



Support to the Federal Court

The Director of the Administrative Office is statutorily tasked with, among other duties, the support of the federal courts. This support takes many forms, including collecting statistical information, providing accommodations for the courts, developing management and business plans, and procuring information technology resources for court programs.

Recognition of Court Staff

Each year, the Director solicits nominations for awards to honor employees of the federal courts for outstanding contributions to the Judiciary. The Director's Award for Outstanding Leadership recognizes employees who have contributed on a national level through their leadership skills to improvements in the administration of the federal Judiciary. The Director's Award for Excellence in Court Operations was changed in 2002 to recognize employees for achievements in improving the operations of the federal courts within four categories: court administration, court technology, court support, and mission requirements. Also in 2002, the Director's Award for Extraordinary Actions was added to recognize employees who have responded in an outstanding manner to emergencies and other critical situations.

Improvements in Management Oversight and Internal Controls

Over the years, Director Mecham has delegated significant financial and management authorities to the courts and federal defender offices, which resulted in considerable local management flexibility over the expenditure of \$2 billion in decentralized funds this year. Now, the Administrative Office has undertaken a comprehensive program for enhancing internal controls and guidance to the courts.

In 2001, a training program was delivered to chief judges on their leadership role in overseeing the business of the courts. A companion training program was launched this year for court unit executives.

Working with a group of court managers, the Administrative Office is developing a model internal controls handbook to assist court leaders in managing their courts. The handbook will describe the minimum procedural checks and balances that should be in place for finance, travel, procurement and contracting, property, human resources, information technology, records, and statistical reporting, as well as offering other suggestions and tips.

Guidelines for performing self-evaluations of internal controls and for maintaining an adequate segregation of duties are additional features of the handbook. Also, some existing policies were revised to clarify current requirements and strengthen internal controls.

Review and Assessment Programs

Each year, on-site reviews of various kinds are conducted in the courts at the request of court managers. Such reviews may be broad in scope or focused on particular program or management areas. In 2002, on-site reviews were conducted in two appellate courts, four district courts, four bankruptcy courts, five federal public defender organizations, nine pretrial services offices, and 16 probation offices. In addition, the Administrative Office performs or contracts for cyclical audits and other specialized audits. In 2002, 53 cyclical audits and 64 other audits were completed.

In 2002, the Administrative Office completed development of a new review and assessment program designed to provide education, technical assistance, and evaluation services to chief judges and appel-

2002 Director's Awards

In 2002, the recipients of the Director's Award for Outstanding Leadership were:

- Sherri R. Carter, Clerk of Court, U.S. District Court, for the Central District of California.
- Patricia L. Brune, Clerk of Court, U.S. Consolidated District /Bankruptcy Court for the Western District of Missouri.

The recipients of the Director's Award for Excellence in Court Operations were:

- David K. Oliveria, Clerk of Court, U.S. Bankruptcy Court for the Middle District of Florida, for improved court administration.
- Toby D. Slawsky, Circuit Executive, and Team, including Mark Soltys, Assistant Circuit Executive for Automation; William Craven, Deputy Assistant Circuit Executive for Automation; William Bradley, Calendaring Manager; and Patricia Coleman-Dodszuweit, Legal Coordinator, U.S. Court of Appeals for the Third Circuit, for excellence in court technology.
- Anthony C. Lacey, Systems Administrator, U.S. Bankruptcy Court for the District of South Carolina, for excellence in court technology.
- Stacy L. Verkayk, Manager of Automation and Technology, U.S. Bankruptcy Court for the District of Arizona, for excellence in court technology.
- Adria Santa Anna and Jennifer Sunshine, Senior U.S. Probation Officers, U.S. District Court for the District of Arizona, for excellence in mission requirements.



(Left to right) Toby D. Slawsky, Circuit Executive, Mark Soltys, Assistant Circuit Executive, William Craven, Deputy Assistant Circuit Executive, William Bradley, Calendaring Manager, and Patricia Coleman-Dodszuweit, Legal Coordinator, U.S. Court of Appeals for the Third Circuit



Sherri R. Carter, Clerk of Court, U.S. District Court for the Central District of California



Patricia L. Brune, Clerk of Court, U.S. Consolidated District / Bankruptcy Court for the Western District of Missouri



David K. Oliveria, Clerk of Court, U.S. Bankruptcy Court for the Middle District of Florida



(Left to right) Jennifer Sunshine and Adria Santa Anna, Senior U.S. Probation Officers, U.S. District Court for the District of Arizona



Anthony C. Lacey, Systems Administrator, U.S. Bankruptcy Court for the District of South Carolina

late court and circuit unit executives. The program includes general management on-site reviews that assess compliance with existing guidelines, standards, and policies; specialized on-site reviews tailored to the needs of a particular court or court unit; custom education and training plans as requested by a chief judge or a court unit executive; evaluation services provided on-site or by telecommunications technology; and technical assistance visits to ensure that automated systems are managed and used properly, and that resources are safeguarded.

Court Unit Executive Stewardship Training

The Administrative Office held two of the six planned workshops of its new training program, *Management in the Judiciary: The Rules, Tools and Tips of Good Stewardship*. The two and one-half day workshops for court unit executives are designed to help managers recognize their leadership role and to promote a greater awareness of the wide scope of their administrative responsibilities. The emphasis is on promoting awareness rather than skill development, and consists of panel discussions by court and agency staff and small group discussions among unit executives.

This training program is a first time effort to integrate training for all the numerous administrative functions into one focused curriculum. To establish a framework around the program, a LEADER theme was established.

Long-Range Planning

The Administrative Office supported two long-range planning meetings of Judicial Conference committee chairs in 2002 and long-range planning activities by individual Judicial Conference committees. The various committees examined trends, events, and policies that will affect their programs and considered possible courses of action to address them.

Financial Programs & Training

The Financial Accounting System for Tomorrow (FAS₄T) project reached a major milestone in fiscal year 2002. As of September 30, 2002, 60 percent of the Judiciary's 94 districts and four of its 13 circuits were operating the system. Six districts became operational in November 2002, and 20 more are scheduled for implementation in fiscal year 2003. Full implementation in all districts is scheduled for fiscal year 2004.

FAS₄T is the only financial accounting system that meets federal accounting standards and supports the appointment of certifying officers under the 2000 Federal Courts Improvement Act. The appointment of more certifying officers provides districts with the ability to strengthen their management controls over financial activities and increase efficiency by eliminating duplicate voucher and payment reviews, unnecessary photocopying of documents, and other kinds of paperwork.

The Judiciary made significant progress in developing an accounting and cash receipting system, known as Civil/Criminal Accounting Module (CCAM), under the leadership of a project team consisting of Administrative Office and court employees. During the year, the team developed, reviewed, and refined the functional specifications for the software system.

The functional specifications were translated into a detailed design that became the basis for developing the system, which ultimately will be integrated with FAS₄T. Full implementation in all districts is scheduled for fiscal year 2005.

The Administrative Office also expanded its efforts to provide financial management training to chief judges, unit executives and court budget staff with the distribution of two new training videos, and a computer-based training program. Three face-to-face training sessions were provided for 120 budget analysts, financial managers, and court executives.

Electronic Access, Electronic Filing of Court Documents

The federal courts recognize that the public should share in the benefits of information technology, including more efficient access to court case files. The courts are equally aware that certain types of cases, categories of information, and specific documents may require special protection from unlimited public access to protect the interests of litigants.

Program Improves Electronic Public Access

Pursuant to Congressional directive, the Judiciary's Electronic Public Access (EPA) Program facilitates and improves electronic public access to court information at a reasonable cost, in accordance with legislative and Judiciary policies, security requirements, and user

LEADER

L egal Responsibility	- compliance
E thics	- integrity, Judiciary's role
A ccountability	- public trust, checks/balances
D ecentralization	- cornerstone principle
E ducation	- education and training
R esource Management	- strategic planning

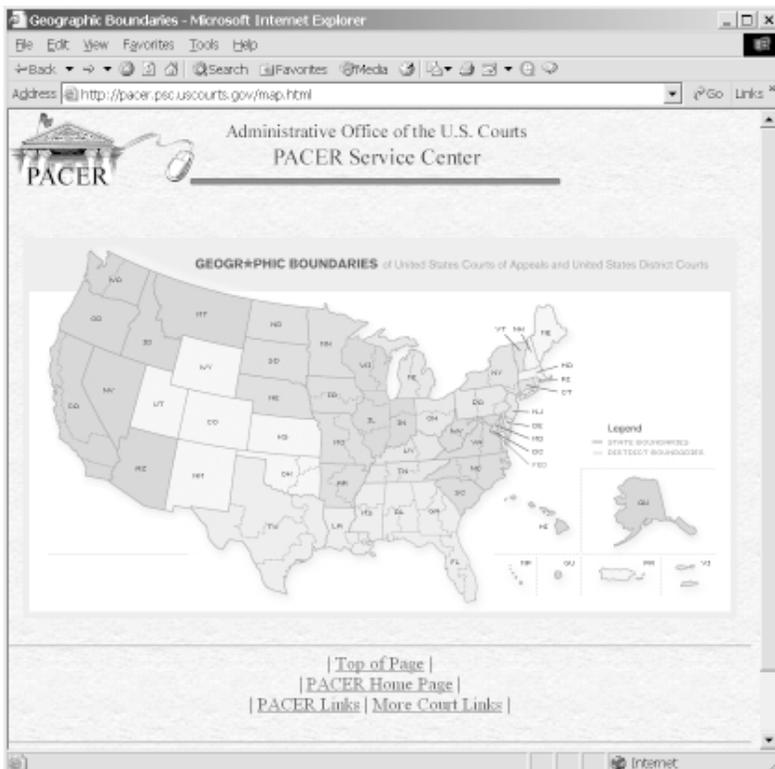
demands. Administrative Office staff manage the development and maintenance of electronic public access systems in the federal Judiciary and, through the Public Access to Court Electronic Records (PACER) program, provide centralized billing, registration, and technical support services for the Judiciary and the public. Advancements have been made in the quantity and quality of court information available to the public electronically over the past decade. The PACER system provides docket information from almost all federal courts and electronic documents from over 100 courts.

In the past year, bankruptcy statistical data was added to the PACER Service Center's web site in Excel format for downloading. Staff also managed Phase 1 of the PACER Archives project which will develop a means for the long-term storage of electronic records and provide public access to these

records through PACER. Additionally, the Judicial Conference approved a cap on per-document charges: the fee for electronic public access to any document now does not exceed \$2.10, the fee for 30 pages at the seven cents per page rate, which was instituted in 1998.

The EPA program has grown accordingly since its inception more than 10 years ago. In FY 2002, the total number of PACER accounts topped 200,000. During the year, the PACER Service Center responded to more than 80,000 support calls and 25,000 e-mails from PACER users.

The EPA program, which is funded entirely through user fees, generated \$17 million for the Judiciary in fiscal year 2002, a significant portion of which was used to fund improvements to electronic public access in the federal Judiciary, such as the Case Management/Electronic Case Files (CM/ECF) system.



Public Access to Court Electronic Records (PACER) is an electronic public access service that allows users to obtain case and docket information from federal appellate, district and bankruptcy courts, and from the U.S. Party/Case Index. Links to the courts are provided from the PACER web site, at pacer.psc.uscourts.gov/or from this map at pacer.psc.uscourts.gov/map.html.



By the end of 2002, case management/ electronic case files (CM/ECF) systems were in use in 11 district courts, 40 bankruptcy courts, and the Court of International Trade. CM/ECF not only replaces the courts' aging electronic docketing and case management systems, but also provides the option to have case file documents in electronic format and to accept filings over the Internet. More than three million cases with more than 15 million documents are on CM/ECF systems. Under current plans, the number of CM/ECF courts will increase steadily each month through 2005. Each court goes through an implementation process that takes about 10 months.

"Wave" Approach A Success for CM/ECF

EPA program revenue was used to fund almost all of the development and implementation costs of the Case Management/Electronic Case Files (CM/ECF) system, which permits courts to receive electronic documents and maintain electronic case files, and which is producing dramatic improvements in electronic public access. The deployment of CM/ECF and the increased presence of the Internet have been the major drivers of recent changes in the EPA program.

CM/ECF implementation in the Judiciary began with the bankruptcy courts in fiscal year 2001. Working with the courts, the Administrative Office applied an innovative "wave" approach to support implementation of the system in multiple courts, greatly accelerating court adoption of the system. By the end of fiscal year 2002, 102 district and bankruptcy courts had begun implementing CM/ECF. More than 20,000 attorneys had filed docu-

ments electronically, and more than three million cases involving more than 15 million documents are in CM/ECF systems, saving valuable court resources and providing dramatically improved public access to court records. CM/ECF systems currently are receiving more than one million docket entries per month. That number is expected to increase rapidly as more courts finish implementing the system.

Policy on Privacy and Public Access Implemented

The Administrative Office continues to support the work of the Court Administration and Case Management Committee in implementing the Judicial Conference policy on privacy and public access to electronic case files adopted at the September 2001 session of the Judicial Conference. The Administrative Office worked with the Committee to develop a model notice of the electronic availability of civil documents, a suggested local rule implementing the redaction provi-

sion of civil case files policy, and a question and answer document about the operation of the policy in civil cases. These documents were sent to courts to use in implementing the privacy policy in civil cases.

The Conference policy does not allow remote public electronic access for criminal case files at this time. However, as directed by the Conference, the Administrative Office and the Federal Judicial Center are working on an 11-court pilot study of remote public access to electronic criminal case file documents. Also, the Administrative Office developed a "high profile" exception to the privacy policy prohibition on remote public access to electronic criminal case files, which allows such access in limited situations. The criminal case file study and the "high profile" exception were approved by the Judicial Conference at its March 2002 session.

For bankruptcy case files, Administrative Office staff helped draft amendments to statutes, rules, and forms necessary to implement the Conference policy. The suggested rule changes were approved by the Judicial Conference at its September 2002 session. (See page 13 "Federal Rules of Practice and Procedure.")

Electronic & Written Communications Evaluated

In response to a request from the Judicial Conference Committee on the Administrative Office, the Administrative Office this year evaluated its processes and vehicles for formal written communications (both paper and electronic) with the courts to identify possible improvements. As part of this evaluation, Administrative Office staff sought input from nearly all court advisory groups and found that judges and court unit executives generally are highly satisfied with communications from the Administrative Office.

An independent assessment that evaluated the design and usability of the J-Net, the Judiciary's Intranet site, and the Judiciary's Internet site also was completed this year. As a result of that review, the J-Net and the on-line *Guide to Judiciary Policies and Procedures* are being redesigned to make them easier to use, and recommendations for improving the public web site are being implemented.

Exposure Drafts Gather Comments

In a further attempt to promote two-way communication between the Administrative Office and the courts, an experiment was initiated to obtain input from court managers nationwide by posting drafts of policy and program documents, called exposure drafts, on the J-Net for a fixed comment period. The goal is to help the Administrative Office clarify confusing language and address practical concerns, including implementation strategies, before new program guidance is issued.

Lotus Notes Implementation Completed

National implementation of Lotus Domino/Notes, the Judiciary's new e-mail system, was completed in May 2002, and the Lotus Domino application development architecture also was made available.

Encryption

Lotus Notes allows encryption, a process in which a document or part of a document is scrambled until it is opened by the person to whom it was sent. Encryption protects mail messages, documents, and data sent within the Judiciary.

Installed on approximately 33,000 desktops in over 300 court locations, this architecture helps Judiciary users build applications that make sharing information easier.

E-Mail Expands

The anthrax contamination of some U.S. mail in October 2001, prompted the Administrative Office to begin sending nearly all correspondence to the courts by e-mail or fax. Judges and court unit executives have indicated that they appreciate being kept informed and that they also are becoming more accustomed to and comfortable with electronic forms of communications, including e-mail broadcasts and the J-Net—although they prefer hard copies of newsletters and large publications. The Administrative Office received a number of specific suggestions to make it easier to sort through electronic correspondence, locate information on the J-Net, and access up-to-date policy guidance. The feedback received resulted in the implementation of several improvements, including a new e-mail broadcast front page that describes the information in the attached document, shows what groups received the message, and indicates if action is required and the due date.

Access to Benefit Information Now Electronic

For the past year, the Administrative Office has led the way in electronic access to benefits information and enrollment for Judiciary benefit programs.

During the summer of 2002, the Federal Judiciary Group Long-Term Care insurance program held its third, and final, guaranteed-issue open enrollment for eligible judges and employees. For the first time, all information, including rates, frequently asked questions, plan information, and enrollment forms were available on the J-Net. The response was overwhelming, with

over 3,200 judges, employees, and family members using this final opportunity to upgrade their coverage or to take out coverage for the first time. That brought the total number of individuals covered by this program to nearly 6,000, an extraordinarily high rate of participation for an employer-sponsored program of this kind.

Beginning in August, participants in the Federal Judiciary Flexible Benefit Program and the Commuter Benefit Program could access account information through www.shps.net. A randomly generated Personal Identification Number (PIN) was issued to each eligible participant to ensure the security of this information.

Participants now have the option of providing an e-mail address via the SHPS web site so that they can receive electronic notification of claims processing and enrollment confirmations. Judiciary-specific information also is available on the SHPS web site. Participants can access claim forms, Summary Plan Descriptions, and enrollment information from any PC with access to the Internet.

The 2003 Flexible Benefit Program Annual Enrollment Period was completely electronic. Plan information and interactive tools and calculators are available on both the SHPS web site and Benefits Online on the J-Net. Participants could accomplish the entire enrollment process, including requesting an e-mail confirmation of enrollment.

The Administrative Office's Distance Learning Program has introduced a variety of computer-based and on-line learning opportunities, including self-paced training via CD-ROM and on-line conferencing.

HRMIS Phase I

Phase II of the Personnel Systems Modernization Project-Human Resources Management Information System (PSMP-HRMIS)—covering the monthly pay population (retired Supreme Court justices, judges, annuitants, and survivors)—was successfully implemented in October. The first monthly HRMIS pay checks were issued in November 2002. Phase I of the project, covering employees from the Administrative Office, the Federal Judicial Center, and the U.S. Sentencing Commission was implemented in August 2000.

Judges and court employees increasingly have been turning to Benefits Online on J-Net for current information on Judiciary benefits. During the final Open Enrollment for the Judiciary Long-Term Care Insurance Program, Benefits Online was among the five most visited sites on J-Net.

Judiciary Employees Learn On-Site, Over Network

The Administrative Office continued to create new distance learning programming and traditional instructor-led programs for Judiciary employees in 2002.

Courses offered were directly linked to the timely implementation of Judiciary policies and programs,

such as orientation for chief judges and judicial nominees; financial and facilities management; statistical reporting; legal research for librarians; office automation and information technology; administrative and operational training for judges' secretaries and assistants; benefits, compensation and recruitment; and safety training for probation and pretrial services officers, firearms instruction, and electronic monitoring; and procurement procedures.

Distance learning training programs, broadcast over the Federal Judicial Television Network, allowed the Administrative Office to expand its program offerings; eliminated the need to coordinate schedules and travel for some



on-site training; provided more opportunities for judges and Judiciary staff to obtain training and education; and provided a more consistent quality of training. The Administrative Office provides programs to 325 viewing sites around the country, making the Judiciary broadcasting network one of the largest in the federal government.

The Administrative Office Distance Learning Program makes use of a variety of computer-based and on-line learning opportunities, including self-paced training via CD-ROM and the Internet, facilitated on-line conferencing via the Internet, and knowledge management. The program also provides performance support/on-line assistance enabling courts to more effectively use software for business processes.

Newly Published for the Courts in 2002

Compendium of Chief Judge Authorities: A comprehensive reference to the sources of chief judge authority.

The Risk of Personal Liability for Federal Judges, (2nd Ed.): Discusses the personal liability risk faced by federal judges.

Civil Litigation Management Manual: Describes the most effective litigation management and cost and delay reduction principles.

The Selection & Appointment of United States Magistrate Judges, (Rev. Ed.): Helps district courts and merit selection panels in the selection and appointment process.

High Profile Cases in the Appellate Court: How to Cope with the Media, and High Profile Cases in District Courts: How to work with the media, assists judges and court staff who face the media.

Statistical Data Gathering Improved

In 2002, the Administrative Office refined and planned augmentations to its statistical data-gathering capabilities. Statistical data from the courts now are being collected through Statistics Electronic Forms (SEF). The nine forms, available

low court and Administrative Office users to run their own *ad hoc* queries, analyses, and reports, and will provide these users with a series of standardized reports not currently available. When STATS is initiated, the first program areas it will address will be appeals and the civil caseload of the district courts.

First Two Phases of Data Review Completed

Recommendation 73 of the Long Range Plan for the Federal Courts calls for a comprehensive review of the statistical data and information needs of the Judiciary. The first two phases of the review, which addressed appeals and bankruptcy, have now been completed. The third phase, which involves district court activity, is currently underway. The Administrative Office's Statistics Division and the District Clerks Advisory Group are evaluating recommendations by committees of the Judicial Conference, program units of the Administrative Office, and representatives of the Federal Judicial Center, and the United States Sentencing Commission. Thereafter, the Administrative Office will work with the Office of Information Technology to revise the Case Management/Electronic Case Files system as needed to collect the required district court data.

on-line resemble the paper forms being replaced, so court users do not need extensive training to switch to the new automated system. Edits within each field on the forms prevent courts from entering data incorrectly. Data are uploaded to the mainframe each night and added to the Administrative Office's database. Previously, courts submitted 24,000 paper forms each year by mail or fax, and agency staff had to retype the data so that it could be entered into the databases. Use of the electronic forms has saved \$63,000 a year in postage and fax expenses, plus staff resources.

A system now being designed, the Streamlined Timely Access to Statistics (STATS) system, will provide courts and the Administrative Office with direct, interactive access to statistical data residing in the agency's databases. STATS will al-

National Forms Automated

Approximately 50 national forms were automated for placement on the Judiciary's Internet site, uscourts.gov, with another 30 forms under development. Placing the forms on the Internet site makes them available to attorneys and others who do not have access to the on the Judiciary's internal data communications network.

Bankruptcy Noticing Center Hits 100 Million Mark

In 2002, the Bankruptcy Noticing Center (BNC) produced and mailed 100 million bankruptcy notices. That was nearly 20 percent more than the previous year.

Operated under a contract managed by the Administrative Office, the BNC electronically retrieves data from participating courts' case

management systems and automates the printing, addressing, batching, and mailing process. As a result, the center generates notices at a fraction of the time and cost that would be required if produced by local courts. Since 1993, it has saved the Judiciary \$25 million and provided better service.

Electronic Bankruptcy Noticing

In fiscal year 2002, use of electronic bankruptcy noticing doubled over the previous year. This approach eliminates the production and mailing of traditional paper notices, speeds public service, and eliminates postage costs.

In fiscal year 2002, 4.3 million notices were sent electronically. By the end of the year, electronic notices were 4.6 percent of the total number of notices sent through the Bankruptcy Noticing Center. Participation in the electronic noticing program by creditors or other recipients is voluntary. Emphasis will be on continuing to expand the program through administrative and rules-based initiatives.

New Systems Aid Bankruptcy Administrators

The Administrative Office provides program direction and oversight to bankruptcy administrators in the six judicial districts in Alabama and North Carolina. Staff met with all six bankruptcy administrators to obtain their input on defining requirements and exploring alternatives for a new automated case management system to aid them in overseeing the administration of bankruptcy estates by private case trustees.

In addition to providing year-round program support, staff met with the bankruptcy administrators to discuss the operation of the program, pending legislation, automation matters including implementation in the courts of the Case Management/Electronic Case Files system, and

other issues. Staff visited three bankruptcy administrator offices, held regular telephone conferences with the bankruptcy administrators, and conducted a briefing for trustees at a national seminar for Chapter 13 trustees.

Number Of Languages Requiring Interpretation Increases

In fiscal year 2002, there was a 3.8 percent decrease in the number of events requiring the use of interpreters in the courts. District courts reported that they used interpreters in 174,405 events, compared to 181,303 events reported in fiscal year 2001. The number of languages requiring interpretation increased from 88 in 2001 to 102 in 2002. Spanish remains the most used language for interpreters in the courts, accounting for 93.6 percent of all reported events (163,344 events), followed by Arabic (1,692 events). Other frequently used languages in fiscal year 2002 were Mandarin (1,266 events), Russian (732 events), Vietnamese (643 events), Korean (636 events), Cantonese (628 events), Haitian Creole (551 events), French (403 events), and Punjabi (309 events).

Interpreter Certification

At the end of fiscal year 2002, there were 821 Spanish, 12 Haitian Creole, and eight Navajo federally certified interpreters. Significant achievements were made in 2002 in the Spanish/English Federal Court Interpreter Certification Examination project. New examinations, for both the written and oral phases, were developed, validated, and administered. In August 2002, 600 candidates took the written test. The next oral examination is scheduled for August 2003.

Several improvements to the examination process were implemented. These included development

of a self assessment and two practice tests to help improve the pass rate. Training for raters was expanded, and greater emphasis was focused on scoring for increased reliability. Several research studies also were done to further investigate the validity and reliability of the examination.

National Court Interpreter Database

The Administrative Office continued to maintain the National Court Interpreter Database, which contains a current master list of all certified and "otherwise qualified" court interpreters in a multitude of languages. The database contains information regarding qualification criteria, language, location, and contact information, and is available to all courts. At the end of fiscal year 2002, the database contained the names of 841 certified interpreters and more than 1,444 otherwise qualified interpreters in 93 languages.

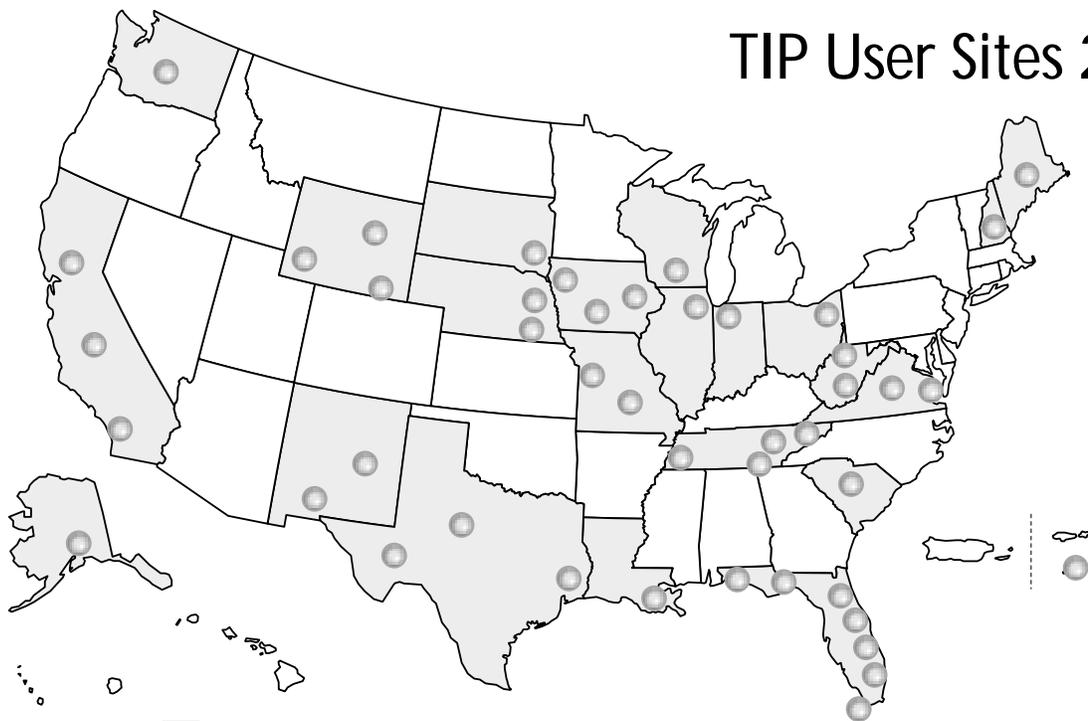
Telephone Interpreting

The Telephone Interpreting Program (TIP) provides remote interpretation where certified or otherwise qualified local court interpreters are not available. Telephone interpreting is used for short proceedings, such as pretrial hearings, initial appearances, arraignments, and probation and pretrial services interviews. It was made available to the courts in April 2002 and was used in nearly 1,600 events this year. The number of user courts increased from 18 in fiscal year 2001 to 24 in fiscal year 2002.

The Central District of California and the District of New Mexico each provided 35 percent of the telephone interpreting services, the remainder of which was provided by the Southern District of Florida, the District of Columbia, and the Eastern District of California.

The total number of telephone interpreted languages increased to

TIP User Sites 2002



As of December 31, 2002

The number of Telephone Interpreting Program (TIP) user courts increased to 24 in fiscal year 2002. Within these 24 courts, there are 42 TIP user sites.

27 in fiscal year 2002. Spanish was used for 88 percent of the telephone interpreting events. As in the previous year, 77 percent of the telephone interpreting was handled by staff interpreters and 23 percent by contract interpreters. Telephone interpreting is very cost effective, with total estimated savings exceeding \$460,000 in fiscal year 2002.

Committee questions about increased plea bargaining, limits on jury awards, and new powers of judges to screen evidence presented to jurors. The report contained the results from juror surveys provided by district courts indicating that the vast majority of federal court jurors found their jury service to be a positive experience.

Streamlining of Jury Operations Continues

The Judiciary has completed implementation of the Jury Management System, an electronic program that streamlines jury operations. As of July 2002, 88 districts had received the system. Currently, it is being modified, and enhancements are expected to be completed in the spring of 2003.

At the request of Congress, Administrative Office staff prepared a report regarding the role of juries in federal courts. The report addressed House Appropriations

Pay Raise for Court Reporters Approved

Administrative Office staff worked with the Court Reporters Advisory Group and the U.S. Court Reporters Association to address compensation of official court reporters. Based on the growing use of real-time court reporting by district judges, the Judicial Conference, at its March 2002 session, approved a salary increase of 10 percent for official court reporters certified in real-time writing. The Conference later approved a 10 percent increase to the schedule of transcript fee

rates subject to the availability of appropriations in the Defender Services account for fiscal year 2003. This is the first time in 16 years that transcript fee rates have been increased by the Judicial Conference.

Revised, On-Line Resources Added

In response to a recommendation made in the *Lawbooks and Libraries Study: Final Report - September 2001*, a revised formula to distribute funding for lawbook procurement was developed by a working group of four judges (appellate, district, bankruptcy, magistrate) and two circuit librarians working with Administrative

Slip Opinion Printing Contracts

Administrative Office staff completed a procurement process to award contracts for the printing of appellate slip opinions for all but three circuits. The Fifth, Sixth, and Tenth Circuits did not participate in this national procurement for various reasons.

Each appellate court's requirements vary, and, in the past, required separate solicitations. The recently awarded contracts used a single procurement process, setting out each court's requirements, allowing vendors to bid on one or more of the individual contracts for each of the affected courts. This process reduced the amount of Judiciary staff time required to conduct the

ILS Users Compare Notes

The first-ever meeting of court library users of the Integrated Library System (ILS) was hosted by the Administrative Office in 2002. The group, with the assistance of Administrative Office staff, offered a program schedule covering all aspects of the system. Library staff also had the opportunity to pose questions and present innovative ILS practices employed at their respective circuits.

Office staff and contractors. To develop the formula, lawbook expenditure data gathered from the ILS, first used for lawbook acquisitions in fiscal year 1999, was analyzed. The new formula was approved by Director Mecham and will be implemented in fiscal year 2003.

Due to the increased proliferation of on-line resources offered by publishers, the need for expanded access to electronic information was identified in the final report. An On-Line Resources Group of librarians was formed to help Administrative Office staff with several tasks, including a review of available on-line resources with an assessment of Judiciary needs, an investigation of purchasing and technical issues, evaluation, and prioritization.

procurement and assisted in more effective price negotiations, resulting in total five-year costs that are more than \$1.1 million less than the vendors originally proposed.

The contracts are for one year, with options to be exercised by the individual courts every year for four additional years.

Web, TV and Outreach Serve Courts and Public

The Administrative Office continued to meet the rapidly changing public affairs needs of the courts. Most recently, as individual courts developed continuity of operations plans, the Administrative Office's video production team worked closely with staff to record



The theme of the 2002 Open Doors to Federal Courts program was "Jury Service: A Rite of Passage." As part of the Judiciary's national outreach program, high school students learned the privileges and responsibilities of jury duty while participating in a mock trial. Here, Assistant U.S. Attorney Josh Van de Wetering conducts voir dire of the student jury in the District of Montana.

their experiences and share them by video with courts around the nation. Administrative Office staff also consult with court staff on issues involving the media, and offer nationwide resources and press contacts.

The Internet site, www.uscourts.gov, continues to be a major source for information about the courts, and also has become a valued location for posting requests for proposals for contractors and providing the updates on the federal rules of procedure. The site's Newsroom page is updated weekly with the Judiciary's latest developments.

More than 200 judges and nearly 9,000 high school students have participated in the Administrative Office's *Open Doors to Federal Courts* educational outreach program. The 2002 theme, *Jury Service: A Rite of Passage*, exposed students to the federal jury process.

The *2002 Open Doors to Federal Courts* program made use of *Fed Facts*, a CD-ROM-based program, developed by the Middle District of Florida probation office and the Florida Regional Community Policing Institute, that sends a com-

PELLING message about the legal consequences of drug crime. *Fed Facts* was distributed by the Administrative Office to each probation and pretrial services office to be delivered by officers to middle- and high-school students.

Probation and Pretrial Services Focus on Safety, Supervision

The Administrative Office in 2002 continued to focus on the supervision of defendants and offenders, officer safety, and personnel security issues.

Through the efforts of a working group of experts from courts across the country, agency staff continued to update and improve two monographs that give details of policy and practice procedures for supervision of pretrial defendants and post-conviction offenders. The monographs were posted to the J-Net for comment. The Judicial Conference Committee on Criminal Law approved the monograph on the supervision of offenders in 2002 and will consider the second monograph on the supervision of pretrial defendants in 2003.

The Officer Safety Working Group continued working on a comprehensive officer safety program. The group produced a course curriculum and accompanying materials that feature classroom and scenario-based training. Officers in each district were designated to serve as officer safety instructors and provide the training in their districts. Two training sessions have been held to prepare instructors to teach the program.

The program launched in 2001 to conduct background reinvestigations for officers and officer assistants was in place in all districts in 2002. Reinvestigation notifications were sent to 750 officers and officer assistants. Reinvestigations completed by the Office of Personnel Management staff were reviewed and sent to the chief judge in each district.

Work on the strategic assessment of the federal probation and pretrial services system continued in 2002. The consultant conducting

the study completed surveys of district and magistrate judges to learn their perceptions about the quality of probation and pretrial services work and of chief probation and pretrial services officers to find out about their practices and office organization. The results of both surveys were provided to the Judicial Conference Committee on Criminal Law and posted on J-Net.

PACTS

Probation and Pretrial Services Case Management System/Electronic Case Management (PACTS^{ECM}), a case tracking and case management tool, makes case information more accessible to officers and their supervisors. During fiscal year 2002, 17 districts went live with PACTS^{ECM}. To make the implementation process easier, a mentoring program was set up to enable districts already experienced with the system to guide and help districts new to PACTS^{ECM}.



A training video produced by the Administrative Office, offers safety instruction for probation and pretrial services officers. In a dramatization, an officer demonstrates the proper use of pepper spray on an assailant.

A focus on developing additional capabilities in PACTS^{ECM} led to a new effort—the Community Corrections Technology Project—which was launched to provide an interface between PACTS^{ECM} and personal digital assistants. This will let officers access information they have at their desktops while they are working in the field. A pilot program was started in three districts in October 2002 to get comments and help determine the best technical approach.

Defender Services Program Aids Offices

In FY 2002, the first Federal Public Defender was appointed in the Southern District of Mississippi, bringing the total of federal defender organizations to 72 nationwide, serving 81 judicial districts. Federal public defender offices also have been approved for the Northern District of West Virginia and the District of Rhode Island.

Following congressional funding approval in FY 2002, effective May 1, 2002, Criminal Justice Act (CJA) panel attorneys in all judicial districts earned a new hourly rate of \$90 for in-court and out-of-court work.

To support a CJA program that exceeds \$500 million per year, the Defender Services Program is designing and developing the Defender Services Management Information System (DSMIS) with implementation scheduled to begin in fall 2003. DSMIS will be an evaluation and management tool that will consolidate data from multiple Judiciary information systems essential for analytical and reporting purposes.

The Administrative Office held the first joint federal and state defender Conference on Quality of Representation in February 2002. Participants exchanged information and ideas about the quality, scope,

and accessibility of defense services in their systems.

The conference provided much valuable information for Administrative Office advisory and working groups to consider in developing strategies and measures for the Defender Services program, and as the basis for continuing collaboration with state and local defenders on issues affecting the quality of defense services.

A report from the Administrative Office/Department of Justice Joint Working Group on Electronic Technology in the Criminal Justice System concluded that promoting increased awareness of technology capabilities for the courts and criminal justice community will advance the fair administration of justice. The report contains a series of recommendations regarding electronic information issues.

Information Technology

During 2002, Administrative Office information technology (IT) initiatives focused on strengthening the Judiciary's national information technology infrastructure, ensuring the reliability of critical systems, and continuing the implementation of national systems and applications designed to enhance the Judiciary's ability to serve the public efficiently and effectively. New programs to ensure the effective management and stewardship of IT resources also were begun.

Courts Supported In High-Profile Trials

In 2002, Administrative Office staff met with court staff from the Court of Appeals for the Fourth Circuit and the Eastern District of Virginia to discuss the possibilities of using videoconferencing for emergency appeals resulting from terrorist-related cases in the circuit. Staff also arranged for classified briefings from the National Security Agency (NSA) for judges and others to discuss increased risks from terrorist trials. In Massachusetts, staff, working with NSA representatives, conducted an information security analysis at the district and circuit courts, followed by briefings for court staff and judges. OIT staff also worked with NSA representatives to complete an information threat assessment for the District of Utah prior to the Winter Olympic Games.

Automation Training

Approximately 2,000 court employees and technical staff, including nearly 100 judges, received training in 136 classes at facilities in San Antonio, Texas in 2002. A larger number of students than usual were trained due to the implementation of both Case Management/Electronic Case Files (CM/ECF) and Probation and Pretrial Services Case Management System/Electronic Case Management PACTS^{ECM} systems in the courts. New electronic training modules al-

Help Desk Fields Calls

Routine information technology support to the courts is provided by staff in San Antonio, Texas. In 2002, staff received more than 40,000 help desk calls from the courts and 1,300 requests for modifications to existing software. Staff distributed 35 application releases and updates to the courts, a 45 percent increase over fiscal year 2001, and made 85 court visits in support of bankruptcy and district CM/ECF implementations.



At the Independent Test Center in Phoenix, Arizona, test procedures are developed for Judiciary software applications. Here, a participant tests a software application prior to its release to the courts.

lowed OIT staff to inform courts of new features of applications as each new version was released without the need for students to return to San Antonio.

New this year was the first-ever, web-based delivery of training to court units. Three classes provided courts with training on tools they use to maintain court web sites.

Appropriate Use Policy Developed

At its September 2002 meeting, the Judicial Conference approved on a permanent basis a national minimum standard defining appropriate personal use of government office equipment, including information technology, subject to the right of each court unit to impose or maintain more restrictive policies. Individual courts have the responsibility to enforce appropriate use policies. The policy was developed by the Judicial Conference Committee on Information Technology.

The Administrative Office, as part of its regular audit process, has been directed by the Judicial Confer-

ence to examine and comment upon the adequacy of the courts' enforcement methods. Of the courts audited by the Administrative Office in 2002, virtually all had an appropriate use policy in place that meets or exceeds Judicial Conference standards.

National Infrastructure Enhanced

The heart of the Judiciary's national IT infrastructure is its data communications network (DCN), which provides for wide-area and local area-network connectivity. During 2002, Administrative Office staff took steps to ensure the continued reliability of the DCN through implementation of frame relay technology, relocation of the national Internet gateways, and use of virtual private network (VPN) technology.

Lines Converted to Frame Relay Technology

Agency staff worked with court technical staff to finish converting the Judiciary's wide-area network from point-to-point leased lines to frame-relay technology. Frame relay is a data network service that improves performance, increases reliability, enhances security, improves Internet access, and lowers costs. Early installation of this technology in the Second Circuit made it possible for court executives to activate the connections and reestablish data service throughout the circuit within one day of the September 11, 2001 attacks.

National Gateways Secured

Since early 2000, the Administrative Office has been responsible for three national gateways located at two courts and the Administrative Office that provide Internet connectivity to DCN computers. To ensure their continued reliability and security, the gateways were relocated in summer 2002 to commercial off-site locations with increased physical security, around-the-clock staffing, back-up power, and direct access to the backbone networks of major telecommunications carriers. This relocation prevented disruption to the Fifth Circuit in fall 2002 when a series of tropical storms interrupted communication in much of the region.

Virtual Private Networks Installed

Increased work requirements for judges and Judiciary staff have led to a growing need for a secure connection to the DCN from locations other than chambers or court offices. In response, Administrative Office staff, working with court staff and network consultants, helped the circuits acquire and install virtual private network technology at locations where it would be more cost-effective than a perma-

nent connection. This technology has allowed Judiciary users to access the DCN and the Internet faster and more securely.

DCN Security Assessed

Agency staff are assessing security measures and architecture for the DCN. This study is to ensure that every precaution has been taken to protect Judiciary information resources and to maintain privacy for judicial work and court communications. The study will be completed in 2003.

Circuit IT Conferences Held

To help ensure effective management of the Judiciary's IT resources and broaden the knowledge base of IT managers, annual circuit conferences for systems managers and assistant circuit executives for automation were held in 2002. The conferences provided updates on national projects and gave attendees an opportunity to share experiences.

IT Staffing Models and Better Practices Studied

Systems managers in circuit executives' offices; appellate, district, and bankruptcy courts; and probation and pretrial services offices have responsibilities that vary by court type, geographic location, and other factors, such as levels of technical service required. The Judiciary Administrative Services Process Improvement Program uses a method involving extensive court participation that examines the various information technology functions performed in the Judiciary. Program goals include documenting the work conducted by information technology staff, surveying practices that can be incorporated in the Judiciary's standard operations, and defining various levels of services and their staffing skills and needs.

Agency staff and court working groups are studying the infor-

mation technology functional area using a two-phase approach: the first will encompass the district courts, bankruptcy courts, and probation/pretrial services offices; the second will focus on the circuit executives' offices and appellate courts.

Enterprise-Wide Architecture

Administrative Office staff have begun defining a Judiciary-wide information technology architecture to serve as a practical and flexible framework of design principles, guidelines, and standards within which information technology solutions can be crafted to meet both the national and local business needs of the courts. A specific effort will update the Information Systems Architecture Guidelines issued in July 1997. The updated guidelines, which will benefit from broad court review, will be the technical reference for the new enterprise information technology architecture.

Selection of a Replacement Server Platform Underway

The vendor supplying the operating system for the server platform the Judiciary uses for national software applications is discontinuing its support. Although this was unexpected, the existing inventory of servers will continue to have support from vendors for expected lifetimes, and options for replacement of this platform had been under consideration for some time. Administrative Office staff are evaluating various options available so that a new server platform standard can be selected as soon as possible.