvement
Provide additional resources to victims to enforce their rights	<ul style="list-style-type: none"> ▪ Lack of interpreter services for victims ▪ Interpreters available times victims at the court ▪ Interpreting services ASL, languages 	<ul style="list-style-type: none"> ▪ Victims not served ▪ Victims misunderstood
Increasing needs of special populations	<ul style="list-style-type: none"> ▪ Undocumented victims ▪ Elderly ▪ Siblings against siblings ▪ Growing number of cases involving domestic violence with soldiers returning home from war ▪ Immigration ▪ Homelessness ▪ Mental health problems of victims and defendants ▪ Substance abuse 	<ul style="list-style-type: none"> ▪ Training prosecutors on the "U" visa rules/regulations ▪ Community based needs assessments
Increased demand for training and accountability for police department	<ul style="list-style-type: none"> ▪ More dual arrests ▪ Police enforcement of protective order violation (protective order) ▪ More training for police departments (more training needed) ▪ More police scandals 	<ul style="list-style-type: none"> ▪ Impact of funding for training – local departments ▪ State funding for domestic violence training for law enforcement

CT Coalition Against Domestic Violence – January 8, 2008

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none">▪ More dual arrest in domestic violence cases▪ More victims getting arrested▪ Domestic violence defendants acting as confidential informants for police▪ Safe/unified response for victims with partners abusers who are police officers or law enforcement staff	

Commission on Aging – January 9, 2008

TRENDS	IMPACT	STRATEGIES	
Probate issues			
Changing demographics	<ul style="list-style-type: none"> ▪ Cultural competence ▪ Access issues for elders with criminal background in need of elder housing ▪ Advocates don't increase in same percentage as seniors ▪ Stereotypes/cultural diversity ▪ Increase in number of elders due to population trends more issues with income 	<ul style="list-style-type: none"> ▪ Increased population of elderly equals increased volume in affected courts, i.e., housing, family ▪ Sep: Appeal of conservatorship and of wills and estates ▪ Increased elderly with culture differences and culture of being older – different mindset ▪ More seniors with criminal histories/background 	<ul style="list-style-type: none"> ▪ Target courts for population, i.e., juvenile now deal with special issues of that population (senior) ▪ Court based advocate and education = ombudsman ▪ Accommodations, programs and services to meet needs of older criminal culture offenders ▪ Train staff – cultural
Fixed income/fiscal concerns	<ul style="list-style-type: none"> ▪ More fee waivers for seniors with limited money ▪ Fee waivers ▪ Lack of advocates (beyond legal services) for low-income persons ▪ Lack of representation in court or to bring actions both in probate court, small claims, superior or court ▪ Cost of rehabilitation program for DUI – funding issue 	<ul style="list-style-type: none"> ▪ Escalating legal actions impacts Judicial Branch and Dept. of Corrections ▪ More pro ses in all courts ▪ Higher number of bankruptcies, etc. due to scams directed at elderly 	<ul style="list-style-type: none"> ▪ Means-based penalties for infractions ▪ Better/more recruitment of pro bonos ▪ Means-based assessment for fees ▪ Partner with Attorney General's consumer protection, etc. directed at elders
Limited English Proficiency – access to assistance	<ul style="list-style-type: none"> ▪ Lack of interpreters for those whose first language is not english and for hearing impaired/deaf ▪ Bi-lingual material for non-english speakers (elder) ▪ <u>Access:</u> Language (e.g., forms, process, etc.) 	<ul style="list-style-type: none"> ▪ System less efficient – confusion ▪ Can't access system if don't understand ▪ Forms – multi-language needs 	<ul style="list-style-type: none"> ▪ Language line ▪ Announcements in additional languages ▪ Identify demographics produce forms
System needs to be more user-friendly	<ul style="list-style-type: none"> ▪ Language – feeling alone – no one to go with ▪ Simple/plain language – court 	<ul style="list-style-type: none"> ▪ Less efficient system – staffing strained ▪ Lack of participation in 	<ul style="list-style-type: none"> ▪ Outreach efforts by Judicial Branch to targeted groups (elderly/others)

Commission on Aging – January 9, 2008

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> forms ▪ User-friendly personnel ▪ Non-online access to court forms ▪ Elderly less likely to self help ▪ Jury Duty 	<p>system because of intimidation/unfamiliarity</p>	<ul style="list-style-type: none"> ▪ Train court staff on customer service: i.e., accommodations/senior consumers; accessibility ▪ Assess staffing/flexibility in deployment ▪ Cultural competency
<p>Lack of knowledge</p> <ul style="list-style-type: none"> ▪ Education on rights with driving ▪ More information for elders regarding housing laws (eviction, foreclosure) ▪ Problems with consumer credit/debt action cases – older adults don't understand rights ▪ Overview of rights in subsidized guardianship ▪ Understanding the impact of their grandchildren's probation – on their household ▪ Grandparents are raising grandchildren – hard to understand system ▪ Understanding the difference between residential placement and CJTS (delinquent commitment) ▪ Booklet for grandparents in juvenile court explaining FWSN services ▪ Lack of guidance regarding telemarketing/door-to-door sales ▪ More credit card telephone fraud ▪ Reverse mortgage consumer scams ▪ Issue with termination of services 	<ul style="list-style-type: none"> ▪ Elderly are victims – dockets to increase as population increases ▪ Increase in evictions, foreclosures, bankruptcy ▪ Increase in need for action/recourse – dockets swell ▪ Grandparents raising grandchildren – don't know rights, services, programs – overall impact of this ▪ Lack of trust with elderly and Judicial Branch 	<ul style="list-style-type: none"> ▪ Educate elders on programs and services AND educate advocates of elderly ▪ Accessible literature ▪ The better educated the advocates (who are trusted) are means more information to elders ▪ Highlight areas of concern ▪ Elder ombudsman

Commission on Aging – January 9, 2008

TRENDS	IMPACT	STRATEGIES
(e.g. homecare)		
Accommodations	<ul style="list-style-type: none"> ▪ Information: Need for knowledge about process and venue (e.g. family vs. probate) 	
	<ul style="list-style-type: none"> ▪ Address needs of people with disabilities who have to wait hours for hearing ▪ Transportation to court by Judicial Branch? ▪ Generally, lack of accommodation for vision/hearing impairments and low literacy levels ▪ Access: Print of documents – font size ▪ Seniors hesitant to open “official” mail from judicial ▪ Problems for older victims of domestic violence with process and outcomes (e.g., with restraining orders) ▪ Lack of liaisons in court and in state libraries to help elders with forms and process ▪ Conflicting court dates with medical appointments ▪ Less likely to self-help with more frailty ▪ Sexual offender registry limits services ▪ Escorting the elderly ▪ Secure seating for seniors in courtrooms 	<ul style="list-style-type: none"> ▪ People won’t access/come: fear/intimidation ▪ Financial; liberty issues ▪ Alienation because of inability to communicate
		<ul style="list-style-type: none"> ▪ Docket “triage” based on need/limitations ▪ Education about what is available (i.e., hearing devices, wheelchairs, etc. for special needs) ▪ Elderly advocate/liaison between court and elderly population – an “elder ombudsman” ▪ Education for elder advocates/organizations to pass on to the senior population/clients
Physical structural access	<ul style="list-style-type: none"> ▪ Physical inaccessibility: parking, entry, seating, long wait times ▪ Walker and wheelchair – 	<ul style="list-style-type: none"> ▪ Physical inaccessibility: parking, entry, seating, long waiting lines
		<ul style="list-style-type: none"> ▪ Parking and benches to sit and wait: identify as elderly/handicapped use only

Commission on Aging – January 9, 2008

TRENDS	IMPACT	STRATEGIES
<div style="background-color: #cccccc; width: 100%; height: 100%;"></div>	environment friendly ▪ Hearing loss – need good amplification ▪ Need benches – places to sit and wait ▪ User-friendly facilities	▪ Need for wheelchairs; walkers friendly environment ▪ Hearing loss of elderly ▪ Medical needs – long day, need to eat ▪ Re-evaluate physical facilities to accommodate population ▪ Notify public of existing access ▪ Better amplification ▪ Lounge area - cafeteria
Trend Summary Header	▪	▪
Trend Summary Header	▪	▪

Connecticut Women's Education and Legal Fund (CWEALF) and Love Makes a Family (LMAF) – November 13, 2007

TRENDS	IMPACT	STRATEGIES
Use of legal system to manipulate victims	<ul style="list-style-type: none"> ▪ Increase families seeing different judges. ▪ Increase domestic violence crimes that are in custody disputes ▪ Increase in DCF reporting custody disputes ▪ Mediation monitor – outcomes, etc. ▪ Using due process to continue to bring victim back to court – abusing the system – over and over 	<ul style="list-style-type: none"> ▪ Increased court appearances ▪ Lack of confidence in process ▪ Loss of jobs/income due to appearance ▪ Delays in case disposition
Need for training for judges and court personnel in group specific issues	<ul style="list-style-type: none"> ▪ Assign same judge to entire case ▪ Increased training of court personnel ▪ More effective case management (add caseworkers) ▪ Evaluate outcomes 	<ul style="list-style-type: none"> ▪ Increase in judges using their discretion in flexibility in federal guideline ▪ Increase grandparents asking for custody or interceding ▪ Increase gender bias in mediation ▪ Increase bias with court appointed attorney or guardian ad litem ▪ Increase in more flexibility in restraining order guideline. ▪ Transgender issues: antidiscrimination protection in schools, workplace ▪ Hate crimes against transgender people: court protections ▪ Same sex couples want marriage rights ▪ Same sex couples: access to adoption and protection of their families by courts ▪ Problems for same sex couples figuring out state benefits and
	<ul style="list-style-type: none"> ▪ Lack of confidence in process ▪ Burden on appellate system ▪ Increase in appearances 	<ul style="list-style-type: none"> ▪ Outreach and public relations to public regarding training issues

Connecticut Women's Education and Legal Fund (CWEALF) and Love Makes a Family (LMAF) – November 13, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ federal marriage benefits ▪ Insensitivity of DCF/courts/legal system to adoptive same sex couples <u>of color</u> ▪ More confusion for same sex couples dealing with states' "patchwork" of laws on civil union/marriage ▪ Judges' insensitivity to individual families reality ▪ Training for diversity – judges, attorneys, clerks (all court personnel) ▪ Raise awareness of diversity issues comprehensive training 		
Need for increased security	<ul style="list-style-type: none"> ▪ Increase security for domestic violence victims to and from court property to transportation ▪ Security – check-up ▪ Increase security in lock up system ▪ Increase security for domestic violence victims 	<ul style="list-style-type: none"> ▪ More injuries in court ▪ Cases not brought before court ▪ More people go to hospital ▪ Increases stress on difficult situations 	<ul style="list-style-type: none"> ▪ Greater training for court security personnel regarding victimization ▪ More security personnel ▪ More outreach and publicity of security process
Increased demand for multi-lingual services	<ul style="list-style-type: none"> ▪ Immigrants: access to the courts without fear ▪ Can undocumented aliens have <u>full</u> access to legal system ▪ (Family) reunification service in Spanish/other languages than English ▪ Language barriers ▪ Increase in interpreter services ▪ Increase in legal forms being in more than one language 	<ul style="list-style-type: none"> ▪ Using children/non-qualified interpreters ▪ Delays in cases 	<ul style="list-style-type: none"> ▪ More certified/trained interpreters ▪ Judges provide more "plain language" clarifications in court ▪ Written materials/signage/website should be offered in other languages

Connecticut Women's Education and Legal Fund (CWEALF) and Love Makes a Family (LMAF) – November 13, 2007

TRENDS	IMPACT	STRATEGIES
<p>Need for more and better access to the court</p>	<ul style="list-style-type: none"> ▪ Increase in immigrants equals many different languages 	<ul style="list-style-type: none"> ▪ Delays ▪ Higher attorney's fees due to delays ▪ Loss of income ▪ Informal (non-court) arrangements made (bad outcomes)
<p>Need for increased support services for litigants</p>	<ul style="list-style-type: none"> ▪ Affordable representation ▪ Forms gender neutral ▪ Increase families living out of state, still using Connecticut courts – they have financial hardship to travel to Connecticut ▪ Aging population – need for assistance, physical access, explanations, etc. ▪ Older people – patience, clear explanation on phone, etc. ▪ Need court service center in other part of State ▪ Increase in flexibility in court's operation (expand hours) ▪ Increase volume of people in court service center ▪ Increase in telephonic hearings ▪ More pro se litigants ▪ Increase electronic service for pro se ▪ Increase staff in court service center ▪ Increase pro se 	<ul style="list-style-type: none"> ▪ Increased hours ▪ More court service centers ▪ Increased electronic access ▪ "Virtual" courts
<p>Need for increased support services for litigants</p>	<ul style="list-style-type: none"> ▪ State needs to pay for psychological test for low income ▪ Need therapist in court ▪ Increase of family relations assistance plans ▪ Increase in family relations home study ▪ "Credit crunch" assistance for 	<ul style="list-style-type: none"> ▪ Delays in proceedings ▪ Increased strain on resources ▪ Better decisions based on social service information ▪ Less recidivism ▪ Less fear of court

Connecticut Women's Education and Legal Fund (CWEALF) and Love Makes a Family (LMAF) – November 13, 2007

TRENDS	IMPACT	STRATEGIES
<p>people losing homes?</p> <ul style="list-style-type: none"> ▪ Better work study/evaluation on custody cases ▪ Reduction of victim service advocates (domestic violence) 		
<p>Need for more and better customer service</p>	<ul style="list-style-type: none"> ▪ Less strain of security ▪ More efficient use of "in-court" time ▪ Save resources (forms, etc.) 	<ul style="list-style-type: none"> ▪ Use of technology/internet ▪ More and better trained staff ▪ Commitment to more diverse hiring practices/staffing
<p>Need for improved facilities</p>	<ul style="list-style-type: none"> ▪ Increase in helping disabled – flexible access ▪ Increase physical access for disabled people ▪ Safety ▪ Health (temperature, etc.) ▪ Perception of fairness 	<ul style="list-style-type: none"> ▪ Plan with community participants regarding design of new courts ▪ Judges' attire (more colors) ▪ Provide adequate/free parking

Values:

- Treated with respect, person not process
- Respect privacy of individuals
- Fairness
- Consistency
- No personal bias/professional

CT Chapter of American Immigration Lawyers – December 14, 2007

TRENDS	IMPACT	STRATEGIES
Increased victimization of immigrants	<ul style="list-style-type: none"> ▪ Unauthorized practice of law – victimizing undocumented ▪ Increase in criminal activity against immigrants by members of own group ▪ Increase in hate crimes 	<ul style="list-style-type: none"> ▪ Increased litigation ▪ Increased need for services ▪ Increased distrust of system
Increased distrust in judicial system by public/immigrant population	<ul style="list-style-type: none"> ▪ Avoidance of legal system ▪ Unequal justice: different results in different jurisdictions ▪ Increased reluctance of immigrants to use courts ▪ Fear of reporting crimes or using legal resources ▪ Non-U.S. citizens confused by jury duty ▪ Lack of knowledge of judicial system ▪ Promoting negative image of attorneys with posting of grievance notice ▪ Reluctance of witnesses to come forward ▪ Decrease in public confidence in court system ▪ Increased need for public awareness by United States court system ▪ Fear of applying for fee waiver 	<ul style="list-style-type: none"> ▪ Avoidance of court ▪ Increased victimization of aliens ▪ Increased use of extra-judicial methods to solve problem ▪ Decreased ability to get unbiased jurors ▪ Unreported/unresolved crimes ▪ Reluctance of witnesses to come forward
Increased pressure on state and local officials for state courts to enforce federal immigration law	<ul style="list-style-type: none"> ▪ Immigration and Customs Enforcement's apprehension of undocumented immigrants ▪ Increased Immigration and Customs Enforcement involvement in judicial system 	<ul style="list-style-type: none"> ▪ Blurring of sovereignty between state and federal authorities ▪ Increase litigation ▪ Increased public apprehension/confusion

CT Chapter of American Immigration Lawyers – December 14, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Fear of Immigration and Customs Enforcement's involvement in courts ▪ Fear of increased use of local police to attempt to enforce immigration laws 	<ul style="list-style-type: none"> ▪ Increased abuse of power by law enforcement 	<ul style="list-style-type: none"> ▪ information to federal agencies
Increased need for language services	<ul style="list-style-type: none"> ▪ Translate forms ▪ Increase need for translators ▪ Interpreters for clerks ▪ Interpreters for family services ▪ Interpreters for court hearings 	<ul style="list-style-type: none"> ▪ Costs ▪ Finding and training staff ▪ More trust in system 	<ul style="list-style-type: none"> ▪ Expand interpreter resources ▪ More multi-language forms and publications ▪ Increased outreach and public relations
Increased need for knowledge of immigration law in family matters	<ul style="list-style-type: none"> ▪ Increased use of immigration status to gain advantage in child custody ▪ Increased use of federal support contracts in family law cases, <i>alimony and child support</i> ▪ Increased difficulty calculating child support for undocumented workers ▪ Increase in numbers of unaccompanied minors because of immigration / undocumented parents / kids ▪ Increased citizen children whose parents are deported ▪ Increased pressure to produce immigration documents in discovery 	<ul style="list-style-type: none"> ▪ More resources for training ▪ Increase in unfair custody/support orders ▪ Increased use of intimidation in family matters 	<ul style="list-style-type: none"> ▪ Consult immigration attorney - involvement in family matters ▪ Increase judge education regarding immigration ▪ Prohibit admission of immigration materials found in discovery
Increased litigation and stress on the judicial system	<ul style="list-style-type: none"> ▪ Increase in employment claims especially social security number no-match regulations ▪ Increased post-conviction motions ▪ Increase in pro se representation ▪ Increase in uninsured motorist 	<ul style="list-style-type: none"> ▪ Longer delays in calendar ▪ Greater expense in litigation ▪ Increased costs to court system ▪ Increased lack of trust in court system 	<ul style="list-style-type: none"> ▪ Night court ▪ Increase court staff ▪ More judges ▪ More translators ▪ Simplification of small claims process

CT Chapter of American Immigration Lawyers – December 14, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> claims because lack of access to driver's license ▪ Increased challenges to ordinances impacting undocumented ▪ Interaction between federal laws and Connecticut laws (especially) ▪ Unequal representation due to increase in pro se litigants – strain on judiciary ▪ Increased litigation against municipalities ▪ If positive federal legislation increased use of judicial system 	<ul style="list-style-type: none"> ▪ Exacerbate distrust of pro se litigants 	
Need for increase in technology for a diverse population	<ul style="list-style-type: none"> ▪ Need for standardization of ancillary services ▪ Need for more user-friendly reporting system for allegations of misconduct (lawyers/judges) ▪ Standardization of procedures in the court systems ▪ E-generated certified copies of court documents ▪ Electronic court system will leave undocumented behind ▪ Easier access to court documents (e.g., transcripts/dispositions) ▪ Increased reliance on judicial website by attorneys ▪ Need for simplification of ancillary services 	<ul style="list-style-type: none"> ▪ Court system less accessible to immigrants ▪ Public vs. private information – freedom of information 	<ul style="list-style-type: none"> ▪ Increase computers for public in libraries and court service centers ▪ Increase training for attorneys in e-filing ▪ Update website as more information is made available online
Increased demand for cultural and legal training of court staff	<ul style="list-style-type: none"> ▪ Victim advocate training on immigration 	<ul style="list-style-type: none"> ▪ Costs more ▪ Resentment of court staff ▪ Increased timeframes for case processing 	<ul style="list-style-type: none"> ▪ Increased training promotes increased trust ▪ Additional year of law school as internship for practical

CT Chapter of American Immigration Lawyers – December 14, 2007

	TRENDS	IMPACT	STRATEGIES
<p>Increase in bias against immigrants</p>	<ul style="list-style-type: none"> ▪ Increased hostile bias against recent immigrants ▪ Judicial bias against recent immigrants ▪ <i>Judicial bias against non-U.S. citizens</i> 	<ul style="list-style-type: none"> ▪ Increase training ▪ Increase in victimization ▪ Increase in distrust of legal system ▪ Increase in longer sentence ▪ Difficulty in selecting impartial jurors ▪ Difficulty plea bargaining ▪ Lack of sympathy of jurors towards immigrants 	<ul style="list-style-type: none"> experience ▪ Updating training material for jurors – including diversity training, legal training (i.e. constitutional law) ▪ Educating public ▪ <i>Diversity training for court personnel including judges</i>

Values:

- Standardization of process
- Rules should apply to court and litigants and attorneys
- Courtesy
- Impartiality
- Dress code

African American Affairs Commission & NAACP – November 26, 2007

TRENDS	IMPACT	STRATEGIES
<p>Growing lack of racial and cultural sensitivity within justice system</p>	<ul style="list-style-type: none"> ▪ Impacts how a person is seen and how they feel ▪ Feel disrespected ▪ Don't trust the system ▪ Feeling of lose/lose ▪ No dignity/no respect 	<ul style="list-style-type: none"> ▪ Higher powers be willing to admit there is an issue and a problem ▪ Understanding the socialization process of the things we think about other people ▪ Dialog with public defenders, prosecutors and judges (more of it and before problem occurs) ▪ More diverse media ▪ Dialog with actual <u>listening</u> about our concerns ▪ Sensitivity to race and cultural competence important for judicial stakeholders ▪ The word "minority" = "less than" when used – change the language we use

African American Affairs Commission & NAACP – November 26, 2007

TRENDS	IMPACT	STRATEGIES	
Growing micromanaging in legal profession	<ul style="list-style-type: none"> ▪ More practice book rules limit attorney individuality 	<ul style="list-style-type: none"> ▪ Negatively affects relationship building 	
Growing racial profiling	<ul style="list-style-type: none"> ▪ Law enforcement training ▪ Police arrests/attitudes ▪ Warrantless searches ▪ Stops without probable cause ▪ Police department arrest quotas ▪ Profiling of people of color 	<ul style="list-style-type: none"> ▪ More arrests of people of color ▪ People of color incarcerated ▪ More cases ▪ Unequal justice ▪ Fast growing number of incarcerated ▪ Will need to add more prisons 	<ul style="list-style-type: none"> ▪ Include former Gov. Rowland in discussions – he's aware of these issues and has a new understanding ▪ Analyze the increase during Rowland's administration ▪ Admit there's an issue with racial profiling ▪ Monitoring mechanism to review number of arrests, ethnic background, etc.
Growing number of juvenile cases transferred to adult courts	<ul style="list-style-type: none"> ▪ Youthful offenders treated as adults. ▪ Raise the age (16 and 17) ▪ Juvenile review board set up throughout the state ▪ More criminal justice diversion programs for youthful offender ▪ Juvenile transfers to adult system 	<ul style="list-style-type: none"> ▪ Juveniles end up with felony/criminal records ▪ Juvenile incarceration rates up ▪ Juveniles lose opportunity to vote, apply for educational financial aid, etc. – cannot navigate system with record ▪ Lose their standing in educational system 	<ul style="list-style-type: none"> ▪ Create more diversionary programs for prevention ▪ Judicial impress upon judges to scrutinize transfers more thoroughly ▪ Hold judges accountable for transfers ▪ Create committee of diverse group to determine and scrutinize transfers (system of checks and balances) ▪ When disparities arise – hold judges accountable to review their record ▪ Hire an advocate to work with judge to decide on transfers
Growing economic disparities in urban	<ul style="list-style-type: none"> ▪ Economic disparities in urban settings ▪ Poverty 	<ul style="list-style-type: none"> ▪ Economic disparities in urban settings ▪ Poverty 	<ul style="list-style-type: none"> ▪ Work with legislature to put more money in urban areas (Bridgeport, Hartford, New

African American Affairs Commission & NAACP – November 26, 2007

TRENDS	IMPACT	STRATEGIES	
settings	<ul style="list-style-type: none"> ▪ Urbanization growth ▪ Impact of cradle to prison pipeline ▪ School to prison pipeline ▪ Increase in homeless population ▪ Social services ▪ Lack of adequate healthcare for the poor ▪ Pre-paid legal services 	<ul style="list-style-type: none"> ▪ Urbanization growth ▪ Impact of cradle to prison pipeline ▪ School to prison pipeline ▪ Increase in homeless population ▪ Social services ▪ Lack of adequate healthcare for the poor ▪ Pre-paid legal services 	<ul style="list-style-type: none"> ▪ Haven) ▪ Look at the good these cities have to offer and replicate what's been done in the past ▪ Judicial has to look inward and correct inefficiencies in the system that contribute to disparities ▪ Provide job training to fill areas of need ▪ Provide adequate education
Growing reluctance to acknowledge and prosecute hate crimes	<ul style="list-style-type: none"> ▪ Judicial Branch going to deal with this increased demand for fair and equal justice for minorities on race related crimes 	<ul style="list-style-type: none"> ▪ More hate crimes ▪ More serious hate crimes 	<ul style="list-style-type: none"> ▪ State courts be more aggressive in prosecuting ▪ Establish civil rights division to prosecute hate crimes ▪ Judges do not have to accept the recommendation of the prosecutor/defender ▪ Judicial institute policy that we're tough on hate crimes ▪ Educate judges on hate crimes
Increase in prison overcrowding	<ul style="list-style-type: none"> ▪ Prison overcrowding ▪ Unemployment for re-entry persons from prisons ▪ Growth of prison industry ▪ Stricter parole guidelines ▪ Three strikes rule ▪ Holding of those waiting for case to be heard ▪ Building more prisons ▪ Zero tolerance (increase) ▪ Racism explosion among inmates ▪ Increased need for pardon process 	<ul style="list-style-type: none"> ▪ Genocide of AA ▪ Breakdown of family ▪ Financial hardship on families ▪ Tax dollars not going to social services – more needy programs ▪ People lose eligibility for programs 	<ul style="list-style-type: none"> ▪ Strengthen/expand alternatives to incarceration ▪ Make AIC's opportunities known to all clients ▪ Judges be more consistent with bail ▪ Judges be more consistent with sentencing ▪ Hire more bail commissioners ▪ Assess crimes that fall under three strikes rule (rules sometimes used for non-violent crimes)

African American Affairs Commission & NAACP – November 26, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ More criminal justice diversion programs for adult offenders ▪ Recidivism ▪ Increase of women of color in prison ▪ Policies at the state legislature 	<ul style="list-style-type: none"> ▪ Violation of probation /= incarceration for technical violations ▪ When violations occur, think of alternatives to assist defendant to correct violation 	
Breakdown of the family	<ul style="list-style-type: none"> ▪ Gambling allegations in divorce ▪ Protective order and relief from abuse linked in divorce ▪ Gender - women make more than men – men not working ▪ Impact of lack of parent involvement ▪ Grandparents raising grandchildren ▪ Multiple support orders – no credit for current orders ▪ Increase on fatherless children ▪ Siblings: not required to have access if from different parents ▪ Siblings: unmarried parents requests to get along and co-parent without appropriate family assessments ▪ Child support: cases being brought against teens, long-term consequences ▪ Child support: negative _____ rating for unmarried 	<ul style="list-style-type: none"> ▪ Socioeconomic issues adversely affect family ▪ Inability to move positively forward ▪ Strong families → strong neighborhoods → strong communities and cities 	<ul style="list-style-type: none"> ▪ Educate judges and judicial employees about these issues ▪ Invest money and resources in trying to maintain family structures ▪ Encourage marriage as a viable institution ▪ Expand family counseling in divorces
Growing impact of media on judicial process	<ul style="list-style-type: none"> ▪ Media – perceptions of crime, criminals and reporting 	<ul style="list-style-type: none"> ▪ Negative perceptions ▪ Judges feeling political pressure 	<ul style="list-style-type: none"> ▪ Education of media ▪ Judicial monitor media reporting ▪ Judicial be more media savvy ▪ Work with media (External Affairs)

African American Affairs Commission & NAACP – November 26, 2007

TRENDS	IMPACT	STRATEGIES	
Growing prosecutorial misconduct	<ul style="list-style-type: none"> ▪ Prosecutorial misconduct ▪ Defense no access to victim position statements ▪ Pro se defendants not given police reports 	<ul style="list-style-type: none"> ▪ Prosecutor misconduct ▪ Higher percentage of AA incarcerated or in supervised released ▪ Miscarriage of justice 	<ul style="list-style-type: none"> ▪ Be vigilant about our positive stories (call media when there is good news) ▪ Greater scrutiny by judges to curb prosecutorial misconduct ▪ Report card for prosecutors ▪ Use a reporting tool (monitoring) for each case prosecuted ▪ Sensitivity training for prosecutors sponsored by judicial
Changing values and morals of the community	<ul style="list-style-type: none"> ▪ Changing values and morals of the community ▪ Teen pregnancy ▪ Shrinking middle class and values 	<ul style="list-style-type: none"> ▪ Effects social economic issues ▪ Teen pregnancies leads to low birth weight infants which leads to disability in education (lack social/economic issues to survive) ▪ Pregnant girls already on probation ▪ Cost of health issues 	<ul style="list-style-type: none"> ▪ Put more money into prison facilities ▪ More prevention programs ▪ Take sex education out of schools ▪ Strengthen concept of "family" - more parental involvement/education for parent as well ▪ More money for after school programs – build self esteem ▪ Alternative incarceration programs provided by judicial church/faith based organization/courts need to work together
Growing needs of the incarcerated population	<ul style="list-style-type: none"> ▪ Education for incarcerated ▪ Drug abuse training for inmates before release ▪ Prison (lack of) re-entry programs ▪ Mentoring programs for re-entry from prisons 	<ul style="list-style-type: none"> ▪ Lack of employment opportunities ▪ Continuation/reincarceration/ higher rate of recidivism 	<ul style="list-style-type: none"> ▪ Reduce rate of recidivism ▪ Housing, employment, education, medical – look at these areas once defendant is released ▪ Put more money in re-entry

African American Affairs Commission & NAACP – November 26, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Lack of necessities when inmates are released ▪ Recidivism ▪ Mandatory work training for inmates before release ▪ Skills assessment of inmates and direction toward careers ▪ Chuck Colson's prison fellowship programs 	<ul style="list-style-type: none"> programs ▪ Judicial develop a relationship with Department of Corrections ▪ Judicial put money into diversionary programs
More use of public defenders	<ul style="list-style-type: none"> ▪ More use of public defenders 	<ul style="list-style-type: none"> ▪ Clients not adequately represented (as a result of lack of enough public defenders) ▪ Tax money not adequately spent ▪ Reduce caseload in G.A.s ▪ Allow public defender to do their jobs
Greater demand for access to information	<ul style="list-style-type: none"> ▪ Confidentiality - ability to share key issues ▪ Release of information ▪ Impact of background checks ▪ Judicial orders transcripts not made available to all 	<ul style="list-style-type: none"> ▪ Increased scrutiny ▪ Greater accountability ▪ Decisions more politically based ▪ Greater awareness on the part of the public ▪ Misinformation can affect individual negatively
Judicial misconduct/ growing concerns	<ul style="list-style-type: none"> ▪ Senior judges retiring but still hearing cases – falling asleep ▪ Pressure to settle cases ▪ Frustrated judges on bench because too many cases ▪ Disparity in setting bail 	<ul style="list-style-type: none"> ▪ Creates racial imbalance for African American and others of color “legal lynching of communities representing people of color” ▪ Cradle to prison cycle

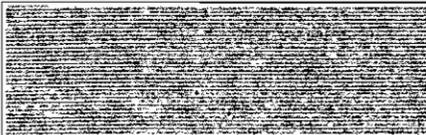
African American Affairs Commission & NAACP – November 26, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Favoritism to older members of bar – adverse to new white attorney ▪ Bonding issues ▪ Setting bail without economic means as stated in the Bill of Rights ▪ Culturally insensitive comments from bench ▪ Multiple standing orders ▪ Judges incapable of reviewing files before hearings ▪ Freelance sentencing by judges based on race (no control on sentencing) ▪ More appeals than adverse rulings ▪ Court entertaining motions not before it to save time and attorney fees ▪ The sentencing trend as it relates to drug convictions, crack cocaine vs. powdered cocaine 	<ul style="list-style-type: none"> ▪ someone present in courtroom to monitor performance of judges ▪ Shorten reappointment period of judges ▪ Hire more judges/hire more quality judges ▪ Interface with AAG's office ▪ Follow up/subcommittee meet to discuss process/results performed as a result of today's focus group exercise
Adverse changes in child service needs	<ul style="list-style-type: none"> ▪ Changes in child welfare system ▪ More black children removed by DCF ▪ No guardians ad litem of color ▪ Setup a watch system for overseeing the action of DCF 	<ul style="list-style-type: none"> ▪ Greater involvement of African American families ▪ Destruction of African American families ▪ Lack of sufficient information, not provided all the time ▪ Judges should scrutinize petitions of neglect/order of temporary custody more efficiently ▪ Educate families re: process/programs ▪ Monitor process (equal treatment?) amongst races
Growing reduction in halfway houses	<ul style="list-style-type: none"> ▪ Halfway homes, transitional homes and suburban settings ▪ Prison overcrowding ▪ More halfway houses will be in urban areas ▪ Difficult for people to stabilize themselves and find 	<ul style="list-style-type: none"> ▪ Legislative changes ▪ Provide programs to reintegrate people back into society ▪ More money to expand

African American Affairs Commission & NAACP – November 26, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ employment ▪ Homeless 	<ul style="list-style-type: none"> ▪ treatment programs for reintegration/affordable housing ▪ Look at “best practices” re: integration into society
Growing demand to use technology in the Judicial Branch	<ul style="list-style-type: none"> ▪ Technology 	<ul style="list-style-type: none"> ▪ Freedom of information ▪ Information can negatively impact an individual
Increase in school dropouts	<ul style="list-style-type: none"> ▪ Increase in school dropouts ▪ High school dropouts 	<ul style="list-style-type: none"> ▪ Increase in cases; more “customers” ▪ Increase in incarceration; economic impact ▪ Influx of people coming into system
Growing lack of understanding of judicial process by defendants	<ul style="list-style-type: none"> ▪ Lack of education/public understanding of judicial system ▪ Sexual harassment laws not understood by boys and girls ▪ Lack of education 	<ul style="list-style-type: none"> ▪ Unnecessary cases ▪ Lack of empowerment, unjust/unfair disposition of case
		<ul style="list-style-type: none"> ▪ Agency cross-sharing (stakeholders share information) ▪ System work with courts (i.e. corrections) ▪ Provide vital information, accurate information ▪ Make appellate process more efficient re: reporting inaccurate information
		<ul style="list-style-type: none"> ▪ Judicial support programs – stay in school/after school programs ▪ Support truancy programs ▪ Send student to appropriate alternatives ▪ Collaboration between schools, judicial, law enforcement
		<ul style="list-style-type: none"> ▪ Mandate that judges scrutinize process more thoroughly ▪ Judicial can visit local schools about process ▪ Family relations need to be trained ▪ Create publications ▪ Examine criminal canvass ▪ Get criminal defendants to sign canvass

African American Affairs Commission & NAACP – November 26, 2007

TRENDS	IMPACT	STRATEGIES
		<ul style="list-style-type: none">▪ Provide more access to public information.booths – hire more people▪ More outreach

Values:

- Fairness
- Justice will be dealt equally
- Due process
- Don't want to feel already guilty
- Rights will be exercised
- Courtesy
- User friendly
- Respect
- Good relationship with staff between public
- Right to be heard

**The Connecticut Advisory Council for Victims and
The Office of Victim Advocate Advisory Committee
September 18, 2007**

TRENDS	IMPACT	STRATEGIES
<p>Increased need for victim services</p>	<ul style="list-style-type: none"> ▪ Increase in victim needs for services ▪ Victim needs include law enforcement, mental health, medical, counseling, advocacy, basic needs, etc. ▪ Parallel justice: victims access to restorative services ▪ Victims believe defendants receive too many continuances ▪ Greater increase of activity by victims groups ▪ Increase victim impact on plea ▪ Victim needs more information from the judicial system ▪ Outreach for available victim services needed ▪ Increased need for victim notification ▪ Need for victim advocates in civil courts ▪ Victim notification from arrest to release ▪ Victim needs becoming more complex and time consuming for advocates ▪ Private rooms needed for victims (in courthouses) ▪ Longer sentencing hearings due to transcripts being sent to DOC and Parole 	<ul style="list-style-type: none"> ▪ Think beyond three-five years and anticipate growth for longer period ▪ Increase online resources ▪ Educate judicial personnel regarding the needs of victims ▪ Stronger public awareness campaign for victims ▪ Address all impacts/strategies from all victim trends ▪ Parallel justice for criminals and victims ▪ Increase funding for resources ▪ Increasing staff to meet demands ▪ Sharing resources ▪ Explore more volunteer opportunities

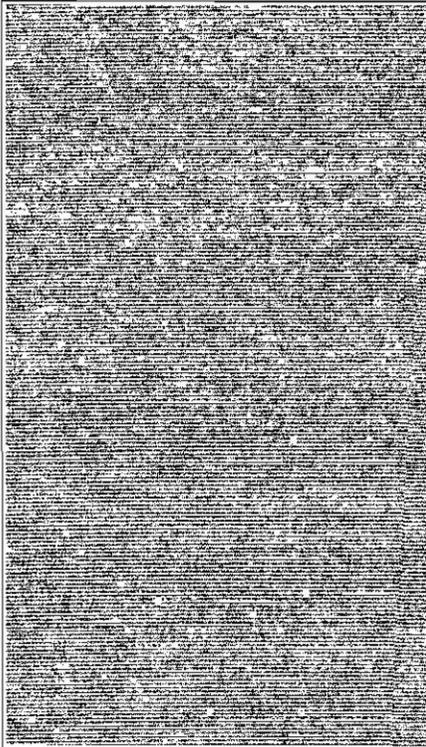
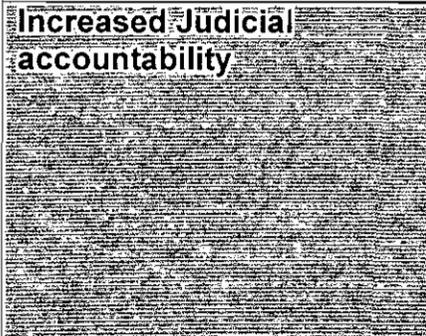
**The Connecticut Advisory Council for Victims and
The Office of Victim Advocate Advisory Committee
September 18, 2007**

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Expand victim services to victims of property crimes ▪ Increase restitution for victims ▪ Lack of availability of judge time forcing victims to give up rights to get an agreement/order ▪ Increase of crime ▪ Making all GA's consistent re: sentencing 		
Prison and jail overcrowding	<ul style="list-style-type: none"> ▪ Increasing number of persons with mental illness in prisons ▪ Prisons are becoming more overcrowded ▪ Increase of crime 	<ul style="list-style-type: none"> ▪ Pressure for shorter sentences ▪ Increased use/need for alternative sentences ▪ Peer pressure ▪ Focus on recidivism ▪ Demand for services at Judicial Branch – need to be addressed ▪ Political pressure to build more prisons 	<ul style="list-style-type: none"> ▪ Exploring (with other agencies) strategies to reduce crime ▪ Primary prevention ▪ Expand alternative sentencing options ▪ Educating judges on issues and options relating to overcrowding ▪ Expanding services and available in prisons to meet current population needs
Technology: Conflict between the right to privacy and the right for the public to know	<ul style="list-style-type: none"> ▪ Avoid video/cameras in criminal court ▪ Expectation that low-income people give up privacy/information to get help ▪ Identity theft ▪ Continued expansion of impact of Internet ▪ Increased information sharing between Judicial Branch and other agencies 	<ul style="list-style-type: none"> ▪ Greater demand to protect information ▪ Greater demand for access to information ▪ Demand for better software programs 	<ul style="list-style-type: none"> ▪ Hire more IT specialists ▪ Education of government and systems as to what information is available

**The Connecticut Advisory Council for Victims and
The Office of Victim Advocate Advisory Committee
September 18, 2007**

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Increased debate over access to information vs. privacy ▪ Sexual assault victims are concerned about being believed by police (and others) and about people finding out about the assault ▪ Unseal high profile cases: especially lawmakers ▪ Increased availability and decreased cost of phone/video conferencing 	
<p>Greater demand for information sharing between criminal justice agencies</p>	<ul style="list-style-type: none"> ▪ Pre-sentence investigations (PSIs) on all first time felons ▪ Improve transfer of information across Judicial Branch ▪ More requests for transcripts in criminal court 	<ul style="list-style-type: none"> ▪ Greater demand to protect information ▪ Greater demand for access to information ▪ Demand for better software programs ▪ Slowing down of the appeal process ▪ Sentencing process lengthy ▪ Prison overcrowding – system slows down ▪ May get too much information, therefore making decision making more difficult ▪ No storage for information
<p>Expanded demand for access to information and services</p>	<ul style="list-style-type: none"> ▪ Inadequate access to counsel for low-income civil litigants ▪ DCF funded home-based services for batterers 	<ul style="list-style-type: none"> ▪ Increase funding for resources ▪ Increasing staff to meet demands ▪ Sharing resources

**The Connecticut Advisory Council for Victims and
The Office of Victim Advocate Advisory Committee
September 18, 2007**

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Increased need for victim advocates in every court ▪ Access to Bail Commissioners 24/7 ▪ The increase of information/availability of Internet information ▪ Increased public expectation of court use of current technology e.g. web information; text reminders ▪ Increased cases of divorce/custody ▪ Develop crime prevention initiative for young families ▪ Frustrating reliance on voice mail to answer judicial phones ▪ Higher salaries for community based victim advocates needed ▪ Increase in services to juveniles ▪ Need to address connection from juveniles to adults 	<ul style="list-style-type: none"> ▪ Unfair judicial decisions resulting from lack of advocates ▪ Explore more volunteer opportunities
<p>Increased Judicial accountability</p> 	<ul style="list-style-type: none"> ▪ Increase in accountability for all Judicial Branch components ▪ Increase service and trust ▪ More union grievances ▪ More grievances from litigants 	<ul style="list-style-type: none"> ▪ Create benchmarks for every aspect of the system ▪ Develop strategic plan with outcome goals ▪ Create communication strategy within and outside the Judicial Branch ▪ System and individuals within the system held accountable

**The Connecticut Advisory Council for Victims and
The Office of Victim Advocate Advisory Committee
September 18, 2007**

TRENDS	IMPACT	STRATEGIES
<p>More, better and accessible facilities</p>	<ul style="list-style-type: none"> ▪ Need for electronic file system in criminal court ▪ Community integration of persons with disabilities, including psychiatric disabilities ▪ Courthouse security needs are expanding ▪ Increased availability and decreased cost of phone/video conferencing ▪ Demand for expanded court hours and accessibility ▪ Lack of courthouse space ▪ Facilities are becoming outdated and obsolete ▪ Gasoline is becoming more expensive ▪ Continued expansion and impact of Internet 	<ul style="list-style-type: none"> ▪ Create a learning organization – continuous improvement ▪ Expanded hours ▪ Increase funding ▪ Improve efficiencies ▪ Improve use of technology/electronic filing ▪ More use of video conferencing
<p>Expanded breadth of training for judges/staff</p>	<ul style="list-style-type: none"> ▪ Increased training for judges and prosecutors on victim issues ▪ Cultural competency training ▪ Training for judges in domestic violence and sexual assault no longer discussed ▪ Mandatory domestic violence training for judges 	<ul style="list-style-type: none"> ▪ Less time in courtroom ▪ More equal treatment ▪ Need for more qualified instructors ▪ Accountability ▪ Services and trust would increase ▪ Training (video conferencing) ▪ Off the shelf training

**The Connecticut Advisory Council for Victims and
The Office of Victim Advocate Advisory Committee
September 18, 2007**

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Training for court personnel regarding psychiatric disabilities to prevent stigma ▪ Commitment to multidisciplinary forums to work out issues 	
Changing state priorities affects funding	<ul style="list-style-type: none"> ▪ Potential recession – leading to a smaller state budget ▪ State funded services are time limited – very brief treatment ▪ Staff turnover among social service organizations impacts referrals for victims, collaboration on behalf of victims, and service delivery 	<ul style="list-style-type: none"> ▪ Difficulty in forecasting future budgets ▪ Decisions are funding driven, rather than policy driven ▪ A lot of people are getting services, but no one is getting all the services they need ▪ Some services will disappear totally
Demand for more specialty courts	<ul style="list-style-type: none"> ▪ Explore need for more specialty courts ▪ Expansion of best practices – domestic violence dockets 	<ul style="list-style-type: none"> ▪ Evidence-based practices (vertical case management) ▪ Additional staff/greater competition for staff ▪ Increased accountability ▪ Longer time to do dispositions ▪ More supervision/more victim input ▪ Improved decision-making ▪ Too much narrowing of focus
Legislative and Executive response to events and demands	<ul style="list-style-type: none"> ▪ Changes in laws by legislature ▪ Role of independent victim advocate ▪ Sentencing guidelines ▪ Central agency to oversee all victim services in the state 	<ul style="list-style-type: none"> ▪ Unfunded mandates ▪ Law of unintended consequences ▪ Rushing to act with no thought/planning

**The Connecticut Advisory Council for Victims and
The Office of Victim Advocate Advisory Committee
September 18, 2007**

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> ▪ Identity theft ▪ Possible three-strikes law ▪ Stricter Parole guidelines ▪ Sexual assault crimes consistently in the news leading to increased public interest in prosecution, safety, etc. 	<ul style="list-style-type: none"> ▪ Will bring a hidden problem to public attention ▪ Prison overcrowding ▪ System and public have a very short attention span 	<ul style="list-style-type: none"> ▪ Keep public informed ▪ Develop capacity to respond to events and trends ▪ Media accountability to appropriately describe issues
<p>Judiciary responses to demands of demographic changes</p>	<ul style="list-style-type: none"> ▪ Cultural competence training ▪ Undocumented victims afraid to ask for help ▪ Demographic changes – increases in Latino and Asian populations ▪ Increase in number of judges who speak Spanish ▪ Increase in number of Central American and South American clients ▪ Domestic violence and immigration ▪ Increase in non-English-speaking litigants ▪ Increase funding for non-traditional service providers (i.e. communities of color) ▪ Limited English Proficiency ▪ Fewer bi-lingual services/long waiting lists ▪ Increased need for translation services ▪ Concentration of illiteracy in urban centers 	<ul style="list-style-type: none"> ▪ Increase funding to meet demand ▪ Need for interpreters ▪ More forms translated ▪ More translators ▪ Monitor the over-representation of minority groups ▪ Community outreach ▪ Use volunteers for translator services in court ▪ Provide more ESL classes

**The Connecticut Advisory Council for Victims and
The Office of Victim Advocate Advisory Committee
September 18, 2007**

TRENDS	IMPACT	STRATEGIES
Higher staff turnover	<ul style="list-style-type: none"> ▪ Access to deaf and hearing impaired translators 	
	<ul style="list-style-type: none"> ▪ Anticipated high staff turnover related to generational changes ▪ Population is aging 	<ul style="list-style-type: none"> ▪ More resources for training and supervision ▪ Lower overall experience level ▪ Less retirement benefits ▪ Less productivity
		<ul style="list-style-type: none"> ▪ Better salaries ▪ More flexible work environment ▪ Better training methods geared towards younger population ▪ More flex time ▪ High prestige for positions

VALUES

- Justice
- Equal treatment
- Speed
- Efficiency
- Respect for time
- Accuracy
- Victim's want respect
- Responsiveness
- Easy access
- Sensitivity
- Want to feel respected
- Should not be frightening (overwhelming)
- Professionalism (i.e. dress code)
- Trauma competence
- Tolerance of differences
- Safety
- Timeliness
- Cultural competency

Survivors of Homicide – January 28, 2008

TRENDS	IMPACT	STRATEGIES
<p>Need for more early prevention – preventative programs</p>	<ul style="list-style-type: none"> ▪ Courts do not have recognition of the emotionality men have for children ▪ Courts see that the crime is against the state not the victim ▪ Family courts have isolated men from contact with children; could result in more violence ▪ DCF not managing mental health of children with social aggression ▪ More funding for presentations to children, always a victim in the audience ▪ Need for offer services for kids for prevention of crime 	<ul style="list-style-type: none"> ▪ Could lower crime ▪ Desensitization of youth to violent crime – glamorize crime
<p>Need for more appropriate sentencing that fit the severity of the crime or the number of repetitions of crime committed</p>	<ul style="list-style-type: none"> ▪ More and more availability after school programs for kids ▪ Increase faith-based programming ▪ Mentoring programs ▪ Stricter laws and consequences 	<ul style="list-style-type: none"> ▪ Prison overcrowding increases ▪ Explore more restorative justice – lower levels of crime ▪ Why can't courts really get tough on repeat offenders ▪ Need for more prisons ▪ Rehabilitative programs initiated ▪ Increase fines to guilty parties ▪ More focus on repeat offender ▪ Risk assessment for repeat offenders ▪ Red flagging repeat offenders ▪ Enforcement/utilizing of existing laws that serve victims
<p>Improve communication and improve respectful environment for victims</p>	<ul style="list-style-type: none"> ▪ Cheshire → increase in violent crime ▪ Fear of increased crime 	<ul style="list-style-type: none"> ▪ Red flag repeat violent offenders ▪ Risk assessment for violent offenders ▪ Restitution from offenders ▪ Repeat offender registry
<p>Improve communication and improve respectful environment for victims</p>	<ul style="list-style-type: none"> ▪ Improved communication with local state's attorney ▪ Victims and families often arrive at court only to find out case off/continued 	<ul style="list-style-type: none"> ▪ Re-victimization ▪ Cases fall through cracks → not solved ▪ Victims forgotten ▪ Lack of validation and

Survivors of Homicide – January 28, 2008

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> ▪ Networking computers of Parole, States Attorney and Department of Correction in regard to inmates ▪ Victim liaison needed for cold cases 	<p>respect</p>	<ul style="list-style-type: none"> ▪ Hire more victim advocates/liasons ▪ Establish accountability for delivery of benchmarked services ▪ More victim input → forum, surveys, focus groups
<p>Decrease in the amount of time it takes to dispose of a case</p>	<ul style="list-style-type: none"> ▪ Re-victimization ▪ Improved efficiency of courts 	<ul style="list-style-type: none"> ▪ Reassessment of policies and procedures and statutes ▪ Limit time for case preparation of defense ▪ Shorter time limits for rehabilitation services for offenders ▪ Limit time and amount of appeals
<p>Establish accountability for the delivery of services</p>	<ul style="list-style-type: none"> ▪ Confusion, frustration ▪ Re-victimization 	<ul style="list-style-type: none"> ▪ Crease independent oversight board (non-governmental) ▪ Establish standards ▪ Consequences attached to performance ▪ Involve all police chiefs/departments ▪ Survey/grading system

Survivors of Homicide – January 28, 2008

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> ▪ Police victim liaisons being discontinued due to budget cuts ▪ Police not held accountable for following through with required victim procedure ▪ Cards should be handed out when notified of death (information cards for services) ▪ More accountability for prosecutors communicating with victims re: cold cases 		
<p>More comprehensive services for victims</p> <ul style="list-style-type: none"> ▪ Need more victim advocates in courthouses ▪ Complete understaffing of interpreters who may assist victims ▪ Without intervention, more and more victims will not be told about compensation ▪ Less and less services offered such as counseling (victims) ▪ Service varies widely throughout state ▪ Recommendations for therapists/counselors ▪ Packets for police for victims of the following crimes: suicide, murder, robbery ▪ Will be less programs to provide support for victims ▪ Victims need extra support in court, especially when faced with the offender's family ▪ Victims not aware of available services 	<ul style="list-style-type: none"> ▪ Untreated mental health issues ▪ Victim feels neglected 	<ul style="list-style-type: none"> ▪ Increase funding for programs ▪ More state contracts to non-profits ▪ Increase availability of range of services (counseling, etc.)

Survivors of Homicide – January 28, 2008

TRENDS	IMPACT	STRATEGIES
<p>Focus continues to move away from the victim</p>	<ul style="list-style-type: none"> ▪ Continued disparity between victims' rights and rights of accused ▪ It is not about victims rights; it is about the rights of the criminal ▪ So many people focus more on the rights of offenders over those of the victims to prevent mistrials ▪ Media continues to sensationalize crime and drops feel good stories 	<ul style="list-style-type: none"> ▪ Anxiety and depression of victims increased ▪ Re-victimization ▪ Disparity regarding victims rights ▪ Dehumanization of traumatic event
<p>Victims not looked at as part of the resolution of the case</p>	<ul style="list-style-type: none"> ▪ Victims continue to be overlooked 	<ul style="list-style-type: none"> ▪ No perception of justice delivered for victim ▪ Re-victimization and learned hopelessness ▪ Lack of recognition of true victim ▪ Adds to perception that system is biased toward offenders
<p>Increase in the conditions that lead to crime</p>	<ul style="list-style-type: none"> ▪ Drug crime in Hartford keeps going up ▪ Crime rates among youth will increase ▪ Increased crime → increased recession 	<ul style="list-style-type: none"> ▪ Overload system ▪ Pushes cold case resolution further behind ▪ Increased frustration with system ▪ Makes law enforcement difficult (non-uniform) ▪ More domestic violence
<p>Quality of service surveys for victims</p>	<ul style="list-style-type: none"> ▪ Build quality-control into court process 	<ul style="list-style-type: none"> ▪ Include victim in all aspects of decision-making ▪ Increase victim services ▪ Formal recognition of victim ▪ Weekend/availability of crisis/victim services after-hours ▪ Prosecutor training (sensitivity) ▪ Survey of rate services (victim/confidentiality)
<p>Early intervention → more mental health services</p>	<ul style="list-style-type: none"> ▪ More faith-based involvement ▪ More education programs for at-risk youth 	

Values:

- Listening and providing answers
- Inclusion in process
- Consistent follow-up

Survivors of Homicide – January 28, 2008

TRENDS

- Consistent delivery of services
- Sensitivity
- Respectful (on stereotypical treatment)
- Increase in enforcement of victims rights

IMPACT

STRATEGIES

Commission on Racial & Ethnic Disparity – October 29, 2007 & November 19, 2007

TRENDS	IMPACT	STRATEGIES
<p>More criminalization of the mentally ill</p>	<ul style="list-style-type: none"> ▪ Mentally ill offenders ▪ Treatment ▪ Mental health 	<ul style="list-style-type: none"> ▪ New legislation ▪ How to implement the new legislation ▪ Need for more services ▪ Court becoming social services provider ▪ Courts become safety net for mental health services ▪ Generates more business ▪ Increased number of incarcerated ▪ People remain incarcerated longer
<p>As communities struggle with multiple issues, they are becoming increasingly overwhelmed</p>	<ul style="list-style-type: none"> ▪ Community involvement? ▪ More community based services ▪ Citizens advocating for better community to live in 	<ul style="list-style-type: none"> ▪ Increase in disparity ▪ Decrease in ability to provide needed services (Family Support, Juvenile). ▪ More impact on court (community can't fulfill needs, people seek assistance from courts). ▪ Criminal justice system becomes social services
<p>Diversion of resources spent on criminal justice system in lieu of social services</p>	<ul style="list-style-type: none"> ▪ Money ▪ Reimbursement 	<ul style="list-style-type: none"> ▪ Too late to solve the problem – it happened already ▪ Caught in a blame game ▪ Funding away from prevention ▪ More people in the system ▪ Counter-productive results ▪ Victims become defendants

Commission on Racial & Ethnic Disparity – October 29, 2007 & November 19, 2007

TRENDS	IMPACT	STRATEGIES	
Growing juvenile population in the courts	<ul style="list-style-type: none"> ▪ Younger violent offenders ▪ Re-integration of juveniles ▪ 16-18 year olds ▪ Eliminate sex offender laws for juvenile affairs (statutory age) ▪ Raise the age (16-17 year olds) 	<ul style="list-style-type: none"> ▪ Public perception increased ▪ 16-17 year olds treated as juveniles ▪ Learning curve impact on Branch ▪ Juveniles have different needs, long term needs (on reintegration side) ▪ Kids with developmental disabilities ▪ Impact on facilities ▪ Impact on personnel 	<ul style="list-style-type: none"> ▪ Need for training / education ▪ Need for juvenile sex offender programs
An aging population	<ul style="list-style-type: none"> ▪ Aging population ▪ Grandparents raising grandchildren 	<ul style="list-style-type: none"> ▪ More custodial rights cases ▪ Domestic violence against grandparents ▪ Burden of grandparents coming to court ▪ More cases ▪ Higher turnover as staff ages ▪ Aging prison population ▪ Sentencing issues with elderly people ▪ Generation gap 	<ul style="list-style-type: none"> ▪ Help navigating through court system ▪ Ombudsman for the elderly ▪ Provide special services
Increased need for a variety of social services	<ul style="list-style-type: none"> ▪ Re-entry ▪ Ex-offenders returning to community ▪ Meaningful pardons ▪ Wraparound (series of supportive services created specifically for the individual to help them through probation or parole as a preventative measure) ▪ Workforce development ▪ Family-unification issues ▪ Risk management 	<ul style="list-style-type: none"> ▪ More cases ▪ Wrap around series of services to help person (juvenile and adolescent) get on right track (intervention). Pressure on Judicial to develop this service ▪ Disproportionately affects minorities ▪ Prevention varies from town to town (urban vs. suburban areas) 	<ul style="list-style-type: none"> ▪ Provide services systemically (i.e. wrap around services). ▪ Look at how funding occurs – collaborate with new section of Office of Policy Management (OPM) (Branch, Dept. of Corrections, DCF) ▪ Lobby to reverse trend being able to get assistance through criminalization ▪ Look at where state is putting its resources

Commission on Racial & Ethnic Disparity – October 29, 2007 & November 19, 2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Re-integration of juveniles ▪ Need to educate people who are in prison ▪ Transition ▪ <u>Parole</u> – help to transition into society ▪ Fewer jobs for unskilled 	<ul style="list-style-type: none"> ▪ Put prevention money into communities (outside of Judicial) ▪ Educate communities, legislature, judicial - where "prevention" & should go 	
Increased pressure on criminal justice system to solve social ills	<ul style="list-style-type: none"> ▪ Overcrowded courthouses ▪ New judges training ▪ Expand power and visibility of family court ▪ Allow advocate opportunity to speak to judge ▪ Increased pressure on juvenile court ▪ Father's rights in custody cases ▪ Court representation ▪ Victim information ▪ Prevention ▪ Real collaborations ▪ Alternatives to incarceration ▪ Looking at courts to solve all problems ▪ Diversion 	<ul style="list-style-type: none"> ▪ Growth in CSSD in response to this. ▪ Increased amount of clients with several issues / problems ▪ Less effective at addressing these ills ▪ Less effective using courts to solve ills – prohibits 	<ul style="list-style-type: none"> ▪ Training is needed to know what services are available ▪ Need more diverse staff ▪ Need to reduce bureaucracy – remember there is a human component to people's problems ▪ Better collaboration / cooperation ▪ Training for judges to understand services and alternatives ▪ Look at other ways to address – don't be too quick with parole or probation ▪ Make judges more aware to see where a person has a problem ▪ Train prosecutor and public defender
An increasing emphasis on enforcement as a solution to social problems	<ul style="list-style-type: none"> ▪ Increasing the problem ▪ Increasing the population going through the system ▪ Gives agencies / systems a "door" ▪ More law enforcement involvement 	<ul style="list-style-type: none"> ▪ Criminal review board ▪ Need for implementation ▪ Need to be accountable ▪ Look at needs of community (mental health, educational issues) ▪ Enabling legislation ▪ Need for Judicial support for 	

Commission on Racial & Ethnic Disparity – October 29, 2007 & November 19, 2007

TRENDS	IMPACT	STRATEGIES
<p>More bifurcation of urban areas vs. suburban areas</p>	<ul style="list-style-type: none"> ▪ Racial disparity ▪ Re-entry ▪ Equal treatment under the law ▪ Equality for children in the system ▪ More people being locked up longer ▪ Change in drug laws ▪ Urban minority concentration ▪ Disproportionate minority contact (DMC) ▪ Equality ▪ Crisis in policing ▪ New Haven and inner and outer city shooting ▪ Increased urban blight 	<p style="text-align: center;">community services</p> <ul style="list-style-type: none"> ▪ Mindset change – cultural diversity awareness training ▪ Require suburban towns to provide services for their offenders – suburban residents coming to urban towns for services ▪ “Incentify” systems – build incentives so cities will participate ▪ Have a good accountability track – evaluations done on a consumer level ▪ Create mechanism to monitor when services are needed again after their time is up ▪ Policies have to be challenges – we end up being over criminalizing ▪ Targeted policy on the individuals that are truly responsible
<p>Lack of education and resources that feed the system are not meeting the needs of our children</p>	<ul style="list-style-type: none"> ▪ Education ▪ Re-entry ▪ Wrap around ▪ Workforce development ▪ Public perception that crime rate can be zero ▪ Re-integration of juveniles ▪ Cultural competence ▪ Gender specific programming ▪ Better training in police academy ▪ Technology advances ▪ Better education curriculum for 	<ul style="list-style-type: none"> ▪ More kids end up in court ▪ More cases ▪ More problems ▪ Education sees itself as only an educational system ▪ Lack of communication between educational system and social services agencies ▪ Greater demand for educated people – Kids will have less of a stake in conformity ▪ Trauma leads to distrust

Commission on Racial & Ethnic Disparity – October 29, 2007 & November 19, 2007

TRENDS	IMPACT	STRATEGIES
kids in confinement <ul style="list-style-type: none"> ▪ Looking at courts to solve all our problems 	(mental, physical)	
Greater demand for a tougher response to crime	<ul style="list-style-type: none"> ▪ Cheshire ▪ Prison crowding ▪ Mandatory minimum sentences ▪ Re-entry ▪ Crime definition violence vs. non-violence ▪ More people being locked up for longer ▪ No mandatory sentencing ▪ Response of powerful people to what occurred in Cheshire 	<ul style="list-style-type: none"> ▪ Less deals / plea bargains made in court ▪ Takes longer to resolve cases ▪ More trauma
Increasing number of immigrants putting more of a strain on an overburdened society	<ul style="list-style-type: none"> ▪ We are all immigrants ▪ More new immigrant groups 	<ul style="list-style-type: none"> ▪ Impacts people who are living law abiding lives
Ignorance of the significance of racism	<ul style="list-style-type: none"> ▪ Ending racism, sexism, and classism in the criminal justice system ▪ More sessions like this to bring about positive change! ▪ Provide the American Dream for all people ▪ Creating a multi-racial, multi-culture, multi-ethnic society ▪ Compassion 	<ul style="list-style-type: none"> ▪ To accomplish what we have talked about would bring about change ▪ People are afraid to talk about race
		<ul style="list-style-type: none"> ▪ Educate people ▪ Give judges discretion to do their jobs ▪ Research policies – many of them have backfired and have not reduced crime as thought ▪ Educate on the impact of issues like substance abuse – that it's not an urban issue and affects all of our towns and cities
		<ul style="list-style-type: none"> ▪ Ombudsman, translators ▪ Partner with community based agencies who are aware of issues
		<ul style="list-style-type: none"> ▪ Target group that understand the big picture ▪ Educate people to understand our differences ▪ Look at data – Jury panel studies (race and disparity of cases) police training (shoot / no shoot) ▪ More in-depth (taken seriously) cultural competency training ▪ Embrace our commonalities

VALUES

- Justice
- Fairness

Commission on Racial & Ethnic Disparity – October 29, 2007 & November 19, 2007

TRENDS

- Equity
- Respect
- Dignity
- Secure – feeling of security that all of the above is met
- Valued
- Comfort
- Validated
- Educated – understand the process
- Listened to
- Having a voice
- Included in decisions
- Friendship
- Honesty
- Integrity
- Respect of life, liberty, and the pursuit of happiness
- Compassion
- Rational
- Feel like I'm treated as an individual – cultural awareness
- Pay attention to our commonalities

IMPACT

STRATEGIES

Judicial Branch Advisory Committee on Diversity – October 22, 2007

TRENDS	IMPACT	STRATEGIES
<p>Changing demographics: non-English; multi-cultural makeup in State</p>	<ul style="list-style-type: none"> ▪ More non-English speakers in courts ▪ Change in ethnic/cultural makeup of population both that we serve ▪ More multi-cultural individuals using our courts ▪ Request for translation of forms and documents ▪ Need signs in non-English languages 	<ul style="list-style-type: none"> ▪ Unequal access for non-English speakers ▪ Will have a more diverse workforce pool ▪ Needs of population not being adequately addressed ▪ Public perception of system bias ▪ Need for more diverse workforce
<p>Judicial Branch – examine whether it perpetuates oppression</p>	<ul style="list-style-type: none"> ▪ Danger of increased focus on national security leading to alienation of those perceived as "other" ▪ Perceived inequity in the application of justice for people of color ▪ Continued economic disparity between urban/suburban populations ▪ The growth of NIMBY 	<ul style="list-style-type: none"> ▪ More diverse workforce ▪ Translate forms and documents ▪ More signs in courthouses in non-English language ▪ Ongoing diversity education ▪ Committee on Racial and Ethnic Disparity – make it more visible to staff/public ▪ Judicial Branch self-examination
<p>Recognizing diversity Increased need to diversify workforce</p>	<ul style="list-style-type: none"> ▪ Other states more progressive in: shifting workload for bi-lingual employees ▪ Employees need to accept working with diverse workforce ▪ Need for bench to better reflect the population – more diverse ▪ More diverse workforce [(challenges)] ▪ Need to understand the benefits of more diverse workforce ▪ Recognizing value of GLBT employees 	<ul style="list-style-type: none"> ▪ Lack of trust in government ▪ Institutional accountability ▪ Perception of bias ▪ Conflict with the media
		<ul style="list-style-type: none"> ▪ Identify disparities and address them ▪ Understand how disparities influence the Judicial Branch ▪ Diversity at the managerial level
		<ul style="list-style-type: none"> ▪ Appoint more diverse bench ▪ A bench/staff that is open to diverse ideas (not just the face) ▪ Respond to internal/external diverse views ▪ Continuous education in diversity

Judicial Branch Advisory Committee on Diversity – October 22, 2007

TRENDS	IMPACT	STRATEGIES
<p>Lack of opportunity – inability to retain staff and use of talents of staff</p> <p>Staff retention /management</p>	<ul style="list-style-type: none"> ▪ Lack of staff to reflect population served ▪ Hiring staff to reflect population served 	
<p>Increase in public awareness and public input</p>	<ul style="list-style-type: none"> ▪ Loss of staff due to lack of opportunities ▪ Not just losing staff but failing to utilize 	<ul style="list-style-type: none"> ▪ Don't have best quality workforce ▪ Staff morale low ▪ Perception that we don't value continuing education or training ▪ No incentive to work above and beyond – above satisfactory rating
<p>Increase in public awareness and public input</p>	<ul style="list-style-type: none"> ▪ Lack of communication on services to customers ▪ Increase public awareness (public input) ▪ Increased knowledge from all social groups ▪ Technology – communication with public ▪ Greater input from public in direction of Branch ▪ Enhanced civic participation 	<ul style="list-style-type: none"> ▪ Career counseling opportunities ▪ Expand avenues for staff to advance (especially those who have experience/skills but not a diploma) ▪ Provide incentives for continuous education – learn more about your field ▪ Pay differential for bilingual staff ▪ Provide more professional certifications for other job classes ▪ Provide scholarships for services/opportunities that will benefit Branch (CSSD's program Master's in Latino studies)
	<ul style="list-style-type: none"> ▪ Greater public scrutiny ▪ Greater civic involvement ▪ Greater accountability 	<ul style="list-style-type: none"> ▪ Speakers bureau for other Judicial Branch staff ▪ Focus groups for public input ▪ Create a more user friendly court environment ▪ More outreach and education of public about court and our individual units ▪ More Court Service Centers ▪ Ensure Internet has quality/accurate information ▪ Translate Web information

Judicial Branch Advisory Committee on Diversity – October 22, 2007

TRENDS	IMPACT	STRATEGIES
More violent crimes/clients	<ul style="list-style-type: none"> ▪ Push towards arming Probation Officers ▪ Younger juvenile defendants committing more violent crimes ▪ Increased violence against government agencies 	<ul style="list-style-type: none"> ▪ More younger people coming into courts ▪ Public aware of more high profile cases ▪ Staff has greater safety concerns ▪ Public demands for answers and accountability ▪ Public is fearful ▪ More white collar crime with Internet
Getting funds requires the ability to show results (by all levels of staff)	<ul style="list-style-type: none"> ▪ Evidence based accountability (\$\$) 	<ul style="list-style-type: none"> ▪ Competition for funds ▪ Unhealthy competition between Judicial Branch units' programs ▪ Difficult gathering information we need ▪ Better/improved services
Increased need for internal/external communications	<ul style="list-style-type: none"> ▪ Lack of interaction by divisions ▪ Not utilizing internal resources; i.e. JBACD (Judicial Branch Advisory Committee on Diversity) ▪ Sharing information with other agencies 	<ul style="list-style-type: none"> ▪ Failing to communicate causes duplicate efforts ▪ Leads to improved decision-making ▪ Promotes partnership between agencies ▪ Will avoid duplication
Increased needs of ADA population (as the population increases)	<ul style="list-style-type: none"> ▪ Aging population – accommodations in court ▪ More peoples with disabilities ▪ An aging population 	<ul style="list-style-type: none"> ▪ More ADA requests ▪ More ADA complaints ▪ Staff unsure who to go to for accommodations

Judicial Branch Advisory Committee on Diversity – October 22, 2007

TRENDS	IMPACT	STRATEGIES
<p>Use of technology / protecting technology information</p>	<ul style="list-style-type: none"> ▪ Need to protect online information ▪ More use of technology ▪ Increased speed of information transfer ▪ Moving towards an impersonal, paperless way of doing business ▪ Increased online transactions 	<ul style="list-style-type: none"> ▪ Cost to acquire technology ▪ Need to keep ahead of general public re protecting our information ▪ Enhances our ability to share information ▪ Increases our accountability ▪ Increases our openness and public trust
		<p>public</p> <ul style="list-style-type: none"> ▪ Recognize variety of requests are ever-changing ▪ Train staff in use of technology ▪ Train staff on availability of technology ▪ Employ more technologically advanced staff ▪ Need for more centralized uniform practice of responding to IT needs ▪ Need for continuous education of staff on technology

Judicial Branch Civil Commission – 9/25/2007

TRENDS	IMPACT	STRATEGIES
<p>More ADR / Fewer trials</p>	<ul style="list-style-type: none"> ▪ Alternative Dispute Resolution (ADR) ▪ Less trials - court jury ▪ Mediation to replace pretrials 	<ul style="list-style-type: none"> ▪ More education of judges on new skill sets needed (i.e., mediation/settlement) ▪ Reallocate “good settler” judges to settling cases ▪ Seek evaluation of judges from bar on this settling ability ▪ Build something into system to evaluate cases more effectively, as to “settability” ▪ Not wait until pretrial to push preparation of the case
<p>Increasing demand for more openness by public and press</p>	<ul style="list-style-type: none"> ▪ Openness issues ▪ Cameras in courtroom ▪ More media scrutiny ▪ Identify theft ▪ Openness required 	<ul style="list-style-type: none"> ▪ Uniform application of rules ▪ Education of press and public as to what is/isn't allowed ▪ Educate judges/court staff re: responsibilities ▪ Educate bar (so sensitive information not put into file) ▪ Have a plan for high profile cases
<p>Demand for immediate access and efficiency</p>	<ul style="list-style-type: none"> ▪ Electronic library resources ▪ Technology ▪ Pretrials by telephone conference ▪ More electronic filing ▪ Technology ▪ More technology, less trials, more mediations ▪ Video/telephone conferences vs. openness ▪ Telephone conference ▪ Paperless files ▪ Virtual court ▪ Lag in telephone information 	<ul style="list-style-type: none"> ▪ People want information right away ▪ Overloads existing resources ▪ More complaints ▪ Sometimes improves quality of product ▪ Demand for a quicker response (i.e. transcripts) ▪ Customer service training for (clerks, marshals) ▪ Adequate funding ▪ Implement wireless technology ▪ Full implementation for e-filing (for every document) ▪ Modern telephones in courts ▪ Encourage judges to use alternate technology ▪ Attorneys and judges don't have to be present all the time (better technology)

Judicial Branch Civil Commission – 9/25/2007

TRENDS	IMPACT	STRATEGIES	
<p>Demand for user-friendly access to courts</p>	<ul style="list-style-type: none"> communications <ul style="list-style-type: none"> ▪ Video conferencing ▪ E-filing 		
<p>Demand for greater professionalism from bench, bar and staff</p>	<ul style="list-style-type: none"> Hours of operation Cost of litigation precluding access to court Increased cost of litigation Mass transit overload Transportation costs are increasing Parking woes Endless voice mail – no human contact Increase in expense of trials Traffic on I-95 Available forms Simpler forms Same procedures statewide Need to standardize Judicial District procedures 	<ul style="list-style-type: none"> Lawyers outside standing with litigants (comments on Derby) Inaccessible, hostile, uncaring as perception Constitutional problem re: access due to fees People lose respect for the courts Effect/impact on lawyers' taking more cases Impact on where you file cases (i.e., Stamford) Importance of courthouse itself on decaying cities (New Haven/Bridgeport) 	<ul style="list-style-type: none"> Judicial deciding where courts will be placed Abolish venue requirements Public transportation alternatives to court Change hours/days of operation (i.e., Stamford) flex time Telephone conferencing Remote access
<p>Greater demands caused by an aging population</p>	<ul style="list-style-type: none"> Too many lawyers unprepared Effect of corporate counsel Judicial competency/education Multi-jurisdictional practice (MJP) Judicial performance polling/accountability Civility Ethical issues Unbundled legal services Judicial evaluations Too many lawyers 	<ul style="list-style-type: none"> Efficiency Public perception of administration of justice Complaints re: civility 	<ul style="list-style-type: none"> Need for more training Need to enforce penalties for really egregious conduct (i.e., motion for sanctions) Empower judges to feel they can <u>do</u> something about such conduct Public poll ranking judges Improve present judicial evaluation process Educate public on system that is in place More training for judges
<p>Greater demands caused by an aging population</p>	<ul style="list-style-type: none"> Seniors Nursing home litigation 	<ul style="list-style-type: none"> More negligence, rear ends, fall downs 	<ul style="list-style-type: none"> Court Service Centers - expand to provide service to

Judicial Branch Civil Commission – 9/25/2007

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Population is aging 	<ul style="list-style-type: none"> ▪ Complications with Medicare/Medicaid liens and other social service liens ▪ Physical facility access ▪ Conservatorship/estate impact on trials ▪ Elderly transport to court ▪ AGs won't talk re: settling outstanding liens 	<ul style="list-style-type: none"> elderly ▪ Education of judges/lawyers re: elderly issues ▪ Go out in community to educate seniors ▪ Some type of public transportation for seniors/network with extant agencies
Growing demand for specialty courts	<ul style="list-style-type: none"> ▪ Healthcare courts ▪ Court system as social service agency ▪ Specialty courts ▪ More complex cases ▪ Genetics ▪ Fewer marriages - more divorce - blended family ▪ Treatment of juveniles 	<ul style="list-style-type: none"> ▪ Physical plan / staff overload ▪ Expands scope of judicial's responsibility ▪ Judicial burnout 	<ul style="list-style-type: none"> ▪ Evaluation of existing specialty courts ▪ Independent evaluation ▪ Utilize existing resources
Greater competition for adequate funding and resources	<ul style="list-style-type: none"> ▪ Lack of funding ▪ Staffing problems ▪ Aging staff – retirements ▪ Judicial should submit budget separately 	<ul style="list-style-type: none"> ▪ Inadequate funding affects every category – operations to planning ▪ Drives the response to everything (lack of funding) ▪ Unfunded mandates/greater deviation from our core role 	<ul style="list-style-type: none"> ▪ Doing a strategic plan ▪ More education of legislature ▪ More partnerships with bar and related organizations ▪ Keep the revenue we generate (in addition to what is budgeted by legislature) ▪ Possible lawsuit re: inadequate funding/independent judiciary ▪ Independent judicial budget
Increased needs for services and resources from culturally/linguistic diverse population	<ul style="list-style-type: none"> ▪ Pro ses ▪ Proliferation of pro se litigants ▪ More non-English speakers ▪ More pro ses ▪ Language ▪ More immigrants 	<ul style="list-style-type: none"> ▪ Can't utilize court services ▪ Extra demands on staff ▪ Anger ▪ Two systems of justice out there (not getting results) ▪ Loss of funding 	<ul style="list-style-type: none"> ▪ Customer service (welcome people as they come through doors of court) ▪ More interpreters, bi-lingual staff ▪ Volunteers

Judicial Branch Civil Commission – 9/25/2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Limited English Proficiency (LEP) ▪ Cultural competency ▪ Language diversity 	<ul style="list-style-type: none"> ▪ Forms in different languages ▪ Community outreach
Juror reluctance to serve	<ul style="list-style-type: none"> ▪ Juror reluctance ▪ Juror awareness or questions re: insurance ▪ Reluctant jurors 	<ul style="list-style-type: none"> ▪ Longer to pick juries ▪ Quality of jurors is reduced ▪ Jury of your peers not possible
		<ul style="list-style-type: none"> ▪ More money for jurors ▪ Clarify "term" of service for jurors (information) ▪ Statute to allow box voir dire in jury cases ▪ Legislation to protect jurors' privacy rights ▪ Comfortable facilities for jurors to wait
Demand for heavier prison sentences	<ul style="list-style-type: none"> ▪ Parole board ▪ Mandatory sentencing 	<ul style="list-style-type: none"> ▪ More criminal trials ▪ Less plea bargaining ▪ Speedy trial ▪ Erosion of judicial independence ▪ Transcript production
		<ul style="list-style-type: none"> ▪ Need judicial spokesperson (public relations person). ▪ Voice recognition software
Greater emphasis on security in courts	<ul style="list-style-type: none"> ▪ COOP 	<ul style="list-style-type: none"> ▪ Longer lines getting in ▪ Disaster would cause a vast influx of people, potentially overloading on court ▪ Impact on individual lawyers' offices
		<ul style="list-style-type: none"> ▪ Offsite backup and electronic records ▪ Network to make use of individual practitioners out there
Legislative and press oversight of Judicial	<ul style="list-style-type: none"> ▪ Judicial independence 	<ul style="list-style-type: none"> ▪ Chill judges and lawyers ▪ Require judges to perform jobs in more transparent way. ▪ More openness. ▪ Separation of powers ▪ More grievance procedures
		<ul style="list-style-type: none"> ▪ Educate public on separation of powers and role of court ▪ Voluntarily open things up ▪ Judicial evaluation and experience, increase openness ▪ More aggressive lobbying ▪ Building partnerships with other groups (i.e. different bar associations)

Judicial Branch Civil Commission – 9/25/2007

TRENDS	IMPACT	STRATEGIES
<p>Facilities are aging and becoming obsolete</p>	<ul style="list-style-type: none"> ▪ Aging, inadequate facilities ▪ Wireless internet/network ▪ Building obsolescence ▪ Energy cost increase 	<ul style="list-style-type: none"> ▪ Affects access, morale, efficiency ▪ Takes away from process ▪ Affects stakeholders – ugly facility ▪ Affects ability to handle business ▪ Affects juror's view of a case because of housing given for case ▪ Affects environment - "global warming"
		<ul style="list-style-type: none"> ▪ More money ▪ Better planning for future ▪ Stakeholders should have role in planning ▪ More integrated effort (bar/staff) to get money ▪ Educate everyone as to what we need – (public) ▪ Make process less political ▪ Reduce number of visits to the courthouse ▪ Better maintenance

Judicial-Media Committee & Fire Brigade Subcommittee-- November 26, 2007

TRENDS	IMPACT	STRATEGIES
Increasing Scrutiny of Criminal Sentences	<ul style="list-style-type: none"> ▪ Sentencing scrutiny ▪ Racial disparity in criminal sentencing, both perceived and actual 	<ul style="list-style-type: none"> ▪ Judges will be more careful devising / explaining sentences ▪ Fearful judges regarding "light" sentences ▪ Greater uniformity in sentencing ▪ Increase in prison population ▪ Judges can't comment on a pending case.
Growing Concern for Security in Courthouses	<ul style="list-style-type: none"> ▪ Safety issues for staff working in old buildings ▪ Safety of public in court ▪ Security concern ▪ Privacy issues for judges & court personnel 	<ul style="list-style-type: none"> ▪ Hire more marshals ▪ Open earlier / later ▪ Night / weekend courts ▪ Staggered dockets (10:00/12:00/2:00) ▪ Decriminalize some drug offenses ▪ More stand-downs (SES, MV, etc.) to solve all legal problems at once ▪ Increase number of crimes / classes of cases for which citizens can resolve matters through correspondence, etc. not going court
Increasing Number of Pro Ses	<ul style="list-style-type: none"> ▪ Downturn in economy – increase in pro ses 	<ul style="list-style-type: none"> ▪ Longer lines ▪ Delays in court proceedings ▪ Litigants confused; unfamiliar with forms

Judicial-Media Committee & Fire Brigade Subcommittee– November 26, 2007

	TRENDS	IMPACT	STRATEGIES
Growing Impact of Economic Situation on Judicial Caseloads	<ul style="list-style-type: none"> ▪ Small claims even more backed up ▪ Housing court issues increasing ▪ Spend the least amount of time at court ▪ Long lines at traffic court ▪ Reduced state and federal funding 	<ul style="list-style-type: none"> ▪ Language barriers ▪ Failure to understand or assert their legal rights ▪ Small claims even more backed up ▪ Housing court issues increasing ▪ Spend the least amount of time at court ▪ Long lines at traffic court ▪ Reduced state and federal funding 	<ul style="list-style-type: none"> ▪ Court Service Centers / Public Information Desks ▪ Utilize law students through internship programs ▪ Increase flexibility of assignment/reassess assignment process of judges / allocation of judges ▪ Night / weekend courts ▪ Get more mediation in small claims ▪ Increase number of interpreters
Increased Demand for Tougher Sentencing	<ul style="list-style-type: none"> ▪ Reactionary legislation ▪ Sex offenders programs monitoring, notification communities ▪ More crimes across the state ▪ Prison over-crowding 	<ul style="list-style-type: none"> ▪ Wrong sentences in some cases as opposed to fair sentences ▪ Lack of individualized sentencing ▪ More concern with the broader psychology of sentencing ▪ Prison over-crowding 	<ul style="list-style-type: none"> ▪ Increased education for reporters regarding the Judicial System ▪ Training for judges on sentencing ▪ Role of media in explaining the Justice System ▪ Role of Judicial in explaining the Justice System – develop a cadre of point people who can provide information ▪ Collaborate with community groups to educate the community / public ▪ Expanded internships
Increasing Controversy Over Who Deserves Juvenile Protection	<ul style="list-style-type: none"> ▪ Increased focus on juvenile court and youthful offender cases 	<ul style="list-style-type: none"> ▪ Unfair disclosure of litigants' names, depending on severity of crimes ▪ More transfers of juvenile cases to adult court 	<ul style="list-style-type: none"> ▪ Additional criteria for transferring juvenile cases to Part A.

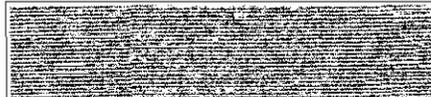
Judicial-Media Committee & Fire Brigade Subcommittee– November 26, 2007

TRENDS	IMPACT	STRATEGIES
Growing Disconnect Between Court / Judicial Branch and the Public	<ul style="list-style-type: none"> ▪ More serious crimes committed by juveniles 	<ul style="list-style-type: none"> ▪ Educate media regarding the importance of Rule of Law – Judicial Independence ▪ Training/education of public regarding judicial process – target high school students ▪ Judges speak to civic organizations ▪ Revisiting jury indoctrination videos and materials (emphasizing importance / significance of jury duty) ▪ Utilize Law Day to educate the public as to the constitution ▪ Utilize public TV to educate public regarding the court system ▪ Newspapers providing forum for judges to talk about legal issues, Rule of Law, etc.
Changing Expectations of the Public with Respect to Court	<ul style="list-style-type: none"> ▪ Can't understand the lingo ▪ More community awareness education ▪ Rude or intimidating reception in court ▪ Intimidating environment for litigants 	<ul style="list-style-type: none"> ▪ Cynicism towards court ▪ Rude reception from court ▪ Lack of understanding of litigants of court process ▪ Increased frustration of litigants
Growing Reluctance of Judges to Make Tough	<ul style="list-style-type: none"> ▪ Judicial Department's ability to respond to inaccurate media 	<ul style="list-style-type: none"> ▪ Judges more reluctant and more careful in rendering ▪ Making standards for judges to respond to media scrutiny

Judicial-Media Committee & Fire Brigade Subcommittee– November 26, 2007

TRENDS	IMPACT	STRATEGIES
<p>Decisions</p>	<p>coverage</p> <ul style="list-style-type: none"> ▪ Timidity of judges if they perceive they are being unfairly attacked 	<p>decisions</p> <ul style="list-style-type: none"> ▪ Judges issue wrong decision for wrong reason (timid judges regarding re-appointment)
<p>Increased Demand and Opportunities for Access</p>	<ul style="list-style-type: none"> ▪ Increasing assault on privacy ▪ Electronic access to data and files ▪ Technology sophistication ▪ Community access ▪ Cultural awareness bi-lingual ▪ Access to literature in other languages ▪ Excessive litigation over access ▪ Additional trainings for issues regarding victims and media input ▪ Increasing tendency of young people to gather news online ▪ Cameras in the courtroom trial access experience ▪ Electronic pathway to courts ▪ Government secrecy ▪ Security / privacy concerns of litigants, witnesses, victims ▪ Constitutional requirement of an open court ▪ General / publication of rules governing public access ▪ Issues regarding non-traditional media, e.g. bloggers, etc. ▪ Information access (demand for) 	<ul style="list-style-type: none"> ▪ Access remains difficult even with new rules ▪ Difficult to navigate "normal" events of system (i.e., motions/documents sealed as a matter of law)
		<p>more liberal</p> <ul style="list-style-type: none"> ▪ Reconsideration of putting inexperienced judges in G.A. ▪ Creating a presumption for re-appointment of judges – once they are appointed, it is presumed they are competent and should be reappointed

Judicial-Media Committee & Fire Brigade Subcommittee– November 26, 2007

TRENDS	IMPACT	STRATEGIES
	▪ Increased technology for media access	

VALUES:

- Respect
- Presumption of openness / access (bias in favor of openness)
- Protection of the public's rights along with those of the litigants
- As open as possible
- Accountable
- Engage
- Explain decisions

Public Service and Trust Commission Civil – 10/30/07

TRENDS	IMPACT	STRATEGIES
Meeting the needs and providing access to a more diverse population	<ul style="list-style-type: none"> ▪ Cultural language differences ▪ Diversity challenges ▪ Aging population ▪ Interpreters ▪ Increasing disparity between rich and poor ▪ Immigrants ▪ Increasing disparity between educated and less educated ▪ Access to court for the poor ▪ Changing demographics ▪ Interpreters for civil litigants 	<ul style="list-style-type: none"> ▪ Loss of trust in process if people like you are not making the decisions ▪ Loss of confidence ▪ Lower efficiency of system- waiting for interpreters. ▪ Poor access to justice ▪ Forms on-line not available to all
A more educated consumer	<ul style="list-style-type: none"> ▪ Demands on system ▪ Higher expectations ▪ Perception of incompetence 	<ul style="list-style-type: none"> ▪ Increase/diversity interpreters ▪ Increase diversity in staff and judges ▪ Increase diversity in lawyers ▪ Reach out to the community
Difficulty fulfilling civic duty	<ul style="list-style-type: none"> ▪ Problems with venire panel 	<ul style="list-style-type: none"> ▪ Jurors don't show ▪ Lack of involvement ▪ Lack of diversity in jury
Increased scrutiny and accountability threaten Judicial Branch independence	<ul style="list-style-type: none"> ▪ Political aspect of judicial selection ▪ Need for transparency and communication ▪ Increasing scrutiny of judges ▪ More rules/business for judges to understand ▪ Transparency ▪ Media coverage ▪ Accountability ▪ Perceived need to be tough on 	<ul style="list-style-type: none"> ▪ Chilling effect on judges' willingness to take chances/risks ▪ People will exhibit better conduct ▪ The more people know about us, the more they like us ▪ Fosters respect

Public Service and Trust Commission Civil – 10/30/07

TRENDS	IMPACT	STRATEGIES	
crime	<ul style="list-style-type: none"> ▪ Independent judicial surveys ▪ Challenges to independence ▪ More interaction between judges and lawyers- judges are isolated ▪ Public understanding 		
Maximizing technology and the increased use of it	<ul style="list-style-type: none"> ▪ Lack of technology in courtrooms ▪ Advances in technology ▪ Technology in courts and law firms ▪ People expect quicker answers than they used to ▪ Electronic filing ▪ Media coverage ▪ “Natural Language” an example of information technology advances ▪ Expectation for web-based ways to send and receive information 	<ul style="list-style-type: none"> ▪ Higher cost ▪ Inefficient trials without technology ▪ Courts not responding ▪ Courts not meeting public expectation of greater technology ▪ Streamline pretrial processing ▪ Potential cost savings 	<ul style="list-style-type: none"> ▪ Provide a secure room for attorneys’ equipment for trials ▪ Wireless courtroom and technology-loaded courtrooms ▪ Cross examine witness ▪ More money ▪ Change culture- allow PowerPoint and computers into courtroom ▪ Facilitate use of technology by lawyers ▪ More technology and computers in Court Service Centers
Demand for tougher sentences and diverse responses to crime	<ul style="list-style-type: none"> ▪ Sentencing options ▪ Perceived need to be tough ▪ Alternatives to incarceration ▪ Residential treatment placements ▪ Lack of criminal facilities ▪ Sex offender treatment ▪ De-institutionalizing of insane people ▪ Prison overcrowding 	<ul style="list-style-type: none"> ▪ Overcrowding ▪ Elimination of discretion 	
Outdated facilities and lack of resources	<ul style="list-style-type: none"> ▪ Respecting the institution and the condition of the courthouses ▪ Added courthouse services for litigants, ex. childcare 	<ul style="list-style-type: none"> ▪ Lack of respect for institution ▪ Inefficiency ▪ Frustration ▪ Lack of comfortable facilities ▪ Lack of security- fear 	<ul style="list-style-type: none"> ▪ Reallocate resources ▪ Recognize trial is democracy in action ▪ Respecting jurors and listening to them

Public Service and Trust Commission Civil – 10/30/07

TRENDS	IMPACT	STRATEGIES
Loss of civility and respect	<ul style="list-style-type: none"> ▪ Civility ▪ GA judges in arraignment court should greet their audience like JD judges do with venire panel ▪ Loss of respect for authority 	<ul style="list-style-type: none"> ▪ Lack of faith in system ▪ Disrespect for the system ▪ Unpleasant for everyone ▪ Reverberating effect on all ▪ Lawyers become uncivil towards each other ▪ Increases cost
Demand for greater predictability and lowered cost of dispute resolution	<ul style="list-style-type: none"> ▪ Mediation explosion ▪ Increasing number of active Judge Trial Referees ▪ More in-house counsel on the defense side ▪ Fewer trials ▪ Need for more trials ▪ Fewer trials ▪ Need for Alternative Dispute Resolution options ▪ Effective pre-trial programs needed ▪ Small cases not tried because of increased cost of litigation 	<ul style="list-style-type: none"> ▪ More demand for Alternative Dispute Resolution ▪ Fewer cases, fewer trials ▪ More complex cases leaving Judicial ▪ Fewer jury trials ▪ Fewer appeals result in less evolving law ▪ Lack of law in various areas ▪ Lack of faith or belief that you get justice in the courtroom ▪ Lowered regard for judicial in many elements of society: key decision-makers in society ▪ Undermining our long term support
Responding to the change in juvenile law	<ul style="list-style-type: none"> ▪ Age change implementation ▪ Restructured juvenile services ▪ Residential treatment placement 	<ul style="list-style-type: none"> ▪ Will require more facilities, judges and staff

Public Service and Trust Commission Civil – 10/30/07

TRENDS	IMPACT	STRATEGIES	
	<ul style="list-style-type: none"> ▪ Improved juvenile detention facilities ▪ Restructured prosecutorial role and responsibilities 		
Need for greater uniformity and efficiency in pre-trial and discovery	<ul style="list-style-type: none"> ▪ Lack of uniformity by judges in procedural matters ▪ Complex discovery ▪ Cost of discovery ▪ Discovery disputes which are unnecessary ▪ Lack of uniform practices, i.e., enforcement of standing orders ▪ Exposure of attorneys- cost of litigation ▪ Pre-trials with authority ▪ Difficulty getting motions and pleadings docketed and heard or decided ▪ Uniform jury introduction to group panel ▪ Uniform structure ▪ Increasing volume of disputes 	<ul style="list-style-type: none"> ▪ Don't know what's happening in each courthouse ▪ Lack of faith in system ▪ Inefficient not to know what's happening in each courthouse ▪ Expensive ▪ Lack of uniformity leads to the perception that justice isn't being served ▪ One size does not fit all 	<ul style="list-style-type: none"> ▪ More uniform procedures like foreclosures ▪ Get judges' buy-in ▪ Publish rules ▪ More mentoring and communicating among judges ▪ Have judges assigned to docket for longer time ▪ Individualized docketing ▪ Longer assignments for judges ▪ Match judges with their expertise area ▪ Educated judges in all areas of the law
Information Explosion	<ul style="list-style-type: none"> ▪ Increased specialization in the general economy ▪ Increased complexity of business 	<ul style="list-style-type: none"> ▪ See "Maximizing technology" trend ▪ See "educated consumer" trend ▪ See "increased scrutiny" trend 	<ul style="list-style-type: none"> ▪ See "Maximizing technology" trend ▪ See "educated consumer" trend ▪ See "increased scrutiny" trend
Requirement for Disaster Planning	<ul style="list-style-type: none"> ▪ Continuity of Operations COOP ▪ Disaster planning 	<ul style="list-style-type: none"> ▪ Not doing it results in loss of information and failure of justice 	<ul style="list-style-type: none"> ▪ Comprehensive plan of back up ▪ Offsite back up.
Increased state and federal mandates	<ul style="list-style-type: none"> ▪ Limited English Proficiency LEP ▪ Disaster planning ▪ Continuity of Operations COOP 	<ul style="list-style-type: none"> ▪ Burdens system with financial resources ▪ Mandates and implementing them are a distraction 	<ul style="list-style-type: none"> ▪ Obtain more funding

Public Service and Trust Commission Civil – 10/30/07

Increasing number of pro ses	TRENDS <ul style="list-style-type: none"> ▪ Pro ses ▪ Increase in pro se litigants ▪ Expense of attorneys ▪ Access to the court for the poor 	IMPACT <ul style="list-style-type: none"> ▪ Slows down the process ▪ Stress on system ▪ Less respect for court ▪ Increases cost 	STRATEGIES <ul style="list-style-type: none"> ▪ Open pro bono to pro ses ▪ Foster relationships with law school clinical programs ▪ Attorneys offer unbundled legal services and give attorneys immunity ▪ Allow house and corporate counsel to do pro bono work
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Public Service and Trust Commission Criminal – October 30, 2007

TRENDS	IMPACT	STRATEGIES	
Demand for Effective Supervision of Offenders in Community	<ul style="list-style-type: none"> ▪ Community Supervision. ▪ Increase in crimes committed by defendants out on pretrial release. ▪ Growth of population w/ Mental illness. ▪ Shift in the courts to social service focus. ▪ Increasing pressure to supervise offenders more closely. ▪ Evidence based treatment. ▪ Judicial oversight of persistent offenders. ▪ Sex offender monitoring. ▪ Arts/education programs in prison. ▪ Outcomes – recidivism reduction 	<ul style="list-style-type: none"> ▪ Strain on resources. ▪ Pressure on judges and probation to violation of probation (VOP). ▪ Pressure not to violate. ▪ Greater pressure to demonstrate impact. ▪ Pressure to use new technology. 	<ul style="list-style-type: none"> ▪ More programs, probation officers. ▪ Collaborate between agencies. ▪ Specialized units. Better assessment tools ▪ Examine bail system. ▪ Public education.
Growing Demand for CR Justice Agencies to Share Information	<ul style="list-style-type: none"> ▪ Transcript costs. ▪ Demand for better technology. ▪ Improving information technology in entire Criminal Justice system. 	<ul style="list-style-type: none"> ▪ Diverts existing resources from existing projects. ▪ Information systems in constant state of revision. ▪ Information increasingly being shared. 	<ul style="list-style-type: none"> ▪ Consistent system that all users access. ▪ Increase resources. ▪ Better collaboration between all Criminal Justice agencies. ▪ More authority given to CJIS governing board.
Increase in Post-Conviction Filings	<ul style="list-style-type: none"> ▪ Speedy appeals (or lack thereof). ▪ Habeas filings increasing. 	<ul style="list-style-type: none"> ▪ Meritorious challenges lost. ▪ Delay in finality of judgments. ▪ Overburdened staff. ▪ More time spent commuting to Rockville. ▪ Inability to locate witnesses and records. ▪ Difficulty in responding to post-conviction challenges. ▪ Video conferencing causes delays. ▪ More transcripts. 	<ul style="list-style-type: none"> ▪ Make certification process a meaningful one. ▪ Finding more ways to effectively reduce successive challenges. ▪ More training of habeas counsel.

Public Service and Trust Commission Criminal – October 30, 2007

TRENDS	IMPACT	STRATEGIES
Greater Demand for Judges Training	<ul style="list-style-type: none"> ▪ Increased need for training of judges and attorneys. ▪ Judge training on domestic violence. ▪ Increased training for judges. 	<ul style="list-style-type: none"> ▪ Reduce courtroom time. ▪ Slower pace of litigation.
Public Demand for Tougher Sentencing	<ul style="list-style-type: none"> ▪ More victim input. ▪ Increased scrutiny of judges and sentences. ▪ Legislation for stiffer sentencing. ▪ Reduced discretion for States Attorney and judges. ▪ Prison overcrowding increased / arbitrary release. ▪ Elimination of parole. ▪ Undermine effectiveness of sentencing? 	<ul style="list-style-type: none"> ▪ Explore alternative forms of training.
Growing Demand for Access and Oversight	<ul style="list-style-type: none"> ▪ Growth of population w/ mental illness. ▪ Transfer of inmates out of state. ▪ Parole overhaul. ▪ Public outcry r/t early releases. ▪ Parole being Xed. ▪ Prison overcrowding. ▪ Prosecutorial overcharging. ▪ Alford pleas increased. ▪ Sex assault teenagers. ▪ Increased motions to correct sentences. ▪ Sentencing guidelines less discretion. ▪ Criminalizing motor vehicle violations. ▪ Home invasion legislation. ▪ Sentencing guidelines. ▪ Tougher sentence three strikes and out. ▪ Demand for stricter sentences. ▪ Mandatory minimum sentences. 	<ul style="list-style-type: none"> ▪ Educate the public and legislature on consequences of mandatory sentencing. ▪ Involve victims in judicial process (increase). ▪ Increased collaboration with corrections. ▪ Judges create adequate records for imposition of sentence.
Growing Demand for Access and Oversight	<ul style="list-style-type: none"> ▪ Need for more information by everyone. ▪ Risk of identity theft with more access to information. ▪ Cameras / Media coverage. ▪ Increased scrutiny of judge's decision. 	<ul style="list-style-type: none"> ▪ Trust of system. ▪ Invasion of privacy.
Growing Demand for Access and Oversight		<ul style="list-style-type: none"> ▪ Continuation of growth of transparency. ▪ More information available to more people.

Public Service and Trust Commission Criminal – October 30, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Increased public access to information. ▪ Televised trials. ▪ Growing transparency of criminal records. ▪ Conflict between right to privacy and “public’s” right to know. 	
Growing Demand for Specialized Dockets	<ul style="list-style-type: none"> ▪ 16-17 year olds moving to Juvenile court. ▪ Issues related to increase in illegal immigrants. ▪ More financial crimes against elderly. ▪ Elder abuse. ▪ Growth in specialty courts. ▪ Increased domestic violence docket. ▪ Specialized dockets. 	
Increasing Demand for Court Services by Non-English Speaking Population	<ul style="list-style-type: none"> ▪ Limited English Proficiency ▪ Changing face of system in terms of diversity. ▪ Big increase in immigrant population who are linguistic minorities. ▪ Increasing non-English speaking population. 	<ul style="list-style-type: none"> ▪ Delays in court proceedings ▪ Increased costs to judicial and attorneys. ▪ Increase in non-qualified individuals as interpreters. ▪ Increased frustration and confusion by parties. ▪ Decreased quality of justice.
Increase in Demand for Greater Security	<ul style="list-style-type: none"> ▪ Security in courtroom. ▪ Growing security concerns. 	<ul style="list-style-type: none"> ▪ Increase number of marshals. ▪ Increase supervision of marshals. ▪ Increased assessment of risk and planning for outcomes.

Public Service and Trust Commission Criminal – October 30, 2007

TRENDS	IMPACT	STRATEGIES
Greater Competition for Limited Resources	<ul style="list-style-type: none"> ▪ Higher costs of fuel and transportation. ▪ COOP ▪ Changing face of system more diversity. ▪ Workforce diversity. ▪ Continued staff shortages in court. 	<ul style="list-style-type: none"> ▪ Closed courtrooms during recess. ▪ Staff shortages. ▪ Greater disconnect between public and judicial system. ▪ Reduced effectiveness in core function. ▪ Delay of information sharing for those who need it. ▪ Demoralized staff. ▪ Requires better / more creative solutions.
Fewer GA Trials	<ul style="list-style-type: none"> ▪ Fewer GA trials. 	<ul style="list-style-type: none"> ▪ Re-engineer / analyze workflow (internal assessment).
Loss of Confidence in CR Justice System	<ul style="list-style-type: none"> ▪ Reluctance of witnesses to testify for state or defense. 	<ul style="list-style-type: none"> ▪ Decreased competency of criminal trial, Bar and Bench. ▪ Decrease in witnesses. ▪ Disconnect between court and police. ▪ Increased demand for social services (diversionary programs).
Aging Physical Plants	<ul style="list-style-type: none"> ▪ Aging and outdated facilities. ▪ Crumbling courthouses in major cities. ▪ Workplace conditions. 	<ul style="list-style-type: none"> ▪ Explore causes for decrease. ▪ Increase effectiveness of pre-trial proceedings.
Longer and More Complicated Trials	<ul style="list-style-type: none"> ▪ Death penalty. ▪ Addition costs for defense representation. ▪ Pressure to have more trials. ▪ Longer and more complicated trials. ▪ Persistent felony trials. 	<ul style="list-style-type: none"> ▪

Public Service and Trust Commission Criminal – October 30, 2007

TRENDS	IMPACT	STRATEGIES
<p>Expansion of Victim Rights and Impact</p>	<ul style="list-style-type: none"> ▪ Victim's rights. ▪ Need for more advocates in criminal courts. ▪ Including families & victims in ongoing focus groups. ▪ Increased attention to impact of sentencing on victims/families. ▪ Victims increased control on state and judges. ▪ Victim impact on criminal proceeding. ▪ New state victim advocate (OVA). ▪ Victim notification of criminal proceedings 	<ul style="list-style-type: none"> ▪

Public Service and Trust Commission Family – October 30, 2007

TRENDS	IMPACT	STRATEGIES	
Language as a barrier to the courts	<ul style="list-style-type: none"> ▪ Increase in non-English speaking litigants ▪ Limited English Proficiency (LEP) litigants ▪ More number of non-English speaking litigants ▪ Fewer interpreters and staff 	<ul style="list-style-type: none"> ▪ Slows down process ▪ Less confidence in the process ▪ More resources needed ▪ Hiring process effected ▪ Look at cultural differences ▪ Clash of cultures 	<ul style="list-style-type: none"> ▪ Look at cultural differences ▪ Need more court interpreters ▪ Internet/publication transaction ▪ Need for more diverse workforce ▪ Cultural competency training
Informational security	<ul style="list-style-type: none"> ▪ Increased concerns over identity theft ▪ Internet focused society 	<ul style="list-style-type: none"> ▪ Expectation of privacy (influence confidence in judiciary) ▪ Unable to get information you should be able to get ▪ Increase costs 	<ul style="list-style-type: none"> ▪ Increase resources to address security ▪ Increase in technology/more technology workers ▪ Rethink some of the processes we use to capture information in courts ▪ Need for protocol to block out descriptive information
Access to courts	<ul style="list-style-type: none"> ▪ Need for courts to accommodate employees – evening hours? ▪ New structures for standard workday/work hours ▪ Internet access ▪ Demographic influence ▪ Transportation difficulties – aging roads and bridges 	<ul style="list-style-type: none"> ▪ Creating different hours for court access ▪ Different methods used ▪ Loss of confidence in court (if don't make information more available) ▪ More flexible → better experience in courts 	<ul style="list-style-type: none"> ▪ More funding ▪ Flexible hours within 9-5 ▪ Cutting down on frequency of the number of times people need to appear in court ▪ Expand information on website (more transactional, etc. options) ▪ Videoconferencing ▪ Teleconferencing ▪ Time management study ▪ Expand court services ▪ Look at whole civil litigation process (streamline)
Changing demographics trends	<ul style="list-style-type: none"> ▪ Population is aging ▪ Increased number of veterans and veteran's issues ▪ More poverty ▪ Family structure changing 	<ul style="list-style-type: none"> ▪ Increase in volume of cases ▪ Create a need for more different and specialized courts ▪ Need for resources 	<ul style="list-style-type: none"> ▪ Increase in interdisciplinary procedure ▪ Look at cultural competence ▪ More resources ▪ More staff (i.e. clerks, etc.)

Public Service and Trust Commission Family – October 30, 2007

TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ More children with behavioral and mental health problems ▪ More children born out of wedlock ▪ Job losses in private sector ▪ Age related disease/illness increases ▪ Civil unions ▪ Increase in mental health issues ▪ Not enough workers available so older workers will be necessary ▪ Jail crowding with mental health inmates 	<ul style="list-style-type: none"> ▪ Interdisciplinary procedures ▪ Compliance ▪ Kinds of cases grow and shift
Contingency planning	<ul style="list-style-type: none"> ▪ Need to plan for disasters – manmade and natural ▪ COOP 	<ul style="list-style-type: none"> ▪ Specially trained staff ▪ Look at court “geography”/court data ▪ More diverse workforce
Judicial resources	<ul style="list-style-type: none"> ▪ Understaffed family services ▪ Limited referee/resources in child protection cases ▪ Trend toward older workers 	<ul style="list-style-type: none"> ▪ Court business continues/doesn't continue ▪ Need to have a plan in place
Physical security in courthouses	<ul style="list-style-type: none"> ▪ Increase in funding for probation, bail ▪ Decrease in funding for “core” judicial functions ▪ Effects recidivism ▪ Effects efficiency of court process ▪ Effects confidence people have in court process ▪ Greater burden on judges 	<ul style="list-style-type: none"> ▪ Better education for legislative/Executive Branch re: funding ▪ Collaborating with the community
	<ul style="list-style-type: none"> ▪ More need and demand for security ▪ <u>Security</u> - can people get into the building? 	<ul style="list-style-type: none"> ▪ Slows process down ▪ Increase in judicial marshals ▪ Public's first impression of court system (public perception) ▪ Implicates building design
		<ul style="list-style-type: none"> ▪ Review building design ▪ More marshals ▪ More well-trained marshals (customer service) ▪ Use of technology to assist with security

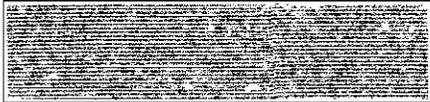
Public Service and Trust Commission Family – October 30, 2007

TRENDS	IMPACT	STRATEGIES
Judicial independence	<ul style="list-style-type: none"> ▪ Insolates court from public ▪ Risky environment/false sense of security 	<ul style="list-style-type: none"> ▪ File online (doesn't require physical presence) ▪ Videoconferencing ▪ Limit size of docket
Increase in pro se litigants	<ul style="list-style-type: none"> ▪ Increased concern by judges of increased public scrutiny ▪ Attacks on judicial independence ▪ Public cynicism about judicial neutrality/integrity ▪ Politicization of courts ▪ Conflicts between judicial/executive and legislative branches ▪ Increasing demand on courts to cure society's ills ▪ Legislature looking to courts to solve society's problems 	<ul style="list-style-type: none"> ▪ Lack of confidence in the court/lack of funding (legislation) ▪ Quality of decisions ▪ Protection of individual rights ▪ Quality of judges and staff ▪ Provides public with misperception of court ▪ Impact on judicial temperament ▪ Diminished power and authority of judicial authority
Increase in pro se litigants	<ul style="list-style-type: none"> ▪ Increased cost of legal representation ▪ Decrease in number of attorneys skilled and dedicated in ▪ Increase in pro se litigants ▪ Increase in pro se parties ▪ Job losses in private sector ▪ Self-representation ▪ Internet focused society ▪ People seek more information online ▪ Competitive influence on legal profession ▪ <u>Earthquake</u> due process (complexity of issues, number of adverse points of view vs. practical constraints on parties (pro se costs, lack of advocates) 	<ul style="list-style-type: none"> ▪ Less time in court ▪ Democratization of judicial process/more open legitimizes branch ▪ Procedural explanations by judges ▪ More filing ▪ Less confidence in court (due to lack of understanding of process)
Increase in pro se litigants		<ul style="list-style-type: none"> ▪ Educating the public re: importance of judicial independence ▪ Responding to criticism (fault unfair) ▪ Educating legislators/other branches of government ▪ Educating judges re: judicial independence
Increase in pro se litigants		<ul style="list-style-type: none"> ▪ More court service center involvement in explaining procedures ▪ More funding for legal aid ▪ More education of public on filing (internet) ▪ Lawyers "unbundle" services (discrete task representation) ▪ Education of judicial staff on self representation

Public Service and Trust Commission Family – October 30, 2007

TRENDS	IMPACT	STRATEGIES
Open court	<ul style="list-style-type: none"> ▪ Privacy vs. "right to know" ▪ Demands to open up child neglect/juvenile court ▪ Cameras in the courts ▪ Internet focused society ▪ People seek more information on-line 	<ul style="list-style-type: none"> ▪ Broader view into workings of court ▪ More resources to ensure information that needs not to be open remains closed ▪ Judicial independence ▪ Conflicts between public's right to know/privacy ▪ Less privacy
Specialty courts	<ul style="list-style-type: none"> ▪ Specialty courts ▪ More litigation in child protection ▪ Child protection cases ▪ Increasing foreclosures ▪ More families with special needs (FWSN) diversion ▪ 16 and 17 year olds as juveniles ▪ Jail crowding with mental health inmates ▪ Judges with specialty training ▪ Identity theft ▪ Legislature looking to courts to solve social problems ▪ Increase in adoptions – foreign especially ▪ Domestic violence increase ▪ Job losses in private sector 	<ul style="list-style-type: none"> ▪ Swifter justice ▪ More staff ▪ Increase security ▪ Fragment the judges ▪ Greater consistency ▪ Judge with great expertise in certain areas (staff too) ▪ Consistent body of law established
Alternative to courts	<ul style="list-style-type: none"> ▪ More focus on prevention in child welfare ▪ Collaborative divorce ▪ Competition from private ADR (alternative dispute resolution) 	<ul style="list-style-type: none"> ▪ Reduces caseload on courts ▪ Reduce public confidence by failure to have a public decision ▪ Less public support due to the court's dealing with juvenile, housing, criminal

Public Service and Trust Commission Family – October 30, 2007

TRENDS		IMPACT	STRATEGIES
		<ul style="list-style-type: none"> ▪ Allows people to solve problem privately without public scrutiny 	
<p>New president may bring new policies</p>	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪

Public Service and Trust Steering Committee – 9/11/2007

TRENDS	IMPACT	STRATEGIES
Increased oversight and accountability over the Judicial Branch	<ul style="list-style-type: none"> ▪ Increased media and legislative scrutiny ▪ Cameras in courthouses and courtrooms ▪ Increased media coverage 	<ul style="list-style-type: none"> ▪ Must be more prepared to work in an open manner ▪ Lengthy/longer hearings ▪ Judges can do less work ▪ Unhappy clients
	<ul style="list-style-type: none"> ▪ MADD power ▪ Special interest groups influence is increasing ▪ More specialty courts ▪ Night courts, 24/7 operations ▪ Issues related to civil unions ▪ Animal rights ▪ Truck safety measures ▪ Victims' rights 	
	<ul style="list-style-type: none"> ▪ Starting court on time ▪ Demand for cleaner courthouses- better maintenance ▪ Complaints for better scheduling- sessions starting at 10 am ▪ Lack of customer service skills ▪ Frustration with lack of accountability ▪ Increased demand for face-to-face contact ▪ Enhanced customer service 	
	<ul style="list-style-type: none"> ▪ More Pro Ses 	
	<ul style="list-style-type: none"> ▪ Budgetary constraints 	
	<ul style="list-style-type: none"> ▪ Global warming ▪ Environmental concerns 	
	<ul style="list-style-type: none"> ▪ Change in juvenile law 	
	<ul style="list-style-type: none"> ▪ Immigration laws ▪ Need for additional interpreters ▪ Fewer jurors representing the public at large 	

Public Service and Trust Steering Committee – 9/11/2007

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> ▪ Increased cultural diversity ▪ Human trafficking ▪ Increase in Latino population- different language and culture 		
<ul style="list-style-type: none"> ▪ Economy ▪ Class disparity ▪ More foreclosures 		
<ul style="list-style-type: none"> ▪ Lack of space in courts ▪ Aging and deteriorated court facilities 		
<ul style="list-style-type: none"> ▪ Less trials ▪ More Alternative Dispute Resolutions; less trials ▪ More private Alternative Dispute Resolutions ▪ Cost of litigation rising ▪ Delivery of legal services 		
<ul style="list-style-type: none"> ▪ More security in courts ▪ The war; security concerns ▪ Cell phone technology- camera phones ▪ Post 9/11 reaction ▪ Juror privacy concerns ▪ Increase in security concerns 		<ul style="list-style-type: none"> ▪ Do away with camera phone rules ▪ Allow cell phones in the courthouses ▪ Educate public about jury selection ▪ Educate public about the courts ▪ More public outreach ▪ Increase access to Supreme and Appellate Courts oral arguments
<ul style="list-style-type: none"> ▪ Demand for access to court documents ▪ Increase in ADA requests ▪ Need for interpreters ▪ Night court ▪ More signage in courthouses 		

Public Service and Trust Steering Committee – 9/11/2007

TRENDS	IMPACT	STRATEGIES
<ul style="list-style-type: none"> ▪ More non-English speaking residents ▪ Access to court documents electronically ▪ Greater rights for the disabled ▪ E-services ▪ 24/7 service demand ▪ Identify theft concerns with access to court information ▪ More user friendly ▪ More streamlined access to small claims 		
<ul style="list-style-type: none"> ▪ Limited English Proficiency ▪ Privacy of individual 		
<ul style="list-style-type: none"> ▪ More senior citizens 		
<ul style="list-style-type: none"> ▪ COOP 		
<ul style="list-style-type: none"> ▪ More lawyers ▪ Aging attorney population 		
<ul style="list-style-type: none"> ▪ More violent behavior ▪ Harsher sentencing ▪ Prison overcrowded ▪ Increase in illegal drug use ▪ Increase in legal prescriptions abuse ▪ Increase in DUI and mandatory minimum ▪ 3 changes and you're out ▪ More domestic violence ▪ More defendants with mental health issues 		
<ul style="list-style-type: none"> ▪ Faster and more changes in technology ▪ Ability to file and pay costs on-line ▪ E services 		

Public Service and Trust Steering Committee – 9/11/2007

TRENDS	IMPACT	STRATEGIES
 <ul style="list-style-type: none"> ▪ ID theft ▪ Telecommuting ▪ More cell phones ▪ Youth have more resources- money and knowledge ▪ Technology in courts 		
 <ul style="list-style-type: none"> ▪ New Chief Justice ▪ New Chief Court Administrator 		

State Court Improvement Program (SCIP) Statewide Multi-Disciplinary Task Force – 10/03/2007

	TRENDS	IMPACT	STRATEGIES
Increased need for training	<ul style="list-style-type: none"> ▪ Judges require increased training re: child development and impact of abuse/regulations ▪ Process of certification – attorneys in child welfare – money – training ▪ More child protection attorneys – training 	<ul style="list-style-type: none"> ▪ Better services ▪ Slow down procedures ▪ No coverage for judge training ▪ Development and delivery of more training 	<ul style="list-style-type: none"> ▪ Mandate judges to attend annual seminar ▪ Use of technology ▪ Collaborative training programs
Increased need for collaboration	<ul style="list-style-type: none"> ▪ Interaction between probate and Superior Courts – parallel / concurrent jurisdiction ▪ More exchange of information / communication with criminal court, family court, police departments ▪ Videoconferencing ▪ Use of the Youth Service Bureaus and Juvenile Relations Boards to improve connections ▪ Inter-jurisdictional resolution challenges ▪ Judge must accept “team” approach – work with stakeholders and community ▪ Increased interagency networking ▪ More Families with Service Needs (FWSN) liaisons ▪ More demand for collaboration between children and adult agencies ▪ Faster interstate studies ▪ More connection to local schools 	<ul style="list-style-type: none"> ▪ Cause change in attitude; less territorial ▪ More meetings out of court ▪ Too much input from outside of child welfare system on committees ▪ Positive public image/less remote ▪ Reduces duplication of services ▪ Better outcomes for kids ▪ Unnecessary collaboration “overreaction” 	<ul style="list-style-type: none"> ▪ Increase public awareness of positive aspects/ accomplishments ▪ Staff to coordinate leadership ▪ Create staff point person
Increased reliance on technology	<ul style="list-style-type: none"> ▪ Technology – compatibility of systems between agencies 	<ul style="list-style-type: none"> ▪ Increased funding for technology 	<ul style="list-style-type: none"> ▪ Continue work of interagency committee

State Court Improvement Program (SCIP)

Statewide Multi-Disciplinary Task Force – 10/03/2007

	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Videoconferencing ▪ Paperless files ▪ Attorneys need computer access – case files 	<ul style="list-style-type: none"> ▪ More efficiency between agencies ▪ Create confidential identity theft issues 	<ul style="list-style-type: none"> ▪ CMIS needs to be finished
Increased accountability	<ul style="list-style-type: none"> ▪ More outcome measuring of all programs ▪ Increased accountability ▪ Quality and availability of attorney for parents/children ▪ Increase for timely permanency achievement ▪ Increased involvement of bio/extended families ▪ Expedited appeals ▪ More “open” adoptions sought 	<ul style="list-style-type: none"> ▪ More adverse publicity ▪ Lowered credibility ▪ More complaints against lawyers and judges ▪ Need for more funding ▪ Funding independent on performance ▪ Child and family services review 2008 	<ul style="list-style-type: none"> ▪ Create a juvenile ombudsman
Greater demands on state budget	<ul style="list-style-type: none"> ▪ Budgetary challenges ▪ Need to pay child protection attorneys more 		<ul style="list-style-type: none"> ▪ Less fawning to legislature ▪ Better and truthful lobbying
Raising the jurisdictional age	<ul style="list-style-type: none"> ▪ DCF to post bail ▪ Less (Juvenile Justice Organizations) JJOs ▪ Increase in request for court ordered psychological evaluations ▪ Need for at least 9 judge/JTR in juvenile ▪ Need a number of new court employees – Juvenile Probation Officers (JPOs), support staff, marshals, etc. ▪ Creation of Regional Youth Courts ▪ Need for more court/office space – all districts ▪ Increase in holding areas for 	<ul style="list-style-type: none"> ▪ Increased need for transportation to appearances ▪ Less trial time for judges ▪ Designated court and field days for JPOs ▪ Delays in court proceedings ▪ More access issues for families ▪ Facilities and services overwhelmed ▪ Less court time available 	<ul style="list-style-type: none"> ▪ Develop very exact needs for legislature ▪ Add more family support centers ▪ Re-examine regional youth court idea ▪ Evaluation or impact research ▪ Strong judicial leadership ▪ Support all other affected agencies ▪ Obtain necessary funding to “do it right” ▪ Advocacy strategy at legislature

State Court Improvement Program (SCIP)

Statewide Multi-Disciplinary Task Force – 10/03/2007

	TRENDS	IMPACT	STRATEGIES
	<p>incarcerated clients</p> <ul style="list-style-type: none"> ▪ More Attorneys General, more prosecutors, more public defenders ▪ Elimination of youth offender program ▪ Twice as many delinquent cases with 16-17 year olds ▪ Promise to appear for older delinquents ▪ Increased need for detention beds ▪ Need for Juvenile bail ▪ 1/3 more families with service needs (FSWNs) with 16-17 year olds ▪ Redraw juvenile venue lines ▪ Increased security concerns at SCJM due to older juveniles ▪ Increased needs relating to safety ▪ Increased need for parking ▪ Changes in transfer laws 		<ul style="list-style-type: none"> ▪ New facilities (Middletown, Torrington, Bridgeport) ▪ More Alternative Dispute Resolution (ADR) and FWSN centers in CSSD.
Anticipated changes to court procedures	<ul style="list-style-type: none"> ▪ More parental involvement is Case Status Conferences (CSCs) and Case Management Conferences (CMCs) ▪ Increased need for paternity determinations/ undeterminations ▪ Need more juvenile diversionary programs ▪ Need for additional court time – more in cases overall ▪ Increased need for expedited appeals 	<ul style="list-style-type: none"> ▪ More judicial forms ▪ More court time taken ▪ More court hearings ▪ More DCF liaisons ▪ More social worker time ▪ Child support issues – federal requiring increased collection efforts of SJM parents ▪ Juvenile sex offender registration – Adam Walsh Act 	<ul style="list-style-type: none"> ▪ Improve communication between CSSD and Court Operations ▪ Special unit to analyze/ develop strategies/rules for new legislation ▪ More interagency planning

State Court Improvement Program (SCIP) Statewide Multi-Disciplinary Task Force – 10/03/2007

	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Increased use of Non-Adversarial Dispute Resolution (NADR) ▪ More court management ▪ Judicial activism ▪ More children in courtroom ▪ Immigration issues ▪ Competency evaluations for kids ▪ More educational neglect cases ▪ More runaways not getting help ▪ More pressure to open courts ▪ Increased demand for Cameras/press in juvenile courtrooms ▪ Improve approach to incompetency to stand trial in delinquent/FWSN (families with service needs) cases 		
<p>Increased demand for services</p>	<ul style="list-style-type: none"> ▪ More demand for services ▪ More need for community services – all types ▪ Increase in need for all services ▪ More services for female offenders ▪ Increased need for services for young mothers ▪ Mental health services – parents and kids ▪ More need for mental health programs ▪ More need for respite care ▪ More foster homes needed ▪ Increased request for residential placements 	<ul style="list-style-type: none"> ▪ Need to develop and fund new/more services 	<ul style="list-style-type: none"> ▪ Development and issuing of more Requests for Quotes (RFQs) and Requests for Proposals (RFPs) ▪ Create dedicated grant and contracts units

State Court Improvement Program (SCIP) Statewide Multi-Disciplinary Task Force – 10/03/2007

	TRENDS	IMPACT	STRATEGIES
	<ul style="list-style-type: none"> ▪ Increased need for placements for older committed kids ▪ Increase in teenage parents ▪ Coming in '08 Educational Advocates and more will be needed ▪ Coming in '08 Clinical Care Coordinators and more will be needed ▪ Increased need for gender specific programming ▪ Increase of non-English speaking clients ▪ Increased need for Spanish speaking therapists, psychiatrists and psychologists ▪ Increased need for victim advocates ▪ Increase in need for interpreter – more languages 		

Values

- Fairness
- Timeliness
- Respect – people, appropriate facilities
- Competence in knowledge
- Availability of services
- Needs are met
- Sensitivity to people's situations
- Good public appearance
- Duplication of the good court service centers, everywhere
- Customer services